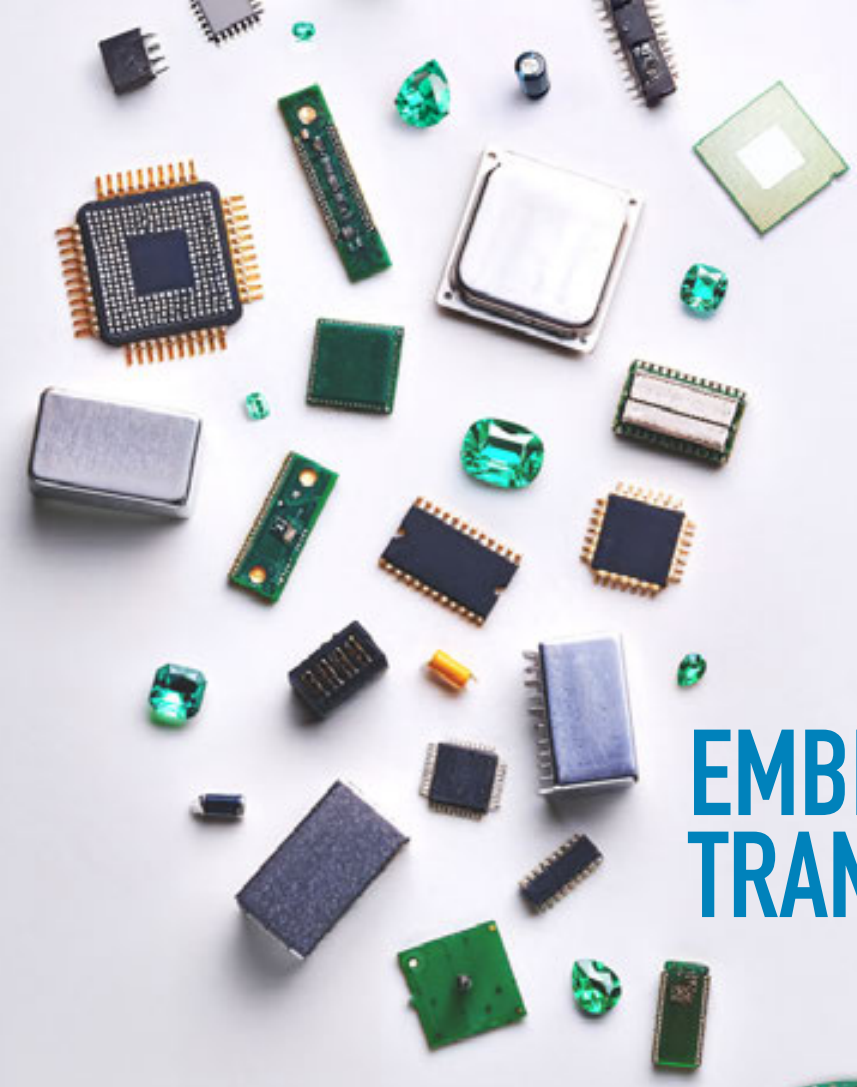
Ecobank
The Pan African Bank

# ECOBANK GROUP ANNUAL REPORT 2024



# EMBRACING TRANSFORMATION



# TO SERVE AND CONNECT AFRICA

Ecobank
The Pan African Bank

ECOBANK GROUP
ANNUAL REPORT
2024

# EMBRACING TRANSFORMATION TO SERVE AND CONNECT AFRICA



# CONTENTS

## 01 WHO WE ARE

7 Our vision and mission
8 A year of transformative wins
10 Our performance
12 We are a leading pan-African banking group
14 Who we are and what we do
18 Our strategy
18 Growth
19 Transformation

## 02 GROUP CHAIRMAN AND MANAGEMENT

22 A Letter from the Group Chairman
28 A Letter from the Group CEO
38 Consumer and Commercial Banking Overview
42 Corporate and Investment Banking Overview
48 A vision for the future: leading transformation

## 03 CORPORATE GOVERNANCE

52 The Board of Directors
54 The Board of Directors: Biographies
62 Directors' Report
66 Group Executive Committee
68 Corporate Governance
84 Sustainability Report
100 Foundation Report
104 People and Culture Report

## 04 RISK MANAGEMENT

111 Risk Management

## 05 BUSINESS AND FINANCIAL REVIEW

133 Business and Finance Review

## 06 FINANCIAL STATEMENTS

160 Statement of Directors' Responsibilities
162 Auditors' Report
170 Consolidated Income Statement
171 Consolidated Statement of other Comprehensive Income
172 Consolidated Statement of Financial Position
173 Consolidated Statement of Changes in Equity
174 Consolidated Statement of Cash Flows
175 Notes to Consolidated Financial Statements
277 Other disclosures
278 Statement of Value Added
279 Five-year Summary Financials
280 Audited Parent Company's Financial Statements

## 07 CORPORATE INFORMATION

286 Executive Management Ecobank Group
288 Share Capital Overview
291 Share Capital History
292 Holding Company and Subsidiaries
293 Contact Information

# TRANSFORMING



# PAYMENTS




**IN 2024 THE VALUE OF MOBILE PAYMENTS IN SUB-SAHARAN AFRICA GREW BY 15% TO**

# $1.1tn

**REPRESENTING 66% OF THE VALUE OF MOBILE MONEY TRANSACTIONS GLOBALLY**





# OUR VISION

To build a world-class pan-African bank and contribute to the economic development and financial integration of Africa.



# OUR MISSION

To provide all of our customers with convenient and reliable financial products and services.

# A YEAR OF TRANSFORMATIVE WINS

SME Bank of the Year in Africa

AFRICAN BANKER

African Brand of the Year

AFRICAN BUSINESS LEADERSHIP

Local Impact Champion

AFRICA CEO FORUM

Fintech Sandbox of the Year

ARAB-AFRO DIGITAL PAYMENT

Best Bank for SMEs in Africa

Best Bank for Cash Management in Africa

Best Bank for Payments in Africa

Best Corporate Cross-Border Payments Solutions in Africa

GLOBAL FINANCE

Transaction Banking Awards Global winner

Transaction Banking Awards Africa winner Payments

THE BANKER


MOBILE BANKING
Pay
Graph 1
Graph 2
Buy
Sell

# OUR PERFORMANCE

| For the year ended 31 December (in millions of US dollars, except per share and ratio data) | 2024 | 2023 |
|---|---|---|
| **Selected income statement data** | | |
| Operating income (net revenue) | 2,089 | 2,064 |
| Operating expenses | 1,108 | 1,113 |
| Pre-provision, pre-tax operating profit | 981 | 951 |
| Impairment charges on financial assets | 324 | 330 |
| Operating profit after impairment charges on financial assets | 658 | 621 |
| Profit before tax | 658 | 581 |
| Profit for the year | 494 | 407 |
| Profit after tax attributable to ETI shareholders | 333 | 288 |
| **Profit attributable per share (US cents):** | | |
| • Basic | 1.355 | 1.170 |
| • Diluted | 1.355 | 1.170 |
| **Selected statement of financial position data** | | |
| Net loans and advances to customers | 9,907 | 10,543 |
| Total assets | 27,955 | 27,230 |
| Risk-weighted assets | 13,530 | 13,933 |
| Deposits from customers | 20,424 | 19,974 |
| Equity attributable to ordinary shareholders | 1,079 | 1,054 |
| Total equity | 1,795 | 1,734 |
| Ordinary shares outstanding (in millions) | 24,730 | 24,730 |
| Book value per ordinary share (US cents)[1] | 4.36 | 4.26 |
| Tangible book value per ordinary share, TBVPS (US cents) | 4.97 | 4.04 |
| ETI share price(US cent)[2] | | |
| • High | 3.08 | 2.84 |
| • Low | 1.23 | 2.53 |
| • Period end | 1.81 | 2.29 |
| **Selected ratios** | | |
| Profit for the year to average total assets (ROA) | 1.8% | 1.5% |
| Profit for the year to total equity (ROE)[3] | 31.2% | 23.5% |
| Profit for the year to tangible total equity (ROTE)[4] | 32.7% | 24.9% |
| Common equity Tier 1 capital (CET1) | 11.4% | 10.4% |
| Tier 1 capital ratio | 12.1% | 11.1% |
| Total capital adequacy ratio (CAR) | 15.8% | 15.0% |
| Net interest margin | 5.8% | 5.4% |
| Net fee & commission income as a % of net revenue | 25.1% | 23.0% |
| Non-interest revenue (NIR) as a % of net revenue | 43.7% | 43.4% |
| Cost-to-income ratio | 53.0% | 53.9% |
| Non-performing loans ratio | 6.7% | 5.4% |
| Non-performing loans coverage ratio | 85.5% | 86.5% |

1 The Book value per ordinary share (BVPS) is computed by dividing the Group's shareholders' equity at period-end with the number of ordinary shares outstanding at period-end.

2 ETI share price on the Nigerian Exchange Group at period-end converted into US dollars using Bloomberg applicable rate at period-end.

3 ROE is computed using profit available to ETI (parent company) shareholders divided by the average end-of-period ETI shareholders' equity.

4 ROTE is computed using profit available to ETI shareholders divided by the average end-of-period tangible shareholders' equity. Tangible shareholders' equity is ETI shareholders' equity less non-controlling interests, goodwill and intangible assets.

RETURN ON TANGIBLE EQUITY
**32.7%**
IMPROVED FROM 24.9%
IN 2023

PROFIT BEFORE TAX
**$658m**
UP 13% FROM 2023

NET REVENUE
**$2.1bn**
UP 1% FROM 2023

CET1 RATIO
**11.4%**
IMPROVED FROM 10.4%
IN 2023

SINCE 2021
**$550m**
SUSTAINABILITY-LINKED
FINANCING RAISED

WOMEN IN MANAGEMENT
& EXECUTIVE POSITIONS
**32%**

**35**
AFRICAN COUNTRIES

**34**[1]
BANKING SUBSIDIARIES

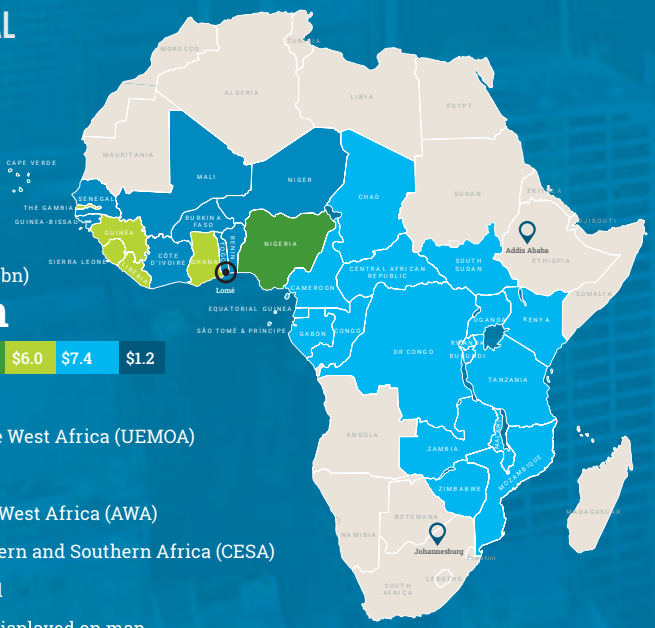
**19**
NON-BANKING SUBSIDIARIES

# WE ARE A LEADING PAN-AFRICAN BANKING GROUP

Ecobank is a leading financial institution connecting 35 developing and expanding countries across Africa. Our 14,560 employees serve the financial needs of over 32 million (19 million primary banking relationships) businesses and individuals, representing 61% of the continent. As of 31 December 2024, our total assets were $28.0 billion and total equity $1.8 billion.

Our single payment platform enables real-time payments across Africa to leverage our geographical reach for customers. Our parent company, ETI, is publicly traded on three stock markets: the Nigerian Exchange Group, the Bourse Régionale des Valeurs Mobilières (BRVM) in Abidjan, Côte d'Ivoire, and the Ghana Stock Exchange.

## CONTINENTAL COVERAGE




Total assets (in $bn)
**$29.1bn**

| $11.0 | $3.5 | $6.0 | $7.4 | $1.2 |
|---|---|---|---|---|

- Francophone West Africa (UEMOA)
- Nigeria
- Anglophone West Africa (AWA)
- Central, Eastern and Southern Africa (CESA)
- International
- Head office displayed on map
- Representative offices

1 Ecobank in London
2 Ecobank in Paris
4 Ecobank in Beijing
3 Ecobank in Dubai

**33m**[2]
CUSTOMERS

**TOP 5**
RANKED BANK IN 22 COUNTRIES

**$28.0bn**
TOTAL ASSETS

1 Ecobank Group has 33 licensed banking subsidiaries in sub-Saharan Africa and one in France.
2 Total customer base includes customers acquired through Partnerships

**15m**
MOBILE APP USERS

**2,088**
ATMs

**651**
BRANCH OFFICES

## INTERNATIONAL REACH



**65,181**
XPRESS POINT AGENCIES

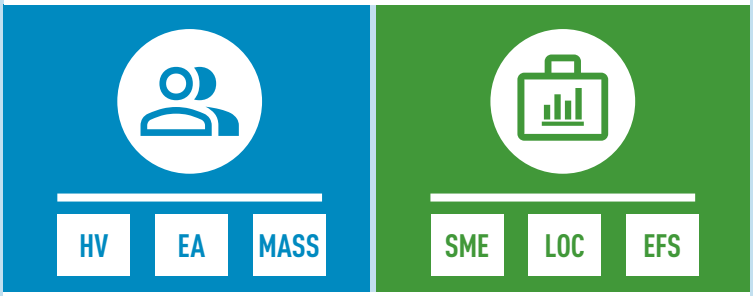
**14,560**
EMPLOYEES

**43**
NATIONALITIES

# WHO WE ARE AND WHAT WE DO

## OUR CUSTOMER-FACING BUSINESS SEGMENTS

### CONSUMER AND COMMERCIAL BANKING




We serve our individual clients – **High Value (HV) (Premier)** and **Emerging Affluent (EA) & Mass** segments with deposits, consumer loans, cards, payments, bancassurance, and wealth management products through bank branches, ATMs, digital (mobile and online), and agency banking networks.

We offer loans, trade finance, cash management, and payment products and services to our business clients – **SMEs, local corporates (LOC),** and **Education, Faith & Social Services (EFS)** segments through digital and physical channels.

**Find out more on pages 38 to 41**

| | |
|---|---|
| **$1.1bn** Net revenue | **$379m** Profit before tax |
| **$3.0bn** Gross loans | **$12.0bn** Customer deposits |

### CORPORATE AND INVESTMENT BANKING




Corporate and Investment Banking (CIB) provides a wide range of financial services, including **FICC, cash management, trade, loans and liquidity and securities, wealth, and asset management** to a diverse client base, including global, regional and public corporations and financial and international organisations.

**Find out more on pages 42-46**

| | |
|---|---|
| **$1.1bn** Net revenue | **$498m** Profit before tax |
| **$7.5bn** Gross loans | **$8.4bn** Customer deposits |

## OUR VALUES

**R** RESPECT
**A** ACCOUNTABILITY
**C** CUSTOMER CENTRICITY
**E** EXCELLENCE
**I** INTEGRITY
**T** TEAMWORK

Our values underpin everything we do as a business.

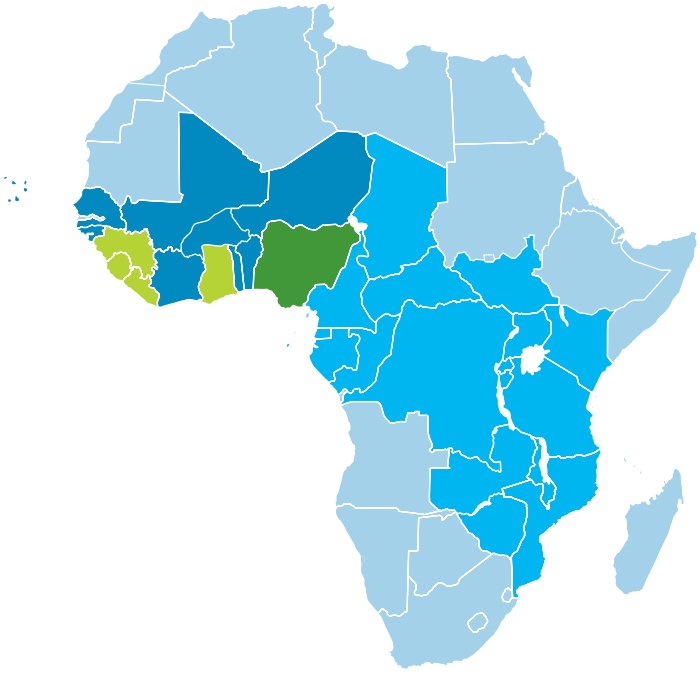
## OUR GEOGRAPHICAL FOOTPRINT

### UEMOA

| | |
|---|---|
| Revenue | $705m |
| Profit before tax | $345m |
| Deposits | $8.0bn |
| Cost-to-income ratio | 46.6% |
| Return on equity | 29.2% |

### NIGERIA

| | |
|---|---|
| Revenue | $126m |
| Profit before tax | $5m |
| Deposits | $2.3bn |
| Cost-to-income ratio | 79.4% |
| Return on equity | 1.1% |



### AWA

| | |
|---|---|
| Revenue | $644m |
| Profit before tax | $315m |
| Deposits | $4.4bn |
| Cost-to-income ratio | 39.6% |
| Return on equity | 37.4% |

### CESA

| | |
|---|---|
| Revenue | $661m |
| Profit before tax | $297m |
| Deposits | $5.6bn |
| Cost-to-income ratio | 51.0% |
| Return on equity | 32.7% |

Francophone West Africa (UEMOA)

Anglophone West Africa (AWA)

Nigeria

Central, Eastern and Southern Africa (CESA)

## OUR STRATEGY

**GROWTH**

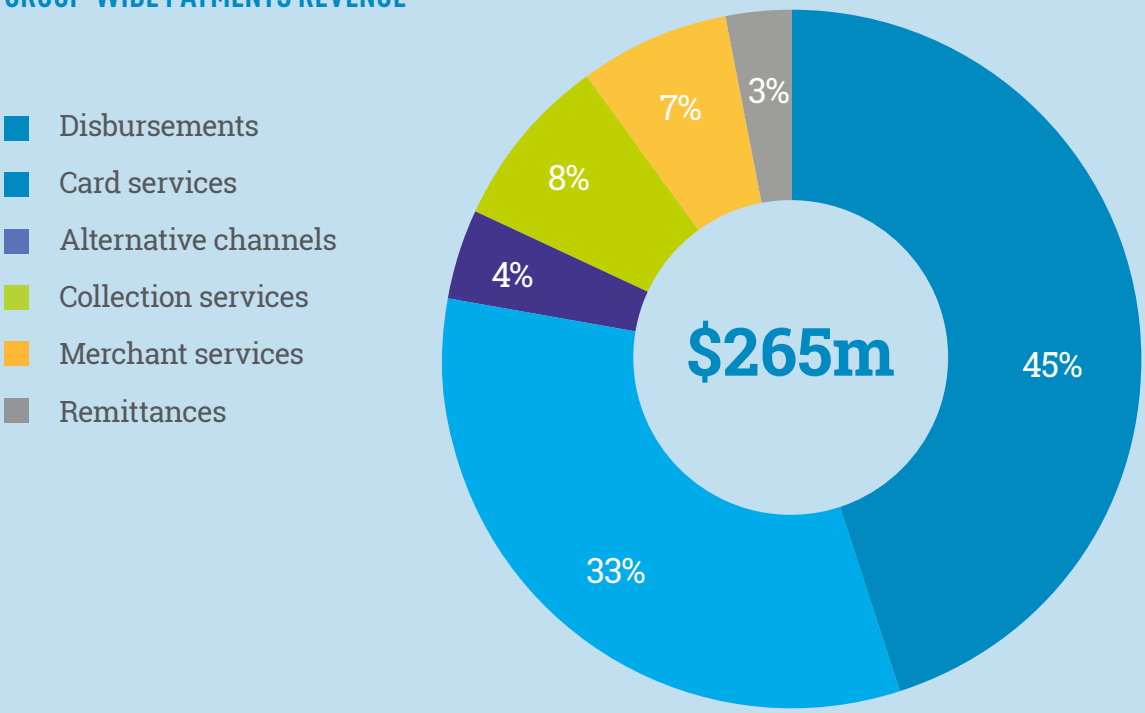
**TRANSFORMATION**

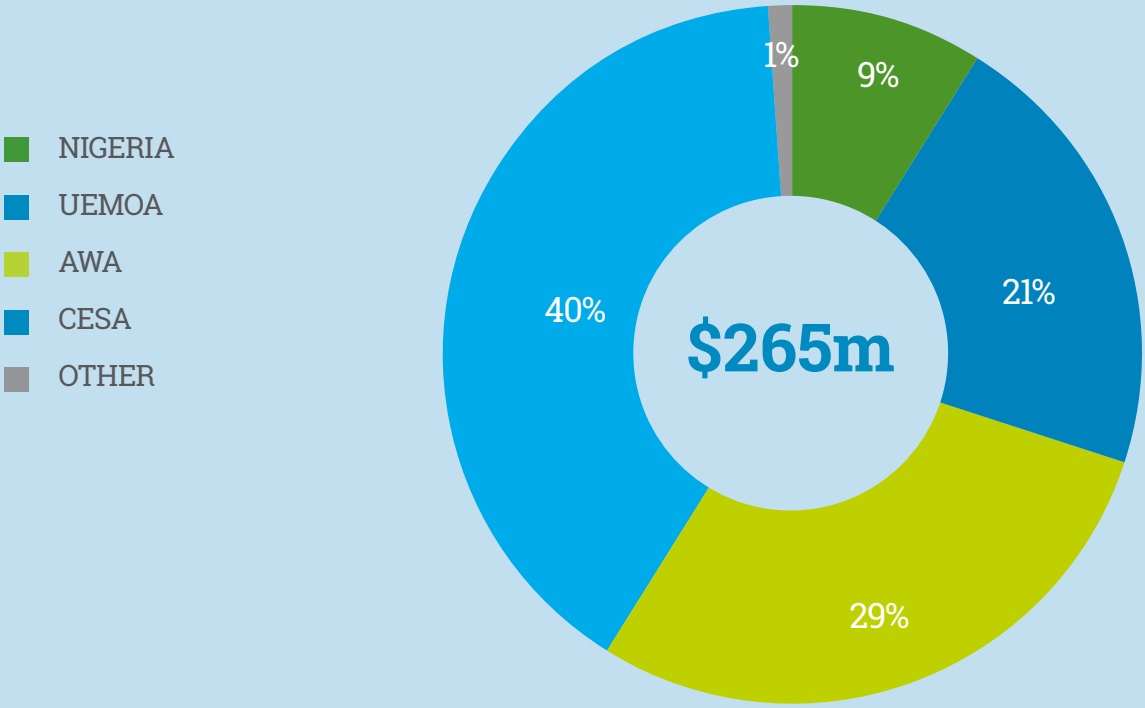
**RETURNS**

Our strategy is to grow, transform and deliver returns. Find out more on pages 18 and 19.

# WHO WE ARE AND WHAT WE DO

## GROUP-WIDE PAYMENTS REVENUE



## TOTAL Digital Transactions

# $214.6bn ▲5%

## Consumer payments

### Mobile
**$10.6bn**
▲22%

### EcoOnline
**$1.8bn**
▼5%

### Xpress Point Agencies
**$7.5bn**
▲29%

### Indirect Channels
**$12.1bn**
▼23%

### Branches
**$86.6bn**
▼4%

### Remittance
**$2.1bn**
▼3%

### ATMs
**$11.4bn**
▼16%

## SME & Corporate payments

### Omni Plus (CIB)
**$72.9bn**
▲25%

### Omni Lite (CMB)
**$8.3bn**
▲25%

### EcobankPay
**$287bn**
▼12%

### POS
**$587bn**
▼28%

### eCommerce
**$485m**
▼6%

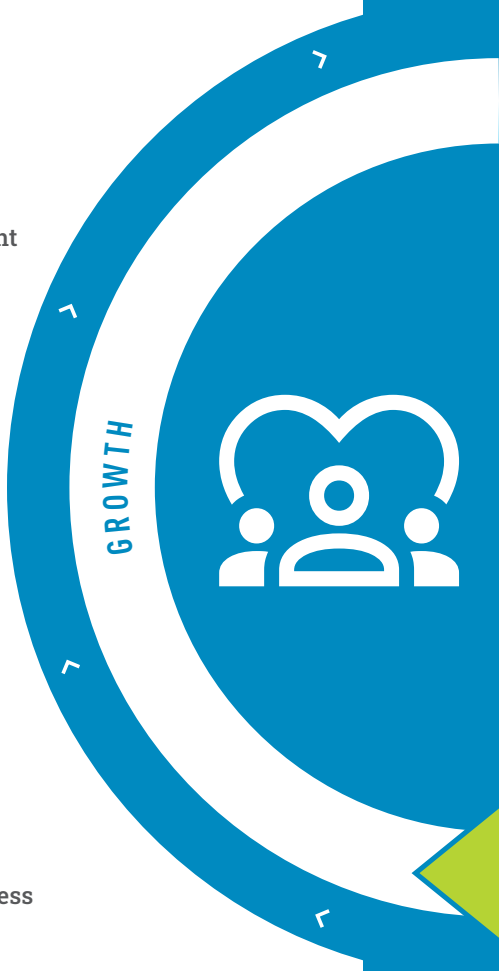
# OUR STRATEGY TO GROW, TRANSFORM AND DELIVER RETURNS

## GROWTH

### Our business units are leveraging our strategy

### OUR BUSINESS

- Corporate and Investment Banking
- Consumer Banking
- Commercial Banking
- Cash Management and Cross-border Remittances and Banking-as-a-Service (BaaS)




### OUR STRENGTHS

- Pan-African network
- Unified banking platform
- Technology & payments platform
- Diversified business model

### OUR ENABLERS

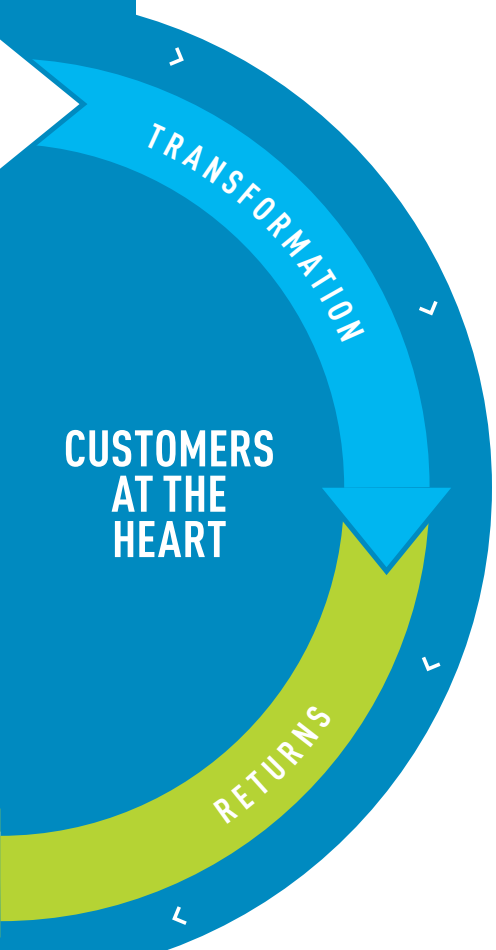
- Revised operating model
- Risk management framework
- Brand building
- Technology

**Our strategy puts our customers at the heart of everything we do. It is based on stakeholder insights, industry, regulatory and commercial analysis and forecasts. It drives all our solutions, services and operations across our 35 African markets.**

## TRANSFORMATION

### Our focus accelerates our progress

### OUR FOCUS




- Transform customer experience
- Strengthen performance culture and reposition for agility
- Reinvigorate Nigeria and subscale subsidiaries
- Entrench our leadership positions

- Partnerships
- Sustainability

## RETURNS

### Grow shareholder value

### OUR RETURNS

- Sustainable ROE [1] above COE [2] through the cycle
- Increase subsidiaries dividends to ETI
- Dividends to ETI shareholders

1 ROE – return on equity
2 COE – cost of equity

# TRANSFORMING



THE WORLD BANK ESTIMATES THAT THE AfCFTA COULD BOOST INTRA-AFRICAN TRADE BY

**52%**

AND CREATE 30 MILLION JOBS BY 2035

# AFRICA'S TRADE



THE WORLD BANK ESTIMATES THAT THE AfCFTA COULD INCREASE AFRICA'S INCOME BY

**$450B**

BY 2035

# A LETTER FROM THE GROUP CHAIRMAN



## "STRONG RESULTS REFLECT THE RESILIENCE OF OUR DIVERSIFIED MODEL AND THE DEDICATION OF ECOBANKERS ACROSS AFRICA."

**Papa Madiaw Ndiaye**
Chairman of the Board

## Dear Shareholders,

# IN RECENT YEARS, ECOBANK HAS EMBARKED ON AN AMBITIOUS STRATEGY TO ACCELERATE GROWTH AND PROFITABILITY.

I am pleased to report that 2024 marked a milestone year — delivering over $2 billion in revenue for the second consecutive year and generating $333 million in profits attributable to ETI shareholders. These strong results reflect the resilience of our diversified model and the dedication of Ecobankers across Africa. But we believe that we can go further.

As I present these achievements in my inaugural letter as Chairman, I am guided by two distinct sentiments: first, by a deep sense of responsibility to advance the legacy of this institution; and second, by a profound sense of humility and pride, rooted in my long-standing relationship with Ecobank. My journey with this Bank began in the late 1990s while at the International Finance Corporation (IFC), supporting Ecobank's restructuring and early expansion to align with its ambition of becoming a leading pan-African institution with a robust institutional shareholder base. Later, as a private equity investor through AFIG Funds, I had the opportunity to invest in and exit from three Ecobank affiliates. Today, as Chairman, these shared experiences continue to reinforce my belief in Ecobank's great potential and the relevance of its mission to be at the heart of Africa's next phase of economic development.

### Legacy and Vision

Ecobank was established with a bold vision: to be a bank for African customers, by an ambitious African team — catalysing growth, integration and prosperity across the continent. Since our founding in 1985 in Lomé, Togo, we have evolved into a continental bank, serving millions of customers across 35 sub-Saharan African countries. We take pride in being the largest bank in terms of geographical reach. In many ways, we have improved the financial lives of numerous African households and businesses, created jobs, contributed our fair share of taxes, and adhered faithfully to increasingly stringent regulatory rules. Ecobankers, past and present, have become some of the most respected bankers across the continent.

**Many senior African bankers today began or advanced their careers at Ecobank, cementing our reputation as a training hub for Africa's financial leaders.**

## PROFIT ATTRIBUTABLE TO ETI SHAREHOLDERS UP 16% YEAR-ON-YEAR



## $333 MILLION



**The Chairman of the Board of Ecobank Group and the CESA Regional Executive/MD of Ecobank Kenya engaged with staff at the Head Office branch in Nairobi to promote excellence and recognise their efforts in September 2024.**

We have brought numerous innovations to the financial services sector. To name a few: a single unified payments gateway, an award-winning multi-country, multi-currency mobile app, and real-time cross-border payments. And we are not finished yet. We are now doubling down on digital and data-driven solutions that connect customers, markets and capital across borders with greater speed and ease. We are continuing to power and improve seamless connectivity across Africa, as this is fundamental to our ongoing and future operating model. This is just one of the many ways in which we are empowering our Corporate and Investment Banking and Commercial Banking clients to grow their businesses by grasping the immense opportunities created by the African Continental Free Trade Area (AfCFTA)'s creation of a single African market.

These accomplishments are laudable, and we owe our thanks to the dedicated men and women of Ecobank, both past and present, who have made this possible. However, as we cast our eyes into the future and reimagine all possibilities — rising competition from banks, fintechs and non-bank financial institutions, as well as factors such as geopolitics, regulation, capital markets, evolving customer behaviours, artificial intelligence and talent acquisition — we cannot afford complacency. This means it is imperative that we embrace our ongoing 'Transformation' agenda with renewed urgency to achieve sustainable growth.

## Acknowledging the Legacy of My Predecessor

Before moving forward, I want to acknowledge the immense contributions of Alain Nkontchou, my predecessor as Chairman. Alain's leadership steered the Bank through a crucial transition period. Under his guidance, Ecobank returned to profitability, entrenched governance discipline, and made the prospect of dividend payments after years of restructuring very real. I thank him sincerely for his service to Ecobank.

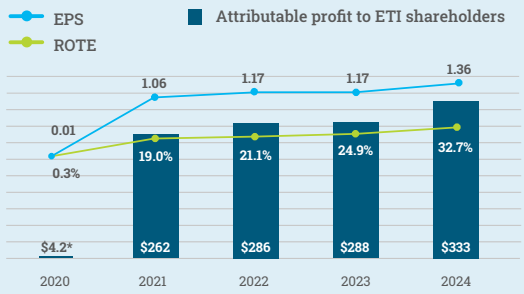
**22%**

**YEAR-ON-YEAR DIVIDEND INCREASE FROM SUBSIDIARIES**

2024 dividends received of $217m vs $178m in 2023

## Positive 2024 Financial Performance

**Group Profit After Tax Attributable to ETI Shareholders (in millions of US dollars), ROTE (%), and EPS (US$ cents )**




*Attributable profit impacted by a $164m goodwill charge ($159m related to Oceanic Bank acquired in 2011 and $4m related to SOFIPE, our microfinance entity acquired in 2014), $61m in net monetary losses (due to hyperinflation in Zimababwe and South Sudan), $44m in legal and restructuring costs.

2024 was a positive year. Your company generated $333 million in profits attributable to ETI (the Holdco) shareholders, a 16% increase year-on-year, based on net revenue of $2.1 billion. We also raised your earnings per share by 16%, bringing it to $0.014 (or 1.355 $ cents), and increased the tangible book value per share (TBVPS) by 4% to $0.042 (or 4.20 $ cents). Additionally, we achieved a record return on tangible shareholders' equity (ROTE) of 32.7%.

Our total assets on the balance sheet grew by 3% to $28.0 billion, including customer deposits of $20.4 billion and loans of $10.5 billion. The balance sheet remains liquid, with a loan-to-deposit ratio of 51.4%, down from 55.4% the previous year. Despite the negative impact of the reserves from translating subsidiaries' balance sheets into US dollars, our Common Equity Tier 1 (CET1) ratio improved by 100 basis points to 11.4% in 2024. Our underlying cost-to-income ratio also improved to a record 53.0%, reflecting operational discipline and strategic platform leverage.

These results underscore the ongoing strength of our geographically diversified business model, the resilience of our underlying businesses, and the dedication of Ecobankers to serve our customers and deliver returns to our shareholders.

However, these metrics tell only part of the story. Our delivery culture is evolving. Previously underperforming affiliates across regions from Uganda to Equatorial Guinea are now making significant contributions. Our capital markets strategy was validated by successfully issuing a $400 million Eurobond and launching West Africa's first gender bond — clear signals of investor trust and confidence.

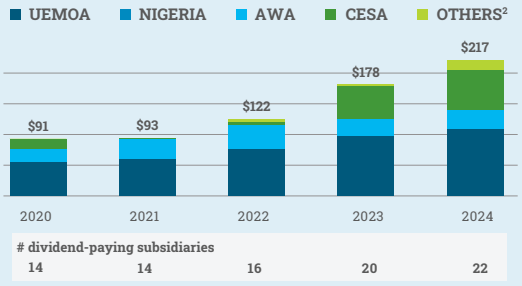
## Reinforcing the Dividend Discipline

We understand that dividends are important to all our shareholders. Of the 641,000 shareholders of ETI, about 600,000 own fewer than 10,000 units and rely on dividend payments. We acknowledge that not paying dividends again is disappointing and that explaining our reasoning is crucial.

The dividend payment process has two aspects: dividends from subsidiaries and those paid to shareholders. On a positive note, 22 subsidiaries paid record dividends totalling $217 million this year, reflecting a 22% increase, and we anticipate continued growth in these payouts.

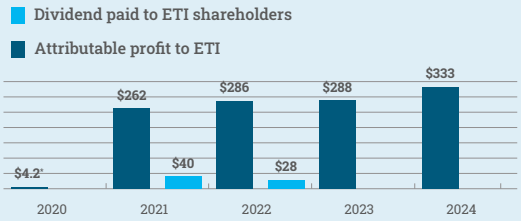
However, given our focus on strengthening the balance sheet to pave the way for accelerated growth, we faced the difficult decision of either servicing the debt and complying with existing debt covenants or paying dividends. Acting in the best interest of the company, we made the difficult decision not to pay dividends this year.

**Dividends Paid by Subsidiaries[1] to ETI (in millions of US dollars)**




(1) The cash dividends received annually from dividend-paying subsidiaries are based on their attributable profits from the previous year to ETI. For instance, the $217 million dividends received in 2024 correspond to the attributable profits for ETI from 2023.
(2) Others include our International business (i.e., EBI SA Groupe Ecobank, our Paris-based subsidiary), EDC, our Investment Banking and Wealth and Asset Management businesses, and eProcess, our operations and technology business.
* Nigeria has not paid a dividend to ETI within the 2020-2024 period.

**Group Profit After Tax Attributable Profit to ETI Shareholders and Dividends Paid by Subsidiaries to ETI (in millions of US dollars)**



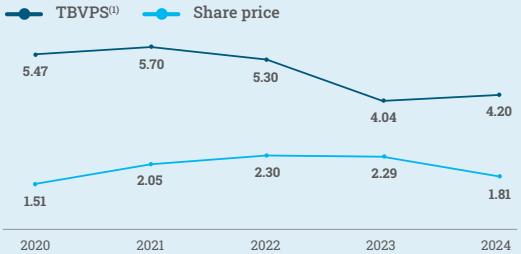

*Attributable profit impacted by a $164m goodwill charge ($159m related to Oceanic Bank acquired in 2011 and $4m related toSOFIPE, our microfinance entity acquired in 2014), $61m in net monetary losses (due to hyperinflation in Zimababwe and South Sudan), $44m in legal and restructuring costs.

## The Discounted Value of ETI Stock: A Candid Assessment

Ecobank's market value at year-end stood at $447 million, down 21% year-on-year, partly due to the devaluation of the Nigerian Naira, while the accounting book value of your equity is $1.08 billion. The price per share was $0.02, while the tangible book value per share was $0.04, representing a market price-to-book value of 0.43x.

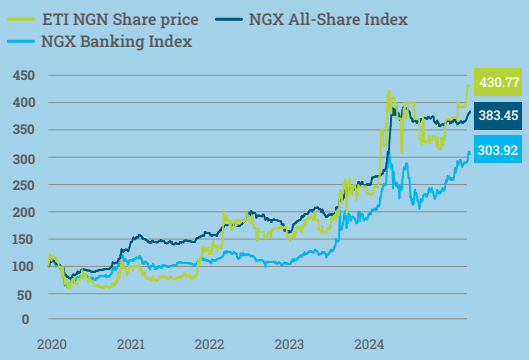
The deeply discounted value of our stock relative to our book value is a stark and humbling reality – one that cannot be attributed to a single cause. Several internal and external factors influence share prices. The valuation may reflect issues such as asset quality, capital and profitability concerns in Nigeria, the complexity of our Group structure, corporate governance challenges, Group-wide capital adequacy, and the lack of regular dividend payouts. Additionally, macroeconomic and regulatory factors affecting the banking sector, competitive dynamics, and geopolitical risks also play a role.

**ETI's Share Price and Tangible Book Value Per Share[1] (in US dollar cents)**




(1) Tangible book value per share (TBVPS) is Tangible Shareholders' Equity (TSE) at period-end divided by ordinary shares outstanding at period-end. TSE is ETI Shareholders' Equity less intangibles.

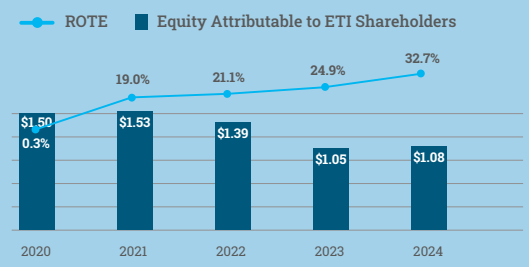
**Performance of ETI's Share Price (NGN) vs. NGX All-Share Index and NGX Banking Index (indexed to closing prices as of 31 December 2019)**




Source: Bloomberg

Although external factors are beyond our control, we can still influence outcomes through our internal actions and execution. Our Growth, Transformation and Returns (GTR) strategy focuses on operational excellence to enhance customer satisfaction and drive revenue growth.
We continue to empower and reward our employees while reinforcing strong execution and maintaining discipline. Our goal is to deliver superior returns to shareholders. By effectively implementing these strategies, we can positively impact our market valuation.

**Shareholders' Equity Attributable to ETI (in US$ billions) and ROTE (%)**




2020 ROTE impacted by a $164m goodwill charge, $61m in net monetary losses, and $44m in legal and restructuring costs.

## Turning Around Underperforming Affiliates

Some of our affiliates — such as Nigeria — have experienced significant macroeconomic volatility along with specific sector challenges. The resulting performances in such countries have also negatively affected market sentiment.

The Group CEO's letter provides more detail on this, and I want to reaffirm that the Board and management collaborate closely to enhance execution, governance and risk management, across all our underperforming affiliates and throughout the Group. While we remain committed to these markets, we will balance this against our confidence in their long-term value contribution to the Group.

Every single underperforming affiliate, starting with Nigeria, will be given the opportunity and the support to rapidly find the path to profitability and growth. Over the next year, we look forward to seeing Nigeria begin to fulfil its promise not only as a solid revenue driver, but also as a hub for innovation and talent to be a leader in areas such as payments, digital onboarding and for financing small and medium-sized enterprises (SMEs).

## The Case for a Modern Pan-African Strategy

Ecobank's pan-African vision – and indeed our support for the AfCFTA – is vital but must also create real value. Strong value creation could reduce the company's cost of equity and expand its community programmes, including our corporate social responsibility initiatives and the impactful work of the Ecobank Foundation. Therefore, we must continually ask ourselves: Is being pan-African delivering the returns our shareholders expect?

In 2024, the results across the geographies were mixed. While Zimbabwe and Kenya did not meet expectations, Ghana, Guinea and Burkina Faso exceeded them. This demonstrates the power of diversification, which must ultimately lead to increased shareholder value.

We remain committed to unlocking the full potential of our network — integrating platforms, harmonising standards, and enabling the smooth flow of capital, goods and data across borders. As African governments have stepped up their commitment to increasing intra-African trade, Ecobank is well-positioned to play a key role in this acceleration.

**16%**
YEAR-ON-YEAR GROWTH IN EPS

## Corporate Governance and Stewardship

Sound governance underpins sustainable value creation. As Chairman, I view governance not as a compliance exercise but as a strategic enabler of performance, trust and long-term resilience.

The Board remains firmly committed to robust oversight, constructive challenge, and an unwavering focus on shareholder interests. As the Commonsense Principles of Corporate Governance remind us, effective boards must be diverse, independent in thought, and aligned with the company's long-term values. These are principles we take seriously at Ecobank and continuously strive to embed them in our governance culture.

As we look ahead, shareholders can expect the following from my tenure as Chairman:

- **Sharper strategic oversight:** The Board will continue to ensure the Group's strategic priorities are clearly defined, well executed, and rigorously monitored — particularly in capital allocation, risk management, digital transformation, and business and regional performance.
- **More transparent executive accountability:** Leadership must deliver results and do so in a way that reflects our values. We are strengthening how we assess performance – linking strategy, culture and results more tightly.
- **Executive compensation aligned with performance:** Pay must reflect delivery. The Board's Remuneration Committee reviews incentive structures to ensure that they reward sustainable value creation, not short-term metrics. This includes further integrating Environmental, Social and Governance (ESG) progress, cost discipline, and return on equity (ROE) into evaluating executive performance.
- **Enhanced shareholder engagement:** We are deepening dialogue with the investment community to ensure that concerns are heard, and that progress is communicated transparently. This includes more regular updates, open forums, and a refreshed approach to investor relations.
- **Succession planning and board renewal:** Long-term success requires a future-ready leadership pipeline. We are committed to strengthening executive and board succession planning and ensuring that we attract and retain talent that reflects the complexity and opportunity of our pan-African mandate.

Good governance is about creating the conditions for sustainable success. It is also about accountability. We know trust is not declared — it is earned through performance, transparency and alignment with our stakeholders. That is the ethos that we are bringing to the next chapter of Ecobank's governance journey. With the capable group of board members I have with me, I am confident about our collective ability to deliver on the above.

## Looking Ahead: A New Chapter

As Ecobank turns 40 years old, we stand at a defining moment in our journey.

Over the past five years, Ecobank has undergone a courageous but steady transformation. We continue to make meaningful progress in tackling legacy challenges around credit quality and cost efficiency.

Over recent years, the Group has returned to profitability, strengthened its capital base, and leaned fully into digitisation. Investments in mobile banking, digital payments, technology platforms, and digital onboarding were not just technological shifts — they became strategic tools to expand reach and reposition Ecobank as the go-to pan-African platform for individuals, SMEs, governments and corporates.

Now, with Jeremy Awori as CEO and a new phase of execution ahead, we are entering a new era. The GTR strategy is improving the company's performance metrics and overall condition. Above all, it is meeting consumers and SMEs evolving needs, leading in trade finance and payments, sharpening focus, and reasserting our role as a trusted financial bridge across Africa in the context of the implementation of the AfCFTA.

The early signs are encouraging — return on equity is rising, cost-to-income is falling, and our digital investments are giving us a real edge.

If the past decade may have been about laying foundations and fixing the engine, the next one is about acceleration — driven by clarity, confidence and purpose.

As we say in Africa: "**No matter how long the night, the day is sure to come**." The foundations have been laid. The dawn of a stronger, more agile Ecobank has arrived. We are poised to lead. The future will reward those who are connected, adaptive and bold. This is the Ecobank that we are building.

## A Shared Responsibility

To our shareholders and investors: thank you for your patience and belief.

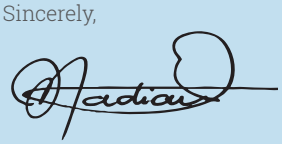
To our clients: thank you for trusting us to serve you.

To our employees: thank you for delivering every day.

To our regulators and partners: thank you for your support.

As we enter our fifth decade, our focus is not on nostalgia, but on building and sustaining momentum. Together, let us build the Ecobank that Africa needs, trusts and our shareholders deserve.

Sincerely,



**Papa Madiaw Ndiaye**
Chairman of the Board

# A LETTER FROM THE GROUP CEO



"OUR GTR STRATEGY IS CLEAR: GROW OUR BUSINESS, TRANSFORM HOW WE SERVE OUR CUSTOMERS, AND INCREASE RETURNS THROUGH CONSISTENT EXECUTION AND EFFICIENT CAPITAL ALLOCATION. WE ARE NOT HERE FOR SHORT-TERM WINS. WE ARE HERE TO SHAPE THE FINANCIAL FUTURE OF AFRICA."

**Jeremy Awori**
Group Chief Executive Officer

## Dear Shareholders,

# WHEN I TOOK OVER ECOBANK'S LEADERSHIP IN 2023, WE ESTABLISHED AN AMBITIOUS GOAL TO TRANSFORM HOW WE SERVE AND CONNECT WITH OUR CUSTOMERS ACROSS AFRICA.

I am pleased to report that we are making progress in many areas thanks to the remarkable eagerness of all Ecobankers to learn and embrace the changes that come with this transformation.

Our transformation journey builds on the foundations laid to create a strong pan-African franchise over the past 40 years. We are continuing this journey guided by the principles of our Growth, Transformation and Returns (GTR) strategy. In 2024, we focused on strengthening our infrastructure, redefining our priorities, and aligning every part of our organisation around our strategic objectives. While we are already seeing positive results, our ultimate objective is to accelerate our progress and build a business model that will endure for decades.

### A Pan-African Institution with Purpose

We are a truly diversified pan-African financial services group, impacting lives across 35 African countries — as well as globally, through our diaspora banking network. From enabling trade and facilitating payments to financing dreams and driving financial inclusion, we support growth, opportunity and progress wherever our customers are. In 2024, we reaffirmed our position as Africa's leading bank — resilient, purpose-driven and forward-looking. We were proud to be named Africa's Best Bank by Global Finance, recognising our leadership in the African banking sector.

### Laying the Foundation for Sustainable Growth

To us, growth is not just about bigger numbers — it is about growing in ways that matter. It means reaching more people, staying relevant, and making a genuine difference in our customers' lives. That is the kind of growth we value.

We will grow by helping more customers open primary current accounts, save and invest with us, transfer money faster and more affordably both locally and across borders, and last but not least, plan for their future using products like mortgages and wealth solutions. In 2024, we began reorienting the Bank to achieve these goals, while always remembering that long-term revenue growth remains the key driver of returns, value and sustainably high returns on equity.

### Driving Revenue, Returns and Regional Performance

In 2024, Group-wide net revenues rose 1%, or 18% at constant currency, to $2.1 billion, with a record return on tangible equity (ROTE) of 32.7%. In Corporate and Investment Banking (CIB), revenues rose by 16% in constant currency to $1.1 billion, fuelled by our leadership position in Francophone West Africa (UEMOA) and Anglophone West Africa (AWA), and strong performance in core products such as cash management, payments and trade. Structured trade finance disbursements reached $450 million, while cash management brought in $500 million in deposits. Separately, our successful Eurobond repurchase for Gabon, totalling $420 million, demonstrated African capital markets expertise.

In Consumer and Commercial Banking, revenues increased by 15%, and by 12% at constant currency, reaching $504 million and $566 million, respectively. Active agent ratios rose from 19% to 29%. Card revenue increased by 11% year-on-year, and Consumer Banking improved product holdings per customer from 1.2 to 1.5. These numbers point to the opportunity that still lies ahead — particularly through partnerships and primary relationship growth.

While we serve millions of customers, our market share across key segments remains modest — approximately 10% in Corporate, 6.5% in Commercial and 3.5% in Consumer. This under-penetration highlights the significant headroom available to us. In 2024, we brought our Consumer and Commercial Banking businesses under



**32.7%**
RECORD ROTE
(2023:24.9%)

**Pivotal year for GTR strategy**
Delivering on our strategic priorities

**Growth**

- Established solid foundations for our businesses to grow now and in the future
- Accelerating growth in Consumer and Commercial Banking (CCB)
- Investing in our Payment Services, Remittances and Business-as-a-Service (Baas) businesses
- Revenues grew by 16%, 12% and 15% at constant currency in Corporate and Investment Banking (CIB), Commercial Banking (CMB) and Consumer Banking (CSB), respectively
- Revenues grew by 6%, 30%, 34% and 8% at constant currency in Francophone West Africa (UEMOA), Nigeria, Anglophone West Africa (AWA) and Central, Eastern and Southern Africa (CESA), respectively

**Transformation**

- Sharpening market focus in each market and are in the final stages of greater clarity on our Participation Models
- Set up Transformation offices at Group and in regions
- Investing in Tech/automation for efficiency and improving customer experience
- Driving to a model of 8x8 spans and layers – drive simplicity, speed of decision-making & eliminate bureaucracy
- Progress in turnaround markets – seeing progress in CEMAC and EAC. Equatorial Guinea (PBT up 118%) and Uganda (PBT up 165%)
- Transformation of Nigeria ongoing. Focus on CCB delivering value – Consumer Banking and Commercial Banking PBTs rose 14% and 26%, respectively

**Returns**

- Record ROTE of 32.7%
- Organic accretion of capital
- Growth in EPS and TBVPS
- Disciplined capital allocation strategy
- Steady growth in dividends paid by ETI subsidiaries – $217 million in 2024 (based on 2023 profits) vs $178 million in 2023
- Number of subsidiaries paying dividends to ETI was 22 in 2024 increasing from 14 in 2020

one leadership team — creating a unified, leaner and more focused Consumer and Commercial Banking (CCB) structure. While they remain strong, yet distinct businesses, this move helps us work more closely across both areas, through a clear segmentation strategy, making it easier to deliver for our customers and drive shared success. Bringing the two businesses together helps us focus better on each customer group, simplifies our products, and builds stronger relationships, particularly in markets where our brand strength is pronounced, such as UEMOA and AWA.

On a regional basis, revenues grew when adjusted for constant currency. In the UEMOA region, where we maintain a market-leading position, revenues increased by 6% to $705 million, driven by higher investment securities balances and trade services. In Nigeria, revenues surged by 30% in constant currency, reaching $126 million, driven by enhanced customer service and propositions, investments in digital banking and supported by elevated interest rates. We strengthened our market leadership position in the AWA region and we are now the number one bank in four out of five markets. AWA's revenues rose by 34% in constant currency to $644 million, attributed to stronger client focus, margin improvements and increased wholesale payment volumes. In the Central, Eastern and Southern Africa (CESA) region, our revenues increased by 8% to $661 million, with a decrease in foreign currency revaluation gains offset by an increase in the net interest margin, and solid growth in fee and commission income, underscoring the strength of our diversified model.

GLOBAL FINANCE

AFRICA'S BEST BANK

The more revenue we generate while keeping operating expenses low, the more efficient we become. In 2024, we spent approximately 53 cents for every $1.00 in net revenue, resulting in a record-low cost-to-income (CIR) ratio of 53.0%, compared to 53.9% in 2023, and 56.4% in 2022.



**53.0%**
RECORD CIR IN 2024

We achieved this by relentlessly focusing on reducing waste in our expense structure and redirecting those savings to customer service, primarily through investments in our technology and digital platforms, upskilling and engaging staff, and simplifying our processes, which enhanced the customer experience while driving higher returns. There is still more to do, and we are encouraged by our progress thus far.

**Benefits of our diversified business model**

| In millions of $ (% change FY24 vs FY23 at constant currency[1]) | Net Revenue[2] | Profit before tax (PBT)[2] | Contribution to Group Net Revenue |
|---|---|---|---|
| Consumer Banking (CSB) | $504 +15% | $159 +9% | 24% |
| Commercial Banking (CMB) | $566 +12% | $220 +16% | 26% |
| Corporate and Investment Banking (CIB) | $1,080 +16% | $498 +64% | 50% |

1. Constant currency reporting eliminates fluctuations in the functional currencies of our operating subsidiaries against the US dollar, our reporting currency. It is a clearer and meaningful indicator of the firm's underlying performance, assuming the US dollar exchange rate to the various functional currencies did not change within the period.
2. Net revenue and PBT will not sum up to reported figures because they exclude consolidation adjustments and others. Year-on-year (YoY) growth are at constant currency. **Note**: Totals may not sum due to rounding

We will continue to put our customers at the centre of everything we do, whilst always being mindful of doing it efficiently to deliver strong shareholder returns.

Across our footprint, we navigated high inflation, currency volatility and shifting regulations. Markets like Burkina Faso and Ghana presented both risks and opportunities.

## Nigeria: Rebuilding with Focus and Discipline

Nigeria remains a key market where we are dedicated to improving revenues and earnings, aiming to deliver returns that exceed the cost of equity (COE). Although conditions remained challenging in 2024, we are making the bold decisions to restructure our business and make strategic investments – through tech upgrades, process improvements and leadership focus – to realise Nigeria's long-term potential. We have taken decisive action in Nigeria. Being a predominantly Corporate and Investment Banking (CIB)-led business model, we are also now emphasising the Consumer and Commercial Banking business more, where we see significant growth opportunities. We are restructuring the balance sheet to reduce US dollar exposures, launched a new SME app, and upgraded our Application Programming Interface (API) stack to serve our Naira-focused, digital-first customer base better.

**Benefits of our diversified business model**

| In millions of $ (% change FY24 vs FY23 at constant currency[1]) | Net Revenue[2] | PBT[2] | Contribution to Group Net Revenue |
|---|---|---|---|
| Francophone West Africa (UEMOA) | $705 +6% | $345 +8% | 32% |
| Nigeria | $126 +30% | $5 (47)% | 6% |
| Anglophone West Africa (AWA) | $644 +34% | $315 +65% | 29% |
| Central, Eastern and Southern Africa (CESA) | $661 +8% | $297 +15% | 30% |
| International | $73 (9)% | $44 +1% | 3% |

1. Constant currency reporting eliminates fluctuations in the functional currencies of our operating subsidiaries against the US dollar, our reporting currency. It is a clearer and meaningful indicator of the firm's underlying performance, assuming the US dollar exchange rate to the various functional currencies did not change within the period.
2. Net revenue and PBT will not sum up to reported figures because they exclude consolidation adjustments and others. YoY growth are at constant currency. **Note**: Totals may not sum due to rounding.

We are fully committed to strengthening Ecobank Nigeria's capital base. In the fourth quarter of 2024, we successfully met the Central Bank of Nigeria's (CBN) new minimum capital requirement for National Banks by injecting $10 million well ahead of the March 2026 deadline. Our focus now is on enhancing Ecobank Nigeria's capital to align with future business needs and fortify its financial position based on strategic imperatives. We are making progress towards achieving these goals.

## Sharpening Our Operating Model

Achieving growth at returns below the COE reduces a company's value. Therefore, our strategy for participation in each country is crucial for creating shareholder value. We thoroughly reviewed each subsidiary's current operating models to better understand its market dynamics, competitive strengths, strategic choices, and overall ability to compete effectively. Following these assessments, we revised our operating models in every country, recognising that we cannot serve everyone in the same way. Instead, to succeed, we must focus on playing to our strengths in specific markets. We have established dedicated transformation teams, and each market now operates under a defined two- to three-year performance trajectory, reviewed annually.

## Advancing Our Payment Ambitions

Our ambition to be Africa's financial powerhouse took a significant step forward. We launched a dedicated Group Payment Business with two lines of business – one, Cash Management, which focuses on domestic payments, and two, Cross-Border Remittance and Banking-as-a-Service (BaaS), each led by seasoned talent to centralise our approach and unlock scalable growth.

The approach is two-fold. Firstly, Cash Management focuses on our online and offline acquiring, cards, bill payments, bank-to-wallet and wallet-to-bank offerings. Secondly, we leverage our technology infrastructure and regulatory licences to provide Remittances and BaaS solutions to fintechs, technology firms, and telecommunications providers. These offerings enable partners to embed banking and cross-border payment capabilities directly into their platforms — seamlessly, securely and at scale.

The opportunity is substantial. The payments revenue pool in our markets stands at an estimated $40 billion, with cross-border remittances contributing a further $15 billion. We are positioning ourselves at the forefront of regional payment modernisation by addressing critical pain points such as speed, cost-efficiency and transparency in international transfers.



**$40bn**

PAYMENTS REVENUE POOL IN OUR MARKETS

Through API-led integration and strategic partnerships, we are building an ecosystem where value moves instantly across borders — driving financial inclusion, enhancing user experiences, and accelerating growth for our partners. This is Seamless Connectivity in action: empowering the next generation of digital financial services.

In 2024, our payments business generated $265 million, primarily driven by Payment Services, surpassing the revenue of several standalone fintechs. However, the Remittances segment accounted for only about 1% of our Group-wide net revenue. With a renewed focus, we aim to increase this contribution, including potential revenues from our BaaS, to 5–10% in the long term. We are developing an open, modular infrastructure by forming partnerships with companies like TransferTo, XTransfer and Nium and focusing on remittance flows and APIs. This will enable fintechs to seamlessly connect with Ecobank's network through a B2B2C (Business to Business to Consumer) model.

## Powering Seamless Connectivity Across Africa

What gives us the edge? Our unified tech platform enables real-time payments in local currencies across 35 countries, supported by banking licences in 33 of them — ensuring both speed and regulatory confidence. The Pan-African Payment and Settlement System (PAPPS) runs on our rails. We also offer Regulation-as-a-Service to fintech partners, enabled by our banking licences in 33 African countries. Fintechs can plug into our APIs through this integrated platform and access Africa in a single integration.

We signed a strategic agreement with American Express to expand card acceptance in 21 countries across sub-Saharan Africa. This will broaden merchant networks and provide American Express Card Members with more places to transact — enhancing customer convenience and creating new revenue streams across our ecosystem.

We partnered with Afreximbank to integrate our Single Market Trade Hub with the MANSA Digital Repository — which is a platform for verified Know-Your-Customer (KYC) data — supporting transparent trade and investment. This collaboration allows African businesses to conduct KYC and due diligence checks seamlessly while accessing intra-African trade opportunities, thus supporting the African Continental Free Trade Area (AfCFTA) and enabling a truly pan-African business experience.

Further reinforcing our trade capabilities, we secured a $140 million trade finance facility with IFC across seven countries. This partnership strengthens trade corridors and supports small and medium-sized enterprises (SMEs) while aligning with IFC's $1 billion African Trade and Supply Chain Finance initiative.

We are investing in licensing models, pricing strategies and simplified onboarding processes for partners. While domestic payment growth is steady, the real opportunity lies in cross-border flows and remittances — where we are enabling mobile wallet termination and de-emphasising expensive legacy rails like SWIFT. We are also exploring strategic partnerships with players like Remitly and Worldline to further expand our reach and capabilities.



**Nium and Ecobank Group – Signing Partnership Ceremony**

## Transformation with Purpose

Our transformation is anchored on seamless connectivity, bringing together people, platforms and opportunities. We understand that our customers do not operate in isolation; many small business clients are also personal banking customers. By merging our Consumer Banking and Commercial Banking segments into a unified Consumer and Commercial Banking (CCB) business, we can offer comprehensive solutions across multiple customer needs, from savings, lending, credit cards, insurance, wealth management, and more.

## 2024 was about Strenghtening the Foundations in Tech

Technology is at the heart of our strategy. In 2024, we migrated key systems to the cloud, expanded our artificial intelligence (AI) capabilities through tools like Hawk AI for financial crime risk monitoring, and began work on a new AI strategy with global partners focusing on becoming faster, safer and more customer-centric.

We modernised our infrastructure, replaced legacy systems and deployed 334 new ATMs. Our mobile banking experience has been enhanced, and we have replaced Ecobank Online. We also launched new cash deposit machines, expanded digital lending via USD in 11 more markets, and began integrating AI to personalise services and improve decision-making across channels.

## One Bank. One Africa.

We are creating a unified customer experience across borders through our centralised systems. Whether customers are opening an account in Senegal or making a payment in Kenya, they should feel like they are interacting with one Bank. We are standardising our KYC processes to eliminate duplicate onboarding across countries and simplifying our platforms to provide a genuine pan-African experience. Internally, we have refined our internal systems and tools, launched a Group-wide branch refurbishment programme, and invested in front-line capabilities. These efforts reflect our continued commitment to advancing the vision of One Bank. One Africa.

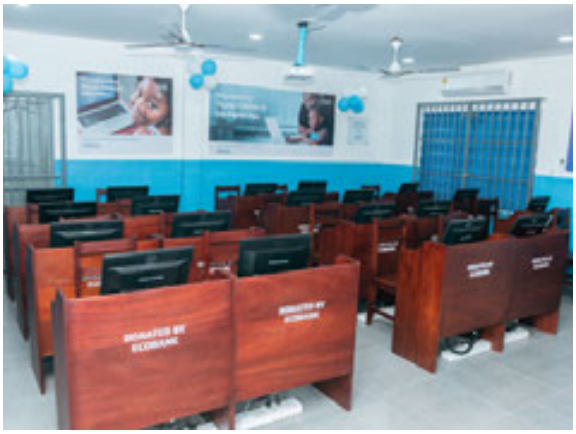
## Making an Impact Beyond Banking

We also celebrated the 12th edition of Ecobank Day, which is our flagship community impact initiative. In 2024, under the theme "Ignite Learning with AI," we supported over 10,000 children with awareness training and created AI labs. We donated $750,000 to equip schools — demonstrating our commitment to inclusive, tech-powered education across Africa.

In line with our belief in the power of pan-African identity and unity, our 2024 'A Better Way, A Better Africa' campaign, which we introduced during the AFCON (Africa Cup of Nations) 2023 finals, continued to resonate across the continent. It reminded millions of us of our shared future and Ecobank's role in connecting people and possibilities.




**Signing Ceremony – Ecobank Group and American Express**



## Delivering Strong Returns and Building Long-Term Value

Returns are the ultimate proof point of strategy. In 2024, we generated a return of 1.8% on average total assets and a record 32.7% on shareholders tangible equity. These compared with 1.5% and 24.9% in 2023.

### Financial performance

| ROTE[1] | Earnings per share | TBVPS[2] |
|---|---|---|
| **32.7%** (2023: 24.9%) | **1.36 $ cents** (2023: 1.17 $ cents) | **4.20 $ cents** (2023: 4.04 $ cents) |
| **Attributable profit** | **Profit before tax** | **Net revenue** |
| **$333m** (2023: $288m) | **$658m** (2023: $581m) | **$2.1bn** (2023: $2.1bn) |
| **Customer deposits** | **Loan-to-deposit ratio** | **Total CAR** |
| **$20.4bn** (2023: $20.0bn) | **51.4%** (2023: 55.4%) | **15.8%** (2023: 15.0%) |

1. ROTE is profit available to ETI shareholders divided by the average end-of-period tangible shareholders' equity.

2. Tangible shareholders' equity is ETI shareholders' equity less non-controlling interests, goodwill, and intangible assets.

The dividends Ecobank Transnational Incorporated (ETI) received from its subsidiaries rose 22% year-on-year to $217 million, up from $122 million in 2022, reflecting the benefits of focusing on returns and growing alignment and performance across the Group.

Group-wide profit before tax increased 33% at constant currency to $658 million, and the after-tax profit attributable to ETI shareholders increased by 45% at constant currency to reach $333 million in 2024.

The returns generated on capital across each of our regions, except for Nigeria, were strong in 2024. UEMOA generated a return on equity (ROE) of 29.2% compared with 28.1% in 2023. AWA's ROE was 37.4% versus 26.3%, while Central, Eastern and Southern Africa (CESA)'s ROE of 32.7% was essentially unchanged from the prior year.

Our successful issuance of a $400 million Senior Unsecured Eurobond in 2024 was a bold and necessary step. We were proud to be the first sub-Saharan African financial institution since 2021 to undertake a debt funding capital raise. We did so successfully, achieving a rate of almost three times oversubscription, signalling investor confidence in our financial position and future.

Maintaining a strong, liquid balance sheet is crucial for sustainable growth and profitability. Our loans-to-deposits ratio is 51.4%, which provides us with significant liquidity and the potential to enhance our credit underwriting capacity when market conditions improve. Our deposit base remains robust, with an additional $3 billion in customer deposits in 2024, adjusted for constant currency. Although reserves for foreign currency translation has negatively impacted shareholders' equity, our strong profitability growth has ensured that our Common Equity Tier 1 (CET1) ratio and total capital adequacy ratios remain healthy, standing at 11.4% and 15.8%, respectively — well above regulatory requirements.

Our capital allocation priorities remain clear — we continue to invest in digital platforms, customer acquisition, payments infrastructure, and scalable product lines such as credit cards, mortgages and asset management. These are the engines of long-term value.

## Future-Fit Culture and Technology

Ecobank is evolving. We are embedding our performance and values framewok, RACE-IT (Respect, Accountability, Customer-centricity, Excellence, Integrity and Teamwork), into how we lead, appraise and reward. We have increased training budgets across all countries, launched new leadership programmes, and expanded frontline decision-making authority to reduce bureaucracy and improve speed-to-serve.

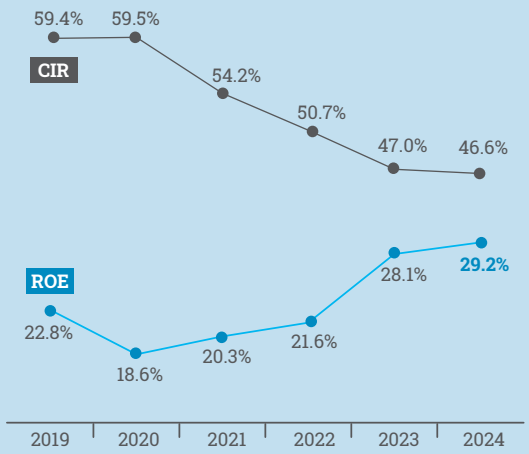
We have strengthened our leadership team to support our next phase of growth. The Group Executive Committee (GEC) now combines long-standing institutional expertise with new global perspectives, bringing together leaders with proven track records in driving transformation. This collective capability has helped accelerate our shift from product-led to a customer-led model, with sharper, more relevant offerings tailored to the people and businesses that we serve.

## Generating strong ROEs and CIRs in 3 out of 4 Regions

Entrenching our market leadership in UEMOA and AWA while focusing on turnaround markets in CESA & Nigeria's path to profitability.

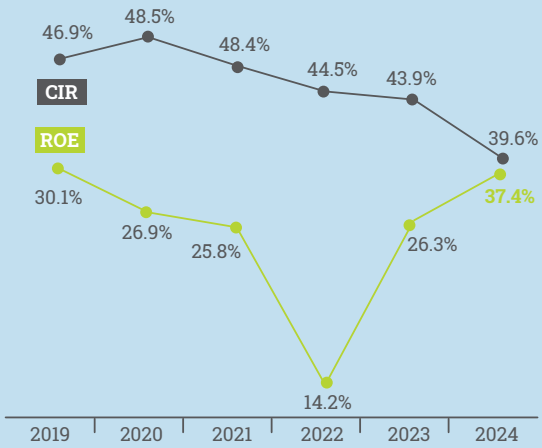
### UEMOA: Cost-to-income ratio & Return on Equity

**UEMOA is 28%, 36%, and 37% of the Group's total assets, total equity, and profit before tax, respectively[1]**



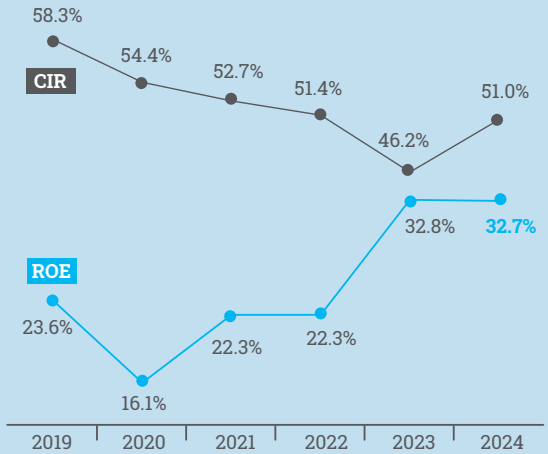

### AWA: Cost-to-income ratio & Return on Equity

**AWA is 21%, 23%, and 28% of the Group's total assets, total equity, and profit before tax, respectively[1]**



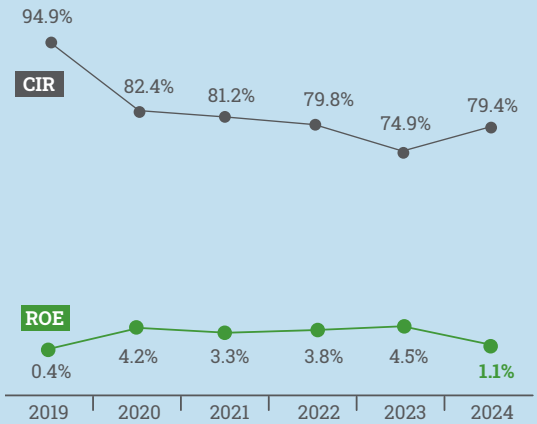

### CESA: Cost-to-income ratio & Return on Equity

**CESA is 26%, 28%, and 30% of the Group's total assets, total equity, and profit before tax, respectively[1]**




### NIGERIA: Cost-to-income ratio & Return on Equity

Nigeria is 12%, 8%, and 0.4% of the Group's total assets, total equity, and profit before tax, respectively[1]




1. The sum of the percentage shares for total assets, total equity, and profit after tax will not sum up to 100% due to the exclusion of those for our International business. It represented 4%, 6% and 4% of total assets, total equity, and profit after tax, respectively

We are also setting a new standard in risk management, aligning country performance incentives to operational losses and anti-money laundering (AML) effectiveness.

## Committing to Sustainable Finance and Inclusive Growth

We are embedding environmental, social and governance (ESG) considerations into our business, lending decisions, partnerships and our culture. In 2024, we led the issuance of green and social bonds, supported women-led businesses through our Ellevate programme and expanded financial access through agency banking and mobile tools.

We signed the United Nations Women's Empowerment Principles, reinforcing our commitment to gender equality in the workplace, marketplace and community. This global framework supports our internal inclusion goals and forms part of our broader sustainability journey. Further details can be found in our separate Foundation and Sustainability Reports.

## Strong Foundations, Bold Future

Ecobank turns 40 years old this year. For us, this is a moment to celebrate our past and to reimagine our future. Our GTR strategy is clear: grow through relevance, transform through connectivity, and increase returns through consistency in our business strategy and capital allocation. We are not here for short-term wins. We are here to continue to shape the financial future of Africa.

In 2024, we built upon Ecobank's strong foundation and established new standards to foster future growth. In 2025, we will accelerate and scale our transformation to be future-relevant, bringing it to life across every market, product and channel. From 1,000 new ATMs to scaled mortgages and credit cards to upgrading our core systems and tighter country execution metrics, our focus is action, outcomes and customer impact.

As I reflect on our journey, I am inspired by the passion of our people, and energised by the possibilities ahead. This is more than a business. It is a mission to serve, connect and empower Africa.



As we celebrate our 40th year, we are building a reimagined Ecobank, that is simpler, faster, better and ready to lead.

Thank you for your continued trust. As we look ahead, we are focused on delivering even more value across Africa.

Sincerely,



**Jeremy Awori**
Group Chief Executive Officer



# CONSUMER AND COMMERCIAL BANKING (CCB) OVERVIEW



"EACH CUSTOMER HAS TWO WALLETS: ONE FOR INDIVIDUAL NEEDS AND ANOTHER FOR BUSINESS. BY MERGING CONSUMER AND COMMERCIAL BANKING INTO A SINGLE DIVISION, WE ENHANCE COLLABORATION ACROSS VARIOUS SEGMENTS, ALLOWING US TO PROVIDE COMPREHENSIVE FINANCIAL SOLUTIONS THAT ADDRESS OUR CUSTOMERS' DIVERSE NEEDS AND SUPPORT THEIR ECONOMIC GROWTH."

**Anup Suri**
Group Executive, Consumer and Commercial Banking

# I AM EXCITED ABOUT THE IMMENSE OPPORTUNITIES AHEAD. MY VISION IS TO BUILD A WORLD-CLASS CCB THAT IS INNOVATIVE, RESILIENT, AND RESPONSIVE

## Introduction

As I write to you for the first time as the Group Executive for Consumer and Commercial Banking (CCB), a position I assumed in March 2024, I am excited about the immense opportunities ahead. My vision is to build a world-class CCB that is innovative, resilient, and responsive to the evolving needs of our customers. To achieve this we must focus on having a fit-for-purpose market participation model and execute our strategies with discipline, while effectively leveraging our people and digital capabilities.

I joined the team from HSBC, where I held a global position covering 83 markets, including 33 focused and universal markets. Over the past 30 years, I have worked and lived in developing and mature markets across the Consumer and Business Banking segments. This experience provides me with deep insight into our markets, which are also undergoing significant transformations.

CCB combines our offerings for individuals, small businesses, medium-sized enterprises, and local corporates under a unified strategy. Each customer has two wallets: one for individual needs and another for business. By merging Consumer and Commercial Banking into a single division, we enhance collaboration across various segments, allowing us to provide comprehensive financial solutions that address our customers' diverse needs and support their economic growth.

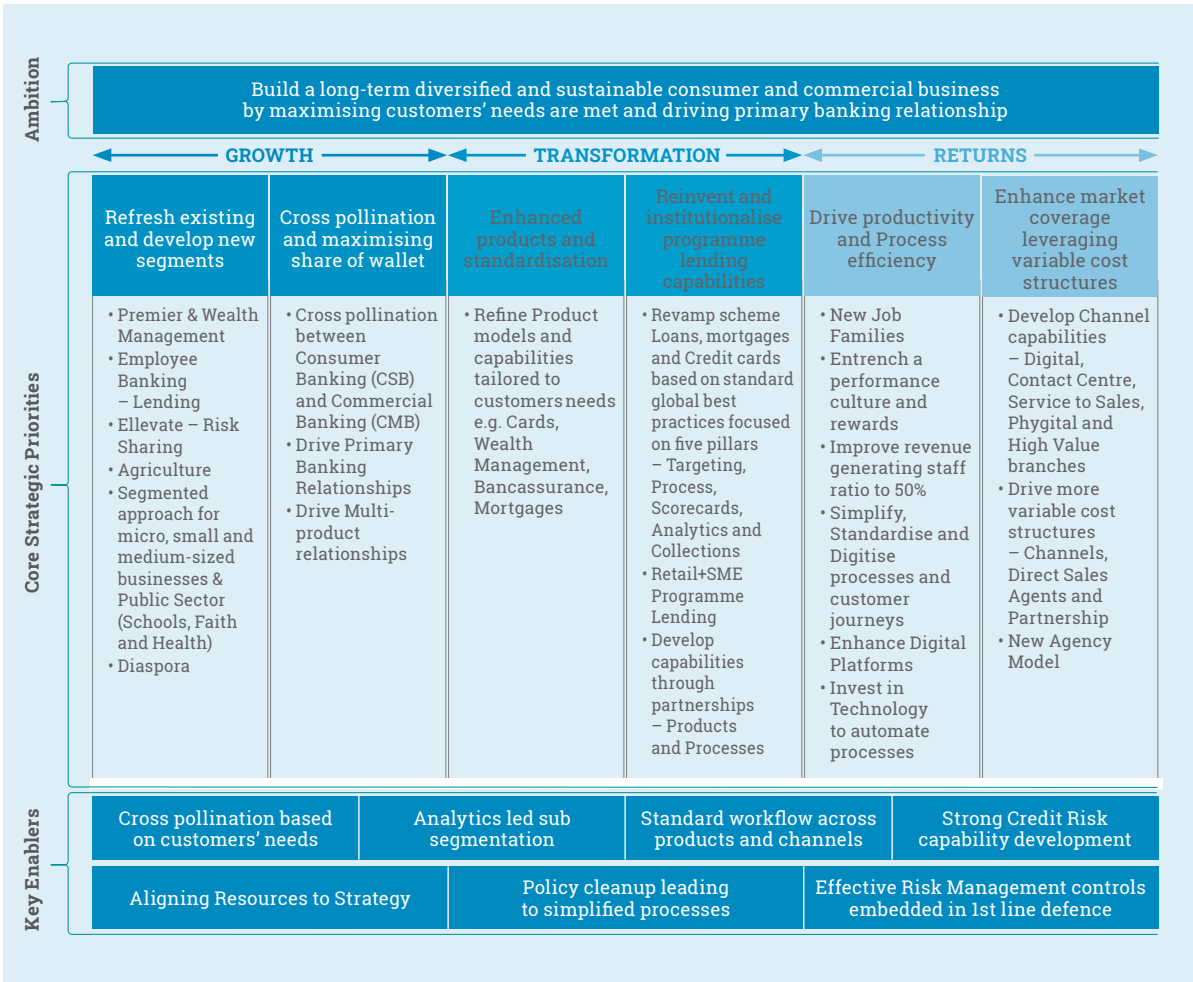
We serve our High Value (Premier) and Emerging Affluent and Mass segments with deposits, consumer loans, cards, payments, bancassurance, and wealth management products. Additionally, small and medium-sized enterprises (SMEs), local corporates, and Education, Faith and Services entities benefit from our customised solutions, encompassing trade finance, cash management and lending services.

**CUSTOMER BASE UP 6%**

**1.03 MILLION NEW CUSTOMERS**

## Our Strategy

We have outlined a new strategy, aligned with Growth, Transformation and Returns (GTR), which seeks to create long-term value for our customers, employees and shareholders, while positioning CCB for sustainable growth.



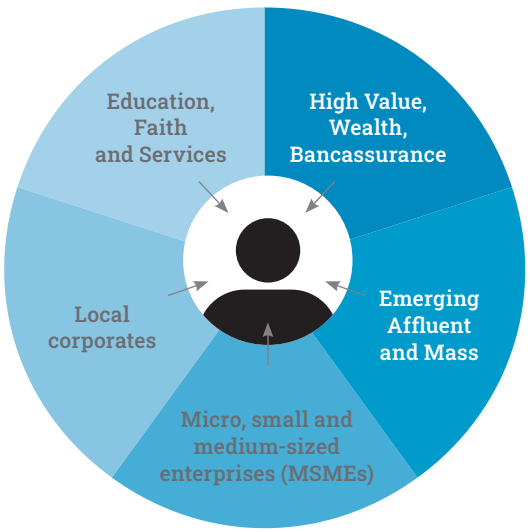

Our strategy detailed above is based on six key pillars:

1. **Expanding and Refining Customer Segments** by building the High Value (Premier), small and medium enterprise segments, and developing value propositions that are fit for the market.
2. **Cross Pollination for Better Customer Experience** by integrating products and services across individual and business wallets.
3. **Strengthening and Standardising Product Offerings** by enhancing products such as wealth management, credit cards, mortgages, bancassurance, and scheme loans to meet evolving customer needs.
4. **Transforming Lending Capabilities** as a key growth driver for our Emerging and Mass Affluent, and SME segments through enhanced credit programmes, advanced lending workflows and data analytics.
5. **Improving Operational Efficiency and Productivity** by streamlining processes, digitising customer journeys and enhancing workforce productivity.
6. **Expanding Market Coverage** by optimising our branch network and leveraging cost-effective digital distribution models to enhance accessibility and scale our reach.

To reinforce this strategy, we implemented a customer-centric and segment-focused organisational structure with a five-segment model:

1. High Value, Wealth and Bancassurance;
2. Emerging Affluent and Mass;
3. Micro, small and medium-sized enterprises (MSMEs);
4. Local Corporates; and
5. Education, Faith and Services (EFS).

**Customer-Centric, Segment-Focused Five-Segments Model Organisational Structure**




This approach aims to grow primary banking relationships and identify overlaps between individual and business wallets.

## 2024 Performance Highlights

In 2024, we faced macroeconomic and regulatory challenges, notably currency depreciation and inflationary pressures in several key markets. These factors impacted consumers and businesses, influencing spending power, borrowing needs, and overall market confidence. Nevertheless, our strategic focus and disciplined execution allowed us to maintain resilience and deliver strong underlying performance.

**Consumer and Commercial Banking (CCB):** CCB generated $1.07 billion in revenue, reflecting a 1% decline from the previous year. However, when adjusted for constant currency, revenue grew by 13%. This resulted in profits of $379 million, a 5% decline from last year but an 8% increase in constant currency terms. Total deposits reached $12 billion, a 6% increase year-on-year (21% in constant currency terms), while gross loans grew by 3% to $3 billion (13% in constant currency terms). Our total customer base increased by 6% (approximately 1.03 million new customers), with active customers growing by 9%, adding about 1.02 million active customers to our base. Additionally, the average number of products held by Consumer Banking customers improved by 25% to 1.5 products per customer, showing strategic progress toward more primary banking relationships.

**Regional Performance:** The Central, Eastern and South Africa (CESA) region achieved the fastest revenue growth of 10%. The CESA and Anglophone West Africa (AWA) regions contributed 64% of CCB's total revenues. The Francophone West Africa (UEMOA) region accounted for 43% of the total lending portfolio.

In comparison, the AWA region experienced the strongest growth in its lending portfolio, which increased by 29%, as we focused on diversifying our portfolio across regions.

**Consumer Banking:** The total revenue for the consumer business was $504 million, reflecting a 4% decline year-on-year but a 15% increase in constant currency. The Emerging Affluent and Mass segment contributed 84% to this revenue. This highlights the importance of diversifying our revenue streams by developing our High-Value and Wealth Segment, and we have already begun this work. We initiated testing of our revamped proposition for this segment in the UEMOA region, which includes enhancing product offerings and improving sales coverage and capabilities. UEMOA experienced a 17% year-on-year revenue growth for the High-Value Segment, indicating early success for our refreshed proposition.

**Commercial Banking:** Total revenue for the Commercial business was $566 million, reflecting a 1% decline year-on-year but a 12% increase in constant currency. CESA contributed 42% of Commercial Banking's total revenue, driven by a 25% year-on-year growth in the region's Local Corporate Segment. Overall, our Local Corporate Segment experienced a 12% growth. We are actively working to diversify the Commercial Banking business through initiatives to increase the SME and Education, Faith and Services (EFS) segments. We have sub-segmented our SME business to better focus on the growth potential of High-Value SMEs, including small and medium-sized enterprises. Additionally, we have refreshed our Customer Value Propositions for the new segments, including Education and Faith-based institutions, and are rolling this out across our markets. Notably, total deposits in the SME and EFS segments grew by 7% and 11%, respectively, indicating early successes for our strategy.

**Building a New Consumer and Commercial Bank for the Future**

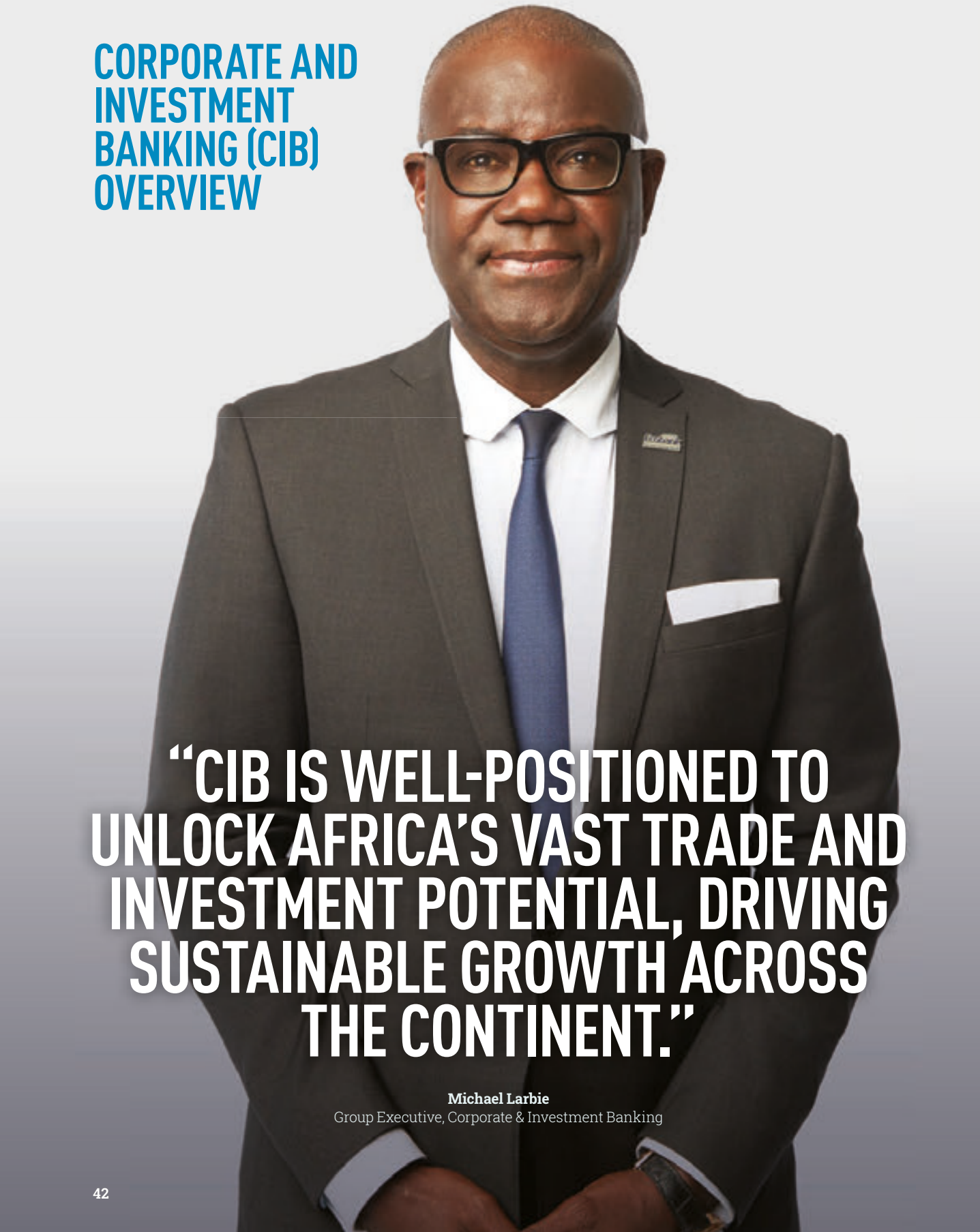
Looking ahead, we are reimagining CCB with a customer-centric approach that leverages global best practices. Our focus areas include SMEs, agriculture and EFS (Education, Faith and Services) to create a more diversified Commercial Banking business. On the Consumer Banking front, we aim to enhance our wealth proposition for the high-value (Premier) segments and develop our lending capabilities to strengthen our employee banking proposition.

We are confident that these initiatives will drive sustainable growth, enhance customer experience and create long-term value for our shareholders.

Thank you for your continued trust and partnership as we shape the future of Consumer and Commercial Banking together.

**Anup Suri**
Group Executive
Consumer and Commercial Banking

# CORPORATE AND INVESTMENT BANKING (CIB) OVERVIEW



## "CIB IS WELL-POSITIONED TO UNLOCK AFRICA'S VAST TRADE AND INVESTMENT POTENTIAL, DRIVING SUSTAINABLE GROWTH ACROSS THE CONTINENT."

**Michael Larbie**
Group Executive, Corporate & Investment Banking

# CORPORATE AND INVESTMENT BANKING (CIB) ACHIEVED RECORD REVENUE AND PROFIT BEFORE TAX PERFORMANCE, DESPITE THE CHALLENGING MACROECONOMIC ENVIRONMENT.

The business demonstrated remarkable resilience and adaptation amidst the evolving financial and macro-economic landscape. Leveraging a client-focused approach, innovative solutions, and the strength of the Group's pan-African franchise, it grew the client base and increased its share of client wallet.

## Operating Environment

The operating environment for the business in 2024 was exceptionally challenging, due to the economic and geopolitical headwinds. Many regions grappled with currency volatility, notably the depreciation of local currencies against the US dollar, inflationary pressures and regulatory changes. In West Africa, central banks in Ghana and Nigeria raised cash reserve requirements, impacting net interest income and profit margins. Liquidity constraints across Francophone West Africa (UEMOA) and parts of Central, Eastern and Southern Africa (CESA) intensified competition for funding, consequently increasing the cost of funds. Geopolitical instability in markets such as Burkina Faso, Mali and Niger, further complicated cross-border transactions.

Nevertheless, Corporate and Investment Banking (CIB) leveraged its network advantage across Africa and deep market expertise to navigate these challenges and capitalise on emerging opportunities. We maintained a leadership position in the UEMOA and Anglophone West Africa (AWA) regions, executing high-profile deals and reinforcing the Bank's role in cross-border trade financing. In Central, East and Southern Africa (CESA), the cash management and trade finance solutions delivered strong results, supported by strategic partnerships to enhance intra-Africa trade. Our Paris-based operations, Ecobank International, continued to support and connect African businesses with global capital markets, reinforcing the Bank's ability to provide tailored financial solutions.

With the strong local knowledge and efficient cross-border infrastructure, CIB is well-positioned to unlock Africa's vast trade and investment potential, driving sustainable growth across the continent.

**PROFIT BEFORE TAX UP 61%**

**$498 MILLION**

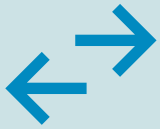
## Strategic Transformation: Aligning with GTR Priorities



**Client Excellence:** Deepening relationships, offering more to clients, and tailoring solutions across different client segments and sectors.



**Product Innovation:** Developing regional trade, risk and liquidity management products, including structured finance and derivatives.



**Trade Solutions:** Leveraging the African Continental Free Trade Area (AfCFTA) and the Pan-African Payment and Settlement System (PAPSS) to scale intra-Africa trade and support structured commodity finance.



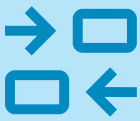
**Cross-Border Platforms:** The cross-border platforms will be designed to enhance the Bank's global reach and augment the Originate to Distribute (O2D) model, by distributing loans to international investors.



**Investment Banking & Securities, Wealth and Asset Management (SWAM):** Expanding advisory solutions, launching new investment products, and growing Assets under Management (AUM) and Assets under Custody (AUC).



**Legacy Assets Resolution:** Embedding structuring expertise to resolve legacy assets and strengthen recoveries.



**Organisational Agility:** Streamlining processes, reinforcing sector expertise, eliminating silos, and fostering cross-functional collaboration.



**Talent Density:** Cultivating high-performing teams and aligning performance management with strategic priorities.

The redesign introduced more streamlined business groups, comprising Client Coverage, Global Markets, Transactional Banking, and Global Financing Solutions.

A dedicated Risk and Credit team and an expanded Balance Sheet and Financial Resources Management unit, support this new structure. These changes promote greater synergy, accelerate decision-making, and provide seamless solutions for clients.

## Strong Financial Performance

CIB delivered a solid financial performance in 2024, underscoring the business's ability to generate sustainable growth while effectively managing risk, liquidity and returns:

- **Net revenue** of $1.08 billion was up by 4% year-on-year. This was driven by improved margins, strong performance in cash management, cross-border wholesale digital payments, and trade services. Excluding the impact of unfavourable FX movements, net revenue would have increased by 16%.
- **Profit before tax** increased by 61% to $498 million, driven by strong client activity, lower impairment, strategic deal execution and improved cross-border solutions.
- **Cost discipline:** Reduced Cost-to-Income ratio to 37.7%, from 42.0% in 2023.
- **Balance sheet stability:** Gross loans declined by 8% to $7.47 billion in line with efforts to streamline and optimise Risk Weighted Assets (RWA). Deposits saw a modest 2% decrease to $8.42 billion, reflecting a strategic shift toward lower-cost current and savings account (CASA) deposits. Balance sheet liquidity improved the Loans-to-Deposit ratio from 94.1% in 2023 to 88.8% in 2024.
- **Asset quality:** Non-performing loans (NPLs) rose to 6.3% from 5.4%. However, strengthened provisioning increased the NPL coverage ratio from 69.3% to 77.9%. CIB continues to drive a disciplined approach to loan creation and recoveries.

## Achievements Across Business Lines

The CIB core business lines delivered strategic wins, reinforcing the Bank's market leadership and commitment to client excellence:

- **Client Coverage & Solutions (CCS),** formerly Corporate Bank, is a business line that serves global, regional, and high-local corporations, governments, public corporations, financial institutions, and international organisations. CCS acts as the client-facing segment, providing impactful services and solutions. CCS has strengthened existing client relationships, onboarded new clients, and maintained focused engagements in key sectors such as resources, logistics and telecommunications. As a result, it has secured important mandates across the Francophone West Africa (UEMOA), Anglophone West Africa (AWA) and Central, Eastern and Southern Africa (CESA) regions, further reinforcing Ecobank's reputation as a trusted regional partner for corporate and institutional clients.
- **Global Financing Solutions (GFS)** is the product house encompassing client's lending solutions, including specialised and structured lending. The business oversees loan solutions and distribution and executes transactions in key industries such as mining, oil and gas, manufacturing, agriculture, real estate, infrastructure and project finance. GFS contributed $80 million in revenues to CIB's total revenues in 2024. In addition, GFS focuses on driving high returns and efficient asset creation and ensuring increased cross-selling across the business.
- **Cash Management and Payments** generated $312 million in revenue in 2024. During the year, we expanded the payment product offerings and features for clients. As a result, client adoption rates grew, increasing payment transaction values by 24% to $91.3 billion across the Group. We enhanced client experience by improving real-time payment solutions and simplifying liquidity management. Additionally, we are introducing multi-currency cash pooling and automated reconciliation tools to help clients manage their working capital cycles more effectively.
- **Trade Finance** remains a key strategic pillar for CIB, generating $130 million in revenues in 2024. Notably, the Bank experienced a 40 basis points increase in its market share for Letters of Credit (LCs), bringing the total to 5.2%. Ecobank International, the Bank's Paris-based business, accounted for 25% of the total LCs issued by affiliates, strengthening its position as a gateway for cross-border transactions. During the peak season of agricultural commodity campaigns in the second half of 2024, the Structured Trade and Commodity Finance (STCF) business successfully disbursed $247 million, reinforcing the Bank's role in financing essential soft commodities. The trade finance business line plans to focus on mining trade corridors driven by the African Continental Free Trade Area (AfCFTA). The Bank is leveraging on Ecobank's Single Market Trade Hub and collaborates with partners to connect African and international markets.
- In 2024, **Global Markets & Balance Sheet Management** grew revenue by 15% to $527 million. This was driven by robust foreign exchange trading, active bond issuance, and effective liquidity management strategies. A notable highlight was the $420 million Eurobond repurchase programme for the Government of Gabon, which delivered significant value and demonstrated the Bank's strong execution capabilities in capital markets operations and liquidity management solutions.
- In a challenging deal environment, the **Investment Banking** division generated revenue of $10 million in 2024. The business successfully arranged and advised on transactions totalling $518 million for clients, alongside closing several syndications. The deal pipeline continues to show strength, with a strategic emphasis on capital markets issuance, infrastructure financing, project advisory services and sustainable finance.

- **Securities, Wealth and Asset Management (SWAM)** generated revenue of $20 million in 2024, with Assets Under Management (AUM) rising by 4% to $1.02 billion despite challenges related to foreign currency devaluations. The team successfully launched four new products in Ghana and UEMOA and were pleased to secure the first AUM in Kenya. Additionally, Securities and Investor Services (SIS) achieved significant success by securing highly coveted mandates in Benin Republic to lead the Initial Public Offerings of two companies on the Bourse Régionale des Valeurs Mobilières (BRVM), which is UEMOA's regional stock exchange.

- **The International Business** platform has strengthened cross-border client relationships, significantly contributing to the Trade Finance and Global Markets revenues. Ecobank International has solidified its role as a trade and payments gateway and a hub to facilitate clients' investments in Africa. Meanwhile, the Representative Offices in London, Johannesburg, Dubai, Beijing and Addis Ababa played crucial roles in connecting multinational clients with opportunities in Africa. In 2025, we aim to enhance the collaboration between the Representative Offices and regional teams to further unlock international capital flows and facilitate intra-African trade, fully leveraging on CIB's Originate-to-Distribute (O2D) model.

## Awards and Recognition

The business's efforts were recognised by the following industry awards:

- **Best Trade Finance Bank in Africa** – Global Finance Awards
- **Best Bank for Cash Management** – Global Finance Awards
- **Best Cash Management Bank in West Africa** – Euromoney
- **Best Corporate Cross-Border Payments Solutions** – Global Finance Awards
- **Best Bank for Payment** – Global Finance Awards

These accolades reaffirm the Bank's leadership in cash management, payments and trade finance, which we have intentionally strengthened through innovation and strategic partnerships.

## Looking Ahead to 2025

We enter 2025 with clear strategic priorities:

- **Sustaining Momentum:** Building on the 2024 performance by fast-tracking deal execution and enhancing collaboration.
- **Trade Growth:** Expanding AfCFTA-driven trade corridors, scaling Trade Hubs, and linking Representative Offices to unlock cross-border flows.
- **Cash Management Innovation:** Enhancing payment platforms, growing multi-currency solutions, and driving working capital optimisation for clients.
- **Capital Optimisation:** Sharpening liquidity management and increasing risk-adjusted returns, particularly in Global Markets and Asset Liability Management (ALM).
- **Cross-Functional Collaboration:** Strengthening partnerships with our Consumer and Commercial Banking (CCB) to deliver joint client solutions and the Group's integrated ecosystem banking strategy.
- **Organisational Execution:** Finalising strategic hires, reinforcing regional alignment, and embedding the redesigned organisational structure.

## Conclusion

2024 was a turning point for the CIB business, marked by strong financial results, seamless execution, and bold organisational transformation. The client-first and excellence mindset, robust innovation, and commitment to unlocking Africa's trade and investment potential, positions the business to deliver even greater value in 2025.

On behalf of the CIB team, thank you for your continued trust, support and partnership.

Sincerely,

Michael Larbie
Group Executive, Corporate and Investment Banking



# A VISION FOR THE FUTURE: LEADING TRANSFORMATION



## Q&A with Martin Miruka, Group Executive, Transformation, Enablement and Customer Experience

Ecobank's transformation goes beyond strategy – it is about fundamentally reshaping our organisation and the services that we offer so as to better serve our customers. Leading this charge is Martin Miruka, Group Executive of Transformation, Enablement and Customer Experience. Since February 2024, he has been driving Ecobank's Transformation agenda under the Growth, Transformation and Returns (GTR) strategy, ensuring that the Bank remains a leader in financial inclusion and innovation across the continent. Over the past year, we have laid a strong foundation for the transformation, socialised key principles, sourced top talent, and embarked on eliminating operational silos across the Group, in line with our 'One Bank. One Africa.' vision.

### Vision for Transformation

**Q How do you define transformation, and what's your vision for Ecobank's future?**

**A:** We are transforming Ecobank into customer-led, digital and daily-relevant, financial services powerhouse. This means creating 'Wow!' experiences for customers and employees, across products and channels. By leveraging technology, we aim to simplify banking, drive financial inclusion, and fuel economic growth across the continent. Our future vision is clear: One Bank. One Africa. We are embedding transformation into each business unit, shifting from a product-led to a customer-led culture to ensure that we remain relevant in the daily lives of our customers.

**Q What inspired this transformation journey?**

**A:** Our customers' needs are evolving and the financial landscape in Africa is rapidly changing. Merely adapting to this change is reactive. We must anticipate the change and proactively rethink how we connect with and create value for our customers in a forward looking mindset. This has been the driving force behind this transformation. Ultimately, our transformation journey is not just about introducing digital solutions but about fundamentally changing how we interact with customers at every touchpoint.

### Leadership and Strategy

**Q What leadership principles guide your approach to transformation?**

**A:** My leadership approach is outside-in, customer-first, with 'on-the-ground' engagement and execution. Successful transformation requires listening keenly – to our customers and our in-country and front-line staff closest to customers (on the ground). When people are equipped and empowered to problem-solve for their environment without waiting on the centre, it unleashes unimaginable amounts of energy and creativity.

**Q How do you ensure alignment across teams and departments?**

**A:** Clear communication, cross-functional collaboration, and a unified vision are critical. We have taken deliberate steps to standardise our digital platforms across multiple geographies and channels, in pursuit of harmonised operations, efficiency, and shared strategic objectives. To drive impact, we have also introduced Group and Affiliate Squads – small, agile teams made up of dedicated cross-functional members organised to achieve quick wins and accelerate transformation.

## Engaging Stakeholders in the Journey

**Q How are employees, partners and customers involved in this transformation?**

**A:** Transformation is not something we do alone – it is a shared journey that involves employees, partners, with customers consuming the outputs and, critically, providing iterative feedback to further drive the transformation. We actively invest in employee training to enhance service delivery, and collaborate with technology partners to expand our digital capabilities. We have strengthened internal communication, ensuring that the Board and the Group Executive Committee (GEC) are well-informed and that executive teams across the Group are in sync with our transformation objectives. Moving forward, we will be providing more frequent updates from my office, ensuring that all regional transformation heads communicate the progress of key transformation initiatives.

## Measuring Success

**Q What key metrics determine the success of your transformation efforts?**

**A:** We measure success through digital adoption growth, customer satisfaction, and operational efficiency. For example, the surge in mobile banking users highlights the impact of our digital initiatives. However, success is not just about numbers, it is also about experience. Customer and employee satisfaction metrics are critical, as they ensure transformation delivers real value to the people we serve.

Financially, transformation must enable Ecobank to meet its objectives – growth, efficiency and returns. We also assess whether employee experience (EX) and customer experience (CX) seamlessly go hand in hand in a virtuous cycle. This means improving not just tools of work and company culture but also enhancing processes, policies and platforms to drive efficiency and innovation.

**Q How will you know when Ecobank has fully realised its transformation goals?**

**A:** For as long as the market and customers keep changing, transformation is never done. However, there are milestones we can use to determine the realisation of our goals. For example, when our digital channels become the primary medium for customer interactions, internal processes are fully optimised, and stakeholders experience continuous, enhanced value — this would be an important marker. In simple terms, success will be to have more customers, consuming more of our products, more often, and happily paying for them. Add to this an employee experience that inspires our people to bring their best game and pour their hearts into their work and we would have the ultimate desired outcome.

## Challenges and Lessons Learned

**Q What has been the most challenging aspect of leading this transformation, and what lessons have you learned?**

**A:** Leading a pan-African transformation comes with challenges – including regulatory differences, technological gaps, cultural diversity, and evolving customer expectations. While employees have been generally receptive to change, we have had to do a bit of work on mindset shifts and plug learning gaps to ensure that everyone is aligned with and equipped for our transformation vision.

**Q How have these lessons influenced the Bank's approach to innovation and change management?**

**A:** We have embraced an agile mindset, adaptive technologies and a culture of continuous learning to address these challenges. Our innovation strategy now prioritises customer-led solutions, strategic partnerships, and a more flexible approach to digital adoption. By keeping people and customers at the centre of our transformation efforts, we ensure that Ecobank remains resilient and future-ready.

## A Future-proof Ecobank

Ecobank's transformation is a commitment to build a smarter, integrated and inclusive financial future for Africa. Over the past year, we have made real progress, strengthening our organisational structures, enhancing our tools of work, and launching a Group-wide branch refurbishment project. As we accelerate these changes, we remain keenly aware that transformation is a collective journey – one that requires the support of every Ecobanker.

That is why we have adopted a unifying call: "I am Transformation / Je suis la Transformation." Whether you are a teller, a senior manager, or a Group Executive, transformation is a shared and personal responsibility. As we push forward, my commitment remains clear: transparency, honest engagements and continuous communication.

With a clear vision, strong leadership, and unwavering stakeholder support, Ecobank is poised to become Africa's financial services powerhouse, transform the continent and fulfil our purpose: powering people and businesses to move money, trade and bank from anywhere in the world.

**I am Transformation!**

**Martin Miruka**
Group Executive, Transformation,
Enablement and Customer Experience



# TRANSFORMING

IN 2023
MOBILE MONEY
CONTRIBUTED

**US$190B**

TO SUB-SAHARAN
AFRICA'S GDP



IN 2024 THERE WERE

# 1.075M

REGISTERED MOBILE MONEY ACCOUNTS IN SUB-SAHARAN AFRICA

# HOW WE ARE CONNECTED

# THE BOARD OF DIRECTORS

**Our Board of Directors oversees our corporate strategy and has responsibility for the appropriate and effective administration of the Ecobank Group. Its primary responsibility is to foster the long-term success of the Group, consistent with its fiduciary responsibility. The Board delegates the day-to-day operations of the Group to the executive management.**



**Papa Madiaw Ndiaye**
Chairman
ETI Director
since 2024



**Jeremy Awori**
Group Chief Executive Officer since 2023



**Deepak Malik**
Non-Executive Director since 2019 (nominee of Arise B.V.)



**Zanele Monnakgotla**
Non-Executive Director since 2020 (nominee of the Public Investment Corporation)



**Louis Adandé**
Independent
Non-Executive Director
since 2024



**Dr. George Agyekum Donkor**
Non-Executive Director
since 2020
(nominee of EBID)



**Simon Dornoo**
Independent
Non-Executive Director
since 2020



**Brian Kennedy**
Non-Executive Director
since 2017 (nominee of
Nedbank Group Limited)



**Dr. Catherine Ngahu**
Independent
Non-Executive Director
since 2016



**Prof. Enase Okonedo**
Independent
Non-Executive Director
since 2020



**David O'Sullivan**
Non-Executive Director
since 2017 (nominee of
Qatar National Bank)



**Aichatou A. Pouye**
Independent
Non-Executive Director
since 2018



**Dr. Aasim Ahmad Qureshi**
Non-Executive Director
since 2019 (nominee of
Qatar National Bank)



**Dr. Terence Gugulethu Sibiya**
Non-Executive Director
since 2024 (nominee of
Nedbank Group Limited)

# THE BOARD OF DIRECTORS: BIOGRAPHIES



## Papa Madiaw Ndiaye

59
Senegalese

**Chairman**
**ETI Director**
**since 2024**

### Current external role(s)

- CEO and Founding Partner, AFIG Funds.
- Chair of Investment Committee, ACRF Fund AFIG Fund II.
- Board member of AFIG Funds portfolio companies in Cape Verde, Côte d'Ivoire, Ghana, Nigeria etc.
- Investment Committee of other Funds (Injaro PE Ghana, Khazana VC Ethiopia, etc.).
- Harvard Business School Africa Advisory Board.

### Relevant skills

- Business Administration; Capital Market Transactions; Corporate Strategy & Financial Services; Governance & Regulatory Affairs; International Business & Emerging Markers; Investment Banking; Market Development; Private Equity & Asset Management; Strategic Planning & Corporate Restructuring.

### Previous experience/role(s)

- 1999 – 2005: Director of Investments of AIG Africa Infrastructure Fund, Emerging Markets Partnership (EMP), Washington, DC.
- 2000 – 2004: Chairman, National Council of Economic Advisors & Special Advisor to President A. Wade for Economic and Financial Affairs, Rep of Senegal;
- 1999 – 2003: Managing Director, MIDROC-BVI (Africa direct investment vehicle), Washington, DC.
- Also held roles at IFC Africa Capital Markets; J.P. Morgan & Company, Inc. Emerging Markets Sales, Trading and Research; and Salomon Brothers, Corporate Finance Department.

### Education & Qualifications

- MBA, Finance and Entrepreneurial Management, The Wharton School, University of Pennsylvania.
- MA, International Affairs, Lauder Institute, University of Pennsylvania.
- BA, Economics, Harvard University.



## Jeremy Awori

54
Kenyan

**Group Chief Executive Officer since 2023**

### Relevant skills

- Business Administration and Strategy; Business and Digital Transformations; Change Management; Culture and Corporate Governance; Financial Technology; Innovation and Product Development; International Business; Marketing/Digital/Data; Operational Excellence and Transformation; Retail Banking; Sales Management; Strategic Management; Sustainable Finance.

### Previous experience/role(s)

- Leadership roles including Managing Director and CEO of Absa Bank Kenya.
- Senior roles at Standard Chartered in Middle East, South Asia and Africa.
- Chairman of the Kenya Bankers Association.
- Board Member for: Kenya Private Sector Alliance (KEPSA); United Nations Global Compact Network; and Absa Financial Services (Absa Group South Africa).
- Appointed by His Excellency the President of Republic of Kenya to serve as a Board member and lead fundraiser of the Kenya Emergency COVID-19 Fund, to steer private sectors' response to COVID-19 pandemic.

### Education & Qualifications

- MBA in Finance, Strategy and International Business from McGill University and BSc in Pharmacy from Manchester University.
- Completion of Executive/Leadership Advanced Management programmes at Insead Business School, London Business School, Oxford University, Harvard Business School and IMD Business School.



## Aichatou A. Pouye

66
Senegalese

**Independent Non-Executive Director since 2018**

**Board Committees[1]: F*, I**

### Previous external role(s):

- Member, Advisory Committee on Oversight, UN WOMEN.

### Relevant skills:

- Audit, Accounting, Business Administration; Commercial Banking; Financial Services; Corporate Strategy; Executive leadership; Governance, strategic & succession planning; Public sector Board services; Market Development & Institutional support.

### Previous experience/roles:

- Director, Business and Institutional Support; and Market Development, International Trade Centre, Geneva.
- Director General, MCA Senegal.
- Minister of SMEs and Trade, Senegal.
- General Administrator, Economic Promotion Fund – refinancing fund for SMEs established by AfDB and Senegalese Government.
- Manager, Resident Vice-President, Group Vice-President and member, Management Committee, Citibank.
- Auditor, Auditor Senior and Auditor Supervisor, EY International, Dakar, Senegal.

### Education & Qualifications:

- Specialised Postgraduate Degree, Management and Business Administration, IAE.
- BSc and MSc Economics, Université de Paris 9 Dauphine.



## Brian Kennedy

64
South African

**Non-Executive Director since 2017 (nominee of Nedbank Group Limited)**

**Board Committees[1]: F**

### Previous external role(s):

- Nedbank Group for 24 years, holding various senior leadership roles including CEO of Nedbank's CIB franchise, and was Group Exco and Group Alco member from 2003 until 2020. He was instrumental in a vast array of capital market transactions in many jurisdictions on the African continent during this period.

### Relevant skills:

- Capital Market Transactions; Compliance Risk; Corporate Strategy; Credit Management; Governance; Human Resources; Investment Banking; Risk Management.

### Previous experience/roles:

- Leadership positions in Investment Banking for 31 years including Nedbank.

### Education & Qualifications:

- BSc (Eng), MSc (Eng) and MBA, University of the Witwatersrand.

**1: Key for Committee Membership**

**A** Audit, Internal Control and Compliance Committee, **F** Finance, Risk and Credit Committee, **G** Governance, Nomination, Remuneration and Ethics Committee, **I** Information Technology, Social and Reputation Committee, ***** Denotes Committee Chairperson

# THE BOARD OF DIRECTORS: BIOGRAPHIES



**Dr. Catherine Ngahu**
63
Kenyan

**Independent Non-Executive Director since 2016**

**Board Committees[1]: G, A**

### Current external role(s)

- Senior Lecturer, University of Nairobi.
- Founder & Chairperson SBO Research.
- Diverse directorships.

### Relevant skills

- Branding; Business Administration; Business Research; Communications; Consumer Behaviour; Corporate Governance; Corporate Strategy; Data Analysis; Digital Transformation; Executive Management; Fund Operationalisation & Oversight; Government/Public Affairs; HR & Market Development; ICT Policy; Management Education; Marketing; Policy, Regulatory, Succession Planning; Public Sector Board Service.

### Previous experience/role(s)

- Managing Director, SBO Research. Business Strategy Lead Consultant.
- Chairperson – Universal Service Fund for ICT; Uchumi Supermarkets PLC; Kenya ICT Authority; Project Governance Chair – Kenya Transparency and Communications Infrastructure Project.

### Education & Qualifications

- PhD in Business Administration, MBA & Bachelor of Education, University of Nairobi.
- Alumni Business Research Fellow, Wharton Business School, University of Pennsylvania.



**Simon Dornoo**
63
Ghanaian

**Independent Non-Executive Director since 2020**

**Board Committees[1]: G, A***

### Current external role(s)

- Business consultant with over 30 years' experience in banking and financial services.
- Board Director, Hollard Life Ghana Limited.

### Relevant skills

- Audit and Accounting; Business and Corporate Strategy; Corporate Restructuring; Credit Management; Debt Capital Markets and Treasury; Executive Leadership; Governance and Risk Management.

### Previous experience/role(s)

- Former Managing Director, GCB Bank, Ghana, successfully led turnaround and restructuring into modern, profitable and resilient commercial bank.
- Senior management positions at Barclays Bank, Ghana, including Finance Director and Country Treasurer.
- Finance Director for Barclays Africa overseeing Finance Operations in 11 African and Indian Ocean countries.
- Finance Director and Head of the Credit and Relationship Banking Units, Cal Bank Ghana.
- Assurance services, KPMG.
- Served on Boards of financial services, trade facilitation and healthcare companies and the Stock Exchange.

### Education & Qualifications

- Chartered Accountant, (CA Ghana); Member, Institute of Chartered Accountants (Ghana).
- MBA Finance, Manchester Business School, UK.



## Zanele Monnakgotla
53
South African

**Non-Executive Director since 2020 (nominee of the Public Investment Corporation)**

**Board Committees[1]: I**

### Current external role(s):

- NED, Sasol Khanyisa; Sasol South Africa.
- Philafrica Pty Ltd, and Rand Water.

### Relevant skills:

- Change; Commercial & Corporate Banking; Compliance Risk; Corporate Strategy; Development; Digital Innovation; Financial Services & Advisory Governance; Investment; Legal and Regulatory; Project & Structured Finance; Real Estate; Strategic; Transformation and Fintech.

### Previous experience/roles:

- Head of Innovation, Head of Strategic High Impact Projects, Manager of CEO's Office & Senior Project Manager at the Industrial Development Corporation.
- Founder & Executive, Freewi Technologies – innovative IT, WiFi and network systems company.

### Education & Qualifications:

- Chartered Director, Institute of Directors, South Africa.
- Diploma, Property Investment, University of Cape Town.
- Master's, Finance, Wits Business School.
- LLM, Tax, Wits University.
- LLB and B Com, Rhodes University.



## Prof. Enase Okonedo FCA
58
Nigerian

**Independent Non-Executive Director since 2020**

**Board Committees[1]: F, G***

### Current external role(s):

- Professor of Management and Vice-Chancellor, Pan-Atlantic University Nigeria.
- Chairperson – ATC Nigeria Wireless Infrastructure Limited.

### Relevant skills:

- Business and Corporate strategy; Capital Markets; Executive leadership; Financial services; Governance; Talent development.

### Previous experience/roles:

- Dean, Lagos Business School, Nigeria.
- Over 30 years' experience in management education and financial services.
- Served on Boards in banking, stock exchange, power and energy, and business education sectors.

### Education & Qualifications:

- Fellow of the Institute of Chartered Accountants of Nigeria (FCA); Chartered Institute of Directors of Nigeria; the Society of Corporate Governance Nigeria; and the International Academy of Management.
- Doctorate in Business Administration, International School of Management, Paris.
- MBA, IESE Business School, Barcelona.
- BSc in Accounting, University of Benin.

**1: Key for Committee Membership**

**A** Audit, Internal Control and Compliance Committee, **F** Finance, Risk and Credit Committee, **G** Governance, Nomination, Remuneration and Ethics Committee, **I** Information Technology, Social and Reputation Committee, ***** Denotes Committee Chairperson

# THE BOARD OF DIRECTORS: BIOGRAPHIES



## David O'Sullivan
50
Irish

**Non-Executive Director since 2017 (nominee of Qatar National Bank)**

**Board Committees[1]: F**

### Current external role(s)

- Group General Counsel QNB Group. Over 20 years' experience as lawyer and investment banker for corporate and financing transactions in emerging markets (Middle East, Africa and Eastern Europe). Leading role in QNB's Ecobank investment. Director, QNB Global Funds ICAV – EU fund authorised by Central Bank of Ireland with sub-funds including MENA.

### Relevant skills

- Asset Management; Capital Markets and Treasury; Compliance Risk; Corporate Banking & Finance; ESG; Executive Leadership; Financial Services & Advisory; Governance; International Business; Credit, Strategic & Talent Management; Investment; Investment Banking; Lawyer, Legal and Regulatory; Project, Structured, Sustainable & Trade Finance; Public Administration, Policy and Regulatory Affairs; Public Company Board Service and Succession Planning; Restructuring & Strategy; Transaction Services.

### Previous experience/role(s)

- General Counsel of QNB Group since 2012.

### Education & Qualifications

- Chartered Financial Analyst.
- Solicitor and Member of the Law Society of England and Wales.
- Law degree (LLB), Trinity College, Dublin.



## Louis Adande
67
Gabonese

**Independent Non-Executive Director since 2024**

**Board Committees[1]: A, I***

### Current external role(s)

- Managing partner, Saoti Finance.
- Independent director: Caisse Régionale de Refinancement Hypothécaire de l'UEMOA.

### Relevant skills

- Corporate finance; Corporate strategy; Economics; Executive leadership & talent development; Financial advisory; Risk management.

### Previous experience/role(s)

- Citigroup – productive career as a Corporate Banker throughout West Africa, mostly in business and country leadership roles, managing growth businesses, spearheading product and organisational innovations, structuring debt deals, debt restructuring and managing large critical projects.
- Board service: CRRH UEMOA. Independent director & Chairman; Banque Atlantique Mali. Independent director, chair Risk Management Committee.
- National Bank of Commerce. International Finance Corporation (IFC). Nominee Director.

### Education & Qualifications

- MBA, École des Hautes Études Commerciales (HEC), Paris.
- Bachelor of Art in Finance & Economics, Institut d'études Politiques (IEP) de Paris.
- Project management Certificate, George Washington University Washington DC.
- Qualified Risk Director Certificate from the DCRO Institute.



## Dr. Terence Gugulethu Sibiya

56
South African

**Non-Executive Director since 2024 (nominee of Nedbank Group Limited)**

**Board Committees[1]: A**

### Current external role(s):

- Member, NWU Business School.
- Trustee: Nedbank Eyethu Trust; Nedbank Black Executive Trust.
- Director: Statt Investment Holdings; Nedbank Mozambique S.A.; Nedbank Namibia Holdings; & Eqstra Fleet Management – Botswana.

### Relevant skills:

- Business Administration; Business Strategy; Capital Markets and Treasury; Change Management; Commercial Banking; Communications; Corporate Banking; Corporate Finance; Corporate Restructuring; Corporate Strategy; Digital Transformation; Executive Leadership; Executive Management; Financial Services; Information Technology; International Business and Management; Management Education; Market Development; Media Experience; Operational Excellence; Operational Transformation; Operations; Project Finance; Strategic Management; Strategic Planning.

### Previous experience/roles:

- NEDBANK Group Limited, Johannesburg, South Africa: April 2018 – Present.
- Group Managing Executive, Nedbank Africa Regions (NAR).
- NEDBANK Corporate & Investment Bank, Johannesburg, South Africa.
- STANDARD BANK OF SOUTH AFRICA LIMITED – Corporate & Investment Bank.

### Education & Qualifications:

- BSc, Information & Decision Systems (Carnegie Mellon University, USA).
- Masters and Doctorate, Instructional Systems Design & IT (University of Pittsburgh, USA).
- Advanced Management Programme (Duke University, USA).



## Dr. Aasim Ahmad Qureshi

48
British

**Non-Executive Director since 2019 (nominee of Qatar National Bank)**

**Board Committees[1]: G**

### Current external role(s):

- Managing Director, Investment Banking at QNB Capital LLC, and holds a senior executive position at QNB Capital in London and Paris. He is also a member of the Investment Committee of a large regulated investment fund and oversees a significant European real estate portfolio.

### Relevant skills:

- Advising Private and Listed Companies; Capital Markets; Corporate and Sovereign Bonds; Corporate Financing; Corporate Restructurings; Corporate Strategy; Investment Banking; Merger and Acquisition Transactions from origination to close; Primary and Secondary Initial Public Offers.

### Previous experience/roles:

- Investment banker at Nomura Code Securities Limited.
- Lawyer with CMS Cameron McKenna LLP, advising private and listed corporate clients.

### Education & Qualifications:

- Various postgraduate qualifications in law, management and medicine.

**1: Key for Committee Membership**

**A** Audit, Internal Control and Compliance Committee, **F** Finance, Risk and Credit Committee, **G** Governance, Nomination, Remuneration and Ethics Committee, **I** Information Technology, Social and Reputation Committee, ***** Denotes Committee Chairperson

# THE BOARD OF DIRECTORS: BIOGRAPHIES



## Dr. George Agyekum Donkor

58
Ghanaian

**Non-Executive Director since 2020 (nominee of EBID)**

**Board Committees[1]: I**

### Current external role(s)

- President and Chairman of the Board of Directors of the ECOWAS Bank for Investment and Development (EBID).
- Board Member, WAICA Reinsurance Corporation Plc.
- Board Member, Asky Airlines.
- Council Member, University of Ghana, Legon.
- Adjunct Lecturer, Business School, University for Development Studies (UDS), Tamale, Ghana.

### Relevant skills

- Administration; Business, Change and Talent Management; Business and Corporate Strategy; Compliance; Development and Project Finance; Executive Leadership; Finance; Governance; Investment Banking; Law; Marketing; Operational Transformation.

### Previous experience/role(s)

- Vice-President, Finance and Corporate Services, EBID.
- Head, Legal Division/Compliance, EBID.
- Head, Legal/Regulatory and Compliance, ARB Apex Bank, Ghana.

### Education & Qualifications

- Doctor of Business Administration and Master of Applied Business Research, SBS Swiss Business School, Zurich, Switzerland.
- PhD (Marketing), Commonwealth Open University, British Virgin Island.
- Executive MBA (Marketing), University of Ghana Business School, Legon.
- Postgraduate Certificate in Contemporary Management, Nobel International Business School, Ghana.
- Post Graduate Professional Law Certificate (Barrister-at-Law) Ghana School of Law.
- LLB (Hons), University of Ghana.



## Deepak Malik

67
Indian

**Non-Executive Director since 2019 (nominee of Arise B.V.)**

**Board Committees[1]: G**

### Current external role(s)

- Non-Executive Director of listed and non-listed companies across banking, fintech, freight services, trade finance, private equity.

### Relevant skills

- Accounting; Advisory & Technology; Audit; Business Administration & Strategy; Capital Markets, Treasury; Change Management; Commercial Banking; Corporate Strategy; Development, Structured, Sustainable & Trade Finance; Executive Leadership, Management & Compensation; Financial Services; Governance.

### Previous experience/role(s)

- Retired as CEO, Arise B.V. in 2022 – investment/development partner for sub-Saharan African financial service providers.
- Head, Southern Africa Office; and Financial Institutions, Norfund – overall responsibility for Southern African, Central American and South Asian financial institutions.
- Regional Representative, Denmark Government's Investment Fund for Developing Countries.
- MD, Development Bank of Zambia.
- Various Board positions, including banks.

### Education & Qualifications

- Fellow Member, Institute of Chartered Accountants, India.
- Bachelor's Degree, Commerce, University of Delhi, India.

**1: Key for Committee Membership**

**A** Audit, Internal Control and Compliance Committee, **F** Finance, Risk and Credit Committee, **G** Governance, Nomination, Remuneration and Ethics Committee, **I** Information Technology, Social and Reputation Committee, ***** Denotes Committee Chairperson



# DIRECTORS' REPORT

The Board of Directors of Ecobank Transnational Incorporated ("the Company") is pleased to present its report on the affairs of the Company for the financial year ended 31 December 2024.

## Legal and regulatory framework

Ecobank Transnational Incorporated ("ETI"), the parent company of the Ecobank Group ("the Group"), is a financial holding public limited liability company incorporated in Lomé, Togo, on 3 October 1985 under a private sector initiative led by the Federation of West African Chambers of Commerce and Industry and the Economic Community of West African States (ECOWAS). ETI benefits from specific privileges and exemptions granted under the Headquarters Agreement executed between ETI and the Republic of Togo pursuant to Ordinance No 85-16 of 5 September 1985. These include immunities, privileges for itself, its Board and senior staff, and a non-resident's financial status.

La Commission Bancaire de l'Union Monétaire Ouest Africaine supervises ETI under the regulations applicable to financial holding companies. Since 2006, upon the listing of its shares on the Bourse Régionale des Valeurs Mobilières (BRVM) in Abidjan, the Ghana Stock Exchange (GSE) in Accra and the Nigerian Exchange (NGX) in Lagos, ETI has been complying with the rules of the capital market regulators as well as those of the stock exchanges in these three markets.

## Principal activity

ETI's principal activity is creating and acquiring operating units to provide banking, economic, financial and development services. Ecobank is the leading pan-African bank with banking operations in 33 countries across the African continent. The Group also has a licensed operation in Paris and representative offices in Addis Ababa, Beijing, Dubai, Johannesburg and London.

## Business review

Since the launch of the Growth, Transformation and Returns strategy in November 2023, the Company remains committed to driving sustainable business and financial performance and long-term value for all stakeholders, primarily across its four geographical regions, namely, Anglophone West Africa (AWA), Central, Eastern and Southern Africa (CESA), Francophone West Africa (UEMOA) and Nigeria, and its two business segments, Corporate and Investment Banking and Consumer and Commercial Banking. A comprehensive review of the Group's businesses in 2024 can be found in the Annual Report's Business and Financial Review section on page 133.

## Highlight of results

ETI reported a profit after tax of $471 million for the financial year that ended on 31 December 2024. Detailed results for this period can be found in the Parent Company's financial statements on page 280 of this Annual Report. The Board of Directors approved the Parent Company's financial statements and the Group's consolidated financial statements for the year ended 31 December 2024 at a meeting held on 14 March 2024. A non-Executive Director, Professor Enase Okonedo, the Group Chief Executive Officer, Mr. Jeremy Awori and/or the Group Chief Financial Officer, Mr. Ayo Adepoju were authorised to sign the accounts on behalf of the Board. Both ETI's and the Ecobank Group's accounts are prepared in accordance with International Financial Reporting Standards (IFRS).

## Share capital

The Authorised Capital of ETI is $1,250,000,000 as of 31 December 2024.

Trading in ETI shares: Approximately 1,126,723,759 units of ETI Ordinary Shares were traded on the NGX, Lagos, the BRVM, Abidjan, and the GSE, Accra, during 2024.

## Major changes in shareholding

There were no major changes in the shareholding of ETI in 2024.

## Board of Directors

The names of the Company's Directors appear on pages 54 to 60 of this annual report. As of 31 December 2024, the Board consisted of fourteen (14) Directors: thirteen (13) Non-Executive Directors and one (1) Executive Director. The composition includes ten (10) males and four (4) females from ten different nationalities. Two Non-Executive Directors, Messrs. Alain Nkontchou and Hervé Assah retired from the Board during the year and were succeeded by Mr. Papa Madiaw Ndiaye, who took on the role of Chairman, and Mr. Louis Adande who joined the Board as a non-executive director from CEMAC. In addition, Dr. Terence Gugulethu Sibiya replaced Mr. Mfundu Nkhulu on the Board as one of Nedbank Group Limited's two nominees on the ETI Board.

The Board of Directors convened seven (7) times in 2024. The Governance, Nomination, Remuneration and Ethics Committee held nine (9) meetings. The Finance, Risk, and Credit Committee met seven times (7), while the Audit, Internal Control, and Compliance Committee and the Information Technology, Social and Reputation Committee met four (4) times.

## Directors' interest in shareholding

Please find below a table containing shareholdings of ETI Directors:

| | | Direct | | Indirect* | | Total | |
|---|---|---|---|---|---|---|---|
| # | Name | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 |
| 1 | Mr. Alain Nkontchou[1] | 5,999,999 | 5,999,999 | 698,725,289 | 560,621,201 | 704,725,288 | 566,621,200 |
| 2 | Mr. Pape Madiaw Ndiaye | 0 | 0 | 0 | 0 | 0 | 0 |
| 3 | Mr. Jeremy Awori | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 | Mr. Louis Adande | 0 | 0 | 0 | 0 | 0 | 0 |
| 5 | Mr. Hervé Assah[1] | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 | Dr. George A. Donkor (Representing EBID) | 0 | 0 | 240,209,077 | 240,209,077 | 240,209,077 | 240,209,077 |
| 7 | Mr. Simon Dornoo | 0 | 0 | 0 | 0 | 0 | 0 |
| 8 | Mr. Brian Kennedy (Nominated by Nedbank)[2] | 0 | 0 | 5,249,014,550 | 5,249,014,550 | 5,249,014,550 | 5,249,014,550 |
| 9 | Mr. Deepak Malik (Nominated by Arise BV)[2] | 0 | 0 | 3,487,337,828 | 3,487,337,828 | 3,487,337,828 | 3,487,337,828 |
| 10 | Ms. Zanele Monnagotla (Nominated by GEPF/ PIC)[2] | 0 | 0 | 3,333,333,333 | 3,333,333,333 | 3,333,333,333 | 3,333,333,333 |
| 11 | Dr. Catherine Ngahu | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 | Mr. Mfundo Nkuhlu (Nominated by Nedbank)[1, 2] | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 | Prof. Enase Okonedo | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 | Mr. David O'Sullivan (Nominated by QNB)[2] | 0 | 0 | 4,970,904,524 | 4,970,904,524 | 4,970,904,524 | 4,970,904,524 |
| 15 | Mrs. Aichatou Agne Pouye | 0 | 0 | 0 | 0 | 0 | 0 |
| 16 | Dr. Aasim Qureshi (Nominated by QNB)[2] | 0 | 0 | 0 | 0 | 0 | 0 |
| 17 | Dr. Terence Sibiya (Nominated by Nedbank)[2] | 0 | 0 | 0 | 0 | 0 | 0 |
| | Total | 5,999,999 | 5,999,999 | 17,979,524,601 | 17,841,420,513 | 17,985,524,600 | 17,847,420,512 |

1. These directors retired from the Board in June 2024.
2. The indirect holdings above are shares held by major institutional shareholders who have nominated the Directors to the Board. These are not shares held by the Directors in their individual capacity.
   To avoid double counting Nedbank Group Ltd.'s shareholding is only listed alongside Mr. Brian entry.
   To avoid double counting Qatar National Bank (QNB)'s shareholding is only listed alongside Mr. David O'Sullivan's entry

# DIRECTORS' REPORT

## Directors' interest in contracts

During the year, no Director had any interest in any contract awarded by the institution or any of its subsidiaries.

## Corporate governance and compliance

The Group has continuously improved its corporate governance practices, as outlined in the Corporate Governance Report on pages 68 to 81. The Company upholds corporate policies and standards that promote transparency, prevent potential conflicts of interest, and encourage ethical business practices. The Board is dedicated to enhancing governance within the institution and collaborates closely with regulators and other stakeholders in the market to strengthen this aspect. The Company adheres to the requirements set forth by La Commission Bancaire de l'Union Monétaire Ouest Africaine regarding Corporate Governance, as well as the BRVM Code of Corporate Governance, the SEC Code of Corporate Governance, and the Nigerian Code of Corporate Governance 2018.

## Subsidiaries

In 2024, the number of ETI subsidiaries remained unchanged from 2023. ETI has a majority equity interest in all its subsidiaries and provides them with management, operational, technical, business development, training and advisory services. The total number of ETI subsidiaries consolidated in this Annual Report is 58.

## Post-balance sheet events

There were no post-balance sheet events that could materially affect either the reported state of affairs of the Company and the Group as of 31 December 2024, or the result for the year ended on the same date, which have not been adequately provided for or disclosed.

## Responsibilities of Directors

The Board of Directors is responsible for the preparation of the financial statements and other financial information included in this annual report, which give a true and fair view of the state of affairs of the Company at the end of the financial period and of the results for that period. These responsibilities include ensuring that:

- Adequate internal control procedures are instituted to safeguard assets and to prevent and detect fraud and other irregularities;
- Proper accounting records are maintained;
- Applicable accounting standards are followed;
- Suitable accounting policies are used and consistently applied; and
- The financial statements are prepared on a going concern basis unless it is inappropriate to presume that the Company will continue in business.

## Independent external auditors

The Joint Auditors of the Company, Deloitte & Touche Nigeria and Grant Thornton Côte d'Ivoire, will continue in their roles according to the terms of their engagement. Additionally, Ernst & Young (EY) Nigeria and KPMG Togo will serve as alternate auditors for the Company. The Company will propose a resolution at the General Meeting to appoint HLB Togo as an additional auditor to comply with applicable laws and regulations, which require companies incorporated in Togo to have at least two external auditors qualified to practice within the UEMOA region.

## Report of Board Evaluation

The ETI Board maintained its level of effectiveness from 2023 in leading the current business and is striving to create better alignment in the Board and with management.

### A. Board of Directors

The 2024 Evaluation Review showed that the Company's Board has been effective, demonstrating strengths in fulfilling its members' roles and responsibilities and its overall organisation. The Board remains proficient in managing ETI's current business and has opportunities to adopt a forward-looking approach that emphasises sustainability.

The report found that the Board has been providing effective oversight in key business areas. It also showed a commitment to making changes that benefit shareholders. Directors and management describe the Board as highly functional, engaged, and focused on performance.

Maintaining its effectiveness from 2023, the Board made notable improvements in roles and responsibilities, composition and organisation.

The report recognised the Board's progress and highlighted the following opportunies for further governance and overall effectiveness enhancement.

- Improving the Board's alignment to more effectively manage overall objectives and strategies while also enhancing engagement between the Board and management.
- Handling key issues, such as managing risk, conducting thorough postmortem analyses of key strategic decisions, and Board independence.
- Focusing on technology and digital strategies, including leveraging technology and recruiting skills onto the Board in line with the strategy of the Bank and response to the changing competitor and customer landscape.
- Remaining agile to respond to challenges presented by external socio-political, geographical and industry trends.

**B. Board Committees**

The ETI Board Committees were considered effective, with improvements across all committees. However, it was highlighted that the Information Technology, Social and Reputation Committee could better utilise technological advancements and digitisation opportunities to enhance the future goals and sustainability of the business in a rapidly evolving competitive landscape.

**C. Individual Directors**

A 360-degree evaluation was conducted for all Directors. It was agreed that the Chairman would meet with each Director to provide feedback on the evaluation and address any areas of concern that any Director may have.

Dated in Lomé, 2 May 2025.

By Order of the Board.



**Madibinet Cissé**
Company Secretary

# GROUP EXECUTIVE COMMITTEE

**The Group Executive Committee (GEC) consists of the Ecobank Group's most senior executives and is led by the Group Chief Executive Officer (GCEO). It is the driving force behind the day-to-day operational management of the Group and its subsidiaries. As a crucial governance body, the GEC holds decision-making authority in specific areas of Group management, and its strategic alignment with the GCEO ensures the successful implementation of the organisation's strategy and policy direction.**

For more information about the Group Executive Committee see page 286.



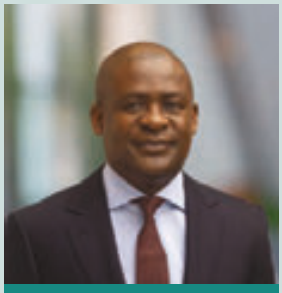
**Jeremy Awori**
Group Chief Executive Officer

Kenyan



**Ayo Adepoju**
Group Chief Financial Officer

Nigerian



**Bolaji Lawal**
Regional Executive and Managing Director, Ecobank Nigeria

Nigerian



**Josephine Anan-Ankomah**
Regional Executive, CESA and Managing Director, Ecobank Kenya

Ghanaian



**Divine Fola**
Group Chief Compliance Officer

Cameroonian



**Martin Miruka**
Group Executive, Transformation, Enablement and Customer Experience

Kenyan

The following are acting participants of the GEC: Abdoul-Aziz Faye, Group Executive, Technology & Innovation (Acting); Ademola Awokoya, Co-Head, Risk Management (Acting); Pankaj Talwar, Co-Head, Risk Management (Acting); and Simon Rey Group Executive, Human Resources (Acting).



**Chinedu Ikwudinma**[1]
Group Executive, Risk Management/Chief Risk Officer

Nigerian



**Thierry Mbimi**
Group Executive, Internal Audit & Management Services

Cameroonian



**Abena Osei-Poku**
Regional Executive AWA and Managing Director, Ecobank Ghana

Ghanaian



**Anup Suri**
Group Executive, Commercial and Consumer Banking

Indian



**Michael Larbie**
Group Executive Corporate and Investment Banking

Ghanaian



**Paul-Harry Aithnard**
Regional Executive, UEMOA and Managing Director, Ecobank Côte d'Ivoire

Togolese



**Madibinet Cisse**
Group General Counsel

Guinean



**Yves Mayilamene**[2]
Group Executive, Human Resources

Congolese

1 Retired post-year end
2 Resigned November 2024

# CORPORATE GOVERNANCE

## Introduction

The year that ended 31 December 2024 was exceptionally demanding for the ETI Board and its Committees. In a period marked by heightened macroeconomic uncertainty, the Board remained resolutely focused on operational resilience, strategic execution and governance excellence. Operational matters remained high on the Board's agenda, and we navigated the landscape effectively by leveraging the strength of our business model and the commitment of our people.

We also maintained a sharp focus on capital allocation, strategic growth opportunities, and sound governance principles. Our ability to act decisively, while remaining aligned with long-term objectives, underscores the Group's integrated approach to leadership and performance.

We enhanced our enterprise-wide mechanisms for identifying both risks and opportunities, with the Board working closely alongside management to assess and address significant risk exposures. This proactive collaboration reflects our belief in disciplined oversight as a catalyst for sustainable value creation.

Ecobank has meticulously designed its corporate governance framework to foster fairness, responsibility and transparency across all levels of the organisation. This framework not only reinforces stakeholder trust but also positions the Group to deliver consistent long-term value. It enables the execution of Ecobank's strategic vision – to be a world-class, pan-African banking group driving regional integration and inclusive growth.

Founded on principles of regional cooperation and economic integration, Ecobank continues to prioritise robust engagement with regulators across its footprint. These engagements are critical to the Group's ability to execute its mandate and deliver meaningful outcomes for customers, investors and communities. Ecobank is firmly committed to upholding the highest standards of corporate governance, in line with international best practices and the codes of conduct in the jurisdictions where it operates.

This commitment to governance excellence is grounded in our conviction that sustainable business success and strong financial performance go hand-in-hand – delivering value not only to shareholders, but to all stakeholders.

At the heart of ETI's leadership philosophy is a clear tenet: the business must create enduring value for all it touches.

## Corporate governance principles

### We are committed to strong corporate governance practices

Ecobank's corporate governance framework is grounded in principles that uphold transparency, accountability and responsible leadership. These principles form the backbone of how we operate as a unified, pan-African financial institution – enabling seamless coordination between our Group and subsidiaries while ensuring integrity in all areas of decision-making. The key pillars of this structure are as follows:

1. Ultimate authority rests with shareholders, whose rights are protected and actively supported through structures that facilitate effective engagement and oversight.
2. Shareholders delegate authority to the Board, which in turn delegates daily operations to executive management. Clear scopes of authority are established for each governance tier, supported by documented and publicly available terms of reference.
3. The Board should be structured in a manner that enables it to add value to the Company and shareholders through the composition, number and commitment of its members.
4. Ecobank engages with institutional investors and capital markets with a commitment to financial discipline, timely repayment, and the provision of reliable, accessible and customer-centric services.
5. Ecobank subscribes to working with and adhering to the requirements of the various regulators that oversee and supervise ETI and its subsidiaries.
6. All decision-making is underpinned by ethical and responsible conduct, with strict adherence to applicable laws and internal policies. We act objectively and swiftly to meet stakeholder expectations and uphold our mission.
7. Authority is decentralised appropriately – decisions are taken as close as possible to the point of execution and customer interface, as defined in our delegated authority schedules that ensure proper checks and balances across the Group.
8. Financial reporting across the Group is subject to independent verification, ensuring transparency and the integrity of our disclosures.
9. Enterprise Risk Management is deeply embedded in the Group through unified policies and practices that safeguard resilience and operational continuity.

10. Fair and active review of Company information to encourage Board effectiveness and management performance, as well as competitive and responsible remuneration in compliance with transparent rules.
11. Accurate recognition of the legitimate interests of stakeholders at all times.
12. Relevant authorities within the Group should be empowered, and individual accountability institutionalised.
13. Effective communication and information sharing between management and the Board, and among members of the Board outside of meetings.
14. Clear and prompt escalation process to ensure that matters requiring the involvement and/or approval of the relevant organs within the Group are brought to their attention for review and decision, or simply for awareness.

## Group structure – 'One Bank' concept

Ecobank operates as a cohesive, integrated banking group rather than as a collection of separate banks. This unified structure underpins our 'One Bank' operating model – designed to enhance strategic clarity, operational efficiency, and seamless connectivity across the entire Group. Ecobank employs a standardised organisational structure at both the parent company and subsidiary levels to ensure alignment and agility.

As the parent company, ETI is responsible for defining and overseeing the Group's strategy and acts as its 'Strategic Architect'. Group-wide decisions and policies are developed centrally and cascaded across all subsidiaries, with strict adherence to local laws and regulatory frameworks. Any deviation from Group standards requires prior approval from ETI, preserving consistency while respecting local specificities.

Technology infrastructure is managed centrally through a wholly owned subsidiary, enabling Group-wide deployment and standardisation across entities. Shared services platforms are leveraged to drive cost-efficiency, improve scalability, and deliver high-quality support across the network.

All functional areas – including audit, compliance, human resources, legal, risk management, and treasury – are coordinated under designated Group Executives. Subsidiary-level functional leads report directly to their respective Group counterparts, ensuring alignment of objectives, policies and practices across the Group.

The Board convenes biannually with subsidiary Board chairpersons and Group functional heads to review strategic direction, evaluate performance, and address material policy matters. In addition, regional meetings among subsidiary Board chairpersons are held regularly to exchange insights and strengthen cross-market governance practices.

Outcomes of these engagements are reported back to ETI's Board and Executive Management – reinforcing cross-border collaboration and driving unity of purpose throughout the Group. This structured interaction strengthens governance, builds institutional cohesion, and reinforces the Ecobank Group's identity as a single, high-performing pan-African financial institution.

## Corporate literature

The Articles of Association of ETI and its subsidiaries clearly define and separate the roles, responsibilities and powers of the Board, executive management and shareholders. This governance clarity ensures that the Board maintains strategic oversight without encroaching on management's operational duties, while guaranteeing full and timely disclosure to shareholders.

While the Board is responsible for approving policies and Group-wide strategies, the execution of these policies lies with executive management, which is accountable for daily operations and performance delivery.

The Group Corporate Governance Charter articulates the structures, policies and processes necessary to uphold transparency, accountability and credibility across the Group. It provides a blueprint for executing Ecobank's vision and embedding governance excellence across all jurisdictions.

The Charter is regularly updated to reflect shifts in the business, regulatory and geopolitical environments. It is domesticated across all Ecobank subsidiaries and adapted as required to comply with local laws and regulatory frameworks.

All Directors, executives and relevant employees are required to adhere to the provisions of the Governance Charter – reinforcing a shared commitment to the highest standards of corporate conduct across the Group.

# CORPORATE GOVERNANCE

## Shareholder engagement

### We actively engage with shareholders

The Annual General Meeting (AGM) is a key forum for sharing information and decision-making and is intended to engender the active participation of shareholders. It reflects our commitment to inclusive governance and the promotion of active shareholder participation.

Ecobank recognises the fundamental right of shareholders to access timely, accurate and relevant information. This principle is embedded in our governance philosophy and underpins our approach to fostering open and constructive dialogue.

The Board has always placed considerable importance on effective communication with its shareholders. It ensures that statutory notices, meeting materials and performance updates are disseminated promptly, in accordance with regulatory requirements and best practice.

Each year, the Board presents complete and comprehensive financial and management reports at the AGM, enabling shareholders to form balanced views and provide feedback. This ensures accountability, transparency, and informed decision-making at the highest level.

In addition to formal reporting, ongoing dialogue with shareholders is encouraged through multiple channels, including direct engagement with the Investor Relations Unit and the Company Secretary. Shareholders are invited to share their views, raise concerns, and submit recommendations via the contact information available on the Group's website: www.ecobank.com.

This open-door approach reinforces our objective of building long-term trust and shared value with our investor community.

## Board responsibilities

The primary responsibility of the Board is to act in the best interests of the Group and to foster the long-term success of Ecobank. This is carried out in accordance with legal obligations and the Board's wider duty to shareholders, regulators, and all other stakeholders.

The Board ensures that the necessary leadership, financial and human resources, are made available to the Group to enable it to achieve its objectives. It actively safeguards against actual or potential conflicts of interest among executive management, Board members and shareholders.

In maintaining effective governance, the Board ensures that the reporting lines of key control functions – such as Internal Audit, Compliance and Risk Management – are structured independently. This independence is vital for ensuring robust internal checks and balances across the organisation.

Each year, the Board reports to shareholders on the Group's performance, providing a full account of financial and operational results via the consolidated annual report and audited financial statements. This includes disclosure of material financial and non-financial information critical to shareholder and investor decision-making.

The Board is also responsible for assessing the Group's ability to meet its financial and regulatory obligations. It remains accountable to shareholders and encourages continuous, transparent dialogue – anchored in a mutual understanding of objectives, expectations and long-term value creation.

## Appointment of Board of Directors

### When recruiting and selecting candidates, the Board considers a wide range of attributes, executive experience and skills.

The nomination and appointment process of a Director to the Board is clearly defined in the Governance Charter, reflecting best practice and the Group's commitment to transparency and merit-based selection.

The Governance, Nomination, Remuneration and Ethics Committee (GNREC) oversees the nomination process. Before any appointment, the Committee defines the functions and core competencies required for each Board role, develops objective selection criteria, and screens potential candidates through a structured evaluation and interview process. Shortlisted candidates are submitted to the Board for co-option to the Board. Such appointments are subsequently ratified at the following Annual General meeting. The Board may also recommend to the General Meeting the appointment of directors.

All new Directors are issued with formal letters of appointment that clearly outline their duties, responsibilities and terms of service.

The following core competencies are assessed during the selection of Non-Executive Directors:

- **Demonstrable business acumen:** Candidates must possess extensive business experience and a proven understanding of corporate governance and commercial strategy, underpinned by a strong track record and impeccable reputation.

- **Leadership and Board experience:** Individuals must demonstrate the ability to contribute strategically, assert informed views, and add value at Board level.
- **Specialist expertise:** Candidates should have experience in international and African banking, encompassing areas such as corporate, retail and investment banking, capital markets, asset management, regulation, risk, digital transformation, audit, executive remuneration, investor relations and public policy.
- **Integrity and ethics:** High standards of personal and professional ethics must be consistently demonstrated, aligned with the values of the Ecobank Group.
- **Strength of character:** Directors must exhibit independent judgement, interpersonal maturity, and the ability to challenge constructively and act objectively.
- **Time commitment:** Board members are expected to allocate sufficient time and attention to fulfil their duties effectively.

In line with the Articles of Association, the tenure of Non-Executive Directors is limited to nine (9) years.

Appointments are made for an initial three-year term, renewable upon Board evaluation – but renewal is not automatic. Reappointments are contingent on performance, skills alignment, and the evolving competency needs of the Board.

In addition to statutory provisions, there are clear criteria for the dismissal of a Director. A Director may be removed for breach of fiduciary duty, underperformance, or non-alignment with Group expectations. The Board may also recommend the replacement of institutional shareholder nominees if competency thresholds are not met.

## Board composition and structure

**The composition of the Board considers, as much as practicably possible, the geographical coverage of the Group, relevant professional experience, shareholders' representation and gender diversity.**

The Articles of Association of the Company limit the size of the Board to fifteen (15) members.

The Governance Charter stipulates that the Board Composition shall comprise:

| Board Directors by type | Composition stipulations | Current Board Composition (as at 31 December 2024) | Board members (as at 31 December 2024) |
|---|---|---|---|
| Nominees of major shareholders | Any shareholder for each ten per cent (10%) of the total issued ordinary share capital of ETI, or multiple thereof, that such a shareholder may hold directly, subject to a maximum of two (2) seats per shareholder. | Six (6) | • Brian Kennedy (nominee of Nedbank Group Limited)<br>• David O'Sullivan (nominee of Qatar National Bank)<br>• Deepak Malik (nominee of Arise B.V.)<br>• Dr. Aasim Ahmad Qureshi (nominee of Qatar National Bank)<br>• Zanele Monnakgotla (nominee of the Public Investment Corporation)<br>• Terence Gugulethu Sibiya (nominee of Nedbank Group Limited) |
| Representative of ECOWAS Bank for Investment and Development (EBID) | One (1) representative | One (1) | • Dr. George Agykum Donkor (nominee of EBID) |
| Executive Directors | Maximum two (2) including the CEO | One (1) | • Jeremy Awori (CEO) |
| Independent Directors | Minimum of five (5) independent Directors, including Directors selected from the geographical regions where the Group operates. | Six (6) | • Papa Madiaw Ndiaye (Chairman)<br>• Dr. Catherine Ngahu<br>• Aichatou A. Pouye<br>• Simon Dornoo<br>• Prof. Enase Okonedo FCA<br>• Louis Adande |
| **Total** | **Maximum fifteen (15)** | **Fourteen (14)** | **Fourteen (14)** |

# CORPORATE GOVERNANCE

## Board attendance in 2024

The Board of Directors met ten (10) times in 2024. This frequency reflects the Board's commitment to active oversight and its responsiveness to strategic, operational, and governance matters throughout the year.

| # | Name | Role | Meetings eligible to attend | Meetings attended |
|---|---|---|---|---|
| 1. | Mr. Alain Nkontchou[1] | Chairman until June 2024 | 6 | 6 |
| 2. | Mr. Papa Madiaw Ndiaye[2] | Current Chairman/ Independent | 5 | 5 |
| 3. | Mr. Jeremy Awori | Chief Executive Officer | 10 | 10 |
| 4. | Mr. Louis Adande[2] | Non-Executive/Independent | 5 | 5 |
| 5. | Mrs. Aichatou Agne Pouye | Non-Executive/Independent | 10 | 10 |
| 6. | Mr. Hervé Assah[1] | Non-Executive/Independent | 5 | 5 |
| 7. | Dr. George Donkor (EBID Representative) | Non-Executive | 10 | 9 |
| 8. | Mr. Simon Dornoo | Non-Executive/Independent | 10 | 9 |
| 9. | Mr. Brian Kennedy (Nominee of Nedbank Group Ltd) | Non-Executive | 10 | 9 |
| 10. | Mr. Deepak Malik (Nominee of ARISE B.V.) | Non-Executive | 10 | 9 |
| 11. | Ms. Zanele Monnakgotla (Nominee of GEPF/PIC) | Non-Executive | 10 | 10 |
| 12. | Dr. Catherine Ngahu | Non-Executive/Independent | 10 | 10 |
| 13. | Mr. Mfundo Nkuhlu[1] (Nominee of Nedbank Group Ltd) | Non-Executive | 5 | 4 |
| 14. | Prof. Enase Okonedo | Non-Executive/Independent | 10 | 10 |
| 15. | Mr. David O'Sullivan (Nominee of Qatar National Bank) | Non-Executive | 10 | 9 |
| 16. | Dr. Aasim Qureshi (Nominee of Qatar National Bank) | Non-Executive | 10 | 10 |
| 17. | Dr. Terrence Sibiya[2] | Non-Executive | 5 | 5 |

1. Retired in June 2024
2. Joined the Board in June 2024

The consistent participation underscores the Board's collective dedication to strong governance and active stewardship of the Group's strategic direction.

Number of meetings of the Board Committees during 2024:

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Governance, Nomination, Remuneration and Ethics Committee | 7 | Audit, Internal Control and Compliance Committee | 4 | Finance, Risk and Credit Committee | 6 | Information Technology, Social and Reputation Committee | 4 |

## Board Committees

As at 31 December 2024, the Board operated through four (4) standing Committees, each mandated to support effective governance through focused oversight and specialised expertise:

1. Governance, Nomination, Remuneration and Ethics Committee;
2. Audit, Internal Control and Compliance Committee;
3. Finance, Risk and Credit Committee; and
4. Information Technology, Social and Reputation Committee.

These Committees are established in line with global best practice and the specific regulatory requirements of the jurisdictions in which ETI operates. Their charters clearly define their responsibilities, authority and reporting obligations.

Membership excludes Executive Directors and consists primarily of Independent Non-Executive Directors and nominees of major institutional shareholders. Each Committee is chaired by an Independent Director, reinforcing impartiality, objectivity and robust challenge.

Also, for the purposes of revitalising the Board Committees, the tenure of members is restricted to a maximum of two (2), three (3)-year terms, which may be extended, if it is considered appropriate. In 2024, in application of this rule, the composition of board committees was restructured to take account of the competencies of the directors and compliance with applicable rules.

## Board Committees' membership

### Governance, Nomination, Remuneration and Ethics Committee

The Governance, Nomination, Remuneration and Ethics Committee met seven (7) times in 2024 to deliberate on matters within its mandate. Its members bring extensive experience in corporate governance across multiple jurisdictions, ensuring high-quality oversight of the Group's leadership, ethics and people strategy.

#### Composition and attendance

| Name | Role | Meetings eligible to attend | Meetings attended |
|---|---|---|---|
| Prof. Enase Okonedo | Chairperson | 7 | 7 |
| Mr. Hervé Assah[1] | Member | 4 | 4 |
| Mr. Simon Dornoo[2] | Member | 2 | 2 |
| Mr. Brian Kennedy[1] | Member | 5 | 5 |
| Mr. Deepak Malik | Member | 7 | 7 |
| Dr. Catherine Ngahu | Member | 7 | 6 |
| Mr. Mfundo Nkuhlu[1] | Member | 4 | 3 |
| Dr. Aasim Qureshi[2] | Member | 2 | 2 |

1. Retired in June 2024
2. Joined the Board Committee in June 2024

The Group General Counsel and Company Secretary or his designate serves as Secretary to the Committee.

Responsibilities of the Governance, Nomination, Remuneration and Ethics Committee:

- Formulates, reviews and ensures implementation of policies applicable to all units of the Group, as well as good governance throughout the Group.
- Manages the relationship between the Company and its shareholders and subsidiaries, including relationships with the Boards of subsidiaries.

# CORPORATE GOVERNANCE

- Evaluates the performance of Directors and senior management.
- Develops suitable criteria for the selection and appointment of new Board members and for the Group and Country Board members.
- Reviews the human resources strategy and policies of the Group.
- Determines the policy for the remuneration (including benefits, pension arrangements and termination payments) of Non-Executive Directors, the Chairman of the Board, the Chief Executive Officer, the Executive Directors, and the senior executives of ETI.
- Oversees the Group's approach to diversity and inclusion, employee wellbeing, bullying and harassment, and employee engagement.
- Oversees the way the Group manages its culture, values and adherence to the Group's Code of Conduct.
- Oversees compliance with the Group's policies on ethical conduct including discovery, investigation, conflicts of interest, financial crimes, transparent accounting, fraud and bribery and responsible selling and marketing.

During the year ended 31 December 2024, the Committee exercised its oversight functions over the nomination process of Non-Executive Directors and Chairpersons of ETI subsidiaries. The Committee led the search and onboarding process of new ETI Directors including the new Chairman and exercised its oversight functions over the appointments of new Group Executives.

## Audit, Internal Control and Compliance Committee

The Audit, Internal Control and Compliance Committee met four (4) times in 2024 to execute its mandate. The Committee is composed entirely of Non-Executive Directors with strong financial, audit, and regulatory expertise, ensuring independent and competent oversight of the Group's control framework.

### Composition and attendance

| Name | Role | Meetings Eligible | Meetings attended |
|---|---|---|---|
| Mrs. Aïcha Agne Pouye[1] | Chairperson until Sept 2024 | 3 | 3 |
| Mr. Louis Adande[2] | Member | 1 | 1 |
| Dr. Catherine Ngahu[2] | Member | 1 | 1 |
| Mr. Simon Dornoo | Chairman since Sept 2024 | 4 | 4 |
| Mr. David O'Sullivan[1] | Member | 3 | 3 |
| Dr. Terence Sibiya[2] | Member | 1 | 1 |

1. Retired from the Committee in September 2024
2. Joined the Committee in September 2024

All members have relevant business knowledge and skills and familiarity with accounting practices and concepts. The Group Executive, Internal Audit and Management Services serves as Secretary to the Committee.

Responsibilities of the Audit, Internal Control and Compliance Committee:

- Reviews internal controls, including financial and business controls.
- Reviews internal audit function and audit activities.
- Facilitates dialogue between the auditors and management regarding the outcomes of audit reviews.
- Makes proposals regarding external auditors and their remuneration.
- Works with external auditors to review the annual financial statements before full Board approval.
- Ensures compliance with all applicable laws, regulations and operating standards.

During the 2024 financial year, the committee reviewed and recommended for approval the ETI Financial Crime Risk Assessment, Group Information Security Management Policies and the 2024 Internal Audit & Management Services Amended Audit Plan, the 2025-2027 risk-based Internal Audit & Management Services Plan & Rationale and the 2025 Group Compliance Monitoring Plan & Rationale.

## Finance, Risk and Credit Committee

The Finance, Risk and Credit Committee met six (6) times during 2024 to oversee the Group's risk governance, credit portfolio management, financial strategy and capital adequacy. The Committee's composition reflects deep expertise across banking, finance, risk and general management.

### Composition and attendance

| Name | Role | Meetings Eligible | Meetings attended |
|---|---|---|---|
| Mrs. Aichatou Agne Pouye[1] | Chairperson since Sept 2024 | 2 | 2 |
| Mr. Hervé Assah[2] | Chairman | 3 | 3 |
| Mr. Simon Dornoo[2] | Member | 4 | 4 |
| Mr. Brian Kennedy | Member | 6 | 6 |
| Prof. Enase Okonedo | Member | 6 | 6 |
| Mr. David O'Sullivan[1] | Member | 2 | 4 |
| Dr. Aasim Qureshi[2] | Member | 4 | 4 |

1. Joined the Committee in September 2024
2. Retired from the Committee in September 2024

All members have a good knowledge of business, finance, banking, general management and credit. The Group Chief Risk Officer and the Chief Financial Officer serve as joint Secretaries to the Committee.

Responsibilities of the Finance, Risk and Credit Committee:

- Initiates the determination and definition of policies and procedures for the approval of credit, operational, market/price and other risks within the Group, defining acceptable risks and risk acceptance criteria.
- Sets and reviews credit approval limits for management.
- Reviews and ratifies operational and credit policy changes initiated by management.
- Ensures compliance with the Bank's credit policies and statutory requirements prescribed by the regulatory or supervisory authorities.
- Reviews periodic credit portfolio reports and assesses portfolio performance.
- Reviews all other risks (e.g. technology, market, insurance, reputation and regulatory).
- Oversight of finance strategies, capital and liquidity.
- Reviewing the Company and Group's financial performance.
- Reviewing compliance with applicable financial regulatory requirements.
- Reviewing certain corporate development matters as the Board may direct.

During the 2024 financial year, the committee reviewed and recommended for approval the Group Risk Map (2024), the amendment of the Group Credit Policy and Procedure Manual and the Group Recovery Plan (2024).

## Information Technology, Social and Reputation Committee

The Information Technology, Social and Reputation Committee met four (4) times to deliberate on issues under their respective responsibilities.

### Composition and attendance

| Name | Role | Meetings Eligible | Meetings attended |
|---|---|---|---|
| Mr. Louis Adande[1] | Chairman since Sept 2024 | 1 | 1 |
| Mrs. Aichatou Agne Pouye | Member | 4 | 3 |
| Dr. George Donkor | Member | 4 | 4 |
| Ms. Zanele Monnakgotla | Member | 4 | 4 |
| Dr. Catherine Ngahu[2] | Chairperson until Sept 2024 | 3 | 3 |

1. Joined the Committee in September 2024
2. Retired from the Committee in September 2024

Some members have experience in IT governance policy and risk management.

The Group Chief Technology Officer is the Secretary to the Committee.

Responsibilities of the Information Technology, Social and Reputation Committee:

# CORPORATE GOVERNANCE

- Alignment of the Group's information technology systems with overall Group strategy and direction.
- Oversee the maintenance of adequate information technology systems to support the Group's business.
- Approve and monitor strategic IT development programmes and projects.
- Monitor and evaluate existing and future trends in technology that may affect the Group's strategic plans, including monitoring of overall industry trends.
- Ensure Group compliance to IT policies and processes.
- Review from time to time the overall IT development profile of the Group and ensure that the IT strategy is inclusive and coordinated and appropriately resourced to encompass all requirements of affiliates in the Group.
- Overseeing and reviewing the positioning of the Ecobank brand to ensure that a clear strategy is being delivered to increase the value of the brand, as well as the Group's standing, reputation and legitimacy in the eyes of all stakeholders.
- Reviewing the processes by which Ecobank identifies and manages reputational risk in an effective and transparent manner, consistent with the Board approved Group Risk Appetite Statement.
- Ensuring Ecobank's adherence to statements regarding activities/businesses in which it will/will not be involved, in line with its brand promise.
- Reviewing Ecobank's sustainable business priorities, assuring that the Group has policies in place to respond to any issues arising from external factors.

In 2024, the Committee supervised the Technology and Shared Services Agreement between eProcess International S.A., Ecobank Affiliates and the ETI CSR Principles.

## Subsidiary Boards

Ecobank subsidiaries operate as distinct legal entities within their respective jurisdictions. Each subsidiary is governed by its own Board of Directors, which exercises oversight over local management in accordance with national laws and regulatory frameworks.

ETI remains the majority shareholder in all subsidiaries and actively promotes local participation by citizens and institutions in its capital structure. Most subsidiary Boards are composed predominantly of Non-Executive Directors, ensuring independent oversight and alignment with the Group's governance principles.

The Group Governance Charter mandates that all Country Boards operate in accordance with the same governance standards as the parent company, ETI. While subsidiaries are accountable to their own shareholders and regulatory authorities, they are also expected to align with the strategic direction and governance practices of the wider Group.

In the event of any inconsistency between Group policies and local legal requirements, local laws take precedence – a principle that ensures compliance and legal integrity in every market.

## Subsidiary governance model

The Group operates a dual governance model for its subsidiaries, combining local Board authority with Group oversight. This model ensures both strategic alignment and regulatory compliance, while enabling subsidiaries to operate with appropriate autonomy.

While the subsidiary Board holds ultimate legal responsibility, ETI, as both majority shareholder and Strategic Architect, retains responsibility for ensuring effective governance, operational soundness, and strategic alignment across the network.

Under this model:

- The Managing Director of each subsidiary reports dually – to the local Board for statutory accountability, and to ETI Executive Management for strategic and operational alignment.
- Local Boards have full access to Group governance structures and leadership, fostering collaboration and coherence across borders.
- Subsidiary Directors' duties are fully aligned with the legal and regulatory frameworks of their host countries.

Directorship appointments follow a structured process. Candidates are identified jointly by ETI and the subsidiary Board, and they must undergo screening and evaluation before formal appointment. Regulatory and shareholder approvals are secured as required by local law.

This governance approach reinforces seamless execution of Group strategy while respecting local sovereignty – ensuring that Ecobank functions as 'One Bank', wherever it operates.

## Executive share options

In 2024, no new executive share options were granted under the ETI staff options scheme.

This reflects a continued focus on prudent remuneration practices and alignment with long-term value creation objectives.

## Related party securities trading policy

Ecobank maintains a comprehensive policy governing insider trading in Ecobank securities. The policy mandates that all insiders – including Directors and staff – obtain prior approval from the Group Chief Compliance Officer (or the equivalent officer at the subsidiary level) before purchasing or selling shares in the parent company or any subsidiary.

Key provisions of the policy include:

- Mandatory pre-clearance of all transactions involving Group or subsidiary shares.
- Disclosure of the nature, amount and intent of each transaction.
- A declaration by the insider that the transaction is not based on material non-public (inside) information.
- An obligation to refrain from executing the transaction if the insider subsequently comes into possession of such information.

During the year, all insider transactions were conducted in accordance with applicable regulations and were properly disclosed.

## Independence of Directors

The Governance Charter includes a clear definition of what constitutes an Independent Director, along with a formal independence evaluation process.

- At least one-third of the Board must be made up of Independent Directors.
- A Director is generally deemed independent if they meet all criteria outlined in the Charter. However, in exceptional cases, the Board may determine that a Director remains independent despite not meeting one or more criteria – provided it can be clearly demonstrated that their independence is not compromised.
- Independence is formally assessed on an annual basis.

While not all Non-Executive Directors are classified as 'Independent' under the Charter, all are expected to exercise independent judgment in decision-making and oversight.

As at 31 December 2024, the Board comprised fourteen (14) members, including six (6) Independent Directors:

- Mr. Papa Madiaw Ndiaye
- Mr. Louis Adande
- Mr. Simon Dornoo
- Dr. Catherine Ngahu
- Prof. Enase Okonedo
- Mrs. Aichatou Agne Pouye

This composition supports strong governance, diversity of thought, and objective oversight across the Group.

# CORPORATE GOVERNANCE

## Board and Directors' performance

The Board employs a structured approach to ensure that all Directors discharge their duties with competence, diligence and integrity. Performance management begins at the appointment stage and is reinforced through ongoing evaluation and development.

Prior to appointment, the Governance, Nomination, Remuneration and Ethics Committee conducts a detailed competency assessment of each candidate. The Group Governance Charter defines minimum competency thresholds that must be met before a Director can be nominated.

Once appointed, Directors are expected to maintain the skills and knowledge required to carry out their responsibilities effectively.

## Directors' training

All Directors are expected to undertake regular training to maintain and enhance their effectiveness. Training is tailored to reflect emerging governance issues, regulatory developments, and the strategic priorities of the Group.

In 2024, Directors participated in governance-specific training programmes designed to reinforce their understanding of:

- Regulatory responsibilities
- Risk oversight frameworks
- Ethical leadership and corporate governance trends.

The commitment to continuous development ensures that the Board remains agile, informed, and capable of navigating a complex and fast-evolving banking landscape.

## Conflict of interest and related party policies

Ecobank has a clearly defined Conflict of Interest Policy that applies to all staff and Directors. The policy is designed to proactively identify, disclose and manage potential conflicts to ensure that decisions are made objectively and in the best interests of the Group.

Key practices include:

- Twice-yearly declarations from all Directors, confirming the absence (or presence) of any conflicts
- Ongoing disclosure requirements if new potential conflicts arise during the year
- Documented procedures for the identification, escalation and resolution of any issues.

During 2024, no conflicts of interest were identified in relation to the discharge of Directors' duties.

The Finance, Risk and Credit Committee reviews all related party loans on a monthly basis. These reviews are reported to the full Board to ensure transparency and compliance with regulatory and internal standards.

## Assurance monitoring

Ecobank's assurance framework is underpinned by two core governance instruments: the Internal Control Charter and the Internal Audit Charter. These charters:

- Define the scope, authority and independence of both functions
- Establish clear reporting lines to the Audit, Internal Control and Compliance Committee
- Ensure periodic reviews and updates to remain aligned with best practice and risk exposure changes.

Together, these frameworks support the Group's commitment to transparency, risk mitigation and operational integrity.

## Whistleblowing policy

Ecobank has implemented a comprehensive Whistleblowing Policy supported by a secure, independently managed reporting portal. This framework empowers staff to report suspected misconduct confidentially and without fear of retaliation.

Key features of the whistleblowing system include:

- An online portal operated by a third-party provider – independent of Ecobank's internal IT infrastructure
- 24/7 availability for reporting anonymously or with identity disclosure
- Clear procedures aligned with the Whistleblowing Policy, ensuring that every case is documented and investigated.

Staff can report issues such as:

- Fraud, bribery, and corruption
- Harassment, discrimination and ethical misconduct
- Regulatory violations, accounting irregularities, and financial misreporting
- Threatening behaviour or substance misuse in the workplace.

Reports are received directly by the Group Head of Compliance, with investigations conducted by the Internal Audit Unit. The Board is regularly updated on reported cases and the progress of resolution.

This mechanism reflects Ecobank's commitment to a culture of integrity, transparency and accountability at all levels of the organisation.

## Directors' remuneration

The remuneration framework for both Executive and Non-Executive Directors is outlined in the Group Corporate Governance Charter and reflects the demands, responsibilities and regulatory expectations associated with Board service.

Key principles include:

- Attracting and retaining experienced, high-calibre professionals
- Ensuring alignment with governance best practice across multiple jurisdictions
- Avoiding per diem structures in favour of fixed fees that reflect long-term accountability.

**Non-Executive Directors**

Non-Executive Directors receive:

- A fixed annual fee for Board membership
- Additional fees for participation in Board Committees
- No short-term or long-term performance-based incentives.

Remuneration is benchmarked periodically against comparable institutions using external consultants. Any proposed adjustments are reviewed by the Board and submitted for shareholder approval at the Annual General Meeting.

## Executive management remuneration

Executive management remuneration is made up of both fixed and variable pay. In determining the fixed remuneration, consideration is given to the complexity of the role, as well as the skills and experience of the individual. The purpose of fixed remuneration is to attract and retain talent by remaining competitive in the market, while rewarding ongoing contribution. Any salary increases are influenced by performance, based on pre-agreed metrics. Variable remuneration is aimed at rewarding the executive management for the achievement of annual financial and non-financial objectives, which are key to the delivery of the Company's short-term and long-term strategy. Long-term variable remuneration aims to incentivise and reward the creation of long-term shareholder value.

# CORPORATE GOVERNANCE

Consistent with Ecobank's objective of being an employer of choice in our markets and to attract the best talent, senior executives are compensated with a combination of fixed compensation (salary, benefits and pension) and variable compensation (bonuses). In 2024, the total remuneration paid to senior executives amounted to $12.51 million.

## Code of conduct

Ecobank maintains a comprehensive Code of Conduct for Directors, which outlines the ethical obligations and fiduciary duties required of Board members. The Code ensures that Directors act in the best interests of the Group while respecting the rights of shareholders, employees and other stakeholders.

Key provisions include:

- Directors must consider the broader interests of the Group, even when appointed to represent a specific shareholder class or stakeholder group.
- No Director may place themselves in a position of actual or perceived conflict of interest without the prior approval of the Board.
- Directors are prohibited from entering into any contract on behalf of the Group or its subsidiaries in which they or an associate may have a material interest – unless formally authorised by Board resolution.

There were no breaches of the Directors' Code of Conduct reported in 2024, reaffirming the Board's collective commitment to ethical leadership and transparency.

## Dispute resolution policy

The Dispute Resolution Policy is embedded in the Group Corporate Governance Charter and applies to all Board members. It provides a structured and respectful process for addressing disagreements within the Board, promoting consensus and preserving effective governance.

Key features include:

- The Governance, Nomination, Remuneration and Ethics Committee (GNREC) serves as the designated body to manage disputes involving Directors.
- Where a member of the GNREC is directly involved in a dispute, the Committee Chair designates impartial Directors to intervene and facilitate resolution.
- The process is guided by principles of respectful engagement, objective listening and constructive dialogue.
- The Committee ensures all relevant perspectives are heard before recommending a resolution to the full Board, if required.

No disputes arose among Board members in 2024, reflecting the strength of Board cohesion and a shared commitment to collaborative leadership.

## Governance structures within the Ecobank Group

The Ecobank Group Corporate Governance Charter clarifies governance structures throughout the Group.

The Charter essentially covers:

- The role and responsibilities of the parent company (ETI)
- The relationships and interfaces between the parent company and its subsidiaries
- Standards of conduct expected from all Directors
- The governance units within the Group such as the Parent Company (ETI) Board of Directors; Country Board of Directors, the Group Executive Committee; the Business Leaders' Conference; and the Country Executive Management Committees.

This framework enables the Group to maintain strong governance while operating as a unified pan-African institution.

**Parent Company Board of Directors**

The members of the Board of Directors of ETI are elected by, and are accountable to shareholders, for the appropriate and effective administration of the Ecobank Group.

Its primary mandate is to ensure the long-term success, sustainability and strategic direction of the Ecobank Group, in line with its fiduciary responsibilities.

The Board is responsible for high-level policy approval, oversight of risk and performance, and ensuring alignment between Group vision and execution across markets.

Comprehensive profiles of the Board members can be found on pages 54 to 60 of this Annual Report.

**Group Executive Committee**

As of 31 December 2024, the Group Executive Committee (GEC) comprised the following:

- Group Chief Executive Officer
- Group Executive, Consumer and Commercial Banking
- Group Executive, Corporate and Investment Banking
- Regional Executive, Anglophone West Africa (AWA)
- Regional Executive, Central, Eastern and Southern Africa (CESA)
- Regional Executive, Nigeria
- Regional Executive, Union Monétaire Ouest Africaine (UEMOA)
- Group Chief Financial Officer
- Group Chief Risk Officer
- Group Executive, Internal Audit and Management Services
- Group Executive, Human Resources
- Group Executive, Technology
- Group General Counsel/Company Secretary
- Group Chief Compliance Officer
- Group Executive, Transformation, Enablement and Customer Experience

The GEC drives the day-to-day execution of Group strategy and oversees cross-functional integration and performance across the business.

## Business Leaders Conference

The Business Leaders Conference is a collegial meeting of all subsidiaries' Managing Directors and Group Functional Heads for reviewing and embedding Group strategy and policies. The Business Leaders' Conference is the primary coordinating body for Group cohesion and integration and the actualisation of Group strategy. The Conference is a consultative body – not a decision-making body. The Conference plays a key role in facilitating the harmonisation and integration of Group strategy.

Its role includes:

- Sharing best practices and cross-market learnings
- Encouraging the adoption of Group-wide standards and policies
- Reinforcing the "One Bank" concept through strategic and operational alignment
- Promoting compliance with Group-wide governance and operational frameworks
- Contributing to the refinement and implementation of Group strategy.

The Business Leaders Conference exemplifies Ecobank's commitment to collaborative leadership and seamless execution across its pan-African footprint.

## Conclusion

As we conclude this report, the Board reaffirms its unwavering commitment to the highest standards of corporate governance. In a year defined by complexity and transformation, we remained focused on disciplined oversight, strategic alignment and long-term value creation.

Our governance structures continue to evolve, enabling us to respond with agility while maintaining consistency across our diverse operating environments. Through strong collaboration between the parent company and our subsidiaries, we have strengthened cohesion, mitigated risk, and embedded accountability across the Group.

Looking forward, we will continue to enhance our governance capabilities to support innovation, resilience and sustainable growth. Our integrated model – anchored in seamless connectivity – positions us to meet the expectations of all stakeholders and to lead confidently in an increasingly interconnected and regulated financial landscape.

On behalf of the Board, we extend our sincere appreciation to our shareholders, regulators, employees and business partners. Your continued trust and support are the foundation upon which we build Ecobank's future.

Together, we will continue shaping a truly world-class, pan-African institution.

# Driving Inclusion Across Africa: Ecobank's Commitment to Diversity & Inclusion

> "We are fostering an environment where everyone belongs and thrives.

At Ecobank, inclusion is fundamental to our identity as a Pan-African bank. In 2024, we took a major step forward by formalising a Diversity & Inclusion (D&I) strategy where employees, customers and communities benefit from structured age, gender and accessibility-sensitive initiatives.

Africa's socio-economic landscape is complex. Our D&I framework is designed to tackle systemic challenges while fostering sustainable development. As a financial institution operating across 39 countries and serving millions, we are committed to embedding inclusivity across leadership, workforce representation and customer engagement – delivering equitable financial solutions tailored to diverse needs.

## Diversity & Inclusion at Ecobank: Beyond Strategy — A Core Institutional Value

As a leading Pan-African financial institution, Ecobank is not just committed to D&I – we see it as a fundamental driver of Africa's progress. In a continent with immense potential, but with persistent structural challenges, we embrace our role as a torchbearer for change, championing gender equality, youth empowerment, and accessibility to foster sustainable economic growth.

As we continue our Growth, Transformation and Returns Journey, we reinforce our unique African identity by prioritising D&I through three key focus areas:

- **Gender:** Ensuring women have equal opportunities in leadership, our workforce, and financial access.
- **Age:** Creating career pathways and solutions that empower Africa's youth to lead and innovate.
- **Accessibility:** Eliminating barriers to ensure equitable access to our services and premises for all individuals.

By embedding these principles into our operations, we go beyond corporate responsibility – we drive real impact, shaping a more inclusive and prosperous Africa.

## Empowering Women: Moving from Commitment to Action

Equal opportunity is not just the right thing to do – it is the smart thing to do. A truly prosperous Africa requires women at the table, leading, innovating and shaping the future. To drive measurable progress, we have aligned with global best practices by endorsing the Women's Empowerment Principles (UN Women & UN Global Compact) and committing to the Africa Business Leaders Coalition's Gender Initiatives.

By 2028, Ecobank aims to:

- Achieve gender parity at all management and leadership levels across our affiliates.
- Ensure parity in leadership succession planning to secure a balanced pipeline of future leaders.
- Close the gender pay gap at all levels and in all affiliates.
- Increase the number of female customers and suppliers by 20%.

We are leveraging 2024 baseline data to track progress, refine approaches, and transform commitments into sustainable change. True inclusion goes beyond opening doors – it ensures that everyone can advance through them.

## Investing in Africa's Future: Empowering the Next Generation

Africa's youth are not just the future – they are the present. As the continent with the youngest population globally, its economic potential depends on the empowerment of young leaders. Through the Ecobank Academy and Foundation, we are actively nurturing talent and fostering financial inclusion.

Since 2018, our Graduate Programme has been instrumental in talent development, with over 300 young leaders trained across 15 African countries. This structured programme is designed to help recent graduates transition from academic life into the professional workforce, equipping them with relevant skills, valuable work experience, and preparing them for future leadership roles within Ecobank and across Africa at large.

**Moving forward, by 2028, we commit to:**

- Expanding our workforce with a 20% increase in employees aged 20-39.
- Ensuring at least one individual aged 20-39 is included in executive succession planning at both affiliate and Group levels.
- Increasing leadership positions held by employees aged 20-39 by 10%.
- Growing our customer base of individuals aged 20-39 by 20%.




This initiative is not simply about recruitment; it is about equipping young professionals with the mentorship, training, career progression and networking opportunities needed to lead Africa's financial transformation.

## Expanding Inclusive Access Across Africa

At Ecobank, accessibility extends beyond physical infrastructure – it is about creating financial solutions that reach underserved communities. Our 2028 goals include:

- Ensuring 80% of Ecobank facilities are accessible to differently abled employees and customers.
- Providing internal and external communications in four official languages.
- Expanding local language services across one-third of our affiliates to enhance financial inclusion.

## This Is Just the Beginning

For Ecobank, diversity and inclusion are not just compliance measures – they are the foundation for a stronger, more prosperous Africa. Our commitments are ambitious, but we recognise that lasting change requires collective action from employees, partners and communities.

As we progress, we reaffirm our responsibility to shape a fair, inclusive, and opportunity-driven financial landscape across Africa.

## Looking Ahead: Our Focus for 2025

"This year, we are intensifying our D&I commitments — not just in policy, but in action. We aim to ensure that our values are reflected in every decision, shaping both our workplace and the communities we serve.

"Diversity and inclusion are not about ticking boxes; they are about building a fair and opportunity-driven ecosystem. Success should be determined by merit, not privilege. However, systemic change does not occur in isolation – it requires the active participation of employees, partners, and communities."

### Key Metrics at a Glance

**50/50**
Gender Parity in management & leadership by 2028

**20%**
Increase in female customers & suppliers

**10%**
Growth in young leaders (aged 20-39) in leadership roles

**80%**
of Facilities accessible for differently-abled staff & customers

**1/3**
of Affiliates offering services in local languages

**39**
Operating in 39 countries | Key partnerships with UN Women & Africa Business Leaders Coalition

> **"Together, we will build a stronger, more inclusive Africa."**

**Nana Araba Abban & Paul-Harry Aithnard, Co-Chairs, D&I Council**

# SUSTAINABILITY REPORT

## 1. Introduction

### A. Leading with Purpose

The global landscape for sustainability is shifting rapidly. In 2024, we saw an acceleration in regulatory reforms, disclosure expectations, and investor demands around climate risk, social equity and governance transparency. From the formal adoption of International Sustainability Standards Board (ISSB) disclosure frameworks to new guidance on nature-related risks and transition finance, sustainability moved from aspiration to obligation for financial institutions worldwide.

Across Africa, the urgency to act is even more profound. Climate change, energy insecurity, rising inequality and youth unemployment present complex challenges — but also major opportunities. Ecobank is rising to meet this moment. As a pan-African financial group operating in 33 countries, we recognise our role in financing solutions that enable sustainable, inclusive growth on the continent.

In this report, we present a snapshot of our 2024 sustainability journey. It highlights our progress in embedding environmental and social risk screening into credit, scaling climate-aligned finance, advancing gender-responsive and inclusive lending, and delivering measurable impact through subsidiary-led initiatives.

Our work in 2024 was grounded in a focused sustainability strategy designed to respond to Africa's most urgent needs and emerging global expectations. At its core are seven pillars from green finance and risk governance to inclusive growth and operational efficiency — that shape how we create value across the continent.

These pillars are not just guiding principles, they are the lens through which every policy, project and partnership is evaluated. Whether scaling solar financing, mobilising gender-lens capital, embedding environmental, social and governance (ESG) risk into credit, or investing in our people, each action taken reflects our integrated, forward-looking approach to sustainable development.

We invite you to explore the highlights of our year in the sections that follow. For full disclosures, data tables, and additional case studies, the complete 2024 Group Sustainability Report is available on our website: www.ecobank.com/group/sustainability

## 2. Year in review

In 2024, Ecobank made significant strides in integrating sustainability into our operations, with a clear focus on addressing Africa's most pressing challenges while aligning with global ESG standards. The year saw strategic investments, impactful projects and expanded ESG capacity, solidifying our leadership role in responsible banking.

**Key Sustainability Milestones**

- Issued a $16 million gender bond in Côte d'Ivoire to support gender-inclusive finance.
- Trained over 4,000 staff in E&S and climate risk management across English- and French-speaking subsidiaries.
- Invested $24 million in salt pan rehabilitation in Ghana, benefiting over 3,000 people and promoting climate resilience and sustainable community development.
- Launched Ellevate 2.0 in Zimbabwe and Cameroon to support women-led and youth-run businesses.
- Launched a $25 million risk-sharing facility in Sierra Leone with British International Investment (BII) to promote climate and SME finance.
- Initiated green building construction in Zimbabwe, targeting EDGE Advanced certification.
- Celebrated Sustainability Week across subsidiaries with activities focused on waste transformation, e-mobility, and youth inclusion.
- Partnered with Multi-Tech Africa Ltd. in Sierra Leone to deploy affordable solar solutions for women and youth.

## Looking Ahead to 2025

The United Nations Sustainable Development Goals (SDGs) provide a universal framework aimed at tackling global challenges such as poverty, inequality, environmental degradation and climate change. Established in 2015, the 17 interconnected SDGs represent a shared blueprint for promoting sustainable development, prosperity and environmental stewardship by 2030. Achieving these goals requires collective action from governments, businesses and communities globally.

As we continue to drive sustainability across our operations, we remain focused on further strengthening our systems and aligning with global best practices. Our high-level priorities for 2025 include:

- Operationalising upgraded ESMS (Environmental and Social Management System) tools across all 33 countries;
- Expanding ESRM dashboards and launching a Group Climate Sustainability Steering Group to ensure consistent execution of our strategy;
- Enhancing internal ESG reporting, aligning with ISSB and TNFD (Taskforce on Nature-related Financial Disclosures) frameworks, where feasible; and
- Setting portfolio-level climate targets and deepening green lending pipelines.

These actions will solidify Ecobank's position as a leading driver of sustainable finance in Africa and beyond.

### Access the Full Report

Full disclosures, data tables, and case studies are available at: www.ecobank.com/group/sustainability

Scan to access all sustainability reports from 2020–2024

### Group Chairman's Sustainability Award 2024







**Winners:** Ecobank Ghana and Ecobank Zimbabwe

Recognised for delivering large-scale, community-rooted impact aligned with ESG strategy and Sustainable Development Goals (SDGs).

# SUSTAINABILITY REPORT

## 3. Our Sustainability Strategy

In 2024, we continued to integrate sustainability into our business model. Our strategy is centred around three core pillars that drive measurable impact across Africa.

As we advance toward becoming the continent's premier sustainable finance institution, we maintain our dual focus on financial excellence and Africa's development priorities. This balanced approach ensures that our business simultaneously drives economic prosperity while delivering meaningful environmental and social benefits across our footprint.

## Our Vision

Our vision is to be a leading pan-African bank that contributes to Africa's economic development and financial integration. To achieve this, we prioritise the integration of environmental, social and governance (ESG) considerations into every facet of our banking activities, ensuring a lasting positive impact.

## Our Focus

Our strategy hinges on Sustainable Finance, ensuring that all financial products and services we offer promote sustainable development. This includes providing financing for climate solutions, green infrastructure and inclusive projects that uplift underserved communities across Africa.

## Our Business

We structure our sustainability strategy around four core business areas that shape how we operate and engage with our stakeholders:

1. Our Policies and Commitments: Ecobank has developed a comprehensive set of policies to guide our sustainability initiatives, covering areas such as environmental protection, human rights and ethical governance.
2. Our Operations: Sustainable practices are embedded across our operational footprint, from minimising energy usage to reducing waste and emissions.
3. Our People: At the heart of our strategy is our workforce, where we foster a culture of inclusion, development and accountability, empowering our people to drive sustainability goals.
4. Our Governance: We ensure strong, transparent governance structures that hold us accountable to our sustainability commitments, reinforcing the Bank's role in ethical decision-making.

## Our Foundations

Ecobank's sustainability efforts are deeply rooted in the principles of Stakeholder Engagement and Community Investment. These foundations guide our activities, from the way we engage with clients to how we invest in local communities through financial inclusion, access to resources and sustainable economic growth.

## Our Contributions

As part of our broader societal impact, Ecobank aligns with key global frameworks, including the UN Sustainable Development Goals (SDGs). This alignment ensures that our efforts contribute directly to the development of Africa while helping the world meet its global sustainability targets.

The above approach ensures that each aspect of Ecobank's operations is driven by a commitment to sustainability, innovation and long-term growth. This framework not only supports financial success but also leads to social and environmental contributions across Africa.

**Our Vision**

**To build a world-class, pan-African bank and contribute to the economic development and financial integration of Africa.**

**Sustainability strategy**

**Our Focus**

Sustainable Finance
Embedding environmental, social and human rights considerations into our bank products and services

**Our Business**

Policies and committees
Maintaining international best practice policies and commitments

Our own operations
Maintaining our environmental impact and raise sustainability standards in our supply chain

Our people
Creating diverse supporting workplaces and cultures that enable our people to thrive

Our governance
Operating with the highest ethical and transparency practices

**Our Foundations**

Our community work
Being a proactive responsible corporate citizen in every community we operate in

Stakeholder engagement and advocacy
Engaging with our stakeholders to understand their position and promote sustainability

**Our Contribution**



# SUSTAINABILITY REPORT

## 4. Subsidiary Spotlights

Our commitment to sustainability is most visible at the local level, where Ecobank subsidiaries drive change through high-impact projects. In 2024, affiliates launched transformative initiatives in clean energy, inclusive finance and climate adaptation.

### Cameroon: Women Entrepreneurs Hub






To address financing gaps faced by women-led businesses, Ecobank Cameroon launched the country's first Ellevate-dedicated women-focused branch in March 2024.

**Key outcomes:**

- 1,500+ women entrepreneurs supported;
- $2 million disbursed in financing; and
- Capacity-building and leadership mentoring provided on-site.

This initiative supports gender equality, inclusive growth, and SDGs 5 and 8.

### Ghana: Salt Pans, Solar and E-Mobility





Ecobank Ghana implemented several community-driven and national-level sustainability projects:

- **Salt Infrastructure Rehabilitation:** $24 million invested in partnership with Electrochem Ghana Ltd. to boost salt production and community sanitation.
- **Sustainability Week:** Convened regulators, small and medium-sized enterprises (SMEs) and non-governmental organisations (NGOs) on waste transformation and the circular economy.
- **E-Mobility Investment**: $300,000 allocated for electric vehicles, bikes and charging infrastructure.

These actions demonstrate leadership in climate mitigation, innovation and green finance.

### Zimbabwe: Green Buildings Initiative

Ecobank Zimbabwe advanced the Group's sustainable infrastructure agenda with its new Head Office project, targeting EDGE Advanced Certification.

**Sustainable design features include:**

- Solar PV systems;
- Rainwater harvesting and efficient plumbing; and
- Local material sourcing and energy-saving lighting.

The project is expected to cut energy consumption by 40% and water use by 20%, setting a benchmark for future real estate development.

### Sierra Leone: Solar Access and SME Finance

Two innovative partnerships were launched in 2024:

- **British International Investment (BII) Risk-Sharing Agreement:** $25 million facility to expand finance in agriculture, clean energy and women-led SMEs.
- **Pay-As-You-Go Solar Partnership**: Collaborated with Multi-Tech Africa Ltd. to deploy affordable solar solutions with flexible 24-month payment terms.

These programmes improve access to finance, reduce energy poverty, and support the transition to a low-carbon economy.



# SUSTAINABILITY REPORT

## 5. Governance and Oversight

### Board-Level Engagement

Sustainability oversight begins at the highest level of our institution. Ecobank Transnational Incorporated's Board of Directors provide strategic direction and accountability for the Bank's sustainability and ESG performance. Oversight is delegated to the Information Technology, Sustainability, Ethics, Risk and Compliance (ITSERC) Committee.

### ITSERC Committee

This committee monitors ESG risk exposure, policy compliance, and implementation of our climate and sustainability strategies. It serves as a key forum for aligning sustainability with long-term value creation and stakeholder expectations.

### Executive Leadership

Our sustainability agenda is championed by senior executives:

- **Group Chief Executive Officer (GCEO)** – Executive sponsor of the sustainability strategy, ensuring integration into business planning and transformation initiatives.
- **Co-Heads of Group Risk** – Executive sponsors of the Sustainability and Environmental and Social Risks function, ensuring ESG risks are embedded in enterprise risk management frameworks.
- **Group Head of Sustainability and ESRM** – Responsible for driving execution of the sustainability strategy, coordinating across all subsidiaries, business lines, and support functions.

### Operational Roles: ESRM Champions

To ensure day-to-day ownership of our ESG standards, we have embedded sustainability champions across our operations:

- **Regional Sustainability and ESRM Coordinators:** Present in all subsidiaries, they lead policy implementation, transaction-level screening and ESG reporting.
- **Country-Level Credit Officers (ESRM Champions)**: 33 trained officers who support loan-level ESG screening, complete ESRM checklists and flag high-risk activities.

### ESG Policies and Standards

Our work is guided by a comprehensive set of ESG policies, benchmarked against global standards:

- Sustainability Policy;
- Environmental and Social Risk Policy;
- Climate Change Policy;
- Human Rights Policy;
- Biodiversity Policy;
- Gender Equality Policy; and
- Sectoral Exclusion Lists.

These are aligned with the UN Global Compact, IFC Performance Standards, Equator Principles and TCFD.

### Transparency and Reporting

Ecobank remains committed to transparency and accountability through:

- Regular sustainability updates to the Board and Executive;
- Annual ESG performance disclosures aligned with global best practices;
- Investor and DFI reporting; and
- Stakeholder engagement and feedback mechanisms.

## 6. Managing Environmental & Social Risks in our Loan Portfolio

We are committed to responsible finance and sustainable development. In 2024, we screened 748 transactions, ensuring that each financing decision carefully considers environmental and social risks. This approach aligns with global sustainability standards and supports Africa's sustainable future.

As we look ahead, Ecobank will continue to evolve its E&S risk management efforts, expanding our impact through innovative products that support gender equality, youth employment and environmental sustainability. We are dedicated to embedding these principles further across our operations, reinforcing our role in shaping a sustainable future for Africa.

## Highlights from our Environmental and Social Screening

The following provides a summary of key findings from our environmental and social risk screening process in 2024. These highlights reflect the impact of our commitment to sustainable finance and demonstrate how our financing decisions are aligned with global sustainability standards and Africa's development needs.

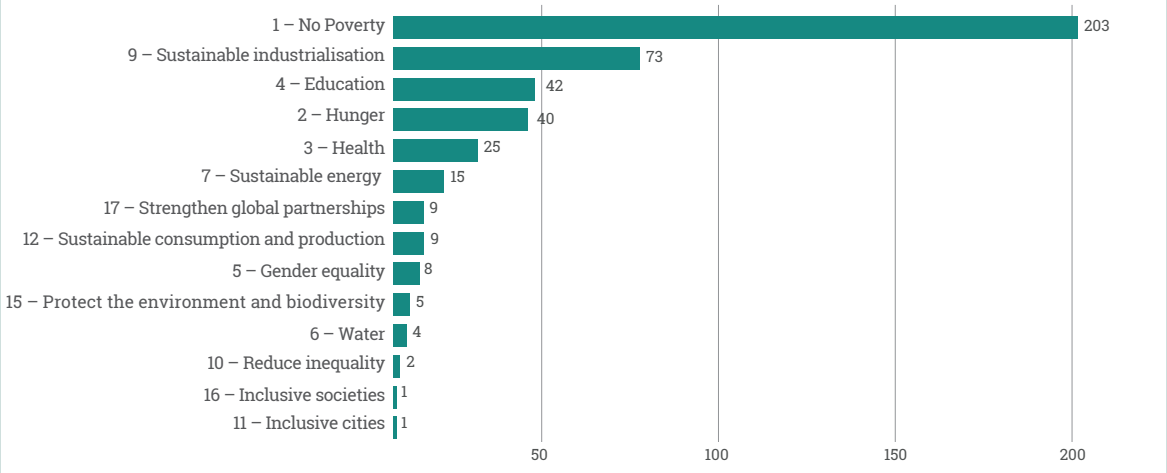
### Alignment with Sustainable Development Goals (SDGs)

The majority of transactions screened directly support Africa's core development needs:

- 311 aligned with SDG 8: Decent Work and Economic Growth;
- 203 supported SDG 1: No Poverty; and
- 73 contributed to SDG 9: Industry, Innovation and Infrastructure.

These three goals represented over 78% of total screenings.

**SDG Alignment of Screened Transactions**



# SUSTAINABILITY REPORT

### Risk Classification of Transactions

Each transaction is classified by potential E&S risk:

- **521 (70%)** were **Medium Risk** – impacts can be mitigated with standard measures;
- **185 (25%)** were **Low Risk** – minimal environmental/ social concerns; and
- **42 (5%)** were **High Risk** – potential for severe or irreversible impact.

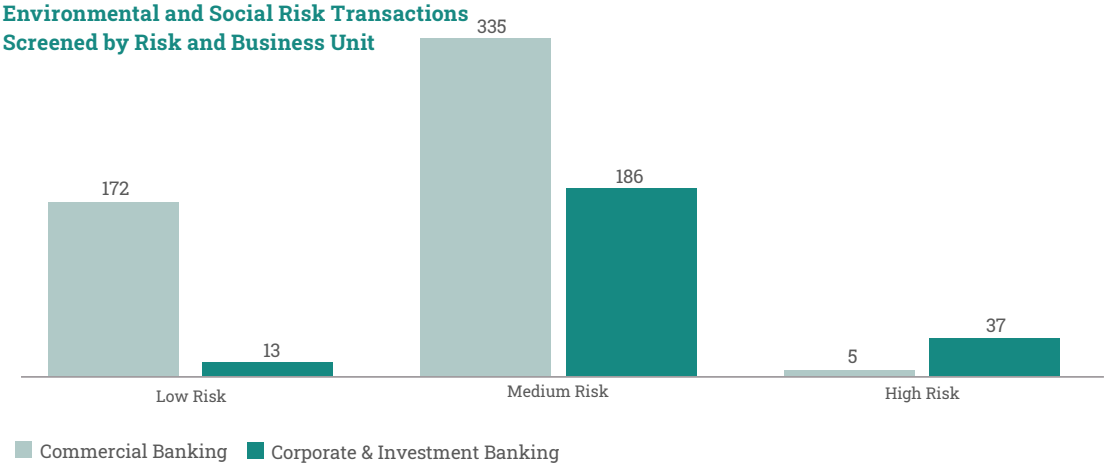
### Risk Breakdown by Business Line

E&S risk profiles differ between banking segments:

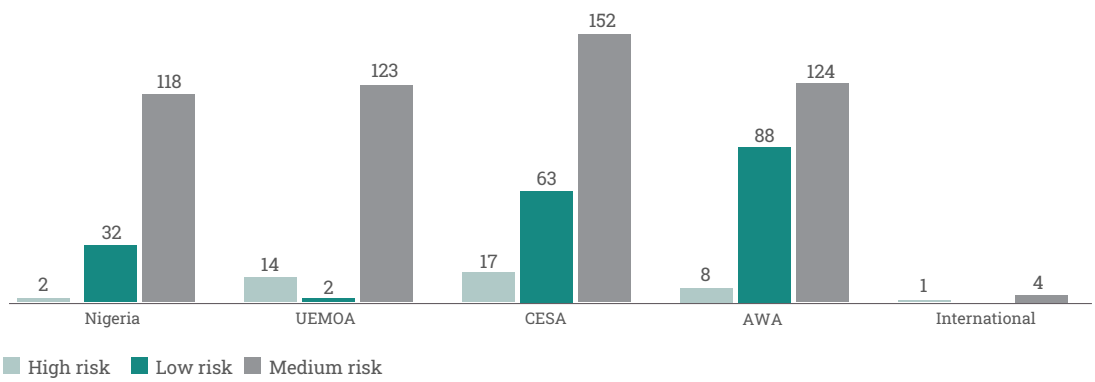
- **Commercial Banking (512 transactions):**
  - Medium Risk: 335
  - Low Risk: 172.
- **Corporate & Investment Banking (CIB) (236 transactions):**
  - Medium Risk: 186
  - High Risk: 37.

This reflects the complex nature of infrastructure and large-scale projects in CIB.

**Environmental and Social Risk Transactions Screened by Risk and Business Unit**




**Environmental and Social Risks Transactions Screened by Risk and Region**



## Regional Screening Trends

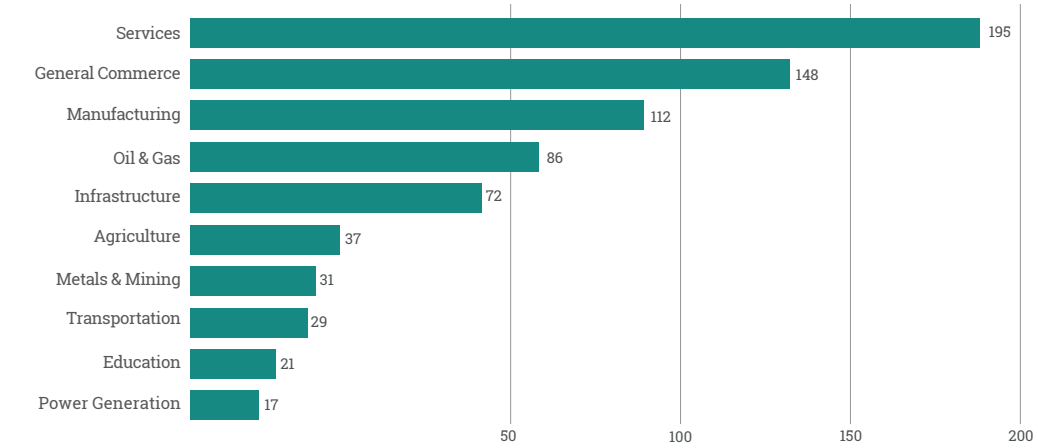
E&S transactions in our regions:

| Region | Number of transactions screened | |
|---|---|---|
| Central, Eastern and Southern Africa (CESA) | 231 | |
| Anglophone West Africa (AWA) | 220 | |
| Nigeria | 152 | Relatively few high-risk cases |
| Francophone West Africa (UEMOA) | 139 | Highest proportion of high-risk cases |
| International (France) | 5 | Closely monitored |

The chart below shows the distribution of transactions screened across various industry sectors:

- Services accounted for the largest share of E&S transactions screened, with 195 out of 748 transactions (26%).
- General Commerce followed closely with 148 transactions (20%), and Manufacturing with 112 transactions (15%).
- Resource-intensive sectors such as Oil & Gas (86) and Infrastructure (72) represented 11% and 10%, respectively.

### E&S Transaction screened by Industry Sector



# SUSTAINABILITY REPORT

### Performance Across Affiliates

E&S screenings by affiliate highlight where the largest volumes occur:

- **Ghana (178) and Nigeria (152)** together represented 44% of all screenings;
- **Strong activity in Kenya (65), Rwanda (57), Malawi (44), Côte d'Ivoire (41) and Senegal (40);** and
- Remaining affiliates contributed lower but steady volumes.

| Affiliate | Transaction screened |
|---|---|
| Republic of the Congo | 1 |
| Gambia | 1 |
| Gabon | 1 |
| Zambia | 1 |
| Benin | 3 |
| Cape Verde | 3 |
| Sierra Leone | 4 |
| Democratic Republic of the Congo | 5 |
| France | 5 |
| Guinea-Bissau | 6 |
| Mali | 6 |
| Zimbabwe | 6 |
| Liberia | 8 |
| Niger | 11 |
| Burkina Faso | 12 |
| Tanzania | 17 |
| Togo | 18 |
| Guinea | 28 |
| Uganda | 35 |
| Senegal | 40 |
| Côte d'Ivoire | 41 |
| Malawi | 44 |
| Rwanda | 57 |
| Kenya | 65 |
| Nigeria | 152 |
| Ghana | 178 |
| **Grand Total** | **748** |

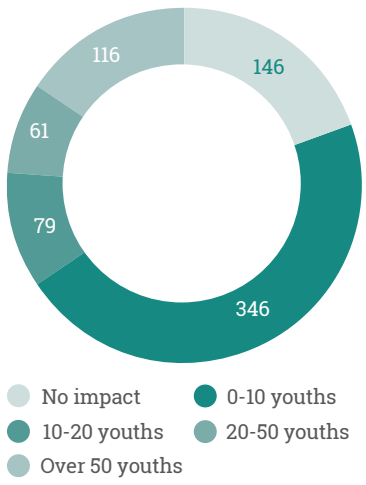
### Youth Impact Through E&S Screening

We now track how many youth are expected to benefit from each transaction:

- 346 transactions will benefit 10 to 20 youth;
- 116 transactions will impact over 50 youth;
- 140 transactions will benefit 1 to 10 or 21 to 50 youth; and
- 146 transactions had no youth-specific impact.

This supports long-term job creation and aligns with our commitment to inclusive growth.

**E & S Transactions screened by Impact on Youth**



## Gender Inclusion in Transaction Screening

In 2024, Ecobank demonstrated its commitment to gender equality through its transaction screening process. A total of 90 transactions (12% of all screened transactions) were explicitly aligned with gender-responsive financing. These transactions either:

- Directly supported women-owned businesses;
- Enhanced women's access to finance; or
- Incorporated gender-focused impact objectives within their scope.

By integrating gender considerations into our financing processes, we are contributing to inclusive growth and empowering women entrepreneurs across Africa.

## The Equator Principles

The Equator Principles serve as a critical framework for financial institutions to assess, manage and mitigate environmental and social (E&S) risks in project financing. As a signatory to the Equator Principles, Ecobank is committed to adhering to these standards in our project-related transactions, ensuring responsible financing that supports sustainable development.

In line with our commitment, we report on transactions that fall within the scope of the Equator Principles. These transactions span global and industry-wide projects, covering a broad range of financial products and services.

## Scope and Categorisation

The Equator Principles define which transactions fall under their scope based on factors such as the total transaction size and loan duration. Each transaction is categorised into one of three risk levels:

- **Category A:** Projects with high environmental or social risk.
- **Category B:** Projects with moderate environmental or social risk.
- **Category C:** Projects with minimal or no environmental or social risk.

The following table presents the number of Equator Principles-related transactions managed by Ecobank in 2024, categorised by their respective E&S risk levels:

| Category | 2024 | 2023 |
|---|---|---|
| • **Category A** (High Risk) | 5 | 4 |
| • **Category B** (Moderate Risk) | N/A | N/A |
| • **Category C** (Low Risk) | N/A | N/A |

# SUSTAINABILITY REPORT

## 7. Our Progress in Climate Action

As part of our commitment to climate action and sustainable finance, Ecobank made significant strides in 2024 towards aligning our business with global climate goals. Our efforts have been focused on enhancing climate finance, strengthening risk management, and ensuring resilience across our operations in Partnership with Proparco and IPC Consulting. Below are the key achievements of our climate strategy in 2024:

### Climate Risk Integration into Enterprise Risk Management (ERM) Framework

Climate risk is being integrated into our broader Enterprise Risk Management (ERM) framework, ensuring that climate-related risks are systematically assessed and managed across all business units. This integration allows us to proactively identify, monitor and mitigate both physical and transition risks at an enterprise level, ensuring that climate considerations are embedded in every facet of decision-making.

### Climate Finance Opportunity Assessment

We undertook a comprehensive opportunity assessment to scale climate finance investments in key markets such as Senegal and Côte d'Ivoire. These assessments allowed us to identify high-potential sectors for green capital deployment, ensuring that our investments contribute to Africa's transition to a low-carbon economy while addressing local climate vulnerabilities.

### Portfolio Emissions and Sector Risk Profiling

We completed a detailed emissions analysis of our loan portfolio, focusing on the most emissive sectors. This process enables us to better understand transition risks, monitor our exposure to high-carbon sectors, and develop strategies to align our investments with low-carbon solutions. This analysis is a critical part of our efforts to decarbonise our portfolio and support the global climate agenda.

### Alignment with Global Climate Frameworks

In 2024, we initiated a portfolio alignment assessment using methodologies such as PACTA for Banks (Paris Agreement Capital Transition Assessment for Banks), which benchmarks our portfolio against 1.5°C and 2°C climate scenarios. This assessment ensures that Ecobank's lending practices contribute to achieving global climate targets, supporting Africa's transition to a sustainable, low-carbon economy.

### Bank-Wide Climate Risk Training

As part of our commitment to building internal capacity, we provided tailored climate risk training to over 4,000 staff across our subsidiaries in both English and French. This training focused on integrating climate risk assessments into credit decisions, ensuring that our lending practices are informed by the environmental and social risks that may affect our clients and investments.

### Country-Level Physical Climate Risk Assessments

We conducted physical climate risk assessments at the country level, starting with markets at higher risk from climate impacts such as floods, droughts and extreme heat. These assessments help us understand the localised climate risks that could affect our operations and clients, enabling us to better align our strategies for climate resilience in these high-risk areas.

### Group-Level Climate Risk Mapping

We completed a Group-wide physical climate risk screening across all 33 Ecobank subsidiaries. This mapping exercise provides a baseline understanding of the climate risks that we face, helping us make strategic decisions regarding capital allocation, resilience investments, and the integration of climate considerations into our business operations.

### Looking Ahead

In 2025 and beyond, Ecobank is committed to deepening its climate action by enhancing climate risk management tools, expanding our green lending efforts, and setting portfolio-level emissions reduction targets. We will continue to support Africa's green transition through innovative financing solutions and investments that contribute to both economic growth and environmental sustainability.

## 8. Group Chairman's Sustainability Award 2024

Now in its sixth year, the Group Chairman's Sustainability Award recognises Ecobank affiliates that are translating the Bank's sustainability commitments into measurable, scalable results. The award celebrates innovation, social inclusion, environmental stewardship, and alignment with strategic goals and the SDGs.

2024 Joint Winners

Ecobank Ghana: Salt Infrastructure and Community Resilience

- Investment: $24 million with Electrochem Ghana Ltd.
- Impact:
  - 3,000 jobs created (40% for women);
  - Over 1 million tons of annual salt production targeted;
  - Climate-resilient rehabilitation of 41,000 acres of salt pans; and
  - Improved sanitation and safe water access.



**Ecobank Zimbabwe: Ellevate 2.0 – Financing for Women & Youth Entrepreneurs**

- **Financing:** $500,000 in tailored loans for small and medium-sized enterprises (SMEs)
- **Impact:**
  - 400 SME accounts opened;
  - Over 2,000 businesses connected to digital and trade platforms; and
  - Business support tools deployed to women and youth entrepreneurs.



# SUSTAINABILITY REPORT

### Award Legacy and Future Vision

Since its launch in 2018, the Group Chairman's Sustainability Award has encouraged affiliates to:

- Embed sustainability into lending and product design;
- Scale innovative impact solutions; and
- Align performance with ESG metrics and SDG goals.

Ecobank remains committed to using capital as a force for good. The award inspires affiliates to push boundaries, explore blended finance and lead Africa's sustainability transformation.

## 9. Looking Ahead

### Staying Focused, Staying Accountable

In 2024, we continued to embed sustainability into every level of our business, despite global economic volatility and regulatory change. Across our subsidiaries, ESG principles informed strategic decisions, shaped lending activity, and guided client engagement. Our commitment to delivery, transparency and impact will remain consistent.

### Priorities for 2025

In the year ahead, we will:

- Launch a Group-wide Sustainability Executive Working Group to steer implementation;
- Expand the rollout of digitised Environmental and Social Management System (ESRM) dashboards across all regions;
- Operationalise the upgraded Environmental and Social Management System (ESMS);
- Strengthen internal environmental, social and governance (ESG) reporting in alignment with ISSB and TNFD frameworks;
- Deepen our work with clients in high-impact sectors (e.g. energy, infrastructure, agriculture); and
- Scale green lending and improve climate risk disclosures.

### Full Report Access

To view our complete 2024 Group Sustainability Report — including subsidiary data, methodology and additional case studies — please visit:

www.ecobank.com/group/sustainability

Scan to access
all sustainability
reports from 2020–2024

Thank you to our partners, clients and staff for walking this journey with us. We look forward to another year of delivering impact with purpose.

# FOUNDATION REPORT

**The positive impact the Ecobank Foundation has made to lives across Africa in 2024**

**The Ecobank Foundation was established by the visionary founders of ETI with a profound commitment to making a positive impact on the lives of people across our continent. With unwavering dedication, the Foundation has embarked on a journey to transform lives and uplift communities across Africa.**

**Our programmes are not just initiatives; they are a testament to our commitment to the United Nations' Sustainable Development Goals (SDGs) and the African Union's Agenda 2063. In 2024, we focused on SDG 3 'Good Health and Well-Being', SDG 4 'Quality Education', and SDG5 'Gender Equality' through innovative solutions and impactful partnerships.**

**By doing so, we aim to contribute meaningfully to the socio-economic transformation of Africa and ensure a brighter future for all.**

## 1. Leading African private sector's mobilisation for social impact

Malaria continues to pose a significant threat to people worldwide. In 2023, it caused over 597,000 deaths, and tragically over 95% of these fatalities occurred in sub-Saharan Africa. The disease negatively impacts economic growth, reducing Gross Domestic Product (GDP) growth by up to 1.3% in some African countries. It also burdens private sector businesses, leading to employee absenteeism, decreased productivity, and increased costs related to benefits (World Malaria Report 2024, WHO). Globally, malaria causes an estimated $12 billion in lost productivity annually, hindering economic growth and development while restricting prosperity (WHO).

The African private sector can be a key driver in helping to transform communities and can unlock its potential through innovative approaches. It can have real impact in helping to address gaps in the mainstream development agenda, including supporting the fight to eradicate malaria.

The Ecobank Foundation launched the Zero Malaria Business Leadership Initiative (ZMBLI) in 2020 to contribute to preventing and eliminating malaria. ZMBLI was established in collaboration with the RBM Partnership to End Malaria, and Speak Up Africa serving as the advocacy and implementation partner. The primary objective was to engage African small and medium-sized enterprises (SMEs) in malaria advocacy, control and elimination efforts, thereby accelerating national goals by bringing more partners and resources to bear. ZMBLI operated from July 2020 until June 2024 and had the following objectives:

1. To foster domestic resource mobilisation for the sustained financing of malaria control and elimination;
2. To mobilise businesses and business leaders to contribute to the control and elimination of malaria; and
3. To leverage Ecobank's networks and partners to reinforce or create collaborative platforms.

**ZMBLI's main achievements:**

- The Ecobank Foundation donated a total of $1 million to ZMBLI for use in Benin, Burkina Faso, Ghana, Senegal and Uganda;
- Ecobank Benin, Ecobank Burkina Faso and Ecobank Uganda donated $50,000 to ZMBLI through their Corporate Social Responsibility budgets;
- ZMBLI exceeded its target of mobilising $1.5 million by 293% – it raised $5.9 million! – with 99% of the contributions being in-kind;
- 59 companies contributed to the control and elimination of malaria, supporting the efforts of the National Malaria Control Programmes in their countries;
- Ten business leaders gave their voice and influence to advocate for the control and elimination of malaria; and
- Multi-stakeholder domestic steering committees were created in Benin, Burkina Faso, Ghana, Senegal and Uganda[1] to manage the ZMBLI funds and contributions.

## 2. Transforming Africa through Education

Ecobank Day is our flagship annual social impact event when we give back to the communities that we serve across sub-Saharan Africa. This event embodies the generous spirit of our 15,000 Ecobankers in 35 countries and demonstrates our commitment to positively impacting our communities.

In 2024, we celebrated the 12th edition of Ecobank Day, which also marked the second year of our three-year campaign, 'Transforming Africa through Education'. This initiative demonstrates our dedication to shaping the future of our continent by equipping children with the essential skills and knowledge that they will need to reach their full potential.

1. In Uganda, such a committee had been established by the Republic of Uganda, in partnership with Malaria Partners International in 2020, namely: Malaria Free Uganda. Ecobank Uganda joined the Malaria Free Uganda as a Board member to support existing efforts.

We live in a rapidly evolving technological era, with artificial intelligence (AI) leading the way. AI can reshape how we teach, learn and connect. In line with the theme for Ecobank Day 2024, 'Ignite Learning with AI,' we focused on foundational learning and how AI can enhance children's basic literacy, numeracy and digital literacy skills. This is crucial for improving their future life prospects, employment opportunities, and everyday capabilities.

Education goes beyond acquiring knowledge. It forms the cornerstone of our societies. It fosters critical thinking, creativity and adaptability, while providing the skills necessary to achieve financial independence and wealth creation. Africa's children need these skills to navigate their future careers and to become informed and compassionate citizens.

Ecobank hosted a pan-African webinar titled 'AI in the classroom: What does it mean for our children?', which attracted over 2,000 participants, and featured experts and young people discussing AI's role in education. AI is not just a buzzword: it has the potential to transform education across Africa by developing locally-created educational content and enhancing both learning and teaching.

There were numerous other activities on Ecobank Day, including creating and equipping AI labs, delivering masterclasses, forming educational partnerships, donating digital equipment, and more. An estimated 10,000 children received awareness training on AI in countries throughout Ecobank's footprint, and Ecobank donated approximately $750,000 to schools to support their use of AI.

### Ecobank Reading Hero Challenge

Creating reading habits at a very young age is critical to the development and the acquisition of knowledge throughout life. Yet, access to books remains an issue in many African countries. Therefore, we launched the 'Reading Hero Challenge' for Ecobankers to create reading clubs to promote the joy of reading and to inspire children in our communities to unlock the magic of books and nurture a lifelong love of reading, using digital books by Worldreader. The winners of the challenge are Ecobank Togo, Ecobank Kenya and Ecobank Guinea.

276 children embarked on a reading journey and discovered 4,276 books.



**"Innovation, especially using artificial intelligence, is transforming basic education in extraordinary ways. Tools such as ChatGPT and Google Translate are becoming essential allies in the teaching and learning process, not only facilitating learning, but also enabling the creation of personalised educational tools relevant to the African context. These technologies offer an innovative approach that meet the specific needs of students. By adopting these technologies, we are building an educational system that is more dynamic, inclusive and adapted to the needs of each student, putting Africa at the forefront of 21st century education."**

**Engineer Arlinda Peixoto, Cape Verde**

# FOUNDATION REPORT

## 3. Taking a stand for women and girls

In 2024, we focused many activities on empowering women and girls. To celebrate International Women's Day, we partnered with UN Women to organise a webinar titled 'Invest in Women: Why It Matters and How We Can Accelerate?' The webinar highlighted the critical importance of investing in women to build inclusive societies while addressing the unconscious biases and discriminatory practices that hinder private investments in women. We had an impressive attendance of 700 participants.

During the webinar, Jeremy Awori, CEO of the Ecobank Group, announced that Ecobank has signed up to the UN Women and UN Global Compact's Women's Empowerment Principles. These principles serve as guidelines for businesses on advancing gender equality and women's empowerment in the workplace, marketplace and community.

In 2024, we reaffirmed our support for UN Women's campaign, '16 Days of Activism Against Gender-Based Violence'. We hosted a Fireside Chat featuring Ecobank's Diversity and Inclusion Council co-Chairs and UN Women's Regional Director, West and Central Africa. The discussions emphasised the private sector's vital role in advancing gender equality, driving economic growth, and promoting sustainable social development. Companies must be held accountable for their impact on society. UN Women commended Ecobank for our commitment to the idea that gender equality is essential for business success. When action is taken for women and girls, everyone benefits. Over 880 Ecobank employees participated in this inspiring discussion, reflecting how our commitment to the gender agenda is embedded in our organisation's DNA.

## 4. Improving the availability of treatment for people suffering from renal failure

To address the urgent needs of patients suffering from renal failure in the Savanes, Kara, and central regions of Togo, the foundation stone was laid to commence the construction of a new Nephrology and Hemodialysis department at Kara University Hospital.

The $850,000 project is being co-financed by the Ecobank Foundation, which donated $500,000 in 2023, along with support from the United Nations Development Programme (UNDP) in collaboration with Ministry of Health and Public Hygiene of Togo.

Renal failure is currently the sixth leading cause of death at the hospital, with a mortality rate of 21.3%. It accounts for 10% of hospitalisations and 73% of nephrology consultations. The only public hospital in Togo with a nephrology unit is in Lomé, and its limited capacity can result in a waiting list of up to 300 patients.

The new Nephrology and Hemodialysis department in Kara will include consultation rooms, dialysis facilities, a water treatment area, catheter and technical rooms, waiting and changing areas, storage facilities, sanitary amenities, a secretariat, and space for medical waste. It will also provide training to enhance service delivery and create a site for training medical and paramedical students.







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# PEOPLE AND CULTURE REPORT

**People and Culture Building a Connected, Future-Ready Workforce**

> **IN 2024, WE COMMENCED EXECUTING OUR TRANSFORMATIVE PEOPLE AND CULTURE STRATEGY, DELIBERATELY DESIGNED TO ENABLE THE EFFECTIVE EXECUTION OF OUR GTR STRATEGY. OUR STRATEGIC INITIATIVES DELIVERED MEASURABLE IMPACT BY STRENGTHENING LEADERSHIP TEAMS, IMPROVING EMPLOYEE ENGAGEMENT AND CULTIVATING A VALUES-LED CULTURE, ADVANCING OUR LEARNING ECOSYSTEM AND TALENT INITIATIVES, AND SIGNIFICANTLY ENHANCING OUR HIGH-PERFORMANCE CULTURE THAT RECOGNISES EXCEPTIONAL CONTRIBUTIONS WITH MEANINGFUL REWARDS WHILE FOSTERING CONTINUOUS DEVELOPMENT AT ALL LEVELS.**

**— Simon Rey, Group Executive, Human Resources (Acting)**

## Key Highlights:

- Realigned organisational structure to Growth, Transformation and Returns (GTR) strategy priorities
- Launched a Matrix Framework to enable cross-functional and regional interlock
- Implemented differentiated performance and reward systems
- Named 'Best Place to Work' in 2024
- Retained 98% of high-performing and high-potential (HIPO) employees
- Completed 1.4 million digital learning content
- Rolled out AI coaching across 27,000+ eLearning courses
- Conducted 1,900+ Talent Review meetings
- Deployed real-time Performance Insights Platform
- Digitised 65% of staff files as part of our HR digitalisation agenda
- Conducted the most robust organisational design assessment across 33 affiliates

## Advancing Our People and Culture Agenda

In 2024, we made significant progress in advancing our People and Culture agenda. By closely collaborating with leadership throughout the Group, we refined our HR strategies to support growth and promote a dynamic, high-performing workplace.

We aligned our organisational structure with the GTR strategy to ensure that every job role directly contributes to our long-term objectives. A comprehensive organisational review helped optimise spans of control and reduce structural complexity, which enhanced our agility and efficiency.

Our new Matrix Framework strengthened collaboration and accountability across business lines, reinforcing our 'One Bank' ethos and enabling more seamless connectivity within the organisation.

We introduced the Performance Insights Platform to foster a fair, data-driven performance culture. This platform enhances transparency and facilitates consistent, evidence-based performance reviews across the Group.

- **Best Place to Work winner**
- **98% HIPO retention**
- **360-degree assessments completed Group-wide**
- **Performance tools and AI platforms deployed**

**"Performance differentiation is now embedded Group-wide, supported by data-driven insights that reinforce fairness and accountability."**

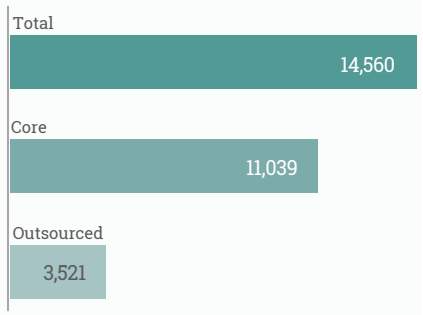
We are honoured to have been named the 'Best Place to Work' in 2024, reflecting our commitment to a people-first culture. Our 98% retention rate among high-performing and high-potential employees demonstrates the strength of our talent engagement and leadership pipeline.

We scaled our digital learning capabilities significantly, with over 1.4 million modules completed and AI-powered coaching provided across over 27,000 courses. Our performance review process now includes 360-degree behavioural assessments to ensure alignment between goals, behaviours and values.

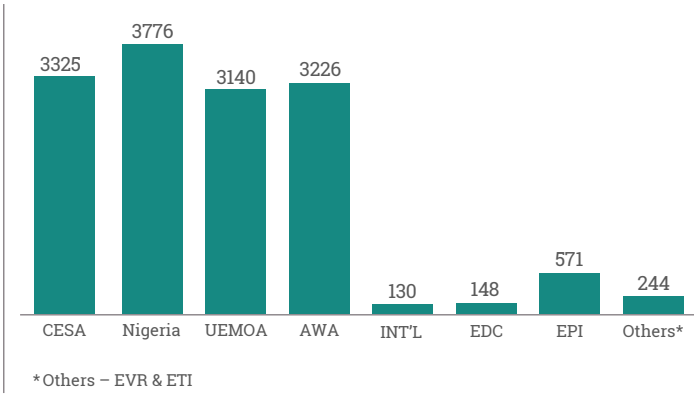
In addition, we enhanced talent management through over 1,900 Talent Review meetings, with plans to expand tools and automation in 2025. Meanwhile, our HR digitisation efforts have progressed, with 65% of staff files now securely stored on cloud platforms.

## HR Metrics

### Headcount by Type



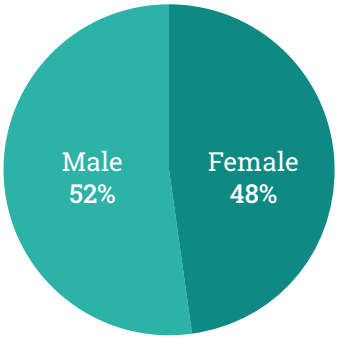

### Staff Distribution by Region/Entity



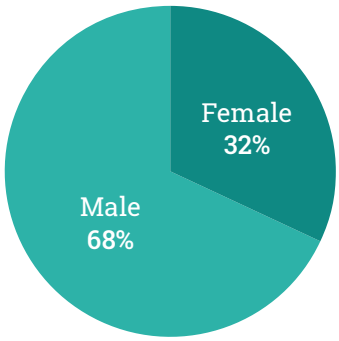

*Others – EVR & ETI

# PEOPLE AND CULTURE REPORT

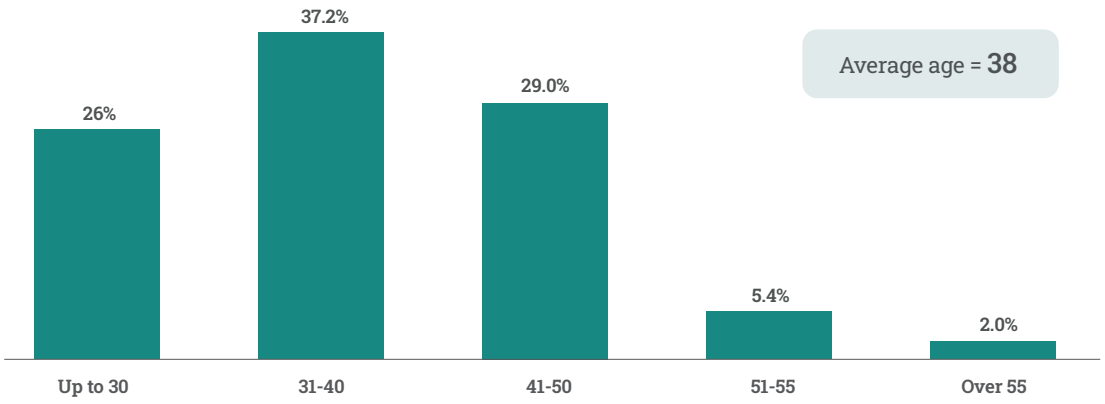
**Gender – Group-wide**




**Gender – Management and Executives**




**Gender – Group-wide**




## Organisational Alignment and Design

We have completed a comprehensive redesign across the entire organisation, aligning it with our GTR strategy. This process involved thoroughly assessing our affiliate structures to streamline operations, broaden managerial spans, and reduce layers, ultimately fostering greater agility and enhanced execution.

In 2024, we introduced our Matrix Framework, which promotes integration across regions and functions. This framework facilitates quicker decision-making and reinforces a cohesive, enterprise-wide culture.

## Leadership and Talent

We made strategic appointments to enhance the execution of our GTR strategy, filling senior roles that improve operational effectiveness and business delivery. We maintained strong retention of top talent, achieving a 98% retention rate for high-performing and high-potential employees.

Over 1,900 Talent Review sessions were held to ensure leadership continuity and support succession planning. We implemented 360-degree behavioural assessments for all full-time employees, aligning individual impact with performance and company values.

Our digital tools have expanded significantly. The Performance Insights Platform now provides real-time analytics for decision-making, while our HR digitisation programme has reached 65% of employee records, enhancing our operational agility.

## Learning and Development

In 2024, digital learning reached significant milestones. Staff completed 1.4 million modules, averaging 30 hours each across more than 60 learning materials. Satisfaction reached 92%, and instructor-led sessions exceeded annual targets by 55%.

AI coaching was integrated into over 29,000 LinkedIn Learning courses, providing personalised learning experiences tailored to specific roles. Key training areas included compliance, credit risk, financial planning and digital skills.

Additionally, we partnered with Moody's Analytics to offer credit certification and collaborated with Consumer and Commercial Banking to implement competency-based sales training for more than 2,500 staff members.

## Performance Management

In 2024, we implemented a more rigorous and differentiated strategy for our performance cycle, focusing on data-driven processes. We introduced a Group-wide normalisation process aligned with business performance benchmarks and integrated it into our new Performance Insights Platform.

All managers received coaching to facilitate regular feedback conversations, supported by mid-year reviews. In addition, we incorporated key performance indicators (KPIs) into our MY-HR self-service platform.

Recognising the importance of behaviours and values in performance, over 10,000 employees completed a values-based 360-degree review. This initiative embedded behavioural accountability into our performance culture by assessing performance's 'WHAT' and 'HOW'

## Employee Experience and Engagement

Employee engagement reached record levels in 2024: survey participation rose to 80%, with core engagement at 82% (+2 pts) and eNPS improving from +15 to +23.

We outperformed Africa Index benchmarks across seven of eight dimensions:

1. Overall Engagement;

2. Meaningful Work;

3. Career opportunities;

4. Enabled to Deliver;

5. Quality Leadership;

6. Connected to purpose;

7. Core Engagement; and

8. Fair Compensation.

We also implemented targeted improvements in each affiliate through focus groups and action plans based on real-time analytics. Key initiatives addressed compensation, career progression, and workplace environment.

## Talent Management and Inclusion

Over 1,900 Talent Review meetings across affiliates contributed to a regional review led by the Regional Executives. As a result, we identified 690 High-Potential Employees, with 164 of them enrolled in flagship programmes across three leadership tiers.

We also launched a digital career planning platform and enhanced succession mapping, resulting in 54% of successors being classified as 'ready now' or 'ready soon'. Additionally, the representation of women in leadership positions increased from 30% to 32%, demonstrating steady progress.

We have started preparations for the Group talent event, scheduled for 2025 and chaired by the Group CEO.

## Compensation and Benefits

We thoroughly reviewed compensation and benefits frameworks on a country-by-country basis to ensure that our offerings remain competitive and equitable. 90% of our affiliates operate within fully competitive structures further strengthened by well-defined salary review processes.

In addition, we assessed our benefits for fairness and overall impact. Recent updates include improved medical plans, enhanced retirement options, and revised benefit-in-kind offerings. To ensure fairness, we also carried out internal equity reviews with guidance from the Managing Directors of each affiliate.

# PEOPLE AND CULTURE REPORT

## Recognition and Awards




Our employee recognition programme has expanded significantly. Monthly and quarterly awards celebrated performance and collaboration. The 2024 'Shining Stars' were honoured through a Group-wide event and a leadership development experience in Zanzibar and Dar es Salaam, Tanzania.

## Strategic Resourcing and Graduate Programmes

We have made several key senior appointments to drive our strategic agenda forward, including new Group Executives for Corporate and Investment Banking, Consumer and Commercial Banking, Internal Audit, Transformation, Enablement, and Customer Experience.

Additionally, we have expanded our graduate programmes across various regions — namely Anglophone West Africa (AWA), Central, Eastern and Southern Africa (CESA) and Francophone West Africa (UEMOA) — to cultivate a diverse and future-ready talent pipeline. A new tech-focused graduate initiative will also be rolled out to support our digital innovation goals.

## Organisational Effectiveness and Wellbeing

We realigned roles within our core business units and launched the Matrix Framework to support responsive and accountable operations while enhancing collaboration between functions and regions. The modernisation of our HR systems continued through MY-HR, our HR Information System, which included expanding modules and digitising key processes.

We finalised our forward-looking diversity and inclusion strategy and began implementation across the Bank, focusing on three main pillars: gender, age and accessibility.

This year, we completed our most ambitious and detailed organisational design assessment across all affiliates, clearly identifying areas that needed improvement to enhance efficiency and productivity.

Additionally, we relaunched a comprehensive wellbeing programme featuring local Wellbeing Champions, expert-led training, and new health benefits. We also enhanced medical coverage without increasing costs.

**Key achievements included:**

- Appointment of Wellbeing Champions across all affiliates to localise efforts
- Mandatory training modules on stress management and mental resilience
- Expert-led sessions on wellness topics such as nutrition and blood pressure
- Medical coverage reviews aimed at enhancing support without increasing costs




## Conclusion and Forward-Looking Priorities

The year 2024 marked a defining moment in our People and Culture transformation. Each initiative — from structural redesign to leadership development — strengthened our ability to deliver on the GTR strategy.

Looking ahead, our 2024–2028 People and Culture Strategy is designed to propel this momentum forward. Key priorities for 2025 include:

- Performance Excellence Transformation
- Scaling Leadership Capability
- Enhancing Talent Management
- Optimising Incentive Programmes
- Implementing Organisational Design
- Elevating Digital HR and Analytics
- Deepening Employee Engagement
- Building Future-Focused Skills
- Fostering a Values-Driven Culture

Our commitment remains clear: to cultivate a strategy-driven and values-led workforce that is highly engaged and productive, consistently delivering exceptional performance and creating meaningful impact for all our clients, shareholders and communities across Africa.

# TRANSFORMING



# BUSINESSES

THERE ARE

## 244M

BUSINESSES IN AFRICA, OF WHICH ONLY 3.4 MILLION FIRMS WITH MORE THAN ONE EMPLOYEE WERE FORMAL. OF THE REMAINING BUSINESSES, ABOUT 232 MILLION WERE OWN-ACCOUNT, MOSTLY INFORMAL, WHERE THE PROPRIETOR CONSTITUTED THE SOLE EMPLOYEE.

# RISK MANAGEMENT

**Risk management is central to Ecobank's ability to deliver sustainable growth, protect stakeholder value, and navigate an increasingly complex operating environment. In 2024, our disciplined approach enabled the Group to respond to market volatility, regulatory shifts, and credit headwinds with resilience and agility. Supported by seamless connectivity across geographies, business lines and data systems, our risk management function continues to evolve – providing robust oversight, timely insights, and proactive decision-making across all levels of the organisation.**

## 1. Risk management framework

Risk is inherent within our business activities. Accordingly, our risk management framework and governance structure are designed to achieve an acceptable balance between risk and reward.

The risk management framework consists of a comprehensive set of policies, standards, procedures and processes designed to identify, measure, monitor, mitigate and report significant risk exposures in a consistent and effective manner across the Group.

- **Risk Measurement:** The Group uses a variety of techniques to measure risk. These include expected and unexpected loss calculation, risk rating, stress testing and benchmarking.
- **Risk Mitigation:** The Group has specific measures to minimise or eliminate unacceptable risks. These include managed distribution across affiliates or other financial institutions, covenants (positive, negative and financial), insurance and collateralisation.
- **Risk Monitoring and Control:** The Group reviews risk management policies and systems regularly to reflect changes in markets, products and emerging best practices. Risk monitoring covers the central risk areas: credit risk (including counterparty risk), market risk, liquidity risk, operational risk and country risk. Risk management professionals and internal auditors monitor risk exposures and adherence to approved risk limits by means of reliable and up-to-date information systems on a daily, weekly and monthly basis.
- **Risk Reporting:** The Group allocates considerable resources to achieving continuous compliance with the approved risk limits. It has set guidelines for reporting to relevant management bodies, including the Board of Directors and the Group Executive Committee. Significant changes in the credit portfolio, non-performing loans and other risk measures are reported on a daily, weekly and monthly basis.

## 2. Risk governance and organisation

The Board articulates the level of risk that Ecobank is willing to accept in the normal course of business ('risk appetite') and thus sets the overall risk profile for the Group. It supervises risk management through the Finance, Risk and Credit Committee and the Audit, Internal Control and Compliance Committee of the Board.

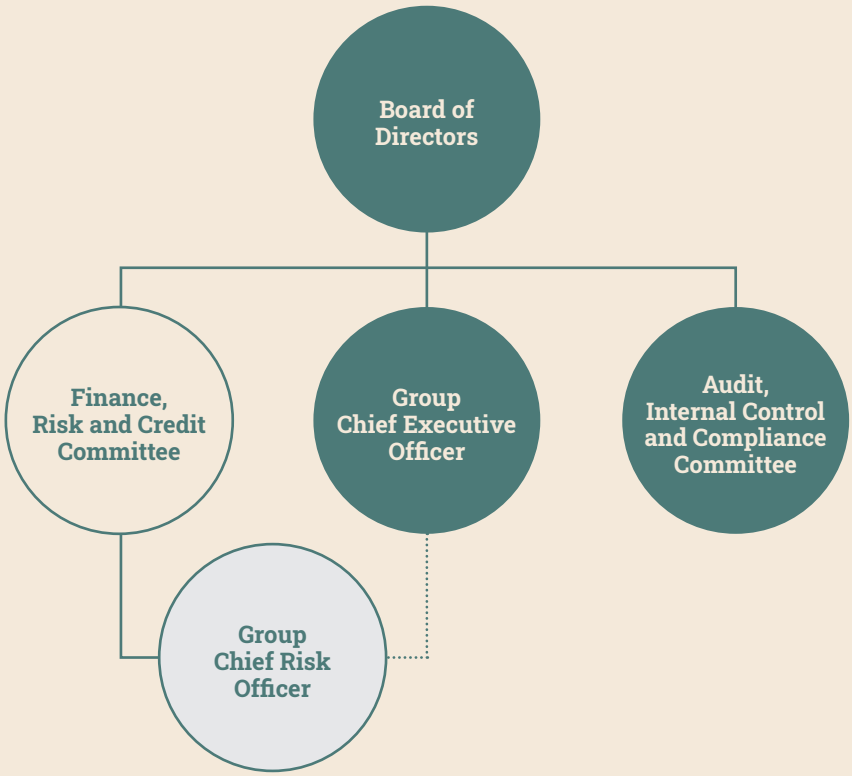
The Finance, Risk and Credit Committee proposes risk policies and the overall approach to risk management and monitors the adequacy of controls, compliance with risk policies and the Group's risk profile. The Finance, Risk and Credit Committee is composed of not less than three Non-Executive Directors. The Group Chief Risk Officer and other senior representatives from the risk management organisation attend the Finance, Risk and Credit Committee meetings.

The Audit, Internal Control and Compliance Committee ensures that the financial activities of the business are subject to independent review and external audit.

The Group Chief Risk Officer is Ecobank's most senior risk management officer, responsible for all risk activities, and thus:

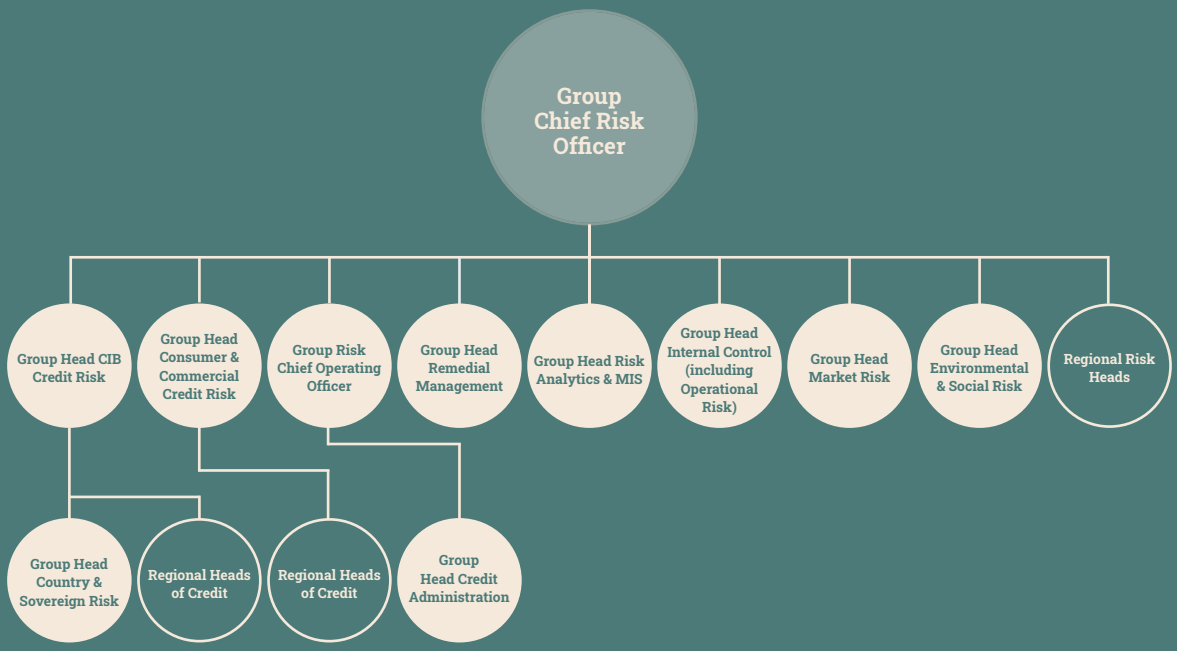
- Develops the risk management strategy, principles, framework and policies;
- Implements appropriate risk management processes, methodologies and tools;
- Advises and instructs management and business units on risk management;
- Monitors the application and effectiveness of risk management processes; and
- Co-ordinates appropriate and timely delivery of risk management information to the Group Chief Executive Officer, the Group Executive Committee ('GEC'), the Finance, Risk and Credit Committee and the Board.

### Risk Management Governance Structure




The Group Chief Risk Officer reports functionally to the Board Finance, Risk and Credit Committee and administratively to the Group Chief Executive Officer. The Group Chief Risk Officer supervises the Group Corporate & Investment Banking Credit Risk unit, the Group Consumer & Commercial Credit Risk unit, the Group Credit Administration unit, the Country and Sovereign risk unit, the Remedial Management unit, the Risk Analytics and Management Information System ('MIS') unit, the Market Risk Management unit, the Sustainability, Environmental and Social Risk unit, the Regional Risk Heads and the Internal Control department (which includes the Operational Risk Management unit). In each subsidiary bank, the Risk Management department is completely independent from all the operating and risk-taking units. It is led by a Country Risk Manager, who reports administratively to a Country Business Head and functionally to the Regional Risk Head. Regional Risk Heads report administratively to their respective Regional Business Head and functionally to the Group Chief Risk Officer.

**Organogram of Group Risk Management**




## 3. Major risk types

The Group is exposed to the following main categories of risk:

**Credit risk**, Credit risk, the risk of loss arising from the default or the credit risk migration of a customer or counterparty. It can arise because the counterparty is unwilling to make payment and/or because their ability to do so has been impaired. Direct credit risk arises in connection with credit facilities, such as loans and advances, whilst indirect or contingent credit risk stems from contractual obligations to clients resulting from the issue of letters of credit and guarantees. Credit risk also exists when the Group and its client have mutual obligations to exchange or deliver financial instruments at a future date. The language of credit risk at Ecobank includes the following:

- **Country risk,** the risk that an event in a country (precipitated by developments within or external to a country) will impair the value of Ecobank assets or will adversely affect the ability of obligors within that country to honour their obligations to Ecobank. Country risk events may include political events, policy actions that result in nationalisation, expropriation and other business regulatory risks, sovereign defaults, banking crises, currency crises and the imposition of foreign exchange and capital controls that would impede the ability to convert local currency to foreign currency and/or transfer funds cross-border, giving rise to transfer and convertibility risk.
- Sovereign risk, the risk that a sovereign or State-Owned Enterprise (SOE) will not have the capacity or willingness to honour its debt repayment obligations. Sovereign exposures may include statutory requirements for liquid assets in the form of liquidity placed with central banks, subscription for sovereign treasury bills and bonds, direct and contingent exposures to the sovereign and to SOEs.
- Contagion risk, the risk that developments in one country leads to a rating downgrade or adverse credit conditions, not only for that country but also for other countries where the Group has interests.
- Pre-settlement risk, the risk of default before settlement, arising when a counterparty defaults before the contract matures and the Group suffers a financial loss in the process of replacing the unexecuted contract. Settlement risk becomes a direct credit risk at the time of default.

**Market risk,** the risk of loss arising from adverse changes in market conditions during the period required to close out the Group's on- and off-balance sheet positions. The key categories of market risk are as follows:

- Trading risk, generally related to market making activities where the Group acts as a principal. It arises from open positions in interest rate and foreign currency positions and is generally affected by changes in the level and volatility of yields and exchange rates. It does not include discretionary positions that the Group undertakes for liquidity or capital hedging purposes.

- **Foreign exchange risk**, the risk to earnings and capital arising from fluctuations in currency exchange rates. It can arise directly through trading in foreign currencies, making loans in a currency other than the local currency of the obligor, buying foreign-issued securities or issuing foreign currency-denominated debt as a source of funds. It can also arise when assets and liabilities are denominated in different currencies. The Group is also exposed to foreign exchange risk arising from translation of carrying values and income streams from local currencies to the US dollar, which is Ecobank's reporting currency.
- **Interest rate risk**, the exposure of earnings and capital to adverse changes in the level of interest rates. Exposure to interest rate risk can result from a variety of factors:
  - Repricing risk, due to differences in the timing of instruments' repricing.
  - Yield curve risk, due to mismatched maturities of instruments.
  - Basis risk, due to differences in the reference rates used for instruments.
  - Options risk, due to embedded options (for example, loan prepayment provisions) which can change the economic value of assets and liabilities.
- **Liquidity risk**, the risk that depositors' and lenders' demands exceed the Group's ability to realise cash from its assets. Interest rate risk and liquidity risk are interconnected in the management of assets and liabilities. There are two types of liquidity risk:
  - Funding liquidity risk, the risk that funds will not be available when needed to meet our financial commitments.
  - Trading liquidity risk, the risk that assets cannot be liquidated at reasonable market prices. This can happen when market liquidity disappears, making it difficult or costly to close or modify positions without incurring losses.

Market risk also includes **equity price risk**, the risk of loss from share price movements, and **commodity price risk**, the risk of loss from commodity price fluctuations.

**Operational risk**, the risk of loss resulting from inadequate or failed internal processes, people and systems or external events. It is inherent in every product and service that Ecobank provides. It occurs in a variety of ways, including internal fraud, external fraud, transaction processing errors, business interruptions and disputes with employees, clients and vendors. Operational risk includes legal risk, the risk of loss due to failure to comply with laws, ethical standards and contractual obligations, and compliance risk, the risk of loss (from sanctions, penalties, damages or voiding of contracts) due to violation of rules and regulations in force in the countries where the Group operates. A specific form of compliance risk is disclosure risk which is due to reporting of incomplete or false information, or not meeting accounting and reporting requirements of regulatory, supervisory or fiscal authorities. Compliance risk is heightened when applicable rules or regulations are ambiguous.

Operational risk events give rise to reputational risk for the Group.

**Reputational risk**, the risk to earnings and capital arising from an adverse perception of the Ecobank brand amongst current and potential stakeholders, such as clients, trading counterparties, employees, suppliers, regulators, governmental bodies and investors. The perceptions of stakeholders, such as the media, non-governmental organisations (NGOs), trade unions, competitors and the general public, can influence the Bank's ability to maintain existing relationships, generate new business or maintain access to sources of funding.

**Strategic risk**, the risk that our strategy may fail, causing damage to the Group's ability to generate or retain business. Strategic risk arises when the Group launches a new product or service, or when it implements a new strategy. In making strategic decisions, the Group carefully assesses the impact of external factors and the feedback from customers, shareholders and regulators.

**Environmental and social risk**, where environmental risk is the risk of pollution or destruction of the natural environment (land, water, air, natural habitats, and animal and plant species) through accidental or deliberate actions, and social risk is the risk of a customer not meeting acceptable standards related to employment, working conditions and business ethics.

**Sustainability risk** refers to negative impacts on environmental, social or governance aspects that can affect a company's long-term viability and ability to create value.

# 4. Risk management approach

## 4.1. Credit Risk

### Credit governance and approval

The credit risk governance structure has clearly defined responsibilities and credit approval authority levels. The Board is the highest credit approval authority in Ecobank. It sets credit policies and ensures that all officers involved in extending credit across the Group strictly adhere to these policies. Although credit approval limits are delegated to individual credit officers, no credit officer approves credits alone. All extensions of credit are approved by a minimum of three credit officers (one of whom must be from Risk Management) who have individual authority levels equal to, or greater than, the amount of credit under consideration.

Through its Finance, Risk and Credit Committee, the Board has delegated its authority to senior executives, including the Group Chief Risk Officer and the Group Chief Executive Officer, to review and approve all credits, including those in excess of the policy limit. The policy limit is defined as the maximum credit exposure to any borrower or group of related borrowers; it is currently set at 7.5% of Ecobank's consolidated shareholders' funds.

Whilst the primary responsibility for managing credit risk resides with the first line of defence, the Group Chief Risk Officer is responsible for ensuring that there are resources, expertise and controls in place for the efficient and effective management of credit risk across the Group. Ecobank's subsidiaries receive delegations of credit approval authority from their respective boards of directors, in line with the general framework set up by the Group Chief Executive Officer and the Group Chief Risk Officer.

The credit approval process is fully independent of the businesses. For credits to governments, financial institutions and corporations:

- Subsidiary banks initiate and approve credit applications (CAs) within their approved limits. Country approvals are provided by Country Credit Committees and ultimately by the respective country Board Credit Committees.
- After such approval, and depending on amounts set in the Credit Manual, some of the CAs must be sent to the relevant Industry, Product and Country Risk Specialists for their 'no objection' as appropriate.
- Where credits exceed the approval limit of the subsidiary, they are referred to relevant Credit Officers or Senior Credit Officers in line with the Bank's approval authority matrix for their 'no objection'.
- On receipt of the 'no objection' and other required approvals, depending on the facility limits and nature of the transaction, the initiating subsidiary submits the request to the local board for approval for transactions that are above their Country Credit Committee approved limits.

For credits to individuals, small and medium-sized enterprises (SMEs) and local corporations:

- Credit transactions are approved under the terms and conditions of credit programmes previously approved by Group Risk Management.
- Group Credit reviews credits above local limits for consistency with Group policies and procedures and provides its 'no objection'.
- On receipt of 'no objection' from Group Credit, the initiating subsidiary submits credits above local Country Credit Committee limits to the local Board for approval.

### Credit risk measurement

The Group estimates probable economic losses in the event of default. This represents the losses that the Group would face from the time of default until the end of the recovery process. Credit losses include all provisions taken against bad debts, write-offs, fully reserved interest earned but not collected and possibly legal fees incurred in the process of enforcing the Group's claims in court.

Credit risk measurement relies on three key metrics: risk exposure at default ('Exposure at Default' or 'EAD'), the probability of default ('PD') and the percentage of loss in the event of default (also called 'loss given default' or 'LGD'). The Group proceeds by assigning risk ratings to every credit facility in the credit portfolio. The amount of credit exposure is multiplied by loss norms (which correspond to the facility risk ratings) to arrive at measures of expected loss.

Risk ratings provide an objective means to compare obligors and facilities and to measure and manage credit risk across geographies, industry sectors and other relevant risk factors. Accordingly, the level of credit authority required to approve any credit transaction is based on the risk rating of obligors, amount of total facilities requested, and tenor.

Credit decisions are based on an in-depth review of obligor creditworthiness and an ability to generate cash flows to meet operational needs and debt service obligations. The Group utilises an internal risk rating scale of 1 to 10 to rate commercial and industrial obligors, financial institutions, sovereign governments and SMEs. A rating of 1 identifies obligors of the highest quality, comparable to a AAA rating by International Rating Agencies. A rating of 10 is assigned to obligors of lowest quality or highest risk, equivalent to a D rating by International Rating Agencies. Obligors rated 1 to 6 are classified as 'normal borrowers'; those risk-rated 7 are classified as 'borrowers requiring caution', those risk-rated 8 and 9 are 'substandard borrowers', and those risk-rated 10 are 'borrowers at risk of permanent default'.

Risk ratings are assigned to both obligors and individual facilities. An obligor risk rating is defined as the risk of default on long-term unsecured debt in local currency over a 12-month period. It is assigned and approved when a credit facility is first extended and is reviewed annually and upon the occurrence of a significant adverse event.

The rating is derived from an analysis of the obligor's historical and projected financial statements and such qualitative criteria as industry issues, the obligor's position in the market, the quality of the Board and management and access to financing. The obligor risk rating process is carried out through automated decision-making tools. A facility risk rating is usually equivalent to the obligor risk rating but may differ due to factors such as facility structure or collateral.

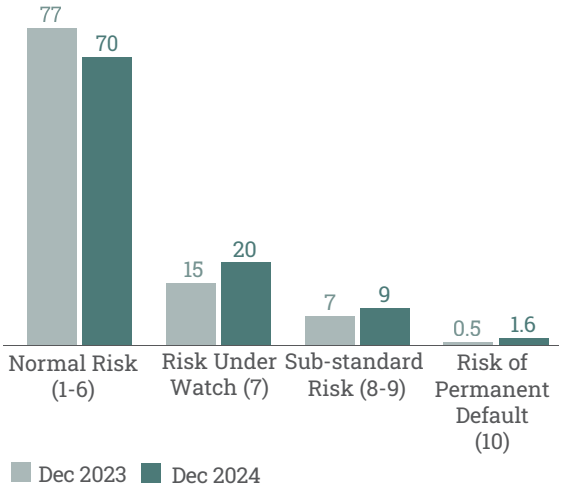
With regard to consumer lending, the Group utilises a credit programme approach, whereby credit is extended on the basis of product-specific risk parameters. The products involved are secured and unsecured and are of a self-liquidating nature.

Group Risk Management also uses statistical models to determine the level of unexpected loss. The Risk Analytics and MIS unit uses unexpected loss measures to monitor that the Group is not exposed to excessive concentrations of credit risk on any one obligor, asset class, industry sector or geography.

As of 31 December 2024, the proportion of the credit portfolio classified as 'normal credit risk' decreased to 70% from 77% on 31 December 2023. This shift primarily stems from global and local economic challenges, adversely affecting the creditworthiness of our borrowers.

Consequently, there was a year-over-year decline in the portfolio's risk profile, marked by a rise in both the 'Risk Under Watch' and 'Sub-standard Risk' categories.

**Portfolio Breakdown by Risk Category**
**Per cent of Total Portfolio**




### Credit risk monitoring and control

Credit risk exposures of subsidiaries are monitored at both subsidiary, region and Group level. At subsidiary level, credit administration units monitor the performance of individual exposures daily, ensure regularity of credit approvals and line utilisations, authorise disbursements of credit facilities when approval conditions are met and perform periodic reviews of collateral. These units are also responsible for the preparation of internal risk management reports for country management and Group Risk Management.

Risk control units within internal control departments provide a second line of defence as they ensure that controls are in place and are effective. Remedial management units identify early warning signals of portfolio quality deterioration and monitor past due exposures with a view to maximising collections of delinquent loans and recoveries of loans previously reserved or written-off.

At the Group level, the Risk Analytics and MIS unit monitors risks taken by subsidiaries on individual obligors and economic groupings through a review of monthly reports submitted by the country risk management units of the subsidiary banks. These reports include early warning systems designed to monitor troubled exposures and credit process problems. They also include detailed credit exposure data that enable the Group to monitor the risk profile in terms of obligors, industry sectors, geography, currencies and asset maturity at a country and Group level. The team would also lead stress testing activities for the Group on large exposures or sectors.

## Credit portfolio overview

The credit portfolio, net of provisions, amounted to $29.3 billion as of 31 December 2024; a 3% increase from the $28.4 billion recorded a year earlier. This was primarily driven by our deposits with central banks which increased by $1.2 billion during the year.

The portfolio consisted of loans and advances to customers ($9.9 billion), treasury bills ($1.7 billion), debt securities ($6.9 billion), loans, advances and placements with banks and financial institutions ($2.4 billion), deposits with central banks ($5.1 billion) and off-balance sheet exposures ($3.4 billion) in the form of financial and performance guarantees, as shown in the table below.

## Credit Portfolio

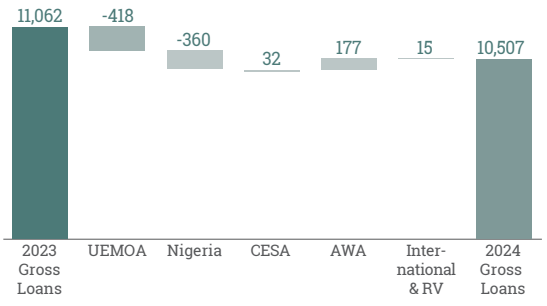
| **Risk assets ($ millions)** | 2024 | 2023 |
|---|---|---|
| Loans and advances to customers | 9,906 | 10,542 |
| Treasury bills | 1,656 | 1,596 |
| Debt securities (including Government bonds) | 6,898 | 6,622 |
| Loans and advances to banks and financial institutions | 2,392 | 2,242 |
| Deposits with central banks | 5,096 | 3,931 |
| **Sub-total direct exposures** | **25,948** | **24,933** |
| Import letters of credit | 762 | 1,131 |
| Other guarantees and undertakings | 2,621 | 2,371 |
| **Sub-total contingent exposures** | **3,383** | **3,502** |
| **Total portfolio** | **29,331** | **28,435** |

## Gross loans and advances

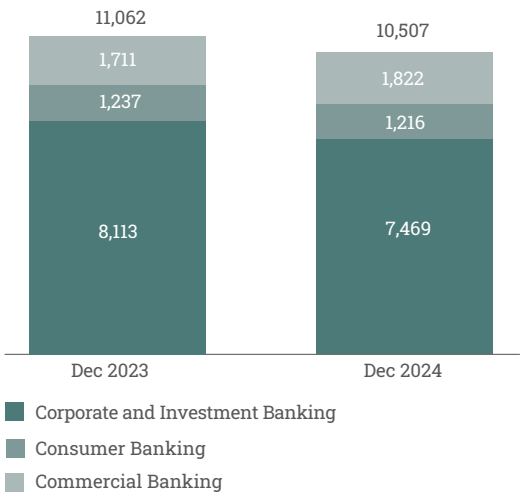
Gross loans and advances to customers decreased to $10.51 billion as of December 2024, from $11.06 billion in the previous year. During 2024, gross loans decreased in UEMOA (-$418 million) and Nigeria (-$360 million) while our exposure increased in AWA (+$177 million) and CESA (+$32 million).

As of 31 December 2024, the Corporate and Investment Banking segment represented 71% (December 2023: 73%) of total gross loans and advances to customers, Consumer Banking was at 12% (December 2023: 11%) and Commercial Banking accounted for 17% (December 2023: 16%). At the product level, loan reduction was driven by term loans, which represented 87% of total loans (2023: 89%).

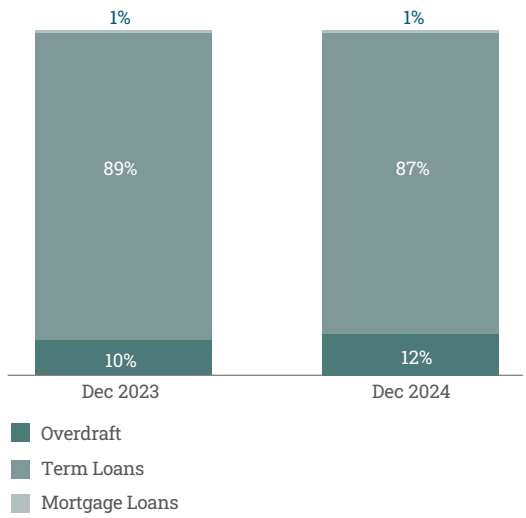
### Geographical Contribution to the Increase in Gross Loans ($ millions)



### Gross Loans by Business Segment



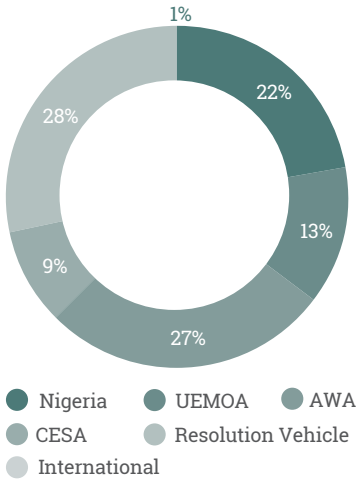

### Gross loans by product concentration




### Asset quality

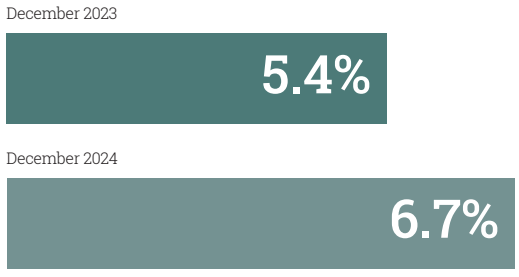
Non-performing loans ('NPLs') increased from $600 million in December 2023 to $703 million in December 2024. At the regional level, excluding the Resolution Vehicle, AWA recorded the highest level of NPLs, accounting for 27% (10% in December 2023) of total NPLs, followed by Nigeria and UEMOA which accounted for 22% (30% in December 2023) and 13% (13% in December 2023) of total NPLs respectively.

### Non-Performing Loans by Cluster



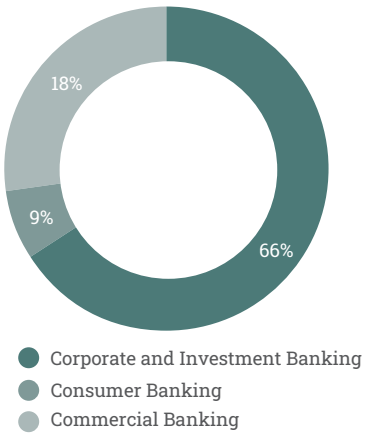

As a result of the increase in non-performing loans and the decrease in gross loans, the ratio of non-performing loans to gross loans and advances ('NPL ratio') increased from 5.4% as of December 2023, to 6.7% as of December 2024.

### NPL Ratio Trend (Percent)



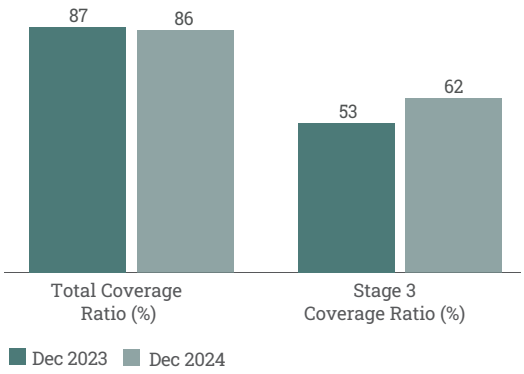

The non-performing loans book remained concentrated within Corporate and Investment Banking (66%; 73% in December 2023) and Commercial Banking (27%; 18% in December 2023).

### Non-Performing Loans per Business Segment




The total NPL provisioning rate ('Total NPL coverage') decreased from 87% in 2023 to 86% in 2024, and the Stage 3 coverage ratio increased to 62% from 53% during the same period.

### Non-Performing Loans per Business Segment




The total impairment loss on loans and advances to customers for the year amounted to $193 million, higher than was recorded in 2023 ($145 million). Defined as the ratio of impairment losses to average gross loans and advances, the cost-of-risk therefore increased to 1.79% in 2024 from 1.28% in 2023.

### Credit concentration risk management

Risk concentration limits are in place to ensure compliance with the Group's risk appetite. These limits are regularly reviewed by the Finance, Risk and Credit Committee to consider changes in our operating environment or within our business segments. The Group has a framework for setting concentration limits.

Concentration risk is managed by addressing credit quality and portfolio diversification. With respect to credit quality, the probability of default by risk factor (for example, geography, sector or product) is the main driver for limit setting because it is the main indication of portfolio quality. With regards to portfolio diversification, concentration risk is measured by the level of statistically unexpected loss associated with each risk factor. The unexpected loss measure allows Group Risk Management to identify and cap concentration risks which may not be picked up in measures like expected loss and regulatory risk weighted assets.

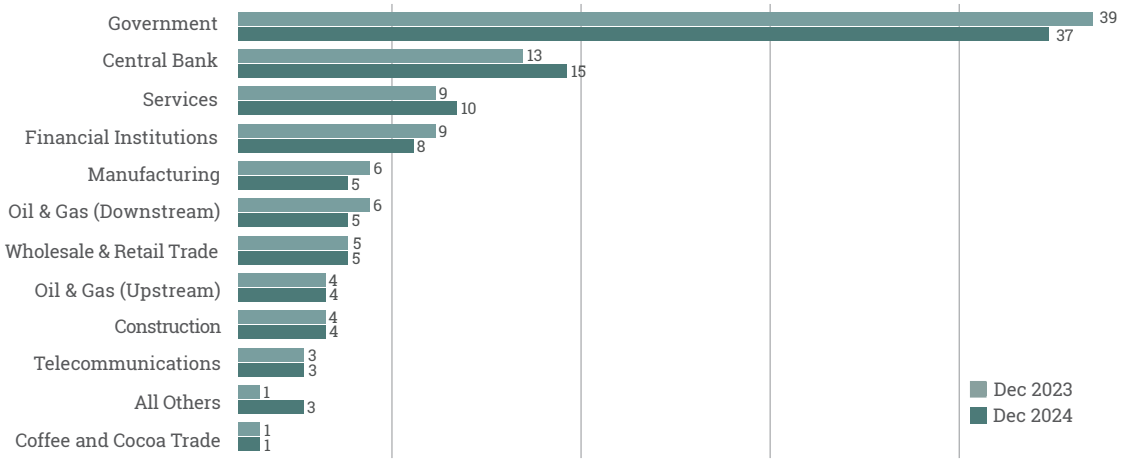
### Obligor concentration

A large exposure is defined as any single exposure that represents at least 10% of the total credit portfolio, or any obligor or borrower, whose total exposure across the Group represents at least 10% of the Group's capital. As of 31 December 2024, there was one exposure equal to or greater than 10% of total portfolio.

### Industry diversification

The credit portfolio was dominated by the government, central bank and services sectors. The government and central bank sectors are mainly comprised of treasury bills and government bonds held for liquidity management purposes.

### Diversification by Industry Sector Per cent of total portfolio



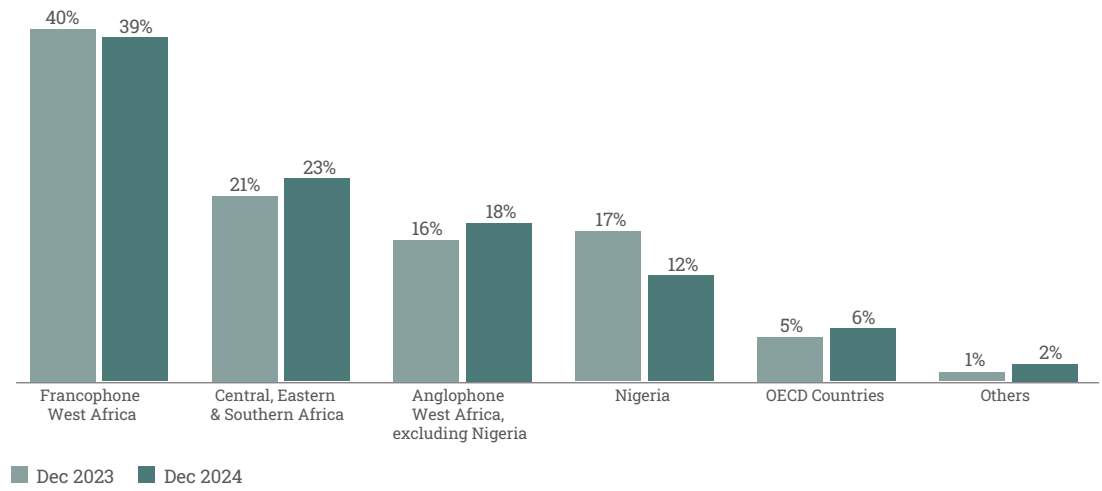

### Geographic diversification

The Group has banking operations in 33 African countries, as well as in France, and benefits substantially from the geographic diversification of its credit portfolio.

As at 31 December 2024, the breakdown of the Group credit portfolio was as follows: Francophone West Africa (39%), Central, Eastern & Southern Africa (23%), Anglophone West Africa, excluding Nigeria (18%), Nigeria (12%) and OECD countries (6%).

At the country level, 14% of the Group credit portfolio was granted to obligors in Côte d'Ivoire (December 2023: 15%), and 12% to obligors in Nigeria (December 2023: 17%). Apart from these, no other country represented more than 10% of the portfolio.

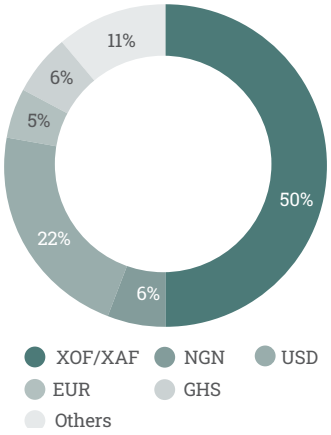
### Exposures by region of residence – percentage of total portfolio



### Currency breakdown

The portfolio remained predominantly denominated in three major currencies, namely the CFA Franc (50%), the US dollar (22%) and the Ghana Cedi (6%). These three currencies accounted for 78% of the credit portfolio.

**Non-Performing Loans per Business Segment**




### Portfolio stress testing

Stress tests are an important means of analysing our risk profile because they give management a better understanding of how the Group is affected by macroeconomic changes and negative events. The tests support compliance with regulatory capital requirements and are an important tool in capital planning.

For credit risk, the Group uses statistical models that transform macroeconomic scenarios into loss levels. The models are used to stress the probability of default ('PD'), causing higher loan impairment charges and erosion of capital. The models also subject collateral values to stress.

## 4.2. Market Risk

### Market risk governance

The market risk management policy framework aims to ensure that all significant market risks are identified, measured and managed in a consistent and effective manner across the Group. This assists the Bank to stabilise earnings and capital under a broad range of market conditions and to ensure adequate sources of liquidity.

The Group Asset and Liability Committee (GALCO), a sub-committee of the Group Executive Committee (GEC), is responsible for the supervision and management of market risks. Its members are the Group Chief Executive Officer, the Group Chief Financial Officer, the Group Chief Risk Officer, the Group Executive Commercial and Consumer Banking, the Group Executive Corporate and Investment Banking, the Group Executive Transformation, Enablement & Customer Experience, the Group Treasurer, the Group Head Market Risk, all Regional Executives, the Group Head of Compliance and the Head of Group Asset and Liability Management (ALM). The committee meets quarterly (although more frequent or ad hoc meetings may be constituted) to review the structure and pricing of Group assets and liabilities, to agree on the optimum maturity profile and mix of incremental assets and liabilities, to evaluate inherent market risks in new products and to articulate the Group's view regarding interest rates.

At the subsidiary level, the responsibility of asset and liability management lies with the Treasury Department. Specifically, the ALM desk of the Treasury Department manages the balance sheet. The results of balance sheet analysis, along with appropriate recommendations, are reviewed in monthly Asset and Liability Committee (ALCO) meetings where important decisions are made to minimise risk and maximise returns. Local ALCO membership includes the Country Managing Director, the Country Treasurer, the Country Risk Manager, the Head of Internal Audit, the Head of Finance and the Head of Legal.

### Market risk organisation

Group Market Risk Management oversees market risks related to all assets, liabilities and off-balance sheet items. The Board Finance, Risk and Credit Committee sets the overall risk policies for Group market risk exposures, including risk limits. Group Internal Audit provides timely and objective assurance regarding the continuing appropriateness of, and the adequacy of compliance with, the policy framework.

The Group Head Market Risk (GHMR) plays a coordination, aggregation, facilitation and enabling function. The GHMR drafts market risk policies, defines market risk management standards, develops and distributes tools and techniques and is responsible for training across the Group. The GHMR approves price risk limits and liquidity contingency plans for Ecobank's subsidiaries. In addition, the GHMR constantly monitors that market risk exposures are maintained at prudential levels. The GHMR also ensures that market risk management processes (including people, systems, operations, limits and controls) satisfy Group policies. The operational business units are responsible for the day-to-day management and control of market risk.

### Market risk measurement

Consistent with an independent and centralised risk management function, Ecobank measures, monitors, manages and reports its exposure to market risk on a daily basis. It also conducts intra-day spot checks of market risks in individual subsidiaries by calculating risk exposures with internally developed systems that cover all of its positions. In addition, conventional risk measures and mathematical and statistical measures, such as Value at Risk (VaR), are utilised to calculate market risk.

At the subsidiary level, trading units maintain blotters for recording movements and balance sheet positions of traded instruments, which include daily monitoring of profit and loss balances of trading and non-trading positions. Internal controllers and market risk managers monitor daily trading activities to ensure that risk exposures taken are within the approved price risk limits and the overall risk tolerance levels set by the Board.

ALCOs, treasurers and market risk managers monitor market risk factors that affect the value of trading and non-trading positions, as well as income streams on non-trading portfolios, daily. They also track liquidity indicators to ensure that Ecobank's subsidiaries always meet their financial obligations.

### Banking book risk management

Ecobank's traditional banking loan and deposit products are non-trading positions and are generally reported at amortised cost. However, given that the Group has banking operations in 33 African countries and exposure to over 20 currencies, the economic values of these positions may vary due to changes in market conditions, primarily fluctuations in interest and foreign exchange rates. The risk of adverse changes in the economic value of our non-trading positions is managed through the Bank's Asset and Liability Management activities.

The Group currently uses repricing maturity gap analysis to measure exposure to interest rate risk in its non-trading book. Through this analysis, subsidiary banks compare the values of interest rate sensitive assets and liabilities that mature or reprice at various time periods in the future. In performing this analysis, the Group may make assumptions about the behaviour of assets and liabilities that do not have specific contractual maturity or repricing dates.

An interest rate sensitive gap is positive, or a gap profile is said to be asset sensitive, when the amount of interest rate sensitive assets exceeds that of interest rate sensitive liabilities maturing or repricing within a specified time period. It is negative (liability sensitive) when the amount of interest rate sensitive liabilities exceeds that of interest rate sensitive assets maturing or repricing within a specific period.

In general, an asset sensitive institution may expect net interest income to increase with rising market interest rates and decline with falling market interest rates. Conversely, a liability sensitive institution can expect net interest income to increase when market interest rates are falling and to decline when market interest rates are increasing.

### Trading book risk management

The Group uses a number of tools to manage trading risk, including:

- Risk limits, set in terms of the notional size of net open positions by currency and subsidiary;
- Management Action Triggers;
- Stop Loss Limits; and
- Value at Risk.

The Group measures and manages price risks in its foreign exchange and fixed income trading portfolios based on Value at Risk ('VaR') calculations and stress testing. VaR represents the potential loss in the market value of a position or portfolio at a given confidence interval level and over a pre-defined time horizon and is used for risk monitoring and economic capital assessment.

The following table shows basic statistics of the 1-day VaR for the foreign exchange and fixed income trading positions in 2024. The average VaR marginally increased from $0.9 million in 2023, to $1 million as of 2024, largely driven by a reduction in the size of the Trading portfolio in Ghana and Nigeria based on the restructuring of Ghana bonds and reclassification of the new bonds.

| | 21 December 2024 | | | 21 December 2023 | | |
|---|---|---|---|---|---|---|
| **Risk category** | Low | Average | High | Low | Average | High |
| Foreign exchange risk | 45 | 813 | 1,402 | 133 | 298 | 502 |
| Interest risk | 130 | 570 | 1,617 | 320 | 850 | 1,503 |
| **Total** | **138** | **993** | **2,140** | **347** | **901** | **1,585** |

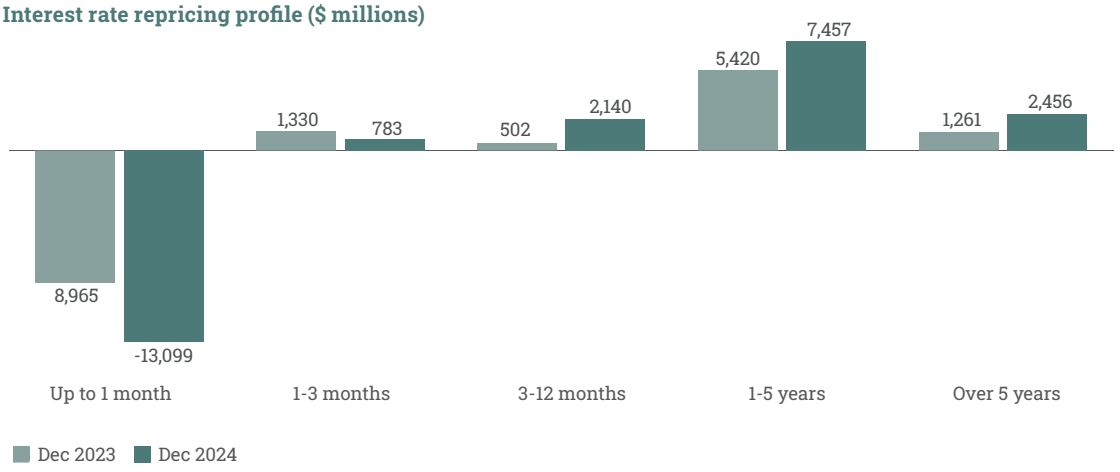
### Interest rate risk

The repricing profile of the Group as of 31 December 2024, shows that the Group's balance sheet is liability sensitive in the up to one-month bucket and asset sensitive for the rest of the tenors.

Consequently, under rising/(falling) interest rate environments, the expected negative/(positive) impact on net interest income at the negative gap exposure in the up to one-month bucket due to its size more than offsets the positive/(negative) impact on net interest income accruing from the longer buckets which are asset sensitive.

Specifically, based on the repricing profile as of 31 December 2024, it is estimated that a 100 basis points decrease/(increase) in rates across the maturity buckets is expected to increase/(decrease) one-year earnings by approximately $47 million ($35 million as of December 2023).

**Interest rate repricing profile ($ millions)**

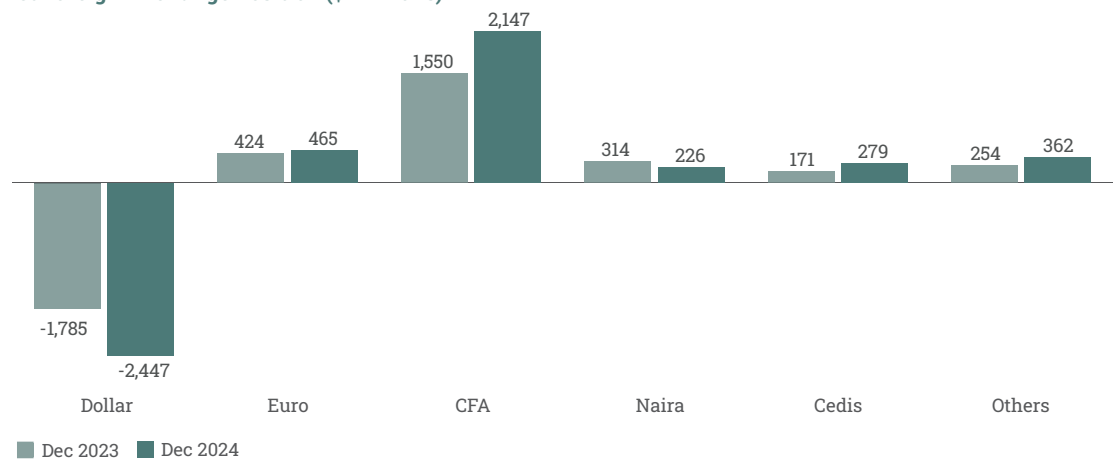



### Foreign exchange risk

Ecobank is exposed to foreign exchange rate fluctuations in 20 currencies. The Group continues to have significant exposure to the CFA Franc, the US dollar and the Nigerian Naira, at the end of 2024. It is important to note that the CFA Franc is a common currency for 14 out of the 35 countries in which the Group operates, and it is pegged to the Euro under financial agreements between the French Treasury and countries in the Francophone West Africa and Central Africa regions.

As of 31 December 2024, the Group had a net on-balance sheet long open position in EUR of $465 million (net long position of $424 million in December 2023), a net short open position in USD of $2,447 million (net short position of $1,785 million in 2023) and a net long open position in CFA Franc of $2,147 million ($1,550 million long position in December 2023) as shown in the graph below.

**Net Foreign Exchange Position ($ millions)**

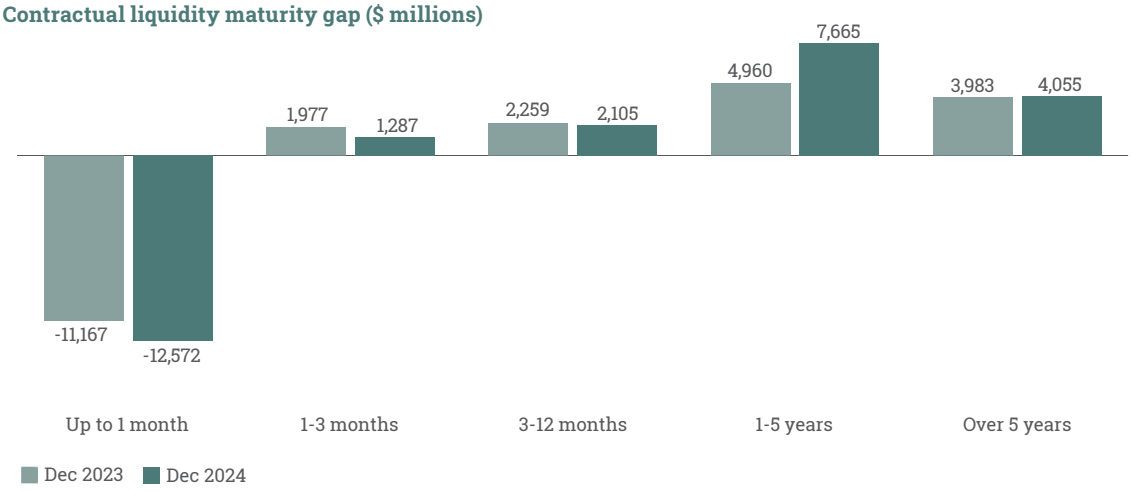


### Liquidity risk

Liquidity risk is currently managed using a balance sheet approach that estimates all sources and uses of liquidity, including loans, investments, deposits and borrowings, as well as contingent off-balance sheet exposures. Subsidiary treasurers are generally responsible for formulating their liquidity and contingency planning strategies and identifying, monitoring and reporting on all liquidity risks. The main tools used for liquidity risk measurement are the contractual and behavioural maturity gaps, ratio analysis and stress testing.

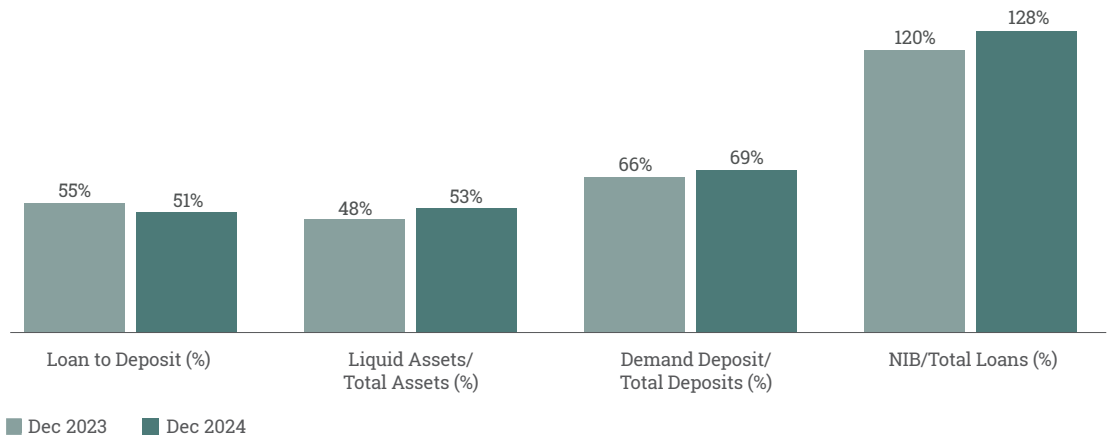
As of 31 December 2024, the Group was exposed to liquidity risk for maturities of up to one month as shown in the graph below. This was due mainly to the overnight contractual maturity of current and savings deposits which accounted for over 79% of total deposits and are included in this maturity bucket. However, the risk is mitigated by the stable nature of these deposits from a behavioural perspective and the Group's ability to pledge its robust investment portfolio for cash at central banks.

**Contractual liquidity maturity gap ($ millions)**




The Group liquidity position continued to improve during the period. The Loans-to-Deposits ratio (LDR) decreased marginally to 51% on the back of growth in deposit and drop in risk assets, while the Liquidity Ratio (Liquid Assets/Total Assets) increased marginally from 48% to 53% between December 2023 and December 2024. The ratio of Demand Deposits/Total Deposits increased to 69% as of December 2024, and the ratio of Non-interest-bearing deposits (NIB) increased to 128% over the period.

**Key Liquidity Indicators**



The Group also conducts periodic stress tests to measure its immediate liquidity risk and to ensure that it has enough time to respond to potential crises. The stress test covers a time horizon of up to 30 days and estimates liquidity risk under various scenarios, including a name-specific scenario and a general market crisis with different levels of severity.

The analyses assume that the Group does not reduce its lending activities. This means that existing lending activities are maintained and require funding. Most of the Group's unencumbered Treasury bill and bond holdings can be used as collateral for loan facilities with central banks and are thus considered as very liquid. Scenario specific haircuts are applied on deposit outflows, loan reimbursement and the Treasury bill and bond portfolio. Potential liquidity outflows from unutilised, but irrevocable, loan commitments are also factored in.

The degree of possible refinancing of funding sources varies depending on the scenario in question as well as on the specific funding source. To analyse the stability of funding, the Group breaks down deposits by business unit, currency, core/non-core status, maturity, geography and Ecobank's position in each market.

The Group monitors the diversification of funding sources by product, currency, maturity and counterparty to ensure that its funding base provides the best possible protection if the markets come under pressure.

## 4.3. Operational risk and internal control

Group Internal Control and Operational Risk Management continue to proactively work with the businesses and functional units at the Group and subsidiary levels to embed a strong operational risk and control culture across the Group.

### Operational risk governance

Group Operational Risk Management (GORM) is supported by dedicated Operational Risk and Internal Control managers in all affiliates. Operational Risk Managers across the Group drive and embed the GORM Framework as well as ensure compliance by the first and second lines of defence.

The Group's Board of Directors and Chief Executive Officer play critical operational risk oversight roles through the Board Finance, Risk and Credit Committee (BFRCC) and the Board Audit, Internal Control and Compliance Committee (BAICCC). These Committees have increased their focus on operational risk-related events to drive proactive implementation of preventive and mitigating controls. The Group Chief Risk Officer has management oversight of the Group Operational Risk/Internal Control Function.

The Group's senior management implements and disseminates the Operational Risk Management Policy and the expected standards of conduct to the various levels of the organisation. All business, control and support functions are responsible for continuous risk identification and assessment, control design and monitoring, and escalation to senior management.

### The Ecobank lines of defence

Group Operational Risk Management/Internal Control proactively engage all business and functional units across the Group to drive a strong Operational Risk Management culture and framework.

Across all the affiliates of the Group, the three lines of defence framework is employed to drive ownership, timely and proactive risk identification, management and mitigation of actual and potential risks across the organisation.

**01 First Line of Defence: Business and functional units/ departments**

Each business unit owns its risks and has the responsibility and accountability for directly identifying, assessing and mitigating those risks.

**02 Second Line of Defence: Control Functions (Risk Management, Operational Risk, Internal Control, Compliance, Finance, Legal, etc.)**

The control functions monitor and facilitate the implementation of effective risk management practices and assist risk owners in reporting adequate risk-related information up and down the organisation.

**03 Third Line of Defence: Internal Audit**

Internal Audit provides independent assessment and evaluation of the control environment, assurance to the Board and senior management on the effectiveness of the first and second lines of defence, and the effectiveness of how the organisation assesses and manages its risks.

In addition to the three lines of defence framework implemented across affiliates, the Ecobank Group continues to devote serious and sustained efforts to align activities of affiliates and subsidiaries with the governance models and exigences of the varied regulatory bodies that govern the activities.

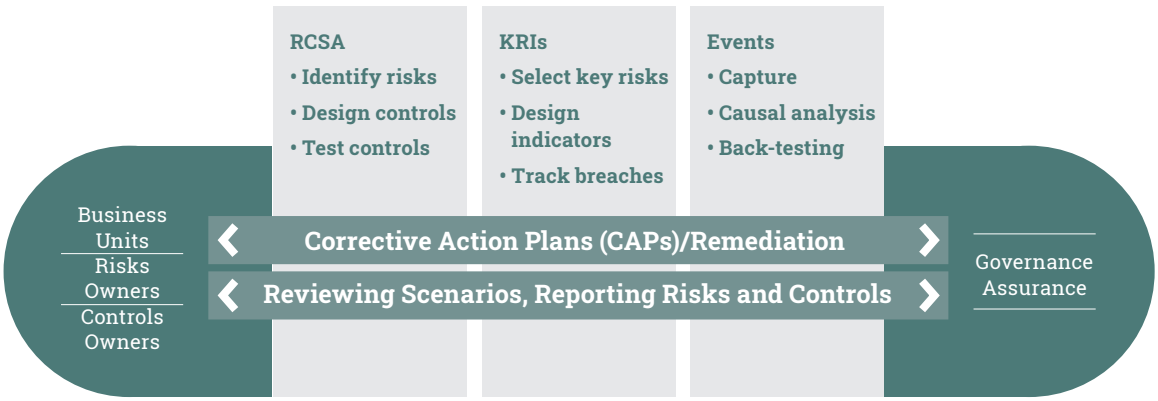
### Operational risk reporting

Risk reporting across the organisation moves from affiliate level to Group level and then to the Group Board level where material issues are reported. This is to ensure that all levels of management have adequate oversight and information over control breaches and lapses within the organisation. Reporting is channelled through the Risk and Control Governance Committees at Departmental, Affiliate, Regional and Group level to increase Executive, Regional and local management oversight of Operational Risks.

### Group Operational Risk Management Framework (GORMF)

The Group Operational Risk Management Framework is based on Risk and Control Self-Assessment (RCSA), Key Risk Indicators (KRIs), Loss Events Management and Remediation. The GORMF continues to evolve to align with Basel and industry standards and other regulatory requirements.

**Operational Risk Management Framework**




### Risk and Control Self-Assessment

The Risk and Control Self-Assessment (RCSA) programme is a core component of the Group's Operational Risk Management Framework and has maintained its focus on the enhancement of control performance across all entities of the organisation.

The Group's RCSA programme facilitates a comprehensive and consistent identification of risks (inherent and emerging risks), control gaps and weaknesses across the business and functional units Group-wide. It also provides an avenue for monitoring of the identified risks and the continuous assessment, testing and improvement of related mitigation actions.

The 2024 Enterprise Risk Map was approved by the ETI Board. The Risk Map codifies the existing top key risks and controls in one document and aligns with the Group's Risk and Audit methodology relating to risk assessment.

The Risk Register, which is the key component of the Risk Map is composed of the approved top risks and controls, a subset of the Process, Risk and Controls (PRC) as designed by each business and function in line with the Annual Risk Assessment (ARA) process as part of the Risk and Control Self-Assessment (RCSA) framework. The Annual Risk Assessment aims to reviewing and updating the firm's key risks in line with changes in business objectives, processes, systems, and regulatory environment.

The Risk Map:

- Provides the institution with continuous monitoring tools focusing on key risks and controls, deriving from the RCSA process.
- Enables the ability to provide executive management with a snapshot view of the enterprise risks, based on the approved risk assessment methodology.

### Control issue monitoring and remediation

Group Operational Risk Management continues to work closely with other departments to ensure that control weaknesses identified from sources such as RCSA control testing, risk events, internal and external audit reviews, regulatory assessments, information security reviews, peer assessments, internal control and compliance reviews are centralised and appropriately monitored from inception to remediation.

The Group's Electronic Corrective Action Plan (eCAP) system serves as a central repository and platform to track and manage control issues from all sources. The system provides transparency on meaningful metrics, improved Group Management visibility on control breaches and Corrective Action Plans (CAPs) and Issue Management Statistics across the Group.

In 2024, Group Operational Risk Management team held a series of training and awareness sessions with stakeholders across the Group to sensitise and drive effective control issue remediation. In March 2024, Group Operational Risk Management launched a mandatory training on Control Issue Remediation. The training was compulsory for all Ecobank employees and aimed to enhance the control environment within the Group and address issues stemming from self-identification, supervisory identification, risk events management, and control and audit reviews.

Group continues to leverage on the Combined Assurance activities of the control functions (Group Internal Control, Operational Risk Management, Internal Audit and Management Services, which includes Group Investigations), Risk Management, Compliance, Information Security and Finance to integrate and align assurance processes such as the assessment of the Group's overall risk profile, review of key control issues, and the monitoring of progress of remediation of key issues across the Group.

### Operational loss events

In line with industry practices and regulatory requirements, the Group's operational risk losses are categorised under the seven Basel event categories event types: Internal Fraud, External Fraud, Employment Practices and Workplace Safety, Damage to Physical Assets, Business Disruption and Systems Failures; Execution, Delivery and Process Management, and Clients, Products and Business Practice.

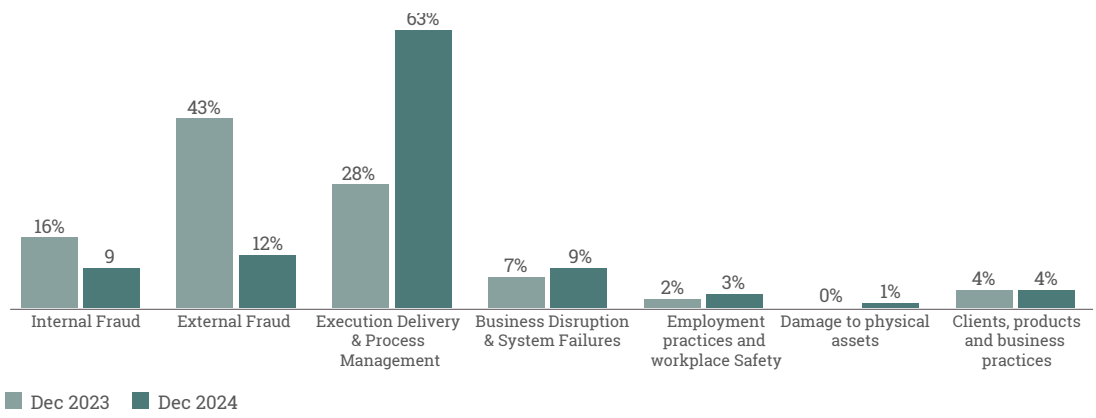
Net operational Risk losses recorded Group-wide for the period FY 2024 was $13.1 million, compared to $11.8 million in FY 2023, indicating a 11% increase in the overall operational risk loss for the Group. The 2024 Group Operational Risk Loss amount represents 0.64% of the Group's FY 2024 revenue, which is within the Group's risk appetite of 1% of revenue.

Internal Fraud events totalled $2.1 million, representing 16% of the total net loss for the year.

External Fraud events amounted to $5.6 million, making up 43% of the total net loss for 2024.

Business Disruption and System Failures resulted in $0.9 million in losses, or 7% of the total net loss.

**Interest rate repricing profile**



The firm continues to implement activities such as 24x7 fraud and database monitoring activities, lessons learnt, insurance/recoveries, consequence management, combined assurance activities with the other control functions, enhanced cyber security and rigorous disaster recovery testing, improved operational risk loss reporting, analysis and back-testing, all aimed at driving and sustaining reductions in the Group's operational loss profile.

### Technology disaster recovery capability

Data protection across the data centres (Accra and Lagos Data Centres) and the integrity of the data have been tested by both planned and unplanned movement of service from Accra to Lagos and vice versa.

The Technology Disaster Recovery test was able to demonstrate that the Group's centralised technology services could be recovered and run from the second Data Centre.

### Enhanced cybersecurity

Cybersecurity threat landscape is evolving with emerging threats. In accordance with Ecobank's strategy to provide secure, resilient and stable services to its customers, Information Security has put in place the following security mechanisms:

- Security controls to protect all digital channels offered to customers to ensure confidentiality, integrity and availability.
- Continuous review of the threat landscape and existing controls through annual Group-wide Information Security risk management and third-party risk management.
- Implemented threat defence security capabilities to measure and significantly reduce the Mean Time to Detect and Respond to security incidents.
- Centralised and automated 24/7/365 monitoring of security events and responding to incidents across the Ecobank Group.
- Continuous compliance regarding industry and regulatory standards like PCIDSS (Cardholder Data Environment), ISO-27001 (Information Security Management System), ISO-22301 (Business Continuity Management System), ISO-27701 (Privacy Information Management System) and SWIFT CSP (SWIFT's Customer Security Programme).
- Continuous discovery of sensitive and critical data, and implementation of controls to secure such data.

### Business Continuity Management (BCM)

Ecobank's BCM Programme is based on international BCM standards and principles. It outlines core business and function procedures for the recovery or relocation of operations in response to various disruptions. These procedures provide information for key Ecobank personnel to:

- Ensure staff safety and protect Ecobank property;
- Recover and resume operations to ensure business continuity;
- Carry out situation analysis and instigate appropriate action;
- Provide client access to critical applications;
- Establish communications with our employees, clients and regulators; and
- Safeguard Ecobank's records and intellectual property.

Subsidiaries and business units are guided to develop, maintain and test comprehensive business continuity plans (BCPs) regularly. The BCPs are designed to ensure the provision of critical business processes and applications within predefined recovery time frames.

The BCM Programme has assigned roles and responsibilities, which are detailed in corporate policy and standards. This results in a unified approach throughout Ecobank and effective business continuity capabilities. Business continuity specialists manage the BCM Programme at both local and Group levels.

Group BCM provides expertise and guidance to all Ecobank affiliates in developing, implementing, testing and maintaining effective BCPs and recovery procedures.

### Compliance and regulatory risk

As a result of its pan-African footprint, Ecobank has to deal with significant regulatory requirements in each country in which it operates. These regulatory demands could negatively impact its operations, especially in the face of an anaemic world economy and an unrelentingly competitive business environment. Ecobank continues to be impacted by a significant number of new regulatory requirements from multiple sources. Therefore, management continues to provide attention and resources to ensure that regulatory reforms and their related requirements are embedded in our policies, processes, products and operations.

Ecobank has implemented robust processes to ensure that all business units comply with all relevant laws and regulations, with the support of its Compliance department, which advises business and support functions on regulatory compliance across the footprint. The Group has also designed a compliance programme to ensure that its activities are constantly aligned with the regulatory requirements of all the countries in which it is present. Our primary duties are to ensure that the businesses comply with local regulations, that identified risks are mitigated with appropriate measures and that the Group's risk appetite is adhered to.

**Know-Your-Customer (KYC) and transaction monitoring**

The quality of information collected from our customers is critical to improving customer service and to designing appropriate products and services. Our policies therefore require the maintenance of updated customer information within our files and systems.

The Compliance department ensures that our network is secured and protected against money laundering, corruption or terrorism financing (AML/CFT). Ecobank monitors customers' transactions to identify suspicious transactions with an automated system. In addition, Ecobank closely collaborates with local law enforcement authorities and financial intelligence units (FIUs), who are leading the fight against money laundering and terrorism.

## 5. Capital management

### 5.1. Group level

The Group Capital Management Policy aims to maintain compliance with all regulatory capital requirements and support the Group's credit rating objectives. It also establishes the principles by which capital is allocated to business activities in order to provide an optimal return to the providers of capital.

On a consolidated basis, the Group is required to comply with Basel II/III capital requirements set by the BCEAO for banks headquartered in the UEMOA zone. On a standalone basis, banking subsidiaries are required to maintain minimum capital levels and minimum capital adequacy ratios which are determined by their national or regional regulators.

As of 31 December 2024, the Group was compliant with BCEAO regulatory minimum capital adequacy ratios.

## Outlook for 2025

In 2025, Ecobank will continue to strengthen its risk management ecosystem through strategic investments in predictive analytics, early warning systems and dynamic risk modelling. As the operating environment remains shaped by persistent inflation, currency volatility and shifting regulatory expectations, we will deepen scenario-based planning and stress testing to ensure robust capital and liquidity management.

Seamless connectivity across the Group's digital platforms will remain central to enhancing real-time risk intelligence and reporting. We will expand our cybersecurity capabilities in line with emerging threats, further automate operational risk controls, and reinforce compliance infrastructure across high-risk jurisdictions.

Building on our diversified footprint and integrated control framework, Ecobank is well-positioned to manage emerging risks while supporting sustainable business growth. Our focus in the year ahead will be on embedding agility into risk governance, ensuring we respond proactively to change while preserving value for all stakeholders.


$27,900
OUTCOME
$100,000
September
$31,400
Maintenance
$39,000
Studio
$29,600
Apartment
PROFIT
$27,400
$127,400
Income
$100,000
Outcome
ACCOUNTS
Balance
SALES
$4,681
September
$1,824.29
$4,742.72
$4,334.79
$5,011.39



## THE FASTEST GROWING SUB-SAHARAN AFRICA ECONOMIES BY REAL GDP GROWTH IN 2024:

**10.3% Niger**
**8.9% Rwanda**
**8.1% Ethiopia**
**6.7% Senegal**
**6.5% Benin**
**6.5% DR Congo**

## THE AVERAGE REAL GDP GROWTH IN SUB-SAHARAN AFRICA WAS

# 4.0%

# TRANSFORMING



# GROWTH AND RETURNS

# BUSINESS AND FINANCIAL REVIEW

## Introduction

Ecobank Transnational Incorporated (ETI) and its subsidiary banks, non-bank subsidiaries, and other related entities form the 'Ecobank Group' or simply 'Ecobank.' The Ecobank Group is the leading private pan-African financial services group with unrivalled African expertise. Ecobank is present in 35 sub-Saharan African countries, complemented by its international offices in Paris, London, Dubai and Beijing. The Group serves approximately 32 million customers and had $28.0 billion in total assets and $1.8 billion in shareholders' equity as of 31 December 2024.

Ecobank organises its operations for management reporting into three principal business reporting segments: Consumer Banking (CSB), Commercial Banking (CMB) and Corporate & Investment Banking (CIB). In addition to the business segments, the Group segments its operations into four regional reporting segments: Francophone West Africa (UEMOA), Nigeria, Anglophone West Africa (AWA), and Central, Eastern and Southern Africa (CESA).

Ecobank adheres to International Financial Reporting Standards (IFRS) for its consolidated financial statements. The forthcoming 'Business and Financial Review' delivers a comparative analysis and discussion of the consolidated financial results for the Ecobank Group for the years ended 31 December 2024 and 31 December 2023.

## Macroeconomic Environment

The economic environment in Africa presented significant challenges, influenced by global conflicts and rising tensions, but overall growth remained robust. High inflation and interest rates impacted households and businesses, causing concerns about sovereign debt sustainability. Zambia and Ghana successfully restructured their debts.

In Nigeria, economic growth was slow despite improvements in the oil sector, with high inflation and a significant depreciation of the Naira. In UEMOA, economic growth was stronger, supported by the West African CFA franc's peg to the euro, though concerns persisted in the Alliance of Sahel Countries. In AWA, Ghana, Liberia and Gambia saw economic growth, but the Ghanaian cedi depreciated, affecting operational revenue. In CESA, high interest rates and inflation continued, with a transition to the US dollar as the functional currency in Zimbabwe affecting foreign exchange revaluation gains. Nonetheless, strong growth in other CESA subsidiaries bolstered overall performance.

## Financial result highlights

| Year ended 31 December (in thousands of US dollars, except per share data and ratios) | 2024 | 2023 |
|---|---|---|
| Operating income (net revenues) | 2,089,118 | 2,063,666 |
| Pre-provision, pre-tax operating profit | 981,362 | 951,111 |
| Profit before tax | 658,154 | 581,362 |
| Profit for the year | 493,630 | 406,923 |
| Profit attributable to ETI shareholders | 333,175 | 287,824 |
| Earnings per ordinary share, EPS (US cents) | 1.355 | 1.170 |
| Tangible book value per ordinary share, TBVPS (US cents) | 4.20 | 4.04 |
| Gross loans and advances | 10,507,346 | 11,061,809 |
| Customer deposits | 20,423,736 | 19,973,948 |
| Total equity | 1,794,802 | 1,734,455 |
| Total assets | 27,955,172 | 27,230,165 |
| Non-performing loans ratio | 6.7% | 5.4% |
| Net interest margin | 5.8% | 5.4% |
| Return on equity (ROE)[1] | 31.2% | 23.5% |
| Return on tangible equity (ROTE)[2] | 32.7% | 24.9% |

(1) ROE is computed using profit attributable to ETI (parent company) shareholders divided by the average end-of-period ETI shareholders' equity.
(2) ROTE is computed using profit attributable to ETI shareholders divided by the average end-of-period tangible shareholders' equity. Tangible shareholders' equity is ETI shareholders' equity less non-controlling interests, goodwill, and intangible assets.

# BUSINESS AND FINANCIAL REVIEW

## Executive Summary

Profit attributable to ETI shareholders increased by 45% when excluding foreign exchange effects, reaching $333 million. Profit before tax rose by 33% to $658 million. Net revenues grew by 18% at constant currency, totalling $2.1 billion. We achieved a record return on tangible equity of 32.7%. Per-share earnings climbed by 16%, and tangible book value increased by 4%.

Our three main business segments reported revenue and earnings growth, particularly in Consumer Banking (CSB) and Commercial Banking (CMB). In Corporate & Investment Banking (CIB), revenues rose by 16% in constant currency to $1.1 billion, driven by our strong position in UEMOA and AWA and solid performance in services such as cash management, payments and trade. Revenues in CSB increased by 15% to $504 million, while CMB's revenues grew by 12% to $566 million.

We achieved a record cost-to-income ratio of 53% thanks to cost-saving measures. By the end of 2024, we reached a Common Equity Tier 1 (CET1) ratio of 11.4% and a total Capital Adequacy Ratio (CAR) of 15.8%, although foreign currency changes offset some capital growth.

We generated strong returns on equity (ROE) across our regions. UEMOA and AWA showed growth, while CESA remained stable. Most areas improved their cost-to-income ratios, but CESA saw a slight rise due to lower revenues from foreign exchange gains. We are restructuring Nigeria to adjust our balance sheet and strengthen our Consumer and Commercial Banking (CCB) efforts.

**Note:** The year-on-year growth rates presented in the Executive Summary and specific sections of the Business and Financial Review are expressed in constant currency. These constant currency growth rates exclude the effects of foreign exchange (FX) fluctuations, offering a clearer understanding of our business's and region's underlying performance.

## Group-wide Income Statement Overview

| **Operating income (net revenue)**<br>**Year ended 31 December (in thousands of US dollars)** | 2024 | 2023 | Change | CC* |
|---|---|---|---|---|
| Net interest income (NII) | 1,175,369 | 1,168,652 | 1% | 19% |
| Non-interest revenue (NIR) | 913,749 | 895,014 | 2% | 16% |
| **Net revenue** | **2,089,118** | **2,063,666** | **1%** | **18%** |
| Contribution of NIR to Net revenue | 43.7% | 43.4% | – | – |

*CC = year-on-year percentage change on a constant currency basis

## Net Revenue (Operating Income)

For 2024, net revenue, total net interest income (NII) and non-interest revenue (NIR) reached $2.1 billion, an increase of 1%, compared to 2023. Excluding the impact of unfavourable foreign exchange (FX) movements, net revenue rose by 18%. The contributing drivers of this growth were an expansion of the net interest spread, increased investment securities balances, and increased net fees and commission income.

## Net Interest Income

Net interest income (NII) is the interest earned on loans and advances to customers and other financial institutions, debt securities, and other interest-earning assets minus the interest paid on customer deposits, other deposits, and short- and long-term borrowings.

For 2024, NII was $1.2 billion, an increase of 1% or 19% in constant currency, reflecting lower interest income from corporate banking loans and government treasury bills, compounded by the adverse impact of exchange rate movements and higher cash reserve ratios (CRR) in Ghana and Nigeria. The net interest margin (NIM), a metric which assesses the Group's profitability and efficiency in managing its interest income and expenses increased by 40 basis points to 5.8%.

### Net interest income (NII) and margin

| Year ended 31 December (in thousands of US dollars) | 2024 | 2023 | Change % |
|---|---|---|---|
| Interest income | 1,850,709 | 1,866,085 | 1% |
| Interest expense | (675,340) | (697,433) | (3)% |
| **Net interest income (NII)** | **1,175,369** | **1,168,652** | **1%** |
| Average interest-earning assets | – | 21,609,337 | (100)% |
| **Net interest margin** | **5.8%** | **5.4%** | **–** |

## Interest Income

In 2024, interest income was $1.9 billion, a decrease of 1%. This decline was primarily due to lower interest income from corporate banking loans and government treasury bills, compounded by adverse effects of FX movements. However, increased interest income from interbank lending and investment securities within the UEMOA region partially offset this decrease.

## Interest Expense

Interest expense was $675 million for 2024, reflecting a decrease of 3%, compared to 2023. This decline was primarily due to enhanced efforts in low-cost customer deposit campaigns. These initiatives resulted in a 7% increase in current deposits, mainly non-interest bearing and a 16% reduction in more expensive term deposits.

As a result, the proportion of low-cost current and savings accounts (CASA) deposits out of total customer deposits improved to 86.4%, up from 83.4% in 2023. Therefore, despite rising market rates and a competitive deposit landscape, the interest expense on deposits across all business segments decreased year-on-year. This decrease was countered, however, by an increase in interest expenses related to borrowed funds.

# BUSINESS AND FINANCIAL REVIEW

## Non-Interest Revenue

Non-interest revenue (NIR) for 2024 was $914 million, increasing by 2% or 16% in constant currency, compared with 2023. **Net fees and commission income** increased $49 million to $524 million, driven by several factors: a $20 million increase in credit-related fees, a $12 million rise in cash management fees, and an increase of $13 million in card management fees. Net fee and commission income was 25.1% of net revenues in 2024 compared with 23.0% in 2023, reflecting growing stability in core capital-light fee and commission income. **Net trading income** was flat at $361 million, due to a significant decline in FX revaluation gains. **Other income** down $26m to $28m primarily because 'other income' for 2023 included a $20 million one-off non-cash adjustment on loans that Ecobank Nigeria previously sold to Nigeria's Asset Management Corporation of Nigeria (AMCON).

**Non-interest revenue (NIR)**

| Year ended 31 December (in thousands of US dollars) | 2024 | 2023 | Change % |
|---|---|---|---|
| **Fee and commission income** | | | |
| Credit related fees and commissions | 155,543 | 135,197 | 15% |
| Corporate finance fees | 10,039 | 10,452 | (4)% |
| Portfolio and other management fees | 12,736 | 10,348 | 23% |
| Brokerage fees and commissions | 8,657 | 5,144 | 68% |
| Cash management and related fees (*) | 292,660 | 281,111 | 4% |
| Card management fees | 97,083 | 84,351 | 15% |
| Other fees | 13,511 | 12,973 | 4% |
| **Total fees and commissions income, gross** | **590,229** | **539,576** | **9%** |
| Less: fees and commissions expense | (65,733) | (64,018) | 3% |
| **Total fees and commissions income, net** | **524,496** | **475,558** | **10%** |
| **Trading income and foreign exchange gains** | **361,419** | **361,240** | **22%** |
| **Investment income** | **(1,678)** | **9,560** | **n.m.** |
| **Other operating income** | **29,512** | **48,656** | **(39)%** |
| **Non-interest revenue (NIR)** | **913,749** | **895,014** | **2%** |
| **Ratios** | | | |
| NIR/Net revenue (NIR ratio) | 43.7% | 43.4% | – |
| Net fee and commissions/Net revenue | 25.1% | 23% | – |
| Check NIR | – | – | – |
| **Operating income/Net revenue (NII + NIR)** | **2,089,118** | **2,063,666** | **19%** |

* Cash management and related fees is the sum of: Funds transfer commissions, Euro commissions, Rapidtransfer, Current account servicing, draft issuance commissions, Western Union commissions, Internet and SMS banking commissions, mobile money revenues, other cash management commissions, Money Gram commissions, RIA commissions, WARI commissions and Bancassurance commissions.

## Operating Expenses

Operating expenses for 2024 were $1.1 billion, decreased by 0.4%, or increased by 17% at constant currency. The increase in expenses reflected higher inflation and increased expenses in communication and technology, advertising and promotion, and other administrative expenses, partially offset by decreases in professional and legal fees, operational losses, fines and AMCON levies. The cost-to-income ratio, an efficiency measure, improved to 53.0% in 2024 from 53.9% in 2023 reflecting the combined impact of reduction in operating expenses and improved revenue generation.

### Operating Expenses

| Year ended 31 December (in thousands of US dollars) | 2024 | 2023 | Change | CC* |
|---|---|---|---|---|
| **Staff expenses** | **450,429** | **462,801** | **(3)%** | **8%** |
| **Depreciation and amortisation** | **79,284** | **90,145** | **(12)%** | **–** |
| Communications and technology | 204,683 | 178,242 | 15% | – |
| Professional & Legal fees | 73,246 | 75,270 | 3% | – |
| Rent and utilities | 29,668 | 30,465 | (3)% | – |
| Repairs and maintenance | 20,616 | 20,830 | (1)% | – |
| Insurance | 35,869 | 39,757 | (10)% | – |
| Others[1] | 213,961 | 215,045 | 15% | – |
| **Other operating expenses** | **578,043** | **559,609** | **3%** | **–** |
| **Total operating expenses** | **1,107,756** | **1,112,555** | **(0.4)%** | **17%** |
| **Cost-to-income ratio** | **53.0%** | **53.9%** | **–** | **–** |

(1) Others include operational losses and fines, advertising and promotion, business travels, supplies and services, fuel, etc.
*CC = year-on-year percentage change on a constant currency basis

## Pre-Provision, Pre-Tax Operating Profit

Pre-provision, pre-tax operating profit (PPOP) represents the net revenue after operating expenses, excluding impairment charges on financial assets. For 2024, PPOP was $981 million, reflecting an increase of 3% or 18% in constant currency, driven by positive operating leverage. Management regards PPOP as a significant measure, as it effectively illustrates the Company's underlying performance. Additionally, this metric allows investors and stakeholders to evaluate the Company's capacity to generate capital to accommodate expected credit losses throughout the credit cycle.

### Pre-Provision, Pre-Tax Operating Profit

| Year ended 31 December (in thousands of US dollars) | 2024 | 2023 | Change | CC* |
|---|---|---|---|---|
| Net revenues | 2,089,118 | 2,063,666 | 1% | 18% |
| Operating expenses | (1,107,756) | (1,112,555) | (0.4)% | 17% |
| **Pre-Provision, Pre-Tax Operating Profit** | **981,362** | **951,111** | **3%** | **18%** |

*CC = year-on-year percentage change on a constant currency basis

# BUSINESS AND FINANCIAL REVIEW

## Impairment Charges (Provision For Credit Losses)

Impairment charges are amounts recorded in the income statement to account for borrower or obligor default events anticipated over the subsequent twelve months or the expected lifespan of the financial instrument. In 2024, the **gross impairment charges** amounted to $325 million compared with $288 million in 2023. This increase was primarily attributed to higher impairment charges on Stages 1, 2 and 3 loans, mainly within Commercial Banking in Ghana and Côte d'Ivoire. **Recoveries from previously written-off loans and the reversal of impairment charges** that were no longer deemed necessary totalled $132 million in 2024, compared to $143 million in 2023. The **cost of risk** increased to 1.79%, up from 1.28% in 2023, due to the rise in impairment charges for stages 1, 2 and 3. **Impairment charges related to other financial assets** for 2024 were reported at $130 million, representing a decrease of $54 million compared to 2023.

**Impairment Charges (Provision for Credit Losses)**

| Year ended 31 December (in thousands of US dollars) | 2024 | 2023 | Change % |
|---|---|---|---|
| **Impairment charges on loans and advances** | | | |
| Impairment charges on Stage 3 loans | 284,761 | 257,956 | (9)% |
| Impairment charges on Stages 1 and 2 loans | 40,242 | 30,377 | 199% |
| **Gross impairment charges on loans and advances** | **325,003** | **288,333** | **13%** |
| Less recoveries and provisions no longer required | (131,838) | (143,279) | (8)% |
| **Net impairment charges on loans and advances** | **193,165** | **145,054** | **33%** |
| Impairment charges on other financial assets | 130,442 | 184,885 | (32)% |
| **Total impairment charges on other financial assets** | **323,607** | **329,939** | **(4)%** |
| **Cost-of-risk** | **1.79%** | **1.28%** | **–** |

## Group-Wide Balance Sheet Overview

In 2024, the Group's total assets reached $28.0 billion, marking an increase of $725 million, or $4.4 billion when adjusted for constant currency. This growth was primarily driven by increased cash and cash balances held with central banks, which rose by $1.17 billion. This increase was largely attributed to higher central bank cash reserve ratios (CRR) in Nigeria and Ghana.

### Total assets

| Year ended 31 December (in thousands of US dollars) | 2024 | 2023 | Change | CC* |
|---|---|---|---|---|
| **Assets** | | | | |
| Cash and balance with central banks | 5,095,969 | 3,930,723 | 30% | – |
| Loans and advances to banks | 2,391,697 | 2,241,873 | 7% | – |
| Trading financial assets | 62,789 | 41,278 | 52% | – |
| **Investment securities** | | | | |
| Treasury bills and other eligible bills | 1,656,471 | 1,595,628 | 4% | – |
| Derivative financial instruments | 76,635 | 78,057 | (2)% | – |
| Investment securities | 6,897,740 | 6,622,055 | 4% | – |
| Pledged assets | 18,760 | 113,042 | (83)% | – |
| **Loans and advances to customers (gross)** | **10,507,344** | **11,061,809** | **(5)%** | **–** |
| Less, accumulated impairment losses | (600,525) | (519,056) | 16% | – |
| **Loans and advances to customers (net)** | **9,906,819** | **10,542,753** | **(6)%** | **–** |
| Intangible assets | 39,552 | 55,319 | (29)% | – |
| Property and equipment | 562,809 | 588,348 | (4)% | – |
| Other assets | 1,245,931 | 1,421,089 | (12)% | – |
| **Total assets** | **27,955,172** | **27,230,165** | **3%** | **19%** |

*CC = year-on-year percentage change on a constant currency basis

# BUSINESS AND FINANCIAL REVIEW

## Cash and Cash Balances with Central Banks

The Group maintains deposits with central banks to satisfy reserve requirements and enhance liquidity management as part of its regular operations. For 2024, cash and balances with central banks accounted for at amortised cost were $5.1 billion, representing an increase of $1.2 billion compared to 2023. This rise is mainly attributed to a $1.1 billion balance increase with central banks, excluding mandatory reserve deposits.

## Loans and Advances to Banks

Loans and advances to banks represent deposits maintained with other financial institutions to support correspondent banking arrangements and to effectively manage the Group's liquidity, interest rate risk exposure, and placements. For 2024, these loans and advances, recorded at amortised cost, were $2.4 billion, reflecting an increase of $150 million compared to 2023.

## Trading Financial Assets

The Group's trading financial assets primarily consist of government bonds and are recorded on the balance sheet at fair value through profit or loss (FVTPL). In 2024, the total value of trading financial assets reached $63 million, an increase of $22 million compared to 2023, mainly due to fair value gains. Approximately 50% of these assets were held in Ghana, while 37% were held in Nigeria.

## Investment Securities

The investment securities portfolio mainly consists of government treasuries with various maturities and a blend of debt and equity instruments. The Group holds these securities to meet cash needs, boost liquidity, and support asset and liability management strategies. Investment securities are generally classified into treasury bills and other investment securities.

## Treasury Bills and Other Eligible Bills

The Group strategically allocates client deposits not immediately required for loans into government treasuries. By the end of 2024, the balance sheet reflected an increase of $61 million in treasuries and other eligible bills, raising the total to $1.7 billion. Approximately 86% of these assets are held at fair value through other comprehensive income (FVTOCI).

## Investment Securities

Investment securities are financial instruments that exclude treasury bills. These securities include both listed and non-listed debt and equity instruments. The debt instruments are recorded at FVTOCI (78%) and amortised cost (22%). The equity instruments are classified as a combination of FVTOCI (80%) and Fair Value Through Profit or Loss (FVTPL) (20%).

As of 31 December 2024, the Group held $6.9 billion in investment securities, with 97% in fixed-income securities and the remaining 3% in equities. This figure marks an increase of $276 million from the previous year, driven mainly by a rise in investment securities within UEMOA, which accounts for 54% of the Group's total investment securities.

## Gross Loans

The Group provides loans to various customers, including households, small businesses, regional corporations, multinational companies and sovereign-related entities. In 2024, gross loans decreased by 5%, totalling $10.5 billion, a drop of $554 million compared to 2023. However, on a constant currency basis, gross loans increased by $867 million, indicating mixed performance across different regions.

In the UEMOA region, gross loans declined by $164 million in constant currency, primarily due to slower growth in CIB loans. In Nigeria, gross loans increased by $539 million in constant currency, mainly driven by Commercial Banking loans. The AWA region saw a growth of $176 million in loans at constant currency, primarily attributed to increases in commercial and consumer lending, particularly in Ghana and Guinea. Lastly, the CESA region experienced a $289 million rise in gross loans at constant currency, primarily from commercial lending activities.

## Loans and advances to customers

| At 31 December (in thousands of US dollars except ratios) | 2024 | 2023 | Change % | CC* |
|---|---|---|---|---|
| **Group** | | | | |
| **Loans and advances to customers (gross)** | **10,507,344** | **11,061,809** | **(5)%** | **9%** |
| Less: allowance for impairment | (600,525) | (519,056) | 16% | – |
| **Loans and advances to customers (net)** | **9,906,819** | **10,542,753** | **(6)%** | **8%** |
| Non-performing loans | 702,508 | 600,185 | 17% | 39% |
| Non-performing loan ratio | 6.7% | 5.4% | – | – |
| NPL coverage ratio | 85.5% | 86.5% | – | – |
| AECL/Gross loans | 5.7% | 4.7% | – | – |
| **Gross loans by Business Segments** | | | | |
| Corporate and Investment Banking | 7,469,307 | 8,113,433 | (8)% | 8% |
| Commercial Banking | 1,822,314 | 1,711,389 | 6% | 17% |
| Consumer Banking | 1,215,723 | 1,236,987 | (2)% | 6% |
| **Total loans and advances to customers** | **10,507,344** | **11,061,809** | **(5)%** | **9%** |
| **Gross loans by Geographic Regions** | | | | |
| UEMOA | 4,688,315 | 5,105,770 | (8)% | (3)% |
| Nigeria | 1,626,206 | 1,985,913 | (18)% | 50% |
| AWA | 1,623,501 | 1,447,104 | 12% | 29% |
| CESA | 1,833,552 | 1,801,691 | 2% | 5% |
| Others | 735,770 | 721,331 | 2% | – |
| **Total loans and advances to customers** | **10,507,344** | **11,061,809** | **(5)%** | **9%** |

*CC = year-on-year percentage change on a constant currency basis

## Non-Performing Loans (Impaired Loans or Stage 3 Loans)

In 2024, non-performing loans (NPLs) totalled $703 million, reflecting an increase of $102 million compared to 2023. This rise was primarily attributed to higher NPLs in the Commercial Banking business, particularly in the AWA region (notably Ghana) and UEMOA. There were also slight increases in NPLs in Burkina Faso, Guinea-Bissau and Senegal. Additionally, the CIB business in Nigeria experienced modest growth in NPLs. As a result, the Group-wide NPL ratio increased to 6.7%, up from 5.4% the previous year. The balance sheet has been adjusted accordingly in response to these emerging risks. Total NPLs include $200 million in CIB loans in the Resolution Vehicle (RV).

## The Loan Loss Allowance For Impairment Charges or Allowance for Expected Credit Losses (AECL)

In 2024, accumulated impairment charges for expected credit losses (ECL) totalled $601 million, representing an increase of $81 million compared to 2023. This figure includes approximately $100 million set aside for central impairment credit losses, which were reserved proactively to address emerging risks. The ECL as a percentage of total gross loans was 5.7% for 2024, up from 4.7% in 2023. This increase reflects the reserve builds for commercial loans in AWA and centrally booked impairment charges.

# BUSINESS AND FINANCIAL REVIEW

## Deposits from Customers

Customer deposits serve as the primary source of funding for the Group, making up approximately 73% of total liabilities and equity. These deposits are recorded at amortised cost. In 2024, customer deposits increased by 2%, or 17%, when adjusted for constant currency, reaching $20.4 billion compared to $20.0 billion in 2023. Increased Commercial Banking deposits and modest Consumer Banking growth mainly drove this growth.

In 2024, the average rate paid for customer deposits was 1.9%, a decline from 2.0% in 2023. This decrease is mainly due to successful efforts to shift the deposit mix towards more stable, low-cost deposits, moving away from expensive term deposits. Regionally, CESA and AWA experienced the most significant growth in customer deposits. The development and maintenance of long-term customer relationships primarily drove this growth.

### Customer Deposits

| Year ended 31 December (in thousands of US dollars) | 2024 | 2023 | Change | CC* |
|---|---|---|---|---|
| **Deposits from customers by Business Segment** | | | | |
| Corporate and Investment Banking | 8,417,570 | 8,621,039 | (2)% | 11% |
| Commercial banking | 5,413,226 | 4,853,351 | 12% | 28% |
| Consumer banking | 6,592,940 | 6,499,558 | 1% | 17% |
| **Total deposits** | **20,423,736** | **19,973,948** | **2%** | **17%** |
| **Deposits from customers by Geographic Regions** | | | | |
| UEMOA | 7,961,170 | 8,145,930 | (2)% | 3% |
| Nigeria | 2,333,771 | 2,881,457 | (19)% | 48% |
| AWA | 4,377,613 | 3,943,014 | 11% | 28% |
| CESA | 5,600,027 | 4,878,338 | 15% | 22% |
| Others | 151,156 | 125,208 | 21% | 27% |
| **Total deposits** | **20,423,737** | **19,973,948** | **2%** | **17%** |
| Deposits from customer by Type | | | | |
| Current | 14,198,626 | 13,266,452 | 7% | – |
| Savings | 3,453,613 | 3,395,816 | 2% | – |
| Term | 2,771,497 | 3,311,680 | (16)% | – |
| **Total deposits** | **20,423,736** | **19,973,948** | **2%** | **17%** |
| Cost-of-funds | 1.9% | 2.0% | – | – |
| Loan-to-deposit ratio | 51.4% | 55.4% | – | – |
| CASA deposits ratio | 86.4% | 83.4% | – | – |

*CC = year-on-year percentage change on a constant currency basis

### Total liabilities and equity

| Year ended 31 December (in thousands of US dollars) | 2024 | 2023 | Change | CC* |
|---|---|---|---|---|
| **Liabilities** | | | | |
| Deposits from other banks | 2,020,636 | 1,588,118 | 27% | – |
| Deposits from customers | 20,423,736 | 19,973,948 | 2% | 17% |
| Borrowed funds | 2,159,847 | 2,249,583 | (4)% | – |
| Other liabilities | 1,556,151 | 1,684,061 | (8)% | – |
| **Total liabilities** | **26,160,370** | **25,495,710** | **3%** | **–** |
| Share capital and premium | 2,113,961 | 2,113,961 | – | – |
| Retained earnings | 1,040,494 | 746,414 | 39% | – |
| Reserves | (2,075,415) | (1,806,414) | 15% | – |
| **Equity attributable to ETI shareholders** | **1,079,040** | **1,053,961** | **2%** | **–** |
| Other equity instruments | 74,088 | 74,088 | – | – |
| Non-controlling interest | 641,674 | 606,406 | 6% | – |
| **Total shareholders' equity** | **1,794,802** | **1,734,455** | **3%** | **30%** |
| **Total liabilities and equity** | **27,955,172** | **27,230,165** | **3%** | **–** |

*CC = year-on-year percentage change on a constant currency basis

## Borrowed Funds

Borrowed funds are an alternative source of relatively long-term funding and are a critical component of the Group's liquidity and capital management activities. Borrowed funds are held at amortised cost. As of 31 December 2024, total borrowed funds for the Group were $2.2 billion, decreasing by $90 million, or 4%, from 2023, partly driven by FX movements. For further information on the composition of the Group's borrowed funds, please refer to Note 33: Borrowed Funds on pages 260 and 261 of this annual report.

## Shareholders' Equity

Shareholders' equity (Group equity attributable to ETI shareholders) increased 2% to $1.1 billion. This growth was influenced by several factors: lower reserves for foreign currency translation differences, which amounted to $383 million compared to $550 million in 2023; an unrealised gain of $70 million on fixed-income securities due to recycling of previous losses on derecognition of financial securities; a modest increase in net gains from property revaluations; and no dividend pay-outs in 2024, in contrast to the $27 million paid out in 2023 based on earnings from 2022.

# BUSINESS AND FINANCIAL REVIEW

## Capital Position

Management actively manages the Group's capital to comply with the regulatory requirements of ETI's regulator, the Central Bank of West African States (Banque Centrale des États de l'Afrique de l'Ouest, BCEAO), to support the strategy of the Group.

The Group's estimated Common Equity Tier 1 (CET1) ratio, Tier 1 capital adequacy ratio (CAR), and Total CAR were 11.4%, 12.1% and 15.8%, respectively, as of 31 December 2024. This marks a significant improvement compared to the figures from the previous year, which were 10.4%, 11.1% and 15.0%, respectively, as of 31 December 2023. The year-on-year increases reflect a reduction in the adverse effects of foreign currency translation reserves (FCTR) on our capital supply, the Group's improved profitability in 2024, and a decrease in local currency-denominated risk-weighted assets (RWA). Consequently, despite the ongoing increases in FCTR, the overall impact on our capital adequacy ratio was minimal, resulting in growth across all ratios.

### Risk-weighted assets

| As at 31 December (in millions of US dollars) | 2024 | 2023 | Change % |
|---|---|---|---|
| **By risk type** | | | |
| Credit risk | 10,152 | 10,688 | – |
| Operational risk | 3,289 | 3,158 | – |
| Market risk | 89 | 87 | – |
| **Total RWAs** | **13,530** | **13,933** | **-3%** |

### Regulatory capital and ratios

| As at 31 December (in millions of US dollars) | 2024 | 2023 | Change % |
|---|---|---|---|
| CET1 Capital | 1,546 | 1,453 | – |
| Additional Tier 1 capital (AT1) | 97 | 98 | – |
| **Tier 1 capital** | 1,643 | 1,551 | – |
| **Tier 2 capital** | 499 | 539 | – |
| **Total capital** | 2,142 | 2,090 | – |
| CET1 CAR | 11.4% | 10.4% | – |
| Tier 1 CAR | 12.1% | 11.1% | – |
| Total CAR | 15.8% | 15.0% | – |

# Regional Segment Performance

## Francophone West Africa (UEMOA) Region

### Francophone West Africa (UEMOA)

| Year ended 31 December (in millions of US dollars) | 2024 | 2023 | YoY% | CC* |
|---|---|---|---|---|
| Net interest income | 426 | 388 | 10% | 10% |
| Non-interest revenue | 279 | 278 | 0% | 0.2% |
| **Net revenues** | **705** | **666** | **6%** | **6%** |
| Operating expenses | (329) | (313) | 5% | 5% |
| **Pre-provision pre-tax operating profit** | **376** | **353** | **7%** | **7%** |
| Impairment charges on financial assets | (31) | (35) | (10)% | (10)% |
| **Profit before tax** | **345** | **318** | **8%** | **8%** |
| Taxation | (39) | (45) | (13)% | – |
| **Profit after tax** | **306** | **273** | **12%** | **12%** |
| **Balance Sheet Highlights** | | | | |
| Loans and advances to customers (gross) | 4,688 | 5,106 | (8)% | (3)% |
| Of which Stage 1 | 4,414 | 4,827 | (9)% | (4)% |
| Of which Stage 2 | 184 | 201 | (8)% | (4)% |
| Of which Stage 3 (non-performing loans) | 90 | 77 | 16% | 22% |
| Less allowance for impairments (Expected Credit Loss) | 118 | 128 | (7)% | (2)% |
| Of which Stage 1: 12-month ECL[1] | 15 | 18 | (15)% | (11)% |
| Of which Stage 2: Life-time ECL | 54 | 63 | (14)% | (10)% |
| Of which Stage 3: Life-time ECL | 49 | 46 | 6% | 11% |
| Loans and advances to customers (net) | 4,570 | 5,233 | (13)% | (3)% |
| Total assets | 10,955 | 10,895 | 1% | 6% |
| Deposits from customers | 7,961 | 8,146 | (2)% | 3% |
| Total equity | 1,079 | 1,017 | 6% | 12% |
| **Ratios:** | | | | |
| Net interest margin (NIM) | 4.7% | 4.2% | – | – |
| Non-interest revenue (NIR) ratio | 39.5% | 41.8% | – | – |
| Net fee and commission income as a % of revenue | 25.4% | 25.5% | – | – |
| Cost-to-income ratio (CIR) | 46.6% | 47.0% | – | – |
| Return on equity (ROE) | 29.2% | 28.1% | – | – |
| Loan-to-deposit ratio | 58.9% | 62.7% | – | – |
| NPL ratio | 1.9% | 1.5% | – | – |
| NPL coverage ratio | 131.7% | 164.6% | – | – |
| Stage 3 coverage ratio | 54.1% | 59.2% | – | – |

**Note:** Selected income statement line items only and thus may not sum up
*CC = year-on-year percentage change on a constant currency
(1) ECL = Expected Credit Loss

# BUSINESS AND FINANCIAL REVIEW

**UEMOA's profit after tax** of $306 million increased by 12%, both nominal and at constant currency, driven by positive operating leverage, reduced impairments and a lower effective tax rate. CIB was the primary driver of earnings growth. ROE improved to 29.2% compared with 28.1% in 2023.

**Net revenues** of $705 million increased 6%, primarily driven by net interest income. The net interest income of $426 million increased 10%, reflecting an increase in NIM and interest-earning assets, specifically investment securities, and was partially offset by a decrease in customer loans. Non-interest revenues of $279 million were flat year-on-year, with growth in fees from deposits and trade services offset by reduced fees related to client-driven foreign currency sales.

**Operating expenses** were $329 million, a 5% increase driven by employee-related compensation, partially offset by a decrease in depreciation and amortisation costs. The cost-to-income ratio improved to 46.6% versus 47.0% in the prior year.

**Impairment charges on loans and other financial assets** were $31 million, down 10% from the prior year, with a slight increase in gross impairment charges associated with NPL increases in CMB, primarily coming from Burkina Faso, Guinea-Bissau and Senegal, offset by an increase in recoveries and releases.

## Nigeria

| Year ended 31 December (in millions of US dollars) | 2024 | 2023 | YoY% | CC* |
|---|---|---|---|---|
| Net interest income | 84 | 138 | (39)% | 45% |
| Non-interest revenue | 42 | 97 | (56)% | 7% |
| **Net revenues** | **126** | **234** | **(46)%** | **30%** |
| Operating expenses | (100) | (176) | (43)% | 38% |
| **Pre-provision pre-tax operating profit** | **26** | **59** | **(56)%** | **5%** |
| Impairment charges on financial assets | (21) | (32) | (36)% | 42% |
| **Profit before tax** | **5** | **27** | **(80)%** | **(47)%** |
| Taxation | (2) | (3) | (34)% | |
| **Profit after tax** | **3** | **23** | **(87)%** | **(64)%** |
| **Balance Sheet Highlights** | | | | |
| Loans and advances to customers (gross) | 1,626 | 1,986 | (18)% | 50% |
| Of which Stage 1 | 381 | 963 | (60)% | (28)% |
| Of which Stage 2 | 1,087 | 843 | 29% | 136% |
| Of which Stage 3 (non-performing loans) | 158 | 180 | (12)% | 60% |
| Less allowance for impairments (Expected Credit Loss) | 60 | 89 | (32)% | 23% |
| Of which Stage 1: 12-month ECL[1] | 4 | 7 | (36)% | 16% |
| Of which Stage 2: Life-time ECL | 26 | 33 | (21)% | 45% |
| Of which Stage 3: Life-time ECL | 30 | 49 | (40)% | 10% |
| Loans and advances to customers (net) | 1,566 | 1,897 | (17)% | 51% |
| Total assets | 3,453 | 4,403 | (22)% | 43% |
| Deposits from customers | 2,334 | 2,881 | (19)% | 48% |
| Total equity | 236 | 345 | (32)% | 25% |

| Year ended 31 December (in millions of US dollars) | 2024 | 2023 | YoY% | CC* |
|---|---|---|---|---|
| **Ratios:** | | | | |
| Net interest margin (NIM) | 3.8% | 4.6% | – | – |
| Non-interest revenue (NIR) ratio | 33.5% | 41.2% | – | – |
| Net fee and commission income as a % of revenue | 14.4% | 12.8% | – | – |
| Cost-to-income ratio (CIR) | 79.4% | 74.9% | – | – |
| Return on equity (ROE) | 1.1% | 4.5% | – | – |
| Loan-to-deposit ratio | 69.7% | 68.9% | – | – |
| NPL ratio | 9.7% | 9.1% | – | – |
| NPL coverage ratio | 38.2% | 49.6% | – | – |
| Stage 3 coverage ratio | 18.9% | 27.4% | – | – |

**Note:** Selected income statement line items only and thus may not sum up
*CC = year-on-year percentage change on a constant currency
(1) ECL = Expected Credit Loss

**Nigeria's profit after tax** for 2024 decreased 87% or 64% when adjusted for constant currency to $3 million, with underlying growth momentum in CMB and CSB, significantly offset by lower-than expected earnings in CIB. ROE was 1.1% compared to 4.5% in 2023.

**Net revenues** of $126 million decreased by 46% or increased 30% at constant currency, reflecting solid net interest income growth due to higher rates. The net interest income of $84 million decreased by 39% but increased by 45% in constant currency. The increase in NII benefited from higher interest rates on investment securities balances, partially offset by the rates paid on customer deposits. The Central Bank of Nigeria's CRR of 50% continues to impact NIMs disproportionately. Non-interest revenue of $42 million decreased by 56% but increased 7% when adjusted for constant currency. The impact of balance sheet actions, mainly revaluation gains and client-driven foreign currency sales, primarily drove the increase in NIR. Amplifying the decline was approximately $20 million in one-off non-cash adjustment on loans that Ecobank Nigeria previously sold to AMCON included in 2023 NIR.

**Operating expenses** were $100 million, down 43%, but increased 38% when adjusted for constant currency. The cost increase was primarily driven by elevated inflation during the year, which averaged approximately 30%, higher Nigeria Deposits Insurance Corporation (NDIC) premiums, partially offset by lower AMCON levies. The cost-to-income ratio deteriorated to 79.4% versus 74.9% in the prior year.

**Impairment charges on loans and other financial assets** were $21 million compared with $32 million in the prior year, reflecting a decrease of 36%. In constant currency, impairment charges increased by 42%, reflecting an increase in stage 2 loans within CIB.

# BUSINESS AND FINANCIAL REVIEW

## Anglophone West Africa (AWA) Region

### Anglophone West Africa (AWA)

| Year ended 31 December (in millions of US dollars) | 2024 | 2023 | YoY% | CC* |
|---|---|---|---|---|
| Net interest income | 410 | 426 | (4)% | 17% |
| Non-interest revenue | 234 | 146 | 61% | 79% |
| **Net revenues** | **644** | **572** | **13%** | **34%** |
| Operating expenses | (255) | (251) | 2% | 21% |
| **Pre-provision pre-tax operating profit** | **389** | **321** | **21%** | **44%** |
| Impairment charges on financial assets | (74) | (97) | (24)% | (7)% |
| **Profit before tax** | **315** | **224** | **41%** | **65%** |
| Taxation | (79) | (75) | 4% | – |
| **Profit after tax** | **236** | **148** | **59%** | **84%** |
| **Balance Sheet Highlights** | | | | |
| Loans and advances to customers (gross) | 1,624 | 1,447 | 12% | 29% |
| Of which Stage 1 | 1,264 | 1,176 | 8% | 24% |
| Of which Stage 2 | 169 | 211 | (20)% | (9)% |
| Of which Stage 3 (non-performing loans) | 190 | 60 | 216% | 274% |
| Less allowance for impairments (Expected Credit Loss) | 130 | 74 | 75% | 109% |
| Of which Stage 1: 12-month ECL(1) | 16 | 16 | (0)% | 19% |
| Of which Stage 2: Life-time ECL | 9 | 18 | (48)% | (35)% |
| Of which Stage 3: Life-time ECL | 105 | 40 | 162% | 207% |
| Loans and advances to customers (net) | 1,493 | 1,373 | 9% | 25% |
| Total assets | 5,995 | 5,105 | 17% | 35% |
| Deposits from customers | 4,378 | 3,943 | 11% | 28% |
| Total equity | 683 | 580 | 18% | 35% |
| **Ratios:** | | | | |
| Net interest margin (NIM) | 10.9% | 11.8% | – | – |
| Non-interest revenue (NIR) ratio | 36.3% | 25.5% | – | – |
| Net fee and commission income as a % of revenue | 19.2% | 18.2% | – | – |
| Cost-to-income ratio (CIR) | 39.6% | 43.9% | – | – |
| Return on equity (ROE) | 37.4% | 26.3% | – | – |
| Loan-to-deposit ratio | 37.1% | 36.7% | – | – |
| NPL ratio | 11.7% | 4.2% | – | – |
| NPL coverage ratio | 68.7% | 123.9% | – | – |
| Stage 3 coverage ratio | 55.2% | 66.6% | – | – |

**Note:** Selected income statement line items only and thus may not sum up
*CC = year-on-year percentage change on a constant currency
(1) ECL = Expected Credit Loss

**AWA's profit after tax** of $236 million increased by 59% or 84% in constant currency, driven by growth in CSB and CIB. ROE significantly improved to 37.4% vs 26.3% in 2023.

**Net revenue** of $644 million increased by 13% or 34% at constant currency, driven primarily by non-interest revenues. Net interest income of $410 million, decreased by 4% or at constant currency, increased by 17%, driven by stable net interest margins and modest growth in interest-earning assets, mainly in Ghana, significantly impacted adversely by the regulatory increase in CRR. Non-interest revenues of $234 million increased 61%, or 79%, at constant currency, driven by the impact of balance sheet actions, primarily revaluation gains and wholesale payment volumes.

**Operating expenses** of $255 million increased by 2% or 21% in constant currency, driven by higher inflation. The cost-to-income ratio improved to 39.6% from 43.9% in the prior year.

**Impairment charges on loans and financial assets** were $74 million compared to $97 million in the prior year. The decrease was primarily driven by increased recoveries in 2024 compared to 2023, and a modest decline in impairment charges on other financial assets. Additionally, the lower impairments for 2024 reflected $26 million of modification losses arising from the final settlement of the old bonds for the new bonds in February 2023.

## Central, Eastern And Southern Africa (CESA) Region

**Central, Eastern and Southern Africa (CESA)**

| Year ended 31 December (in millions of US dollars) | 2024 | 2023 | YoY% | CC* |
|---|---|---|---|---|
| Net interest income | 379 | 334 | 14% | 23% |
| Non-interest revenue | 281 | 327 | (14)% | (7)% |
| **Net revenues** | **661** | **660** | **0%** | **8%** |
| Operating expenses | (337) | (305) | 10% | 19% |
| **Pre-provision pre-tax operating profit** | **324** | **355** | **(9)%** | **(1)%** |
| Impairment charges on financial assets | (27) | (29) | (4)% | (3)% |
| **Profit before tax** | **297** | **287** | **3%** | **15%** |
| Taxation | (45) | (62) | (27)% | – |
| **Profit after tax** | **251** | **225** | **12%** | **22%** |
| **Balance Sheet Highlights** | | | | |
| Loans and advances to customers (gross) | 1,834 | 1,802 | 2% | 5% |
| Of which Stage 1 | 1,642 | 1,590 | 3% | 6% |
| Of which Stage 2 | 131 | 133 | (1)% | 4% |
| Of which Stage 3 (non-performing loans) | 61 | 79 | (23)% | (24)% |
| Less allowance for impairments (Expected Credit Loss) | 107 | 110 | (3)% | (5)% |
| Of which Stage 1: 12-month ECL[1] | 8 | 17 | (55)% | (53)% |
| Of which Stage 2: Life-time ECL | 29 | 25 | 14% | 18% |
| Of which Stage 3: Life-time ECL | 70 | 68 | 4% | (2)% |
| Loans and advances to customers (net) | 1,726 | 1,691 | 2% | 6% |
| Total assets | 7,442 | 6,583 | 13% | 21% |
| Deposits from customers | 5,600 | 4,878 | 15% | 22% |
| Total equity | 846 | 693 | 22% | 30% |

# BUSINESS AND FINANCIAL REVIEW

| Year ended 31 December (in millions of US dollars) | 2024 | 2023 | YoY% | CC* |
|---|---|---|---|---|
| **Ratios:** | | | | |
| Net interest margin (NIM) | 7.1% | 6.3% | – | – |
| Non-interest revenue (NIR) ratio | 42.6% | 49.5% | – | – |
| Net fee and commission income as a % of revenue | 29.0% | 24.8% | – | – |
| Cost-to-income ratio (CIR) | 51.0% | 46.2% | – | – |
| Return on equity (ROE) | 32.7% | 32.8% | – | – |
| Loan-to-deposit ratio | 32.7% | 36.9% | – | – |
| NPL ratio | 3.3% | 4.4% | – | – |
| NPL coverage ratio | 176.5% | 140.2% | – | – |
| Stage 3 coverage ratio | 115.9% | 85.9% | – | – |

**Note:** Selected income statement line items only and thus may not sum up
*CC = year-on-year percentage change on a constant currency
(1) ECL = Expected Credit Loss

**CESA's profit after tax** for 2024 was $251 million, increasing by 12% or 22% at constant currency, primarily driven by higher NII thanks to higher spreads, solid growth in fees and commission income, disciplined cost management, and a lower effective tax rate.

**Net revenues** of $661 million were flat, up 8% at constant currency. Net interest income increased 14% or 23% at constant currency to $379 million, driven by margin improvements and an increase in interest-earning assets. Non-interest revenues of $281 million decreased 14% or 7% at constant currency, with a 17% growth in fees and commission income, significantly offset by a decline in revaluation gains due to a change in Ecobank Zimbabwe's functional currency to the US dollar.

**Operating expenses** were $337 million, increasing 10% or 19% at constant currency due to inflation, higher staff costs and an increase in other discretionary cost items. As a result, the cost-to-income ratio deteriorated marginally to 51.0% compared with 46.2% in the prior year.

**Impairment charges on loans and financial assets** for 2024 were $27 million, down from $29 million in 2023. This decrease reflected a reduction in Stages 2 and 3 loans, resulting in decreased gross impairment charges for the period.

# Business Segment Performance

## Corporate And Investment Banking

| Selected income statement and balance sheet highlights Year ended 31 December (in millions of US dollars) | 2024 | 2023 | Change % | CC* |
|---|---|---|---|---|
| Net interest income (NII) | 685 | 653 | 5% | 16% |
| Non-interest revenue (NIR) | 396 | 381 | 4% | 17% |
| **Net revenue (operating income)** | **1,080** | **1,034** | **4%** | **16%** |
| Operating expenses | (407) | (434) | (6)% | 11% |
| **Pre-provision, pre-tax operating profit** | **673** | **600** | **12%** | **20%** |
| Impairment charges on financial assets | (174) | (273) | (36)% | (27)% |
| **Profit before tax** | **498** | **309** | **61%** | **64%** |
| Gross loans and advances to customers | 7,469 | 8,113 | (8)% | 8% |
| Deposits from customers | 8,418 | 8,621 | (2)% | 11% |
| **Selected ratios** | | | | |
| Non-interest revenue (NIR) ratio | 36.6% | 36.8% | – | – |
| Cost-to-income ratio | 37.7% | 42.0% | – | – |
| Loan-to-deposit ratio | 88.8% | 94.1% | – | – |
| NPL ratio | 6.3% | 5.4% | – | – |
| NPL coverage | 77.9% | 69.3% | – | – |

**Note:** selected income statement lines only and thus may not sum up
*CC = year-on-year percentage change on a constant currency basis

**CIB delivered profit before tax** of $498 million, an increase of 61%, or 64% at constant currency. This positive outcome was attributed to positive operating leverage and significantly reduced impairment charges.

**Net revenues** reached $1.1 billion, reflecting a 4% increase, or 16% at constant currency. This growth was primarily driven by improved margin spreads and higher fee and commission income, which stemmed from strong performance in cash management, cross-border wholesale digital payments and trade services. However, this growth was partially offset by unfavourable foreign exchange movements.

**Operating expenses** of $407 million, decreased 6%, or increased 11% at constant currency, reflecting inflationary pressures. Nevertheless, the cost-to-income ratio improved to 37.7% from 42.0% in 2023.

**Impairment charges** on loans and financial assets decreased 36% or 27% at constant currency to $174 million, due to lower impairments in the current period compared to the significant impairments related to the debt restructuring exercise in Ghana in 2023. However, this was partially offset by an increase in impairments in Nigeria and Ghana.

# BUSINESS AND FINANCIAL REVIEW

## Commercial Banking

| **Selected income statement and balance sheet highlights Year ended 31 December (in millions of US dollars)** | 2024 | 2023 | Change % | CC* |
|---|---|---|---|---|
| Net interest income (NII) | 302 | 298 | 1% | 21% |
| Non-interest revenue (NIR) | 264 | 275 | (4)% | 3% |
| **Net revenue (operating income)** | **566** | **573** | **(1)%** | **12%** |
| Operating expenses | (308) | (312) | (1)% | 15% |
| **Pre-provision, pre-tax operating profit** | **258** | **261** | **(1)%** | **9%** |
| Impairment charges on financial assets | (38) | (33) | 14% | 18% |
| **Profit before tax** | **220** | **212** | **4%** | **16%** |
| Gross loans and advances to customers | 1,825 | 1,711 | 7% | 17% |
| Deposits from customers | 5,421 | 4,853 | 12% | 28% |
| **Selected ratios** | | | | |
| Non-interest revenue (NIR) ratio | 46.7% | 48.0% | – | – |
| Cost-to-income ratio | 54.4% | 54.5% | – | – |
| Loan-to-deposit ratio | 33.7% | 35.3% | – | – |
| NPL ratio | 10.4% | 6.2% | – | – |
| NPL coverage | 90.2% | 143.5% | – | – |

**Note:** selected income statement lines only and thus may not sum up
*CC = year-on-year percentage change on a constant currency basis

**CMB's profit before tax** rose to $220 million, a 4% increase or 16% at constant currency. A modest increase in pre-provision, pre-tax operating profit drove this growth. However, it was partially countered by higher impairment charges, mainly resulting from an increase in non-performing loans (NPLs) in Ghana.

**Net revenue** of $566 million, reflected a 1% decrease, or in constant currency, an increase of 12%. While there was modest growth in NII and fees from cash management and credit services, lower FX revaluation gains significantly offset this. This decline is primarily due to the transition to using the US dollar as the functional currency for Ecobank Zimbabwe. Additionally, unfavourable FX movements further impacted net revenues.

**Operating expenses** of $308 million, fell 1%, or increased 15% at constant currency, driven by inflation, technology spend and volume-related expenses. The cost-to-income ratio improved slightly to 54.4% versus 54.5% in 2023.

**Impairment charges on loans and financial assets** were $38 million, up 14% or 18% at constant currency, reflecting an increase in NPLs especially in Ghana.

## Consumer Banking

| Selected income statement and balance sheet highlights Year ended 31 December (in millions of US dollars) | 2024 | 2023 | Change % | CC* |
|---|---|---|---|---|
| Net interest income (NII) | 290 | 299 | (3)% | 22% |
| Non-interest revenue (NIR) | 214 | 223 | (4)% | 8% |
| **Net revenue (operating income)** | **504** | **523** | **(4)%** | **15%** |
| Operating expenses | (335) | (332) | 1% | 21% |
| **Pre-provision, pre-tax operating profit** | **169** | **191** | **(12)%** | **6%** |
| Impairment charges on financial assets | (10) | (6) | 56% | 62% |
| **Profit before tax** | **159** | **178** | **(11)%** | **9%** |
| Gross loans and advances to customers | 1,223 | 1,237 | (1)% | 7% |
| Deposits from customers | 6,583 | 6,500 | 1% | 17% |
| **Selected ratios** | | | | |
| Non-interest revenue (NIR) ratio | 42.6% | 42.7% | – | – |
| Cost-to-income ratio | 66.5% | 63.5% | – | – |
| Loan-to-deposit ratio | 18.6% | 19.0% | – | – |
| NPL ratio | 3.8% | 4.3% | – | – |
| NPL coverage | 116.7% | 114.4% | – | – |

**Note:** selected income statement lines only and thus may not sum up
*CC = year-on-year percentage change on a constant currency basis

**CSB's profit before tax** fell by 11% to $159 million, or at constant currency rose 9%, driven by strong NII growth in constant currency, partially offset by an increase in expenses and impairment charges. These impairment charges were driven by higher delinquencies resulting from the challenging economic conditions, which affected households' ability to meet their financial commitments.

**Net revenues** of $504 million, decreased 4% or at constant currency, increased 15%. The increase reflected higher deposit income and strong growth in Card revenue.

**Operating expenses** of $335 million increased by 1% or 21% at constant currency, driven by inflationary pressures and expenses related to the transformation agenda. The cost-to-income ratio deteriorated to 66.5% compared with 63.5% in 2023.

**Impairment charges on loans and financial assets** were $10 million, up 56% or 62% at constant currency, reflecting an increase in borrowers' delinquencies within the consumer finance space.

# BUSINESS AND FINANCIAL REVIEW

## Outlook

Ecobank Group's outlook for 2025 should be considered in relation to Africa's economic and market conditions, especially in the countries where the Company operates. More importantly, we must also consider the potential impact of global financial and market conditions, including the geopolitical environment, competitive landscape, regulations, and household and business activity levels. Each of these factors will influence Ecobank's performance. However, we are prepared to make necessary adjustments while remaining fully committed to executing our GTR strategy and supporting our customers.

### Full-Year 2025

- Management expects gross loans to increase by 1%-3% or approximately 14% in constant currency.
- Management expects customer deposits to grow by 1%-4% or approximately 16% in constant currency.
- Management expects net revenue to increase by 1%-3% or approximately 11% in constant currency.
- Management expects operating expenses to increase by 0%-2% or approximately 10% in constant currency.
- Management expects non-performing loans (NPL) to be between 6%-7% of total outstanding loans and the NPL coverage ratio to be between 80%-90%.
- Management expects the cost-to-income (CIR) to be approximately 53% and the cost-of-risk (COR) to be between 200-500 basis points.

Management's expectations for loan growth are based on enhancing our digital lending capabilities, increasing trade loans, and pursuing selective Corporate and Investment Banking (CIB) lending. On the other hand, deposit growth is anticipated to improve through a continuous focus on expanding Customer Accounts and Savings Accounts (CASA) deposits and strengthening customer relationships.

Management's revenue outlook is expected to be driven by sustained investments in Consumer and Commercial Banking. Operating expenses will likely benefit from ongoing cost management programmes and strict expense control.

# TRANSFORMING

ECOBANK HAS HELD

**12**

EDITIONS OF ECOBANK DAY, ITS ANNUAL FLAGSHIP CORPORATE AND SOCIAL RESPONSIBILITY EVENT.



# CORPORATE AND SOCIAL RESPONSIBILITIES



# STATEMENT OF DIRECTORS' RESPONSIBILITIES

## Responsibility for consolidated financial statements

The Directors are responsible for the preparation of the consolidated financial statements for each financial period that give a true and fair view of the financial position of the Group as at 31 December 2024 and the results of its operations, statement of cash flow, income statement and changes in equity for the year ended 31 December 2024 is compliance with IFRS Accounting standards. This responsibility includes ensuring that the Group:

(a) keeps proper accounting records that disclose, with reasonable accuracy, the financial position of the Group;

(b) establishes adequate internal controls to safeguard its assets and to prevent and detect fraud and other irregularities; and

(c) prepares its consolidated financial statements using suitable accounting policies supported by reasonable and prudent judgments and estimates, that are consistently applied.

The Directors accept responsibility for the consolidated financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates, in conformity with IFRS Accounting standards.

Nothing has come to the attention of the Directors to indicate that the Group will not remain a going concern for at least 12 months from the date of this statement.

The Directors are of the opinion that the consolidated financial statements give a true and fair view of the state of the financial affairs of the Group and of its profit or loss for the year ended 31 December 2024. The Directors further accept responsibility for the maintenance of accounting records that may be relied upon in the preparation of the financial statements, as well as adequate systems of internal financial control.

## Approval of consolidated financial statements

The consolidated financial statements were approved by the Board of Directors on 14 March 2025 and signed on its behalf by:



**Papa Madiaw Ndiaye**
Chairman of the board



**Jeremy Awori**
Group Chief Executive Officer

# ECOBANK TRANSNATIONAL MANAGEMENT REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING

Ecobank Management has set up and maintained a sufficient system of internal control over financial (ICoFR) according to the Sections 60-63 of the Investments and Securities Act, 2007 from the SEC Nigeria, which includes protecting assets from unauthorised access, use or loss.

This system is intended to provide reasonable assurance to management and the board of directors about producing reliable financial statements for publication and safeguarding the Corporation's assets with self-checking mechanisms and is audited by the internal audit function.

This system is supported by written policies and procedures such as the scoping and materiality assessment document, 30 separate process manuals that describe clear process flows with adequate description of ICOFR related risks and controls that apply to the end-to-end processes for each of the 40 significant Financial Statement Lines -FSLIs scoped from both balance sheet and Income Statement of the Group. A consolidated ICOFR related Risk and Control Matrix-RCM has been also issued to guide ICOFR related controls testing process covering all significant FSLIs across the Group.

Management takes appropriate actions to fix deficiencies as they are identified. All internal control systems have inherent limitations, including the possibility of bypassing and overriding of controls, and, therefore, can provide only reasonable assurance about the reliability of financial statement preparation and such asset protection

Ecobank Group has evaluated the effectiveness of its internal control over financial reporting as of December 31, 2024. In making this evaluation, it used the criteria described in "Internal Control – Integrated Framework" issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). Based on this evaluation, management believes that, as of December 31, 2024 the Ecobank Group's internal control over financial reporting is effective. Deloitte and Grant Thornton have issued a joint report on management's evaluation and on the effectiveness of the Group's internal control over financial reporting.



**Jeremy Awori**
Group Chief Executive Officer



**Ayo Adepoju, Ph.D.**
Group Chief Financial Officer
FRC/2017/ICAN/00000017517

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ECOBANK TRANSNATIONAL INCORPORATED

Deloitte. Grant Thornton

## Assurance Report of Independent Auditors

**To the Shareholders of Ecobank Transnational Incorporated**
**Assurance Report on management's assessment of controls over financial reporting**

We have performed a limited assurance engagement in respect of the systems of internal control over financial reporting of Ecobank Transnational Incorporated and its subsidiaries ("the Group") as of 31 December 2024, in accordance with the FRC Guidance on assurance engagement report on Internal Control over Financial Reporting and based on criteria established in the Internal Control – Integrated Framework (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) ("the ICFR framework"), and the SEC Guidance on Management Report on Internal Control Over Financial Reporting. Ecobank Transnational Incorporated's management is responsible for maintaining effective internal control over financial reporting and for assessing the effectiveness of internal control over financial reporting including the accompanying Management's Report on Internal Control Over Financial Reporting.

We have also audited, in accordance with the International Standards on Auditing, the financial statements of the Group and our report dated 26 March 2025 expressed an unmodified opinion.

**Limited Assurance Conclusion**

Based on the procedures we have performed and the evidence that we have obtained, nothing has come to our attention that causes us to believe that the Group did not establish and maintain an effective system of internal control over financial reporting, as of the specified date, based on the SEC Guidance on Management Report on Internal Control Over Financial Reporting

**Definition of internal control over financial reporting**

Internal control over financial reporting is a process designed by, or under the supervision of, the entity's principal executive and principal financial officers, or persons performing similar functions, and effected by the entity's board of directors, management, and other personnel to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A Group's internal control over financial reporting includes those policies and procedures that:

I. Pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Group;

II. Provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Group are being made only in accordance with authorizations of management and directors of the Group; and

III. Provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

**Inherent limitations**

Our procedures included the examination of historical evidence of the design and implementation of the Group's system of internal control over financial reporting for the year ended 31 December 2024. Because of its inherent limitations, internal control over financial reporting may not prevent or detect all misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

**Directors' and Management's Responsibilities**

The Directors are responsible for ensuring the integrity of the entity's financial controls and reporting.

Management is responsible for establishing and maintaining a system of internal control over financial reporting that provides reasonable assurance regarding the reliability of financial reporting, and the preparation of financial statements for external purposes in accordance with the International Financial Reporting Standards (IFRS) and the ICFR framework.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ECOBANK TRANSNATIONAL INCORPORATED

Deloitte. Grant Thornton

Section 7(2f) of the Financial Reporting Act 2011 (as amended) further requires that management perform an assessment of internal controls, including information system controls. Management is responsible for maintaining evidential matters, including documentation, to provide reasonable support for its assessment of internal control over financial reporting.

**Our Independence and Quality Control**

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behaviour.

The firm applies the International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

**Auditor's Responsibility and Approach**

Our responsibility is to express a limited assurance opinion on the Group's internal control over financial reporting based on our Assurance engagement.

We performed our work in accordance with the FRC Guidance on Assurance Engagement Report on Internal Control over Financial Reporting and the International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than the Audits or Reviews of Historical Financial Information (ISAE 3000) revised. That Standard requires that we comply with ethical requirements and plan and perform the limited assurance engagement to obtain limited assurance on whether any matters came to our attention that causes us to believe that the Group did not establish and maintain an effective system of internal control over financial reporting in accordance with the ICFR framework.

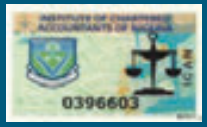
That Guidance requires that we plan and perform the Assurance engagement and provide a limited assurance report on the entity's internal control over financial reporting based on our assurance engagement.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion on whether the Group established and maintained an effective system of internal control over financial reporting.

As prescribed in the Guidance, the procedures we performed included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. Our engagement also included performing such other procedures as we considered necessary in the circumstances.

We believe the procedures performed provides a basis for our report on the internal control put in place by management over financial reporting.

Deloitte & Touche (FRC/2022/COY/091021)
Chartered Accountants
Lagos, Nigeria
26 March 2025
Engagement Partner: Bolaji Saidi
FRC/2021/PRO/00000024025




**For: Grant Thornton**
Chartered Accountants
Abidjan, Côte d'Ivoire
26 March 2025
Engagement Partner: Missa Kone

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ECOBANK TRANSNATIONAL INCORPORATED

Deloitte. Grant Thornton

## Report on the Audit of the Consolidated Financial Statements

### Opinion

We have audited the consolidated financial statements of Ecobank Transnational Incorporated and its subsidiaries (the Group) set out on pages 170 to 276 which comprise the consolidated statement of financial position as at 31 December 2024, the consolidated income statement, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, notes to the consolidated financial statements, including a summary of material accounting policy information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of Ecobank Transnational Incorporated as at 31 December 2024, and its consolidated financial performance and consolidated statement of cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board.

### Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Group in accordance with the requirements of the International Ethics Standards Board for Accountants' (IESBA) International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA code) and other independence requirements applicable to performing audits of financial statements. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code and other ethical requirements that are relevant to our audit of consolidated Financial Statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Key Audit Matters

The key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

The key audit matters noted below relate to the consolidated financial statements.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ECOBANK TRANSNATIONAL INCORPORATED

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| Key audit matters | How our audit addressed the key audit matters |
|---|---|
| **Impairment of loans and advances to customers** | |
| Loans and advances to customers constitute a significant portion of the total assets of the Group. At 31 December 2024, gross loans and advances to customers was US$10,507 million (31 December 2023: US$11,062 million) against which total loan impairment amounted to US$601 million (31 December 2023: US$519 million), resulting in a net loan balance of US$9,906 million (31 December 2023: US$10,543 million). This asset represents 35 percent (31 December 2023: 39 percent) of the total assets as at the reporting date (see note 20).<br><br>The basis of the impairment amount is summarised in the accounting policies in the consolidated financial statements in note 2.30.3.<br><br>The directors exercise significant judgement when determining both when and how much to record as loan impairment. This is because a number of significant assumptions and inputs go into the determination of expected credit loss (ECL) impairment amounts on loans and advances to customers.<br><br>The key areas where we identified greater levels of management judgement and therefore increased levels of audit focus were:<br><br>i. Modelling for estimation of ECL parameters including:<br>• probabilities of default (PDs) – 12-month and lifetime,<br>• loss given default (LGD), and<br>• exposure at default (EAD).<br>ii. Assessment and measurement of Significant Increase in Credit Risk ('SICR') using appropriate criteria;<br>iii. Identification, selection and measurement of economic scenarios to measure ECLs on a forward-looking basis reflecting a range of future economic conditions, including scenarios' weighting;<br>iv. Ensuring the completeness and accuracy of data used to calculate the ECL; | We focused our testing of the impairment on loans and advances to customers on the key assumptions and inputs made by management and directors.<br><br>Specifically, our audit procedures included:<br><br>• Obtaining an understanding of the loan impairment calculation process within the Group;<br>• Testing the design and implementation of key controls across the processes relevant to the Expected Credit Loss ('ECL'). This included model governance, controls that ensure data accuracy and completeness and related credit monitoring, allocation of assets into stages, the determination of economic scenarios, post model adjustments, individual impairment and processing of journal entries and disclosures.<br>• Assessing the ECL impairment levels by stage to determine if they were reasonable considering the Group's portfolio, risk profile, credit risk management practices and the macroeconomic environment.<br>• Challenging the criteria used to allocate assets to stage 1, 2 or 3 in accordance with IFRS 9: Financial Instruments;<br>• Testing the assumptions, inputs and formulae used in a sample of ECL models (covering at least 90% of the ECL provision with the support of our internal credit risk specialists);<br>• Considering the appropriateness of model design and the formulae used in determining the PD's LGD's and EAD's and valuation of collateral in the current economic environment;<br>• Through applying the assumptions and data included in management's model, we assessed the reasonableness of SICR classifications;<br>• Testing the data used in the ECL calculation by reconciling to source systems; |

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ECOBANK TRANSNATIONAL INCORPORATED

Deloitte. Grant Thornton

v. Considering the completeness and validity of out of model adjustments and overlays; and

vi. Validating the loan staging and related disclosures in the consolidated financial statements.

Because of the significance of these estimates, judgements and the size of loans and advances portfolio, the audit of the loan impairment is considered a key audit matter.

- Assessing the Group's approach and methodology to incorporate the impact of changing macroeconomic conditions in the ECL model, by considering the assumptions used in the forward-looking economic model, the macroeconomic variables selected and the sensitivity of ECL components to each variable by comparing it to our own actuarial analysis and statistics with specific focus on affiliates operating in challenging economic circumstances. We also challenged the scenario weightings attached to the various probabilities of outcomes and carried out impact assessments of varying the scenario weights of the various probabilities of outcomes to assess reasonableness of the group's estimate;
- Considering the completeness and validity of post model adjustments and overlays where this cannot be incorporated in base models;
- In the Commercial segment where for large exposures in Stage 3 advances, tested the controls around the valuation of collateral (where applicable) for operating effectiveness, inspecting a sample of legal agreements, and supporting documentation to assess the legal right to and existence of collateral and expected timing of future cash flows; and
- Assessing the adequacy and appropriateness of disclosures for compliance with the accounting standards

Based on the audit procedures performed, we concluded that the Group's expected credit loss methodologies, including all the relevant assumptions, judgements, and key inputs used by management and the directors to estimate the amount of impairment losses on loans and advances to customers were appropriate.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ECOBANK TRANSNATIONAL INCORPORATED

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### Impairment assessment on Government of Ghana Debt Securities

Government of Ghana suspended the servicing payments of its Eurobonds, commercial loans and most bilateral loans.

On 9 October 2024, The Government of Ghana concluded the Eurobond debt exchange programme (The Programme). This Programme is limited to Eurobonds (collectively, the Eligible Bonds).

Holders of Eligible Bonds will offer their Eligible Bonds governed by Ghanaian law and denominated in United States Dollars (USD) for new benchmark Government of Ghana bonds (New Bonds). The total original principal amount of bonds subject to The Programme is approximately USD 13.1 billion.

Bondholders had the choice between DISCO (discount) or PAR (Par value) bonds, the PAR bonds were capped to a maximum of USD1.6 billion, there is no limit on the DISCO bonds. A 37% haircut is applied to DISCO bonds. No haircut is applied to the PAR bonds except for the Post-Default Interest (PDI) bond.

There is a risk that the accounting treatment of the transaction is not consistent with IFRS 9 on derecognition of the extinct bond and recognition of the new bond in ensuring that:

i. The value of the old bond derecognized is consistent with the balance in the affected component's account;

ii. All associated losses are properly valued and recorded; and

iii. The new bond recognized is recorded in line with the new terms of restructure.

Given the level of uncertainty involved, the significance of the Group's exposure, and the materiality of the amount involved, it became pertinent that the directors exercise some judgement and make some assumptions regarding certain inputs to enable them to determine the fair value of the bonds on derecognition (see note 22). Therefore, this item is considered a key audit matter.

We focused our testing on the derecognition of the eligible bonds and the recognition of the new Ghana Eurobond debt securities portfolios held by the Group as at 31 December 2024. We reviewed and challenged the key judgements, assumptions, and inputs made by management and the directors.

Specifically, our audit procedures included:

- Obtaining an understanding of management's process for accounting for the Euro Bonds and the impact of the debt restructure;
- Obtaining available information on the Eurobond exchange program which formed a basis for further discussion with Group Management;
- Evaluating management estimates, assumptions and accounting for reasonableness and possible bias;
- Performing an independent assessment of the expected balances to derecognize, losses to be recognized and the carrying value of the new bond based on the debt restructure agreement;
- Working closely with the component auditors of the subsidiaries that are holders of Eurobonds to ensure proper alignment and uniformity in the treatment of the instruments for both the group and statutory financial reporting purposes; and
- Subjecting management's position on the valuation and/or impairment assessment to independent audit challenge.

Based on the audit procedures performed, we concluded that the Group's impairment methodology, including all the relevant assumptions and key inputs used by management and the directors to account for the Eurobond debt exchange programme and the related expected credit losses on the Government of Ghana's Eurobond debt securities were appropriate.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ECOBANK TRANSNATIONAL INCORPORATED

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## Other Information

The directors are responsible for the other information. The other information comprises the information included in the document titled "Ecobank Transnational Incorporated Financial Statements for the year ended 31 December 2024", which includes the Statement of Directors' Responsibilities which we obtained prior to the date of this report, and the Annual Report, which is expected to be made available to us after that date. The information does not include the consolidated financial statements and our auditors' report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not and will not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information that we obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Responsibilities of the Directors for the Consolidated Financial Statements

The directors are responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards, and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

## Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ECOBANK TRANSNATIONAL INCORPORATED

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uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the audit committee and the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the benefits derivable from such communication.

In accordance with the requirements of the Financial Reporting Council of Nigeria, we performed a limited assurance engagement and reported on management's assessment of the entity's internal control over financial reporting as of 31 December 2024. The work performed was done in accordance with FRC Guidance on Assurance Engagement Report on Internal Control over Financial Reporting, the Securities and Exchange Commission Guidance on Implementation of Sections 60-63 of Investments and Securities Act 2007 and based on the procedures we have performed and the evidence obtained, we have issued an unmodified conclusion in our report dated 26 March 2025. That report is included on page 162 in the financial statements.

Deloitte & Touche (FRC/2022/COY/091021)
Chartered Accountants
Lagos, Nigeria
26 March 2025
Engagement Partner: Bolaji Saidi
FRC/2021/PRO/00000024025




**For: Grant Thornton**
Chartered Accountants
Abidjan, Côte d'Ivoire
26 March 2025
Engagement Partner: Missa Kone

# CONSOLIDATED INCOME STATEMENT

(All amounts in thousands of US dollars unless otherwise stated)

| For the year ended 31 December | Notes | 2024 | 2023 |
|---|---|---|---|
| Interest income | 7 | 1,850,709 | 1,866,085 |
| Interest income calculated using the effective interest method | | 1,850,206 | 1,864,732 |
| Other interest income | | 503 | 1,353 |
| Interest expense | 7 | **(675,340)** | (697,433) |
| **Net interest income** | | **1,175,369** | **1,168,652** |
| Fee and commission income | 8 | 590,229 | 539,576 |
| Fee and commission expense | 8 | (65,733) | (64,018) |
| Trading income and foreign exchange gains | 9 | 361,419 | 361,240 |
| Investment (loss)/income | 10 | (1,678) | 9,560 |
| Other operating income | 11 | 29,512 | 48,656 |
| **Non-interest revenue** | | **913,749** | **895,014** |
| **Operating income** | | **2,089,118** | **2,063,666** |
| Staff expenses | 12 | (450,429) | (462,801) |
| Depreciation and amortization | 12 | (79,284) | (90,145) |
| Other operating expenses | 12 | (578,043) | (559,609) |
| **Operating expenses** | | **(1,107,756)** | **(1,112,555)** |
| **Operating profit before impairment charges and taxation** | | **981,362** | **951,111** |
| Impairment charges on financial assets | 13 | (323,607) | (329,939) |
| **Operating profit after impairment charges on financial assets** | | **657,755** | 621,172 |
| Net Monetary loss arising from hyperinflationary economies | | – | (39,948) |
| Share of post-tax results of associates | 26 | 74 | 138 |
| **Profit before tax** | | **657,829** | 581,362 |
| Taxation | 14 | (164,199) | (174,439) |
| **Profit after tax** | | **493,630** | **406,923** |
| **Profit after tax attributable to:** | | | |
| **Ordinary shareholders** | | **333,175** | **287,824** |
| **Other equity instrument holder** | | **7,313** | **7,312** |
| **Non-controlling interests** | | **153,142** | **111,787** |
| | | **493,630** | **406,923** |
| Earnings per share from continuing operations attributable to owners of the parent during the year (expressed in United States cents per share): | | | |
| – Basic | 15 | 1.355 | 1.170 |
| – Diluted | 15 | 1.355 | 1.170 |

The accompanying notes are an integral part of these financial statements.

# CONSOLIDATED STATEMENT OF OTHER COMPREHENSIVE INCOME

(All amounts in thousands of US dollars unless otherwise stated)

| For the year ended 31 December | Notes | 2024 | 2023 |
|---|---|---|---|
| **Profit after tax** | | **493,630** | 406,923 |
| **Other comprehensive income** | | | |
| **Items that may be subsequently reclassified to profit or loss:** | | | |
| Exchange difference on translation of foreign operations | | (439,116) | (572,856) |
| Net change in fair value of other financial assets FVOCI | | 66,094 | (64,434) |
| | | **(373,022)** | (637,290) |
| **Items that will not be reclassified to profit or loss:** | | | |
| Net change in fair value on property and equipment | | 3,554 | 2,757 |
| Remeasurements of defined benefit obligations | 40 | – | 625 |
| **For the year ended 31 December** | **Notes** | **2024** | **2023** |
| | | **3,554** | **3,382** |
| **Other comprehensive loss for the year, net of tax** | | (369,468) | (633,908) |
| **Total comprehensive income/(loss) for the year** | | **124,162** | **(226,985)** |
| **Total comprehensive income/(loss) attributable to:** | | | |
| **Ordinary shareholders** | | 25,079 | (313,684) |
| **Other equity instrument holder** | | 7,313 | 7,312 |
| **Non-controlling interests** | | 91,770 | 79,387 |
| | | **124,162** | **(226,985)** |

The accompanying notes are an integral part of these financial statements.

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(All amounts in thousands of US dollars unless otherwise stated)

| As at 31 December | Notes | 2024 | 2023 |
|---|---|---|---|
| **ASSETS** | | | |
| Cash and balances with central banks | 16 | 5,095,969 | 3,930,723 |
| Trading financial assets | 17 | 62,789 | 41,278 |
| Derivative financial instruments | 18 | 76,635 | 78,057 |
| Loans and advances to banks | 19 | 2,391,697 | 2,241,873 |
| Loans and advances to customers | 20 | 9,906,819 | 10,542,753 |
| Treasury bills and other eligible bills | 21 | 1,656,471 | 1,595,628 |
| Investment securities | 22 | 6,897,740 | 6,622,055 |
| Pledged assets | 23 | 18,760 | 113,042 |
| Other assets | 24 | 999,329 | 1,178,100 |
| Investment in associates | 25 | 351 | 707 |
| Intangible assets | 26 | 39,552 | 55,319 |
| Investment properties | 27 | 11,073 | 11,070 |
| Property and equipment | 28 | 562,809 | 588,348 |
| Deferred income tax assets | 36 | 232,451 | 225,736 |
| | | **27,952,445** | **27,224,689** |
| Assets held for sale | 30 | 2,727 | 5,476 |
| **Total assets** | | **27,955,172** | **27,230,165** |
| **LIABILITIES** | | | |
| Deposits from banks | 31 | 2,020,636 | 1,588,118 |
| Deposits from customers | 32 | 20,423,736 | 19,973,948 |
| Derivative financial instruments | 18 | 35,146 | 44,303 |
| Borrowed funds | 33 | 2,159,847 | 2,249,583 |
| Other liabilities | 34 | 1,282,751 | 1,362,244 |
| Provisions | 35 | 59,987 | 62,275 |
| Current income tax liabilities | | 104,317 | 112,635 |
| Deferred income tax liabilities | 36 | 47,611 | 71,612 |
| Retirement benefit obligations | 37 | 26,339 | 30,992 |
| **Total liabilities** | | **26,160,370** | **25,495,710** |
| **EQUITY** | | | |
| Share capital and premium | 39 | 2,113,961 | 2,113,961 |
| Retained earnings and reserves | 40 | (1,034,921) | (1,060,000) |
| **Equity attributable to ordinary shareholders** | | **1,079,040** | **1,053,961** |
| **Other equity instrument holder** | 40 | **74,088** | **74,088** |
| **Non-controlling interests** | | **641,674** | **606,406** |
| **Total equity** | | **1,794,802** | **1,734,455** |
| **Total liabilities and equity** | | **27,955,172** | **27,230,165** |

The financial statements were approved for issue by the Board of Directors on 14 March 2025 and signed on its behalf by:

The Group Chairman and Group Chief Executive Officer who are signatories to the financial statements were granted a waiver by the Financial Reporting Council of Nigeria (FRCN) allowing them to sign the financial statements (without indicating their FRC registration number).



**Papa Madiaw Ndiaye**
Chairman of the board



**Jeremy Awori**
Group Chief Executive Officer



**Ayo Adepoju, Ph.D.**
Group Chief Financial Officer
FRC/2017/ICAN/00000017517

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

(All amounts in thousands of US dollars unless otherwise stated)

| | | Attributable to equity holders of the company | | | Equity attributable to ordinary shareholders | | Non-controlling interests | Total Equity |
|---|---|---|---|---|---|---|---|---|
| | Note | Share capital & premium | Retained earnings | Other reserves | | Other equity instruments | | |
| **At 31 December 2022/At 1 January 2023** | | **2,113,961** | **571,032** | **(1,290,145)** | **1,394,848** | **74,088** | **558,079** | **2,027,015** |
| Net changes in debt instruments, net of taxes | 40 | – | – | (53,812) | (53,812) | – | (10,622) | (64,434) |
| Foreign currency translation differences | 40 | – | – | (550,255) | (550,255) | – | (22,601) | (572,856) |
| Net gains on revaluation of property | 40 | – | – | 1,875 | 1,875 | – | 882 | 2,757 |
| Remeasurements of post-employment benefit obligations | 40 | – | – | 684 | 684 | – | (59) | 625 |
| Other comprehensive loss for the year | | – | – | (601,508) | (601,508) | – | (32,400) | (633,908) |
| Profit for the year | | – | 287,824 | – | 287,824 | 7,312 | 111,787 | 406,923 |
| **Total comprehensive loss for the year** | | **–** | **287,824** | **(601,508)** | **(313,684)** | **7,312** | **79,387** | **(226,985)** |
| Additional tier 1 capital | 40 | – | – | – | – | (7,312) | – | (7,312) |
| Transfer from revaluation reserve property on disposed property | 40 | – | 5,190 | (5,190) | – | – | – | – |
| Transfer to general banking reserves | 40 | – | (8,483) | 8,483 | – | – | – | – |
| Transfer to statutory reserve | 40 | – | (83,196) | 83,196 | – | – | – | – |
| Share option forfeited | | – | 1,250 | (1,250) | – | – | – | – |
| Dividend relating to 2022 | | – | (27,203) | – | (27,203) | – | (31,060) | (58,263) |
| **At 31 December 2023** | | **2,113,961** | **746,414** | **(1,806,414)** | **1,053,961** | **74,088** | **606,406** | **1,734,455** |
| **At 1 January 2024** | | **2,113,961** | **746,414** | **(1,806,414)** | **1,053,961** | **74,088** | **606,406** | **1,734,455** |
| Net changes in debt instruments, net of taxes | 40 | – | – | 70,191 | 70,191 | – | (4,097) | 66,094 |
| Foreign currency translation differences | 40 | – | – | (383,065) | (383,065) | – | (56,051) | (439,116) |
| Remeasurements of post-employment benefit obligations | 40 | – | – | (389) | (389) | – | 389 | – |
| Net gain on revaluation of property | | – | – | 5,167 | 5,167 | – | (1,613) | 3,554 |
| Other comprehensive loss for the year | | – | – | (308,096) | (308,096) | – | (61,372) | (369,468) |
| Profit for the year | | – | 333,175 | – | 333,175 | 7,313 | 153,142 | 493,630 |
| **Total comprehensive income for the year** | | **–** | **333,175** | **(308,096)** | **25,079** | **7,313** | **91,770** | **124,162** |
| Additional tier 1 capital coupon | 40 | – | – | – | – | (7,313) | – | (7,313) |
| Transfer from general reserve | 40 | – | 17,237 | (17,237) | – | – | – | – |
| Transfer to statutory reserve | 40 | – | (56,332) | 56,332 | – | – | – | – |
| Dividend relating to 2023 | | – | – | – | – | – | (52,797) | (52,797) |
| Other reserves | | – | – | – | – | – | (11,716) | (11,716) |
| Change of ownership | | – | – | – | – | – | 8,011 | 8,011 |
| **At 31 December 2024** | | **2,113,961** | **1,040,494** | **(2,075,415)** | **1,079,040** | **74,088** | **641,674** | **1,794,802** |

The accompanying notes are an integral part of these financial statements.

# CONSOLIDATED STATEMENT OF CASH FLOWS

(All amounts in thousands of US dollars unless otherwise stated)

| For the year ended 31 December | Notes | 2024 | 2023 |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Profit before tax | | 657,829 | 581,362 |
| Adjustments for: | | | |
| Foreign exchange income | 9 | (40,298) | (436,274) |
| Net loss/(gain) from investment securities income | 10 | 1,678 | (9,560) |
| Fair value gain on investment properties | 11 | (95) | (2,419) |
| Impairment charges on loans and advances | 13 | 193,165 | 145,054 |
| Impairment charges on other financial assets | 13 | 130,442 | 184,885 |
| Depreciation of property and equipment | 12 | 56,587 | 59,980 |
| Amortisation of software and other intangibles | 12 | 22,697 | 30,165 |
| Profit on sale of property and equipment | 11 | (2,563) | (3,158) |
| Share of post-tax results of associates | | (74) | (138) |
| Income taxes paid | | (215,740) | (175,115) |
| **Changes in operating assets and liabilities** | | | |
| • Trading financial assets | | (22,027) | 79,364 |
| • Derivative financial instruments | | (9,481) | 28,626 |
| • Treasury bills and other eligible bills | | (293,310) | (70,868) |
| • Loans and advances to banks | | (355,044) | (700,732) |
| • Loans and advances to customers | | (787,388) | (1,459,726) |
| • Pledged assets | | 50,700 | (38,450) |
| • Other assets | | (79,092) | (288,606) |
| • Mandatory reserve deposits with central banks | | (338,913) | (326,993) |
| • Other deposits from banks | | 512,791 | 1,753 |
| • Deposits from customers | | 2,873,201 | 3,016,611 |
| • Derivative liabilities | | 2,864 | (19,302) |
| • Provisions | | 1,743 | 1 |
| • Other liabilities | | 139,139 | 611,974 |
| **Net cash flow from operating activities** | | **2,498,811** | **1,208,434** |
| **Cash flows from investing activities** | | | |
| Purchase of software | 26 | (21,457) | (14,821) |
| Purchase of property and equipment | 28 | (84,595) | (96,475) |
| Proceeds from sale of property and equipment | | 2,192 | 9,391 |
| Purchase of investment securities | 22 | (874,751) | (567,231) |
| Proceeds from sale and redemption of investment securities | 22 | 420,858 | 714,989 |
| **Net cash flow (used in) /from investing activities** | | **(557,753)** | **45,853** |
| **Cash flows from financing activities** | | | |
| Repayment of borrowed funds | 33 | (1,388,278) | (321,497) |
| Proceeds from borrowed funds | 33 | 1,315,796 | 267,236 |
| Coupon to additional tier 1 capital | 40 | (7,313) | (7,312) |
| Dividends paid to Ordinary shareholders | 40 | – | (27,203) |
| Dividends paid to non-controlling shareholders | | (52,797) | (31,060) |
| **Net cash flow used in financing activities** | | **(132,592)** | **(119,836)** |
| **Net increase in cash and cash equivalents** | | **1,808,466** | **1,134,451** |
| Cash and cash equivalents at start of the year | 41 | 3,897,836 | 3,382,968 |
| Effects of exchange differences on cash and cash equivalents | | (764,466) | (619,583) |
| **Cash and cash equivalents at end of the year** | 41 | **4,941,836** | **3,897,836** |

The accompanying notes are an integral part of these financial statements.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

## 1 General information

Ecobank Transnational Incorporated (ETI) and its subsidiaries (together, 'the Group') provide retail, corporate and investment banking services throughout sub Saharan Africa outside South Africa. The Group had presence in 39 countries and employed over 14,560 people as at 31 December 2024 (31 December 2023: 14,982).

Ecobank Transnational Incorporated is a limited liability company and is incorporated and domiciled in the Republic of Togo. The address of its registered office is as follows: 2365 Boulevard du Mono, Lomé, Togo. The company has a primary listing on the Ghana Stock Exchange, the Nigerian Stock Exchange and the Bourse Regionale Des Valeurs Mobilieres (Abidjan) Côte d'Ivoire.

The consolidated financial statements for the year ended 31 December 2024 have been approved by the Board of Directors on 14 March 2025.

## 2 Summary of material accounting policies

This note provides a list of the material accounting policies adopted in the preparation of these consolidated financial statements to the extent they have not already been disclosed elsewhere. These policies have been consistently applied to all the periods presented, unless otherwise stated. The notes also highlight new standards and interpretations issued at the time of preparation of the consolidated financial statements and their potential impact on the Group. The financial statements are for the Group consisting of Ecobank Transnational Incorporated and its subsidiaries.

### 2.1 Basis of presentation and measurement

The Group's consolidated financial statements for the year ended 31 December 2024 have been prepared in accordance with IFRS® Accounting Standards (IFRS) Interpretations Committee (IFRS IC) guidance. The financial statements comply with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB).

The consolidated financial statements have been prepared under the historical cost convention, except for the following:

- financial assets and liabilities at fair value through other comprehensive income or fair value through statement of profit or loss
- investment properties at fair value
- assets held for sale – measured at fair value less cost of disposal.
- land and buildings.
- the liability for defined benefit obligations recognised at the present value of the defined benefit obligation less the fair value of the plan assets.

The consolidated financial statements are presented in US Dollars, which is the group's functional and presentation currency. The figures shown in the consolidated financial statements are stated in US Dollar thousands.

The consolidated financial statements comprise the consolidated statement of comprehensive income (shown as two statements), the statement of financial position, the statement of changes in equity, the statement of cash flows and the accompanying notes.

The consolidated statement of cash flows shows the changes in cash and cash equivalents arising during the period from operating activities, investing activities and financing activities. Included in cash and cash equivalents are highly liquid investments.

The cash flows from operating activities are determined by using the indirect method. The Group's assignment of the cash flows to operating, investing and financing category depends on the Group's business model.

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires Directors to exercise judgement in the process of applying the Group's accounting policies. Changes in assumptions may have a significant impact on the financial statements in the period the assumptions changed. Management believes that the underlying assumptions are appropriate and that the Group's financial statements therefore present the financial position and results fairly. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements, are disclosed in Note 3.

### 2.2 Going concern

At the time of approving the financial statements, nothing has come to the attention of the Directors to indicate that the Group will not remain a going concern for at least 12 months from the date of these financial statements. Thus, the Group has applied the going concern basis of accounting in preparing the financial statements.

### 2.3 New and amended standards adopted by the Group

In the current year, the Group has applied a number of amendments to IFRS Accounting Standards issued by the International Accounting Standards Board (IASB) that are mandatorily effective for an accounting period that begins on or after 1 January 2024. Their adoption has not had any material impact on the disclosures or on the amounts reported in these financial statements.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**i) Amendments to IAS 1 -Classification of Liabilities as Current or Non-current Liabilities with Covenants**

In January 2020, the IASB issued amendment to IAS 1 to specify the requirements for classifying liabilities as current or non-current. The amendments are effective for annual reporting periods beginning on or after 1 January 2024 and must be applied retrospectively. The amendments clarify:

- What is meant by a right to defer settlement.
- That a right to defer must exist at the end of the reporting period.
- That classification is unaffected by the likelihood that an entity will exercise its deferral right.
- That only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification.

The Board also added two new paragraphs (Paragraph 76A and 76B) to IAS1 to clarify what is meant by "settlement" of a liability. The Board concluded that it was important to link the settlement of the liability with the outflow of resources of the entity.

The amendment is not expected to have a material impact on the Group.

**Amendments to IAS 1 -Presentation of Financial Statements-Non-current Liabilities with Covenants**

The amendments specify that only covenants that an entity is required to comply with on or before the end of the reporting period affect the entity's right to defer settlement of a liability for at least 12 months after the reporting date (and therefore must be considered in assessing the classification of the liability as current or noncurrent). Such covenants affect whether the right exists at the end of the reporting period, even if compliance with the covenant is assessed only after the reporting date.

The IASB also specifies that the right to defer settlement of a liability for at least 12 months after the reporting date is not affected if an entity only has to comply with a covenant after the reporting period. However, if the entity's right to defer settlement of a liability is subject to the entity complying with covenants within 12 months after the reporting period, an entity discloses information that enables users of financial statements to understand the risk of the liabilities becoming repayable within 12 months after the reporting period. This would include information about the covenants (including the nature of the covenants and when the entity is required to comply with them), the carrying amount of related liabilities and facts and circumstances, if any, that indicate that the entity may have difficulties complying with the covenants.

**ii) Amendments to IFRS 16 – Lease Liability in a Sale and Leaseback**

In September 2022, the IASB issued Lease Liability in a Sale and Leaseback. The amendment to IFRS 16 specifies the requirements that a seller-lessee uses in measuring the lease liability arising in a sale and leaseback transaction, to ensure the seller-lessee does not recognise any amount of the gain or loss that relates to the right of use it retains.

However, the requirements do not prevent the seller-lessee from recognising any gain or loss arising from the partial or full termination of a lease.

The amendment did not have a material impact on the Group.

**iii) Amendments to IAS 7 & IFRS 7 – Supplier Finance Arrangements**

In May 2023, the IASB issued amendments to IAS 7 Statement of Cash Flows and IFRS 7- Supplier Finance Agreements. The amendments clarify the characteristics of supplier finance arrangements. In these arrangements, one or more finance providers pay amounts an entity owes to its suppliers. The entity agrees to settle those amounts with the finance providers according to the terms and conditions of the arrangements, either at the same date or at a later date than that on which the finance providers pay the entity's suppliers.

The amendments require an entity to provide information about the impact of supplier finance arrangements on liabilities and cash flows, including terms and conditions of those arrangements, quantitative information on liabilities related to those arrangements as at the beginning and end of the reporting period and the type and effect of non-cash changes in the carrying amounts of those arrangements. The information on those arrangements is required to be aggregated unless the individual arrangements have dissimilar or unique terms and conditions.

The amendment did not have a material impact on the Group.

**2.4 New and revised IFRS accounting standards in issue but not yet effective**

The following standards have been issued or amended by the IASB but are yet to become effective for annual periods beginning on or after 1 January 2024.

At the date of authorisation of these financial statements, the Group has not applied these standards.

**i) Amendments to IAS 21 – Lack of exchangeability In August 2023, the Board issued Lack of exchangeability amendments to IAS 21.**

The amendments specifies how an entity should assess whether a currency is exchangeable and how it should

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

determine a spot exchange rate when exchangeability is lacking. A currency is considered to be exchangeable into another currency when an entity is able to obtain the other currency within a time frame that allows for a normal administrative delay and through a market or exchange mechanism in which an exchange transaction would create enforceable rights and obligations.

If a currency is not exchangeable into another currency, an entity is required to estimate the spot exchange rate at the measurement date. An entity's objective in estimating the spot exchange rate is to reflect the rate at which an orderly exchange transaction would take place at the measurement date between market participants under prevailing economic conditions. The amendments note that an entity can use an observable exchange rate without adjustment or another estimation technique.

The amendment is not expected to have any material impact on the Group.

**IFRS 18 – Presentation and Disclosure in Financial Statements**

Issued 9 April 2024 and effective for annual periods beginning on or after 1 January 2027 (early adoption permitted). This standard replaces IAS 1 and introduces new subtotals (e.g. operating profit) and enhanced disclosure requirements. These amendments are not expected to have a significant impact on the financial statements in the period of initial application. The Group has elected not to adopt IFRS 18 early.

**IFRS 19 – Subsidiaries without Public Accountability: Disclosures**

Issued in May 2024 and effective for annual periods beginning on or after 1 January 2027 (early adoption permitted). This optional standard reduces disclosure requirements for eligible subsidiaries. These amendments are not expected to have a significant impact on the financial statements in the period of initial application. The Group has not elected early adoption of IFRS 19.

**2.5 Foreign currency translation**

**a) Functional and presentation currency**

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ('the functional currency').

The consolidated financial statements are presented in United States dollars, which is the Group's presentation currency.

**b) Transactions and balances**

Foreign currency transactions are translated into the functional currency using the official exchange rates prevailing at the dates of the transactions or valuation where items are remeasured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the profit or loss.

Changes in the fair value of monetary securities denominated in foreign currency classified as FVTOCI are analysed between translation differences resulting from changes in the amortised cost of the security and other changes in the carrying amount of the security. Translation differences related to changes in amortised cost are recognised in profit or loss, and other changes in carrying amount are recognised in other comprehensive income.

Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. Translation differences on non-monetary financial assets and liabilities such as equities held at fair value through profit or loss are recognised in the income statement as part of the fair value gain or loss. Translation differences on non-monetary financial assets, such as equities classified as FVTOCI, are included in other comprehensive income.

**c) Group companies**

The results and financial position of all group entities that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

i) Assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that statement of financial position;

ii) Income and expenses for each income statement are translated at average exchange rates; (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the dates of the transactions); and

iii) All resulting exchange differences are recognised in other comprehensive income.

Exchange differences arising from the above process are reported in shareholders' equity as 'Foreign currency translation differences'.

On consolidation, exchange differences arising from the translation of the net investment in foreign entities are recognised in other comprehensive income. When a foreign operation is sold, such exchange differences are recognised in the income statement as part of the gain or loss on sale.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**d) Classification of hyper-inflationary economies.**

IAS 29, 'Financial Reporting in Hyperinflationary Economies,' mandates that entities with a functional currency in a hyperinflationary economy must adjust their financial statements to reflect changes in a suitable general price index. This ensures figures are presented in the current unit of measurement at the reporting period's closing date. Consequently, inflation occurring since the acquisition or revaluation date, as applicable, must be calculated for non-monetary items. Before designating an economy as hyperinflationary, the Group conducts a thorough assessment, considering both qualitative and quantitative factors as stipulated by IAS 29. When both sets of factors are met, the Group appropriately accounts for the affiliate's operations under IAS 29, where considered material.

The operating environment in Zimbabwe evolved rapidly with the introduction of a new currency during the year. Consequently, the increased use of the USD in the market necessitated management to re-evaluate the affiliate's functional currency. As a result, the functional currency for Zimbabwe was reassessed and determined to be the United States dollar (USD).

**2.6 Sale and repurchase agreements**

Securities sold subject to repurchase agreements ('repos') are reclassified in the financial statements as pledged assets when the transferee has the right by contract or custom to sell or repledge the collateral; the counterparty liability is included in deposits from banks or deposits from customers, as appropriate. Securities purchased under agreements to resell ('reverse repos') are recorded as loans and advances to other banks or customers, as appropriate. The difference between sale and repurchase price is treated as interest and accrued over the life of the agreements using the effective interest method. Securities lent to counterparties are also retained in the financial statements.

**2.7 Determination of fair value**

Fair value under IFRS 13, Fair Value Measurement ('IFRS 13') is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction in the principal (or most advantageous) market at the measurement date under current market condition (i.e. an exit price) regardless of whether that price is directly observable or estimated using another valuation technique.

For financial instruments traded in active markets, the determination of fair values of financial assets and financial liabilities is based on quoted market prices or dealer price quotations. This includes listed equity securities and quoted debt instruments on exchanges (for example, NSE, BVRM, GSE) and quotes from approved bond market makers.

A financial instrument is regarded as quoted in an active market if quoted prices are readily and regularly available from an exchange, dealer or broker, and those prices represent actual and regularly occurring market transactions on an arm's length basis. If the above criteria are not met, the market is regarded as being inactive. Indications that a market is inactive are when there is a wide bid-offer spread or significant increase in the bid-offer spread or there are few recent transactions. For all other financial instruments, fair value is determined using valuation techniques. In these techniques, fair values are estimated from observable data in respect of similar financial instruments, using models to estimate the present value of expected future cash flows or other valuation techniques, using inputs existing at the dates of the consolidated statement of financial position.

The Group uses widely recognised valuation models for determining fair values of non-standardized financial instruments of lower complexity, such as options or interest rate and currency swaps. For these financial instruments, inputs into models are generally market observable.

The output of a model is always an estimate or approximation of a value that cannot be determined with certainty, and valuation techniques employed may not fully reflect all factors relevant to the positions the Group holds. Valuations are therefore adjusted, where appropriate, to allow for additional factors including model risks, liquidity risk and counterparty credit risk. Based on the established fair value model governance policies, and related controls and procedures applied, management believes that these valuation adjustments are necessary and appropriate to fairly state the values of financial instruments carried at fair value in the consolidated statement of financial position. Price data and parameters used in the measurement procedures applied are generally reviewed carefully and adjusted, if necessary – particularly in view of the current market developments.

The fair value of over-the-counter (OTC) derivatives is determined using valuation methods that are commonly accepted in the financial markets, such as present value techniques and option pricing models. The fair value of foreign exchange forwards is generally based on current forward exchange rates. Structured interest rate derivatives are measured using appropriate option pricing models (for example, the Black-Scholes model) or other procedures such as Monte Carlo simulation.

The fair value for loans and advances as well as liabilities to banks and customers are determined using a present value model on the basis of contractually agreed cash flows, taking into account credit quality, liquidity and costs.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**2.8 Fee and commission income**

The Group applies IFRS 15 to all revenue arising from contracts with clients, unless the contracts are in the scope of the standards on leases, insurance contracts and financial instruments. The Group recognises revenues to depict the transfer of promised service to customers in an amount that reflects the consideration the Group expects to be entitled in exchange for the service.

**Portfolio management advisory and service fees**

Recognised based on the applicable service contracts, in most instances on a time-apportionment basis.

**Commission and fees arising from negotiating, or participating in the negotiation of, a transaction for a third party.**

Recognised on completion of the underlying transaction.

**Asset management fees related to investment funds**

Recognised over the period in which the service is provided.

The initial fees that exceed the level of recurring fees and relate to the future provision of services are deferred and amortised over the projected period over which services will be provided.

**Wealth management, financial planning and custody services**

Recognised over the period in which the service is provided.

The initial fees that exceed the level of recurring fees and relate to the future provision of services are deferred and amortised over the projected period over which services will be provided"

**2.9 Dividend income**

Dividends are recognised in the consolidated income statement in other operating income when the entity's right to receive payment is established which is generally when the shareholders approve the dividend.

**2.10 Trading income**

Trading income comprises gains less losses related to trading assets and liabilities, and it includes all fair value changes and foreign exchange differences.

**2.11 Impairment of non-financial assets**

Goodwill and intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets are reviewed for impairment at each reporting date. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash flows from other assets or group of assets (cash-generating units). The impairment test also can be performed on a single asset when the fair value less cost to sell or the value in use can be determined reliably. Non-financial assets other than goodwill that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

**2.12 Share-based payments**

The Group engages in equity settled share-based payment transactions in respect of services received from certain categories of its employees. The fair value of the services received is measured by reference to the fair value of the shares or share options granted on the date of the grant. The cost of the employee services received in respect of the shares or share options granted is recognised in the consolidated income statement over the period that the services are received, which is the vesting period.

The fair value of the options granted is determined using option pricing models, which take into account the exercise price of the option, the current share price, the risk free interest rate, the expected volatility of the share price over the life of the option and other relevant factors. Except for those which include terms related to market conditions, vesting conditions included in the terms of the grant are not taken into account in estimating fair value.

Non-market vesting conditions are taken into account by adjusting the number of shares or share options included in the measurement of the cost of employee services so that ultimately, the amount recognised in the consolidated income statement reflects the number of vested shares or share options.

**2.13 Cash and cash equivalents**

For purposes of presentation in the statement of cash flows, cash and cash equivalents includes cash in hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to insignificant risk of changes in value and bank overdrafts.

**2.14 Repossessed collateral and properties**

Repossessed collateral are equities, landed properties or other investments repossessed from customers and used to settle the outstanding obligations. Such investments and other assets are classified in accordance with the intention of the Group in the asset class which they

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

belong. Repossessed properties acquired in exchange for loans as part of an orderly realisation are reported in 'other assets'. The repossessed properties are recognised when the risks and rewards of the properties have been transferred to the Group. The corresponding loans are derecognised when the Group becomes the holder of the title deed. The properties acquired are initially recorded fair value. They are subsequently measured at the lower of the carrying amount or net realisable value. No depreciation is charged in respect of these properties. Any subsequent write-down of the acquired properties to net realisable value is recognised in the statement of comprehensive income. Any subsequent increase in net realisable value, to the extent that it does not exceed the cumulative write-down, is also recognised in the statement of comprehensive income. Gains or losses on disposal of repossessed properties are reported in 'Other operating income' or 'Operating expenses', as the case may be.

**2.15 Leases**

The Group leases various offices, branches, houses, ATM locations, equipment and cars. Rental contracts are typically made for fixed periods of 1 to 65 years but may have extension options as described in (ii) below. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes.

From 1 January 2019, leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the group. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payment that are based on an index or a rate
- amounts expected to be payable by the lessee under residual value guarantees
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be determined, the affiliate's incremental borrowing rate is used, being the rate that the lessee would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs, and
- restoration costs.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise IT-equipment, copiers and other small items of office furniture.

Extension and termination options are included in a number of property and equipment leases across the Group. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by the Group and not by the respective lessor.

**2.16 Investment properties**

Properties that are held for long-term rental yields or for capital appreciation or both, and that are not occupied by the entities in the Group, are classified as investment properties. Investment properties comprise office buildings and Commercial Bank parks leased out under operating lease agreements.

Some properties may be partially occupied by the Group, with the remainder being held for rental income or capital appreciation. If that part of the property occupied by the Group can be sold separately, the Group accounts for the portions separately. The portion that is owner-occupied is accounted for under IAS 16, and the portion that is held for rental income or capital appreciation or both is treated as investment property under IAS 40. When the portions cannot be sold separately, the whole property is treated as investment property only if an insignificant portion is owner-occupied.

Recognition of investment properties takes place only when it is probable that the future economic benefits that are associated with the investment property will flow to the entity and the cost can be measured reliably. This is usually the day when all risks are transferred.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

Investment properties are measured initially at cost, including transaction costs. The carrying amount includes the cost of replacing parts of an existing investment property at the time the cost has been incurred if the recognition criteria are met; and excludes the costs of day-to-day servicing of an investment property. Subsequent to initial recognition, investment properties are stated at fair value, which reflects market conditions at the date of the consolidated statement of financial position. Gains or losses arising from changes in the fair value of investment properties are included in the consolidated income statement in the year in which they arise. Subsequent expenditure is included in the asset's carrying amount only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance costs are charged to the consolidated income statement during the financial period in which they are incurred.

Rental income from investment property is recognised in the income statement on a straight-line basis over the term of the lease.

The fair value of investment properties is based on the nature, location and condition of the specific asset. The fair value is calculated by discounting the expected net rentals at a rate that reflects the current market conditions as of the valuation date adjusted, if necessary, for any difference in the nature, location or condition of the specific asset. The fair value of investment property does not reflect future capital expenditure that will improve or enhance the property and does not reflect the related future benefits from this future expenditure. These valuations are performed annually by external appraisers.

Investment properties are derecognised on disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from its disposal. The gain or loss on disposal is calculated as the difference between the net disposal proceeds and the carrying amount of the asset and is recognised as other income in the profit and loss.

**2.17 Property and equipment**

Items of property and equipment are initially recognised at cost if it is probable that any future economic benefits associated with the items will flow to the Group and they have a cost that can be measured reliably. Subsequent expenditure is capitalised to the carrying amount of items of property and equipment if it is measurable and it is probable that it increases the future economic benefits associated with the asset. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. All other repair and maintenance costs are charged to other operating expenses during the financial period in which they are incurred.

Land and buildings comprise mainly branches and offices and are measured using the revaluation model. All other property and equipment used by the Group is stated at historical cost less depreciation. Subsequent to initial recognition, motor vehicles, furniture and equipment, installations and computer equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Land and buildings are carried at revalued amounts, being the fair value at the date of revaluation less any subsequent accumulated depreciation and impairment losses. If an item of property, plant and equipment is revalued, the entire class of property, plant and equipment to which that asset belongs shall be revalued. Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the reporting date. If an asset's carrying amount is increased as a result of a revaluation, the increase shall be credited directly to other comprehensive income. However, the increase shall be recognised in profit or loss to the extent that it reverses a revaluation decrease of the same asset previously recognised in profit or loss. If an asset's carrying amount is decreased as a result of a revaluation, the decrease shall be recognised in profit or loss. However, the decrease shall be debited directly to equity under the heading of revaluation reserve to the extent of any credit balance existing in the revaluation surplus in respect of that asset. For assets revalued, any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset, and the net amount is restated to the revalued amount of the asset. Land and buildings are the class of items that are revalued on a regular basis. The other items are evaluated at cost.

An independent valuation of the Group's land and buildings was performed by professionally qualified independent valuers to determine the fair value of the land and buildings as at year end. The revaluation surplus net of applicable deferred income taxes was credited to other comprehensive income and is shown in 'revaluation reserve – property and equipment' in shareholders' equity (Note 41). Fair value is derived by applying internationally acceptable and appropriately benchmarked valuation techniques such as depreciated replacement cost or market value approach. The depreciated replacement cost approach involves estimating the value of the property in its existing use and the gross replacement cost. For these appropriate deductions are made to allow for age, condition and economic or functional obsolescence, environmental and other factors that might result in the existing property being worth less than a new replacement. The market value approach involves comparing the properties with identical or similar properties, for which

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

evidence of recent transaction is available or alternatively identical or similar properties that are available in the market for sale making adequate adjustments on price information to reflect any differences in terms of actual time of the transaction, including legal, physical and economic characteristics of the properties.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost to their residual values over their estimated useful lives, as follows:

| | |
|---|---|
| - Buildings | 25-50 year |
| - Leasehold improvements | 25 years or over the period of the lease if less than 25 years |
| - Furniture, equipment installations | 3-5 years |
| - Motors vehicles | 3-10 years |

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. Assets are subject to review for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount. The recoverable amount is the higher of the asset's fair value less costs to sell and value in use.

**2.18 Intangible assets**

**a) Goodwill**

Goodwill represents the excess of the cost of acquisition over the fair value of the Group's share of the net identifiable assets of the acquired subsidiaries and associates at the date of acquisition. Goodwill on acquisitions of subsidiaries is included in intangible assets. Goodwill on acquisitions of associates is included in investments in associates

Goodwill is allocated to cash-generating units for the purpose of impairment testing. Each of those cash-generating units is represented by each primary reporting segment.

Goodwill is not amortised but it is tested for impairment annually, or more frequently if events or changes in circumstance indicate that it might be impaired, and is carried at cost less accumulated impairment losses. Impairment is tested by comparing the present value of the expected future cash flows from a cash generating unit with the carrying value of its net assets, including attributable goodwill. Impairment losses on goodwill are not reversed.

**b) Computer software licences**

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised on the basis of the expected useful lives.

Costs associated with maintaining computer software programs are recognised as an expense incurred. Development costs that are directly associated with the production of identifiable and unique software products controlled by the Group, and that will probably generate economic benefits exceeding costs beyond one year, are recognised as intangible assets. Direct costs include software development employee costs and an appropriate portion of relevant overheads.

Computer software development costs recognised as assets are amortised using the straight-line method over their useful lives (not exceeding three years).

**2.19 Income tax**

**a) Current income tax**

Income tax payable (receivable) is calculated on the basis of the applicable tax law in the respective jurisdiction and is recognised as an expense (income) for the period except to the extent that current tax related to items that are charged or credited in other comprehensive income or directly to equity. In these circumstances, current tax is charged or credited to other comprehensive income or to equity (for example, current tax on debt instruments at FVOCI).

Where the Group has tax losses that can be relieved against a tax liability for a previous year, it recognises those losses as an asset, because the tax relief is recoverable by refund of tax previously paid. This asset is offset against an existing current tax balance. Where tax losses can be relieved only by carry-forward against taxable profits of future periods, a deductible temporary difference arises. Those losses carried forward are set off against deferred tax liabilities carried in the consolidated statement of financial position. The Group does not offset income tax liabilities and current income tax assets. International Tax Reform – Pillar Two model rules (amendments to IAS 12)

The Group is a multinational enterprise with a turnover of more than $2bn. It is subject to the Organization for Economic Cooperation and Development (OECD) Pillar Two model rules, which aim to ensure that the effective tax rate of affected entities is at least 15%. Pillar Two legislation is not yet substantially enacted in Togo, the jurisdiction in which the Company is incorporated. The Group has no related current tax exposure.

The Group applies the exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes, as provided in the amendments to IAS 12 issued in May 2023.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

Overall the Group does not anticipate any material impact.

**b) Deferred income tax**

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from the initial recognition of an asset or liability in transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the date of the consolidated statement of financial position and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

The principal temporary differences arise from depreciation of property, plant and equipment, revaluation of certain financial assets and liabilities, provisions for pensions and other post-retirement benefits and carry-forwards; and, in relation to acquisitions, on the difference between the fair values of the net assets acquired and their tax base, fair value changes on investment securities,tax loss carried forward, revaluation on property and equipment. Deferred tax assets are recognised only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses. Deferred income tax is provided on temporary differences arising from investments in subsidiaries and associates, except where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the difference will not reverse in the foreseeable future.

The tax effects of carry-forwards of unused losses or unused tax credits are recognised as an asset when it is probable that future taxable profits will be available against which these losses can be utilised.

Deferred tax related to fair value remeasurement of investment securities, which are recognised in other comprehensive income, is also recognised in the other comprehensive income and subsequently in the consolidated income statement together with the deferred gain or loss.

**2.20 Provisions**

Provisions for restructuring costs and legal claims are recognised when the Group has a present legal or constructive obligation as a result of past events; it is more probable than not that an outflow of resources will be required to settle the obligation; and the amount can be reliably estimated. The Group recognises no provisions for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditures required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

**2.21 Employee benefits**

**a) Pension obligations**

A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. The Group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plan is a pension plan that is not a defined contribution plan.

Typically defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The liability recognised in the balance sheet in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation. In countries where there is no deep market in such bonds, the market rates on government bonds are used.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise.

Past-service costs are recognised immediately in income.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

For defined contribution plans, the Group pays contributions to publicly or privately administered pension insurance plans on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

**b) Other post-retirement obligations**

The Group also provides gratuity benefits to its retirees. The entitlement to these benefits is usually conditional on the employee remaining in service up to retirement age and the completion of a minimum service period. The expected costs of these benefits are accrued over the period of employment using the same accounting methodology as used for defined benefit pension plans. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise. These obligations are valued annually by independent qualified actuaries.

**c) Termination benefits**

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits at the earlier of the following dates: (a) when the Group can no longer withdraw the offer of those benefits; and (b) when the entity recognises costs for a restructuring that is within the scope of IAS 37 and involves the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the end of the reporting period are discounted to their present value.

**d) Profit-sharing and bonus plans**

The Group recognises a liability and an expense for bonuses and profit-sharing, based on a formula that takes into consideration the profit attributable to the Company's shareholders after certain adjustments. The Group recognises a provision where contractually obliged or where there is a past practice that has created a constructive obligation.

**e) Short-term benefits**

The Group seeks to ensure that the compensation arrangements for its employees are fair and provide adequate protection for current and retiring employees. Employee benefits are determined based on individual level and performance within defined salary bands for each employee grade. Individual position and job responsibilities will also be considered in determining employee benefits. Employees will be provided adequate medical benefits and insurance protection against disability and other unforeseen situations. Employees shall be provided with retirement benefits in accordance with the Separation and Termination policies. Details of employee benefits are available with Group or Country Human Resources.

**2.22 Borrowings**

Borrowings are recognised initially at fair value net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any difference between proceeds net of transaction costs and the redemption value is recognised in the income statement over the period of the borrowing using the effective interest method.

Borrowings are removed from the balance sheet when the obligation specified in the contracts is discharged, cancelled or expired. The difference between the carrying amount of financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in the income statement as other operating income.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting period.

**2.23 Compound financial instruments**

Compound financial instruments issued by the Group comprise convertible notes that can be converted to share capital at the option of the holder.
The liability component of a compound financial instrument is recognised initially at the fair value of a similar liability that does not have an equity conversion option. The equity component is recognised initially at the difference between the fair value of the compound financial instrument as a whole and the fair value of the liability component. Any directly attributable transaction costs are allocated to the liability and equity components in proportion to their initial carrying amounts.

Subsequent to initial recognition, the liability component of a compound financial instrument is measured at amortised cost using the effective interest method. The equity component of a compound financial instrument is not remeasured subsequent to initial recognition except on conversion or expiry. When the conversion option is not exercised upon maturity, the equity component remains in equity.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**2.24 Fiduciary activities**

Group companies commonly act as trustees and in other fiduciary capacities that result in the holding or placing of assets on behalf of individuals, trusts, retirement benefit plans and other institutions. An assessment of control has been performed and this does not result in control for the group. These assets and income arising thereon are excluded from these financial statements, as they are not assets of the Group.

**2.25 Share capital**

Financial instruments issued are classified as equity when there is no contractual obligation to transfer cash, other financial assets, or issue available number of own equity instruments. Incremental costs directly attributable to the issue of this new financial instrument are shown in equity as a deduction from the proceeds.

Securities that carry a discretionary coupon and have no fixed maturity or redemption date are classified as other equity instruments. Interest payments on these securities are recognised as distributions from equity in the period in which they are paid.

**a) Share issue costs**

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares or to the acquisition of a business are shown in equity as a deduction, net of tax, from the proceeds.

**b) Dividends on ordinary shares**

Dividends on ordinary shares are recognised in equity in the period in which they are approved by Ecobank Transnational Incorporated's shareholders. Dividends for the year that are declared after the reporting date are disclosed in the subsequent events note.

**c) Treasury shares**

Where the company purchases its equity share capital, the consideration paid is deducted from total shareholders' equity as treasury shares until they are cancelled. Where such shares are subsequently sold or reissued, any consideration received is included in shareholders' equity.

**2.26 Segment reporting**

The Group's segmental reporting is in accordance with IFRS 8, Operating Segments ("IFRS 8"). Operating segments are reported in a manner consistent with the internal reporting provided to the Group Executive Committee, which is responsible for allocating resources and assessing performance of the operating segments and has been identified by the Group as the Chief Operating Decision Maker (CODM).

All transactions between business segments are conducted on an arm´s length basis, with intra-segment revenue and costs being eliminated in head office. Income and expenses directly associated with each segment are included in determining business segment performance.

In accordance with IFRS 8, the Group has the following business segments: Corporate & Investment Banking, Commercial Banking and Consumer Banking.

**2.27 Non-current assets (or disposal groups) held for sale**

Non-current assets (or disposal groups comprising assets and liabilities) that are expected to be recovered primarily through sale rather than through continuing use, are classified as held for sale. This condition is regarded as met only when the sale is highly probable and the asset or disposal group is available for immediate sale in its present condition. Management must be committed to the sale, which should be expected to qualify for recognition as a completed sale within one year from the date of classification. Immediately before classification as held for sale, the assets (or components of a disposal group) are remeasured in accordance with the Group's accounting policies. Thereafter the assets (or disposal group) are measured at the lower of their carrying amount or fair value less cost to sell. Any impairment loss on a disposal group is first allocated to reduce goodwill and then to remaining assets and liabilities on a pro rata basis, except that no loss is allocated to financial assets, deferred tax assets, investment properties, insurance assets and employee benefit assets, which continue to be measured in accordance with the Group's accounting policies. Impairment losses on initial classification as held for sale and subsequent gains or losses on remeasurement are recognised in profit or loss. Gains are not recognised in excess of any cumulative impairment loss until finally sold. Property, equipment and intangible assets, once classified as held for sale, are not depreciated or amortised.

When the Group is committed to a sale plan involving loss of control of a subsidiary, all of the assets and liabilities of that subsidiary are classified as held for sale when the criteria described above are met, regardless of whether the Group will retain a non-controlling interests in its former subsidiary after the sale.

Non-current assets classified as held for sale and the assets of a disposal group classified as held for sale are presented separately from other assets in the statement of financial position. The liabilities of a disposal group classified as held for sale are presented separately from other liabilities in the statement of financial position.

**2.28 Discontinued operations:**

A discontinued operation is a component of the entity that has been disposed of or is classified as held for sale and that represents a separate major line of business or geographical area of operation, is part of single co-ordinated plan to dispose of such a line of business or area of operations, or is a subsidiary acquired exclusively with the with a view to resale. The Group presents discontinued operations in a separate line in the income statement.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

Net profit from discontinued operations includes the net total of operating profit and loss before tax from operations, including net gain or loss on sale before tax or measurement to fair value less costs to sell and discontinued operations tax expense. A component of an entity comprises operations and cash flows that can be clearly distinguished, operationally and for financial reporting purposes, from the rest of the Group´s operations and cash flows. If an entity or a component of an entity is classified as a discontinued operation, the Group restates prior periods in the Income statement.

**2.29 Comparatives**

Except when a standard or an interpretation permits or requires otherwise, all amounts are reported or disclosed with comparative information.

Where IAS 8, Accounting policies (""IAS 8""), changes in accounting estimates and errors' applies, comparative figures have been adjusted to conform with changes in presentation in the current year.

**2.30 Financial assets and liabilities**

**2.30.1 Financial assets – Classification and Measurement Policies**

Financial assets are measured at initial recognition at fair value, and are classified and subsequently measured at fair value through statement of profit or loss (FVTPL), fair value through other comprehensive income (FVTOCI) or amortised cost based on our business model for managing the financial instruments and the contractual cash flow characteristics of the instrument. For non-revolving facilities, origination date is the date the facility is disbursed while origination date for revolving facilities is the date the line is availed. Regular-way purchases and sales of financial assets are recognized on the settlement date. All other financial assets and liabilities, including derivatives, are initially recognised on the trade date at which the Bank becomes a party to the contractual provisions of the instrument.

**a) A financial asset is measured at amortised cost if it meets both of the following conditions:**

(i) the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and

(ii) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

After initial measurement, debt instruments in this category are carried at amortised cost using the effective interest rate method. Amortised cost is calculated taking into account any discount or premium on acquisition, transaction costs and fees that are an integral part of the effective interest rate. Impairment on financial assets measured at amortized cost is calculated using the expected credit loss approach. The carrying amount of these assets is adjusted by any expected credit loss allowance recognised. Interest income from these financial assets is included in 'Interest income' using the effective interest rate method.

**b) A debt instrument is measured at FVTOCI only if it meets both of the following conditions and is not designated as at FVTPL:**

(i) the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial asset; and

(ii) the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

– Debt instruments are those instruments that meet the definition of a financial liability from the holder's perspective, such as loans, government and corporate bonds. Movements in the carrying amount of these assets are taken through OCI, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses on the instrument's amortised cost which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in Net investment income. Interest income from these financial assets is included in 'Interest income' using the effective interest rate method.

**c) A debt instrument is measured at FVTPL**

– Debt instruments measured at FVTPL include assets held for trading purposes, assets held as part of a portfolio managed on a fair value basis and assets whose cash flows do not represent payments that are solely payments of principal and interest. Financial assets may also be designated at FVTPL if by so doing eliminates or significantly reduces an accounting mismatch which would otherwise arise. These instruments are measured at fair value in the Statement of Financial Position, with transaction costs recognised immediately in the Income Statement as part of trading income. Realised and unrealised gains and losses are recognised as part of trading income in the Statement of Profit or Loss.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**d) Equity Instruments**

Equity instruments are instruments that meet the definition of equity from the holder's perspective; that is, instruments that do not contain a contractual obligation to pay and that evidence a residual interest in the issuer's net assets. Equity instruments are measured at FVTPL. However, on initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect for strategic or long-term investment reasons to present subsequent changes in fair value in OCI. This election is made on an investment-by-investment basis. On adoption of the standard, the Group did designate some of it equity instruments as FVTOCI. Gains and losses on these instruments including when derecognised/sold are recorded in OCI and are not subsequently reclassified to the Statement of Profit or Loss. For equity instruments measured at FVTPL, changes in fair value are recognised in the Statement of Profit or Loss. Dividends received are recorded in other income in the Statement of Profit or Loss. Any transaction costs incurred upon purchase of the security are added to the cost basis of the security and are not reclassified to the Statement of Profit or Loss on sale of the security (this only apply for equity instruments measured at FVTOCI).

**e) Business model assessment**

Business model reflects how the Group manages the assets in order to generate cash flows. That is, whether the Group's objective is solely to collect the contractual cash flows from the assets or is to collect both the contractual cash flows and cash flows arising from the sale of assets. If neither of these is applicable (e.g. financial assets are held for trading purposes), then the financial assets are classified as part of 'other' business model and measured at FVTPL. Factors considered by the Group in determining the business model for a group of assets include past experience on how the cash flows for these assets were collected, how the asset's performance is evaluated and reported to key management personnel, how risks are assessed and managed and how managers are compensated. Securities held for trading are held principally for the purpose of selling in the near term or are part of a portfolio of financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking. These securities are classified in the 'other' business model and measured at FVTPL. The Group makes an assessment of the objective of a business model in which an asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management.

Other factors considered in the determination of the business model include:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. In particular, whether management's strategy focuses on earning contractual interest revenue, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of the liabilities that are funding those assets or realising cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Group's management;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed;
- how managers of the business are compensated – e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected; and
- the frequency, volume and timing of sales in prior periods, the reasons for such sales and its expectations about future sales activity. However, information about sales activity is not considered in isolation, but as part of an overall assessment of how the Group's stated objective for managing the financial assets is achieved and how cash flows are realised.

The Group may decide to sell financial instruments held with the objective to collect contractual cash flows without necessarily changing its business model if one or more of the following conditions are met:

(i) When the Group sells financial assets to reduce credit risk or losses because of an increase in the assets' credit risk.

(ii) Where these sales are infrequent even if significant in value. A sale of financial assets is considered infrequent if the sale is one-off during the financial year.

(iii) Where these sales are insignificant in value both individually and in aggregate, even if frequent. A sale is considered insignificant if the portion of the financial assets sold is equal to or less than one (1) per cent of the carrying amount (book value) of the total assets within the business model.

(iv) When these sales are made close to the maturity of the financial assets and the proceeds from the sales approximates the collection of the remaining contractual cash flows. A sale is considered to be close to maturity if the financial assets has a tenor to maturity of not more than one (1) year and/or the difference between the remaining contractual cash flows expected from the financial asset does not exceed the cash flows from the sales by ten (10) per cent.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

Other reasons: The following reasons outlined below may constitute 'Other Reasons' that may necessitate selling financial assets from the portfolio held with the sole objective of collecting cashflows category that will not constitute a change in business model:

- Selling the financial asset to realize cash to deal with unforeseen need for liquidity (infrequent).
- Selling the financial asset to manage credit concentration risk (infrequent).
- Selling the financial assets as a result of changes in tax laws or due to a regulatory requirement e.g. comply with liquidity requirements (infrequent).
- Other situations also depends upon the facts and circumstances which need to be judged by the management.

Financial assets that are held for trading or managed and whose performance is evaluated on a fair value basis are measured at FVTPL because they are neither held to collect contractual cash flows nor held both to collect contractual cash flows and to sell financial assets.

**f) Assessment of whether contractual cash flows are solely payments of principal and interest**

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. Principal may change over the life of the instruments due to repayments. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making the assessment, the Group considers:

- contingent events that would change the amount and timing of cash flows;
- leverage features;
- prepayment and extension terms;
- terms that limit the Group's claim to cash flows from specified assets (e.g. non-recourse asset arrangements); and
- features that modify consideration of the time value of money – e.g. periodical reset of interest rates.

**2.30.2 Financial liabilities**

Derivative liabilities are classified as at FVTPL and are measured at fair value with the gains and losses arising from changes in their fair value included in the consolidated income statement and are reported as 'Trading income'. These financial instruments are recognised in the consolidated statement of financial position as 'Derivative financial instruments'.

Financial liabilities that are not classified as at fair value through profit or loss are measured at amortised cost. Financial liabilities measured at amortised cost are deposits from banks and customers, other deposits, financial liabilities in other liabilities, borrowed funds for which the fair value option is not applied, convertible bonds and subordinated debts.

**2.30.3 Expected Credit Loss Impairment Model on financial assets**

The Group's allowance for credit losses calculations are outputs of models with a number of underlying assumptions regarding the choice of variable inputs and their interdependencies. The expected credit loss impairment model reflects the present value of all cash shortfalls related to default events either over the following 12 months or over the expected life of a financial instrument depending on credit deterioration from inception. The allowance for credit losses reflects an unbiased, probability-weighted outcome which considers multiple scenarios based on reasonable and supportable forecasts.

The Group adopts a three-stage approach for impairment assessment based on changes in credit quality since initial recognition:

**(i) Stage 1** – Where there has not been a significant increase in credit risk (SICR) since initial recognition of a financial instrument, an amount equal to 12 months expected credit loss is recorded. The expected credit loss is computed using a probability of default occurring over the next twelve months. For those instruments with a remaining maturity of less than 12 months, a probability of default corresponding to remaining term to maturity is used.

**(ii) Stage 2** – When a financial instrument experiences a SICR subsequent to origination but is not considered to be in default, it is included in Stage 2. This requires the computation of expected credit loss based on the probability of default over the remaining estimated life of the financial instrument.

**(iii) Stage 3** – Financial instruments that are considered to be in default are included in this stage. Similar to Stage 2, the allowance for credit losses captures the lifetime expected credit losses.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

The guiding principle for ECL model is to reflect the general pattern of deterioration or improvement in the credit quality of financial instruments since initial recognition. The ECL allowance is based on credit losses expected to arise over the life of the asset (lifetime expected credit loss), unless there has been no significant increase in credit risk since origination.

The allowance is based on the ECLs associated with the probability of default in the next 12 months unless there has been a significant increase in credit risk since origination. If the financial asset meets the definition of purchased or originated credit impaired (POCI), the allowance is based on the change in the ECLs over the life of the asset.

The Group measures loss allowances at an amount equal to lifetime ECL, except for the following, for which they are measured as 12-month ECL:

- debt investment securities that are determined to have low credit risk at the reporting date; and
- other financial instruments (other than lease receivables) on which credit risk has not increased significantly since their initial recognition.

Loss allowances for lease receivables are always measured at an amount equal to lifetime. The Group generally considers a debt security to have low credit risk when their credit risk rating is equivalent to the globally understood definition of 'investment grade'. 12-month ECL are the portion of ECL that result from default events on a financial instrument that are possible within the 12 months after the reporting date.

**Measuring ECL – Explanation of inputs, assumptions and estimation techniques**

a) Measurement

ECL are a probability-weighted estimate of credit losses. They are measured as follows:

- financial assets that are not credit-impaired at the reporting date: as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the Group in accordance with the contract and the cash flows that the Group expects to receive);
- financial assets that are credit-impaired at the reporting date: as the difference between the gross carrying amount and the present value of estimated future cash flows;
- undrawn loan commitments: as the present value of the difference between the contractual cash flows that are due to the Group if the commitment is drawn down and the cash flows that the Group expects to receive; and
- financial guarantee contracts: the expected payments to reimburse the holder less any amounts that the Group expects to recover.

b) Restructured financial assets

If the terms of a financial asset are renegotiated or modified or an existing financial asset is replaced with a new one due to financial difficulties of the borrower, then an assessment is made of whether the financial asset should be derecognised. (Refer to note 2.30.6).
The ECL are then measured as follows.

- If the expected restructuring will not result in derecognition of the existing asset, then the expected cash flows arising from the modified financial asset are included in calculating the cash shortfalls from the existing asset.
- If the expected restructuring will result in derecognition of the existing asset, then the expected fair value of the new asset is treated as the final cash flow from the existing financial asset at the time of its derecognition. This amount is included in calculating the cash shortfalls from the existing financial asset that are discounted from the expected date of derecognition to the reporting date using the original effective interest rate of the existing financial asset.

c) Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost and debt financial assets carried at FVTOCI are credit-impaired. A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Evidence that a financial asset is credit-impaired includes the following observable data:

- significant financial difficulty of the issuer or the borrower;
- a breach of contract, such as a default or past due event;
- the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider;
- it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation;
- the disappearance of an active market for that financial asset because of financial difficulties;
- the purchase or origination of a financial asset at a deep discount that reflects the incurred credit losses.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

The Group considers failure by the issuer of debt securities to meet coupon and/or principal repayments within the required period, including any contracted grace periods, to infer that the debt security is credit-impaired.

**c) Credit-impaired financial assets**

A loan that has been renegotiated due to a deterioration in the borrower's financial condition is usually considered to be credit-impaired unless there is evidence that the risk of not receiving contractual cash flows has reduced significantly and there are no other indicators of impairment. In addition, a retail loan that is overdue for 90 days or more is considered impaired.

In making an assessment of whether an investment in debt securities is credit-impaired, the Group considers the following factors.

- The market's assessment of creditworthiness as reflected in the bond yields.
- The rating agencies' assessments of creditworthiness.
- The issuer's ability to access the capital markets for new debt issuance.
- The probability of debt being restructured, resulting in holders suffering losses through voluntary or mandatory debt forgiveness.

**d) Presentation of allowance for ECL in the statement of financial position**

Loan allowances for ECL are presented in the statement of financial position as follows:

– Financial assets measured at amortised cost: as a deduction from the gross carrying amount of the assets;

– Loan commitments and financial guarantee contracts: generally, as a provision within Other liabilities;

– Where a financial instrument includes both a drawn and an undrawn component, and the Group cannot identify the ECL on the loan commitment component separately from those on the drawn component: the Group presents a combined loss allowance for both components. The combined amount is presented as a deduction from the gross carrying amount of the drawn component. Any excess of the loss allowance over the gross amount of the drawn component is presented as a provision; and

– Debt instruments measured at FVTOCI: no loss allowance is recognised in the statement of financial position because the carrying amount of these assets is their fair value. However, the loss allowance is disclosed and is recognised in the fair value reserve in Consolidated Statement of Comprehensive Income.

**e) Write-off**

The bank may write off exposures, subject to regulatory guidance and or imperatives, or at its own discretion, after taking full provisions on the exposure; however, remediation efforts shall continue for such exposures, until the Group Credit Risk Officer or his designate approves for abandonment. The Group's policy is to write off at the point where a decision has been made to abandon all recovery efforts on the exposure. This is usually at the point when it is no longer commercially viable to pursue recovery efforts.

**f) Definition of default**

The Group considers a financial asset to be in default which is fully aligned with the credit-impaired, when it meets one or more of the following criteria:

**Quantitative criteria**

– The borrower is more than 90 days past due on its contractual payments .

– The borrower has an internal obligor risk rating (ORR ) of 9 or 10.

**Qualitative criteria**

The borrower meets unlikeliness to pay criteria, which indicates the borrower is in significant financial difficulty. These are instances where:

- The borrower is in long-term forbearance
- The borrower is deceased
- The borrower is insolvent
- The borrower is in breach of financial covenant(s)
- An active market for that financial asset has disappeared because of financial difficulties
- Concessions have been made by the lender relating to the borrower's financial difficulty
- It is becoming probable that the borrower will enter bankruptcy
- Financial assets are purchased or originated at a deep discount that reflects the incurred credit losses.

The criteria above have been applied to all financial instruments held by the Group and are consistent with the definition of default used for internal credit risk management purposes. The default definition has been applied consistently to model the Probability of Default (PD), Exposure at Default (EAD) and Loss given Default (LGD) throughout the Group's expected loss calculations.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**Curing**

The Bank considers an instrument previously in default to no longer be in default (i.e. to have cured) when it no longer meets the default criteria. For the purposes of staging, however, the facility will observe a probationary period of 90 days before transferring to a higher credit quality stage. For the purpose of determining that a cure has occurred the Bank classifies facilities to be either in a performing state or non-performing state. A facility is said to have cured when it transitions from a non-performing state into a performing state.
Performing state consists of facilities classified internally as I, IA or IIA while non-performing state consists of IIN, III and IV.

Facilities that have moved from a non-performing state into a performing state are required to observe a 90 day probationary period before they are considered to be cured for IFRS 9 staging purposes.

**Backward transition**

The Bank would assess if there has been a reversal in the conditions leading to a significant increase in credit risk of facilities such that they can be transferred from Stage 3 to Stage 2, Stage 2 to Stage 1 or Stage 3 to Stage 1. Where the Bank has reviewed a facility and determined that there has been a reversal of the conditions leading to a significant increase in its credit risk, such facilities must observe a probationary period before it can be transferred to a better stage.

The Probationary period to be applied shall be:

- Transfer from Stage 2 to 1: 90 days
- Transfer from Stage 3 to 2: 90 days
- Transfer from Stage 3 to Stage 1: 180 days

**g) Explanation of inputs, assumptions and estimation techniques: Exposure at Default (EAD), Probability of Default (PD) and Loss Given Default (LGD)**

ECL is measured on either a 12-month (12M) or Lifetime basis depending on whether a significant increase in credit risk has occurred since initial recognition or whether an asset is considered to be credit-impaired. Expected credit losses are the discounted product of the PD, EAD, and LGD, defined as follows:

(i) The PD represents the likelihood of a borrower defaulting on its financial obligation (as per "Definition of default (2.30.3 f above) and credit-impaired financial assets" (2.30.3 c above)), either over the next 12 months (12M PD), or over the remaining lifetime (Lifetime PD) of the obligation. This 12M PD is used to calculate 12-month ECLs. The Lifetime PD is used to calculate lifetime ECLs for Stage 2 and 3 exposures.

(ii) EAD is based on the amounts the Group expects to be owed at the time of default, over the next 12 months (12M EAD) or over the remaining lifetime (Lifetime EAD). For example, for a revolving commitment, the Group includes the current drawn balance plus any further amount that is expected to be drawn up to the current contractual limit by the time of default, should it occur.

(iii) Loss Given Default (LGD) represents the Group's expectation of the extent of loss on a defaulted exposure. LGD varies by type of counterparty, type and seniority of claim and availability of collateral or other credit support. LGD is expressed as a percentage loss per unit of exposure at the time of default (EAD). LGD is calculated on a 12-month or lifetime basis, where 12-month LGD is the percentage of loss expected to be made if the default occurs in the next 12 months and Lifetime LGD is the percentage of loss expected to be made if the default occurs over the remaining expected lifetime of the loan.

The ECL is determined by projecting the PD, LGD and EAD for each future month and for each individual exposure or collective segment. These three components are multiplied together and adjusted for the likelihood of survival (i.e. the exposure has not prepaid or defaulted in an earlier month). This effectively calculates an ECL for each future month, which is then discounted back to the reporting date and summed. The discount rate used in the ECL calculation is the original effective interest rate or an approximation thereof.

The Lifetime PD is developed by applying a maturity profile to the current 12M PD. The maturity profile looks at how defaults develop on a portfolio from the point of initial recognition throughout the lifetime of the loans. The maturity profile is based on historical observed data and is assumed to be the same across all assets within a portfolio and credit grade band. This is supported by historical analysis.

The 12-month and lifetime EADs are determined based on the expected payment profile, which varies by product type:

**g) Explanation of inputs, assumptions and estimation techniques: Exposure at Default (EAD), Probability of Default (PD) and Loss Given Default (LGD)**

(i) For amortising products and bullet repayment loans, this is based on the contractual repayments owed by the borrower over a 12-month or lifetime basis. This will also be adjusted for any expected overpayments made by a borrower. Early repayment/refinance assumptions are also incorporated into the calculation.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

(ii) For revolving products, the exposure at default is predicted by taking current drawn balance and adding a "credit conversion factor" which allows for the expected drawdown of the remaining limit by the time of default. These assumptions vary by product type and current limit utilisation band, based on analysis of the Group's recent default data. The 12-month and lifetime LGDs are determined based on the factors which impact the recoveries made post default. These vary by product type.

The 12-month and lifetime LGDs are determined based on the factors which impact the recoveries made post default. These vary by product type:

(i) For secured products, this is primarily based on collateral type and projected collateral values, historical discounts to market/book values due to forced sales, time to repossession and recovery costs observed.

(ii) For unsecured products, LGDs are typically set at product level due to the limited differentiation in recoveries achieved across different borrowers. These LGDs are influenced by collection strategies, including contracted debt sales and price.

Forward-looking economic information is also included in determining the 12-month and lifetime PD, EAD and LGD. These assumptions vary by product type.

The assumptions underlying the ECL calculation – such as how the maturity profile of the PDs and how collateral values change etc. – are monitored and reviewed on a semi-annual basis.

There have been no significant changes in estimation techniques or significant assumptions made during the reporting period.

**h) Significant Increase in Credit Risk (SICR)**

At each reporting date, the Group assesses whether there has been a significant increase in credit risk (SICR) for exposures since initial recognition by comparing the risk of default occurring over the remaining expected life from the reporting date and the date of initial recognition. The assessment considers borrower-specific quantitative and qualitative information without consideration of collateral, and the impact of forward-looking macroeconomic factors. The common assessments for SICR on retail and non-retail portfolios include macroeconomic outlook, management judgement, and delinquency and monitoring. Forward-looking macroeconomic factors are a key component of the macroeconomic outlook. The importance and relevance of each specific macroeconomic factor depends on factors such as the type of product, industry, borrower, geographical region etc.

The Group adopts a multi factor approach in assessing changes in credit risk. This approach considers: Quantitative, Qualitative and Back stop indicators which are critical in allocating financial assets into stages. The quantitative models considers deterioration in the credit rating of obligor/counterparty based on the Group's internal rating system or external ratings while qualitative factors considers information such as expected forbearance, restructuring, exposure classification by licensed credit bureau etc. A backstop is typically used to ensure that in the (unlikely) event that the quantitative indicators do not change and there is no trigger from the qualitative indicators, an account that has breached the 30 days past due criteria for SICR and 90 days past due criteria for default is transferred to Stage 2 or Stage 3 as the case may be except where there is a reasonable and supportable evidence available without undue cost to rebut the presumption.

i) Forward-looking information incorporated in the ECL models

The assessment of Expected Credit Losses incorporates the use of forward-looking information. The Group has identified the key economic variables impacting its credit risk and expected credit losses and performed historical analysis to determine the significance and impact of these economic variables on its credit risk and expected credit losses. Significant economic variables and the impact of these variables on credit losses vary by clusters and affiliates within the Group. The key drivers for credit risk for the Group are: gross domestic product, commodity prices, oil prices, foreign exchange rates and inflation rate. The impact of these economic variables on the expected credit losses has been determined by performing multi-variate analysis to understand the impact that changes in these variables have had historically on default rates and on the components of expected credit losses. The forecasts of these economic variables, constitute three scenarios, the best estimate, the optimistic, and the downturn scenario.

In addition to the base economic scenario, the Group's Economics team also provide other possible scenarios along with scenario weightings. The number scenarios used is set based on the analysis of each major product type to ensure non-linearities are captured. The number of scenarios and their attributes are reassessed at each reporting date. The Group concluded that three scenarios appropriately captured non-linearities. The scenario weightings are determined by a combination of statistical analysis and expert credit judgement, taking account of the range of possible outcomes each chosen scenario represents. The Group measures expected credit losses as a probability weighted expected credit losses. These probability-weighted expected credit losses are determined by running each of the scenarios through the relevant expected credit loss model and multiplying it by the appropriate scenario weighting (as opposed to weighting the inputs).

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

The assessment of SICR is performed using the changes in credit risk rating (as a proxy for lifetime PD) along with qualitative and backstop indicators. This determines whether the whole financial instrument is in Stage 1, Stage 2, or Stage 3 and hence whether 12-month or lifetime ECL should be recorded. Following this assessment, the Group measures ECL as either a probability weighted 12-month ECL (Stage 1), or a probability weighted lifetime ECL (Stages 2 and 3).
As with any economic forecasts, the projections and likelihood of occurrence are subject to high degree of inherent uncertainty and therefore the actual outcomes may significantly differ from those projected. The Group considers these forecasts to represent its best estimate of possible outcomes and has analysed the non-linearities an asymmetry within the Group's different portfolios to establish that the chosen scenarios are appropriately representative of the range of scenarios.

The economic scenario forecasts used as at 31 December 2024 are derived as follows:

| . | Weighting | 2024 current year actual | 2025 forecast |
|---|---|---|---|
| **Nigeria** | | | |
| **GDP Growth** | | | |
| **Base** | 60% | 3.3% | -3.7% |
| Upside | 10% | 3.3% | -0.2% |
| Downside | 30% | 3.3% | 6.3% |
| **Price of Crude/ USD** | | | |
| Base | 60% | 86.41 | 66.83 |
| Upside | 10% | 86.41 | 92.31 |
| Downside | 30% | 86.41 | 137.86 |
| **UEMOA** | | | |
| **Commodity price index/USD** | | | |
| Base | 60% | 86.41 | 66.83 |
| Upside | 15% | 86.41 | 92.31 |
| Downside | 25% | 86.41 | 137.86 |
| **GDP Growth** | | | |
| Base | 60% | 6.5% | -2.7% |
| Upside | 15% | 6.5% | 0.0% |
| Downside | 25% | 6.5% | 2.6% |
| **AWA** | | | |
| **GDP Growth** | | | |
| Base | 60% | 2.8% | -1.6% |
| Upside | 10% | 2.8% | -0.2% |
| Downside | 30% | 2.8% | 4.5% |

### j) Expected Life

For instruments in Stage 2 or Stage 3, loss allowances reflect expected credit losses over the expected remaining lifetime of the instrument. For most instruments, the expected life is limited to the remaining contractual life. An exemption is provided for certain instruments with the following characteristics: (a) the instrument includes both a loan and undrawn commitment component; (b) we have the contractual ability to demand repayment and cancel the undrawn commitment; and (c) our exposure to credit losses is not limited to the contractual notice period. For products in scope of this exemption, the expected life may exceed the remaining contractual life and is the period over which our exposure to credit losses is not mitigated by our normal credit risk management actions. This period varies by product and risk category and is estimated based on our historical experience with similar exposures and consideration of credit risk management actions taken as part of our regular credit review cycle. Products in scope of this exemption include credit cards, overdraft balances and certain revolving lines of credit. Judgement is required in determining the instruments in scope for this exemption and estimating the appropriate remaining life based on our historical experience and credit risk mitigation practices.

### 2.30.4 Interest income

Interest income and expense for all interest-bearing financial instruments are recognised within 'interest income' and 'interest expense' in the consolidated income statement using the effective interest method. The Group calculates interest income by applying the EIR to the gross carrying amount of financial assets other than credit-impaired assets. When a financial asset becomes credit-impaired (as set out in Note 2.30.3) and is, therefore, regarded as 'Stage 3', the Group calculates interest income by applying the effective interest rate to the net amortised cost of the financial asset. If the financial assets cures and is no longer credit-impaired, the Group reverts to calculating interest income on a gross basis.

Interest income is recorded using the effective interest rate (EIR) method for all financial instruments measured at amortised cost, financial instruments designated at FVTPL. Interest income on interest bearing financial assets measured at FVTOCI are also recorded by using the EIR method. The effective interest method is a method of calculating the amortized cost of a financial asset or a financial liability and of allocating the interest income or interest expense over the relevant period.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, the Group estimates cash flows considering all contractual terms of the financial instrument (for example, prepayment options) but does not consider future credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate, transaction costs and all other premiums or discounts.

Once a financial asset or a Group of similar financial assets has been written down as a result of an impairment loss, interest income is recognised using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment loss.

For purchased or originated credit-impaired financial assets, the Group calculates interest income by calculating the credit-adjusted EIR and applying that rate to the amortised cost of the asset. The credit-adjusted EIR is the interest rate that, at original recognition, discounts the estimated future cash flows to the amortised cost of the assets.

**2.30.5 Reclassification of financial assets**

Financial assets are not reclassified subsequent to their initial recognition, except in the period after the Group changes its business model for managing financial assets.

A change in the Group's business model will occur only when the Group either begins or ceases to perform an activity that is significant to its operations such as:

- Significant internal restructuring or business combinations.
- Disposal of a business line i.e. disposal of a business segment.
- Any other reason that might warrant a change in the Group's business model as determined by management based on facts and circumstances

The following are not considered to be changes in the business model:

- A change in intention related to particular financial assets (even in circumstances of significant changes in market conditions).
- A temporary disappearance of a particular market for financial assets.
- A transfer of financial assets between parts of the Group with different business models.

When reclassification occurs, the Group reclassifies all affected financial assets in accordance with the new business model. Reclassification is applied prospectively from the 'reclassification date'. Reclassification date is 'the first day of the first reporting period following the change in business model. Gains, losses or interest previously recognised are not be restated when reclassification occurs.

There were no changes to any of the Group's business models during the current year.

**2.30.6 Modification of financial assets**

The Group sometimes renegotiates or otherwise modifies the terms of loans provided to customers. This may be due to commercial renegotiations, or for distressed loans, with a view to maximising recovery.

Such restructuring activities include extended payment term arrangements, payment holidays and payment forgiveness. Restructuring policies and practices are based on indicators or criteria which, in the judgement of management, indicate that payment will most likely continue. These policies are kept under continuous review. Restructuring is most commonly applied to term loans.

The Group may determine that the credit risk has significantly improved after restructuring, so that the assets are moved from Stage 3 or Stage 2 (Lifetime ECL) to Stage 1 (12-month ECL). This is only the case for assets which have performed in accordance with the new terms for six consecutive months or more.

The Group continues to monitor if there is a subsequent significant increase in credit risk in relation to such assets through the use of specific models for modified assets.

If the contractual cash flows of a financial asset measured at amortised cost are modified (changed or restructured, including distressed restructures), the bank determines whether this is a substantial modification, which could result in the derecognition of the existing asset and the recognition of a new asset. If the change is simply a non-substantial modification of the existing terms it would not result in derecognition.

A modification of a financial asset is substantial and will thus result in derecognition of the original financial asset, where the modified contractual terms are priced to reflect current conditions on the date of modification and are not merely an attempt to recover outstanding amounts. Where the modification does not result in an accounting derecognition the original asset continues to be recognised. In this case, the Group recalculates the gross carrying amount of the financial asset and recognizes the amount arising from adjusting the gross carrying amount as a modification gain or loss in profit or loss.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

The following transactions are entered into by the bank in the normal course of business, in terms of which it modifies the contractual terms of the asset and either achieves derecognition or continues to recognise the asset:

| | Modification without derecognition | |
|---|---|---|
| Debt Restructuring – Modification of contractual cash flows | Debt restructuring activities include extended payment term arrangements, payment holidays and payment forgiveness. | The existing asset is not derecognised. The gross carrying amount of the financial asset is recalculated as the present value of the estimated future cash receipts through the expected life of the renegotiated or modified financial asset, discounted at the financial asset's original effective interest rate. |
| | **Modifications with derecognition (i.e. substantial modifications)** | |
| Loans and Advances | The process for modifying an advance (which is not part of a debt restructuring) is substantially the same as the process for raising a new advance, including reassessing the customer's credit risk, repricing the asset and entering into a new legal agreement. | The existing asset is derecognised and a new asset is recognised at fair value based on the modified contractual terms. |

**2.30.7 Derecognition of financial liabilities**

A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expires. The Group derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different. In this case, a new financial liability based on the modified terms is recognised at fair value. The difference between the carrying amount of the financial liability extinguished and the new financial liability with modified terms is recognised in profit or loss.

**2.30.8 Derecognition of financial assets**

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire or it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

Financial assets that are transferred to a third party but do not qualify for derecognition are presented in the statement of financial position as 'Pledged Assets', if the transferee has the right to sell or repledge them.

**2.31 Financial guarantee contracts and loan commitments**

Financial guarantee contracts are contracts that require the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments when due, in accordance with the terms of a debt instrument. Such financial guarantees are given to banks, financial institutions and others on behalf of customers to secure loans, overdrafts and other banking facilities.

Financial guarantee contracts are initially measured at fair value and subsequently measured at the higher of:

- The amount of the loss allowance; and
- The premium received on initial recognition less income recognised in accordance with the principles of IFRS 15.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

Loan commitments provided by the Group are measured as the amount of the loss allowance.

For loan commitments and financial guarantee contracts, the loss allowance is recognised as a provision within "Other liabilities". However, for contracts that include both a loan and an undrawn commitment and the Group cannot separately identify the expected credit losses on the undrawn commitment component from those on the loan component, the expected credit losses on the undrawn commitment are recognised together with the loss allowance for the loan. To the extent that the combined expected credit losses exceed the gross carrying amount of the loan, the expected credit losses are recognised as a provision.

### 2.32 Offsetting financial instruments

In accordance with IAS 32, the Group reports financial assets and liabilities on a net basis on the statement of financial position only if there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in event of default, insolvency or bankruptcy of the Company or the counterparty.

Income and expenses are presented on a net basis only when permitted under IFRS Accounting standards, or for gains and losses arising from a group of similar transactions such as in the trading activity.

### 2.33 Classes of financial instruments

The Group classifies the financial instruments into classes that reflect the nature of information and take into account the characteristics of those financial instruments. The classification made can be seen in the table below:

**Financial assets**

| Category (as defined by IFRS9) | Class (as determined by the Group) | Notes |
|---|---|---|
| Fair Value Through Statement of Profit or Loss (FVTPL) | Trading financial assets | 17 |
| | Derivative financial instruments | 18 |
| Amortised Cost | Cash and balances with central banks | 16 |
| | Loans and advances to banks | 19 |
| | Loans and advances to customers | 20 |
| | Other assets, excluding prepayments and repossessed assets | 24 |
| Fair Value Through Other Comprehensive Income (FVTOCI) | Treasury bills and other eligible bills | 21 |
| | Investment securities | 22 |
| | Pledged assets | 23 |

**Financial liabilities**

| Category (as defined by IFRS9) | Class (as determined by the Group) | Notes |
|---|---|---|
| Financial liabilities at fair value through statement of profit or loss | Derivative financial instruments | 18 |
| Financial liabilities at amortised cost | Deposits from banks | 31 |
| | Deposits from customers | 32 |
| | Borrowed funds | 33 |
| | Other liabilities, excluding non-financial liabilities | 34 |

**Off balance sheet financial instruments**

| Category (as defined by IFRS9) | Class (as determined by the Group) | Notes |
|---|---|---|
| Loan commitments | Loan commitments | 38 |
| Guarantees, acceptances and other financial facilities | Guarantees, acceptances and other financial facilities | 38 |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

## 3 Critical accounting estimates, and judgments in applying accounting policies

The preparation of financial statements requires the use of accounting estimates, which, by definition, will seldom equal the actual results. Management also needs to exercise judgement in applying the Group's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

This note provides an overview of the areas that involve a higher degree of judgement or complexity, and major sources of estimation uncertainty. Detailed information about each of these estimates and judgements is included in the related notes together with information about the basis of calculation for each affected line item in the financial statements.

**a) Impairment losses on loans and advances**

The Group reviews its loan portfolios to assess impairment at least monthly. Where impairment has been identified, an allowance for impairment is recorded. The allowance is based on the ECLs associated with the probability of default in the next 12 months unless there has been a significant increase in credit risk since origination in which case loss allowance is measured at an amount equal to lifetime ECL. If the financial asset meets the definition of purchased or originated credit impaired (POCI), the allowance is based on the change in the ECLs over the life of the asset.

The Group generally considers a debt security to have low credit risk when their credit risk rating is equivalent to the globally understood definition of 'investment grade'. Loss allowances on such low credit risk instrument are recognised at the equivalent of 12-month ECL.

The measurement of the expected credit loss allowance for financial assets measured at amortised cost and FVTOCI is an area that requires the use of complex models and significant assumptions about future economic conditions and credit behaviour (e.g. the likelihood of customers defaulting and the resulting losses). A number of significant judgements are also required in applying the accounting requirements for measuring ECL, such as the expected life of the instrument, determination of significant increase in credit risk, selection of appropriate macroeconomic variables and other forward-looking information etc.

**(i) Determining criteria for significant increase in credit risk and choosing appropriate models and assumptions for the measurement of ECL**

The assessment of SICR and the calculation of ECL both incorporate forward-looking information. In assessing SICR, the Group has performed historical analysis and identified the key economic variables impacting credit risk and expected credit losses for each portfolio. These economic variables and their associated impact on the PD, EAD and LGD vary by financial instrument. Expert judgment has been applied in this process.

**(ii) Establishing the number and relative weightings of forward-looking scenarios for each type of product/ market and the associated ECL**

The scenario weightings applied in the incorporation of the forward-looking information into the calculation of ECL are determined by a combination of statistical analysis and expert credit judgement, taking account of the range of possible outcomes each chosen scenario is representative of. The forward-looking information used in ECL are based on forecasts. As with any economic forecasts, the projections and likelihoods of occurrence are subject to a high degree of inherent uncertainty and therefore the actual outcomes may be significantly different to those projected. The Group considers these forecasts to represent its best estimate of the possible outcomes and has analysed the non-linearities and asymmetries within the Group's different portfolios to establish that the chosen scenarios are appropriately representative of the range of possible scenarios.

**(iii) Establishing groups of similar financial assets for the purposes of measuring ECL**

In determining whether an impairment loss should be recorded in the income statement, the Group makes judgements as to movement in the level of credit risk on the instrument since origination. Management uses estimates based on historical loss experience for assets with credit risk characteristics and objective evidence of impairment similar to those in the portfolio when scheduling its future cash flows. The methodology and assumptions used for estimating both the amount and timing of future cash flows are reviewed regularly to reduce any differences between loss estimates and actual loss experience.

**(iv) Establishing Probability of Default parameters (PD)**

The bank estimates the PD as the ratio of exposures transitioning to default at the end of an observation period to the initial exposures at the start of an observation period. The observation period is one quarter. The data for the analysis would cover several years, hence the several quarters are observed. The estimated quarterly PD is the average of the number of quarters observed over the years covering the default database.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

The estimated average quarterly PD is transformed into 12-month PDs and lifetime PDs using Markov matrix calculus.

**(v) Establishing loss given default parameters (LGD)**

LGDs are determined by estimating expected future cash flows, adjusted for forward-looking information. These cash flows include direct costs and proceeds from the sale of collateral. Collateral recovery rates are based on historically observed outcomes. The statistical models applied implicitly assume that risk drivers that influence default risk, payment behaviour and recovery expectations within historical data will continue to be relevant in the future.

**b) Fair value of financial instruments**

The fair value of financial instruments that are not quoted in active markets are determined by using valuation techniques. Where valuation techniques (for example, models) are used to determine fair values, they are validated and periodically reviewed by qualified personnel independent of the area that created them. To the extent practical, models use only observable data; however, areas such as credit risk (both own and counterparty), volatilities and correlations require management to make estimates. Changes in assumptions about these factors could affect reported fair value of financial instruments. Fair value is determined using valuation techniques. In these techniques, fair values are estimated from observable data in respect of similar financial instruments, using models to estimate the present value of expected future cash flows or other valuation techniques, using inputs existing at the dates of the consolidated statement of financial position.

**c) Goodwill impairment**

The Group tests annually whether goodwill has suffered any impairment, in accordance with the accounting policy stated in note 2.18. These calculations require the use of estimates. The recoverable amount of all CGUs has been determined based on value-in-use calculations. These calculations use post-tax cash flow projections based on financial budgets approved by management covering a five-year period. No goodwill impairment charge for the period.

**d) Taxes**

Deferred tax assets are recognised for unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and the level of future taxable profits, together with future tax planning strategies.

**e) Business model assessment**

Classification and measurement of financial assets depends on the results of the SPPI and the business model test (please see financial assets sections of Note 2.30.1). The Group determines the business model at a level that reflects how groups of financial assets are managed together to achieve a particular business objective. This assessment includes judgement reflecting all relevant evidence including how the performance of the assets is evaluated and their performance measured, the risks that affect the performance of the assets and how these are managed and how the managers of the assets are compensated. The Group monitors financial assets measured at amortised cost or fair value through other comprehensive income that are derecognised prior to their maturity to understand the reason for their disposal and whether the reasons are consistent with the objective of the business for which the asset was held. Monitoring is part of the Group's continuous assessment of whether the business model for which the remaining financial assets are held continues to be appropriate and if it is not appropriate whether there has been a change in business model and so a prospective change to the classification of those assets.

## 4 Financial Risk Management

This note explains the Group's exposure to financial risks and how these risks could affect the Group's future financial performance.

The Group has documented financial risk management policies. These policies set out the Group's overall business strategies and its risk management philosophy. The Group's overall financial risk management programme seeks to minimise potential adverse effects of financial performance of the Group. The Board of Directors provides written principles for overall financial risk management and written policies covering specific areas, such as credit risk, market risk (including foreign exchange risk, interest rate risk and equity price risk) liquidity risk and use of derivative financial instruments. Such written policies are reviewed annually by the Board of Directors and periodic reviews are undertaken to ensure that the Group's policy guidelines are complied with. Risk management is carried out by the Group Risk team under the policies approved by the Board of Directors.

The Group's board of directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The Board of Directors has established the Risk Management Committee, which is responsible for developing and monitoring the Group's risk management policies. The committee reports regularly to the board of directors on its activities. The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Group audit committee oversees how management monitors compliance with the Group's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Group Audit Committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the Audit Committee.

**4.1 Credit Risk**

Credit risk is the risk of suffering financial loss, should any of the Group's customers, clients or market counterparties fail to fulfil their contractual obligations to the Group. Credit risk arises mainly from interbank, commercial and consumer loans and advances, and loan commitments arising from such lending activities, but can also arise from credit enhancement provided, such as credit derivatives (credit default swaps), financial guarantees, letters of credit, endorsements and acceptances.

The Group is also exposed to other credit risks arising from investments in debt securities and other exposures arising from its trading activities ('trading exposures') including non-equity trading portfolio assets and derivatives as well as settlement balances with market counterparties and reverse repurchase agreements.

Credit risk is the single largest risk for the Group's business; management therefore carefully manages its exposure to credit risk. The credit risk management and control are centralised in a credit risk management team which reports regularly to the Board of Directors and head of each business unit.

**4.1.1 Credit quality analysis**

The Group uses internal credit risk gradings that reflect its assessment of the probability of default of individual counterparties. The Group use internal rating models tailored to the various categories of counterparty. Borrower and loan specific information collected at the time of application (such as disposable income, and level of collateral for retail exposures; and turnover and industry type for wholesale exposures) is incorporated into this rating model. This is supplemented with external data such as credit bureau scoring information on individual borrowers (where available). In addition, the expected credit models enable expert judgement from the Credit Risk Officer to be incorporated into the final internal credit rating for each exposure. This allows for considerations which may not be captured as part of the other data inputs into the model.

**Credit risk grading**

The credit grades are calibrated such that the risk of default increases exponentially at each higher risk grade. For example, this means that the difference in the PD between an A and A- rating grade is lower than the difference in the PD between a B and B- rating grade.

The following are additional considerations for each type of portfolio held by the Group:

**Retail**

After the date of initial recognition, for retail business, the payment behaviour of the borrower is monitored on a periodic basis to develop a behavioural score. Any other known information about the borrower which impacts their creditworthiness — such as unemployment and previous delinquency history — is also incorporated into the behavioural score. This score is mapped to a PD.

**Wholesale**

For wholesale business, the rating is determined at the borrower level. A relationship manager will incorporate any updated or new information/credit assessments into the credit system on an ongoing basis. In addition, the relationship manager will also update information about the creditworthiness of the borrower every year from sources such as public financial statements. This will determine the updated internal credit rating and PD.

**Investment Securities**

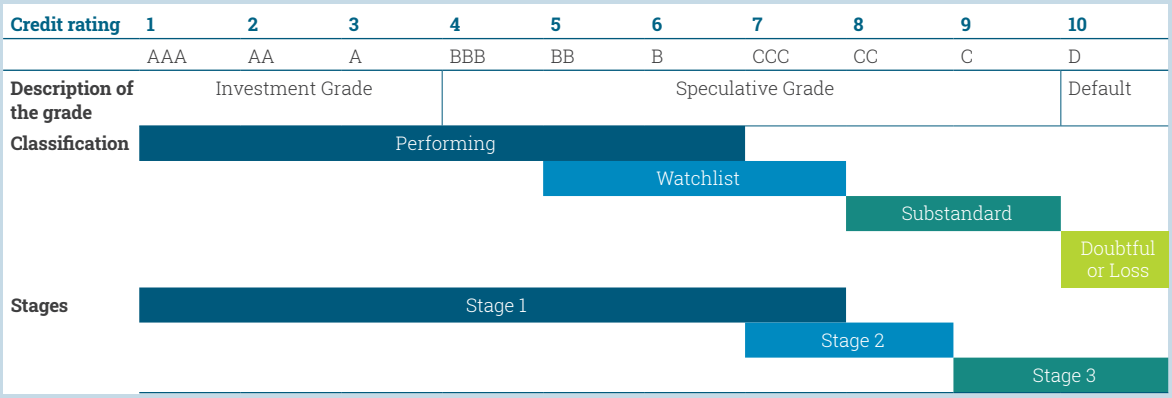
For debt securities in the Treasury portfolio, external rating agency credit grades are used. These published grades are continuously monitored and updated. The PD's associated with each grade are determined based on realised default rates over the prior 12 months, as published by the rating agency.

The Group's rating method comprises 10 rating levels. The master scale assigns each rating category a specified range of probabilities of default, which is stable over time. The rating methods are subject to an annual validation and recalibration so that they reflect the latest projections in the light of all actually observed defaults.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

The Group's internal rating scale and mapping of external ratings are set out below:




The ratings of the major rating agency shown in the table above are mapped to the group's rating classes based on the long-term average default rates for each external grade. The Group uses the external ratings where available to benchmark our internal credit risk assessment. Observed defaults per rating category vary year on year, especially over an economic cycle. As per the Group Credit Policy, the Bank does not originate loans rated worse than 7.

The ratings of the major rating agency shown in the table above are mapped to the group's rating classes based on the long-term average default rates for each external grade. The Group uses the external ratings where available to benchmark our internal credit risk assessment. Observed defaults per rating category vary year on year, especially over an economic cycle.

The Group's policy requires the review of individual financial assets that are above materiality thresholds at least annually or more regularly when individual circumstances require.

### 4.1.2 Risk limit control and mitigation policies

The Group manages, limits and controls concentrations of credit risk wherever they are identified – in particular, to individual counterparties and groups, and to industries and countries. The Group structures the levels of credit risk it undertakes by placing limits on the amount of risk accepted in relation to one borrower, or groups of borrowers, and to geographical and industry segments. Such risks are monitored on a revolving basis and subject to an annual or more frequent review, when considered necessary. The Group's credit risk exposures are presented quarterly to the Board of Directors. The exposure to any one borrower including banks and other non-bank financial institutions is further restricted by sub-limits covering on- and off-statement of financial position exposures, and daily delivery risk limits in relation to trading items such as forward foreign exchange contracts. Actual exposures against limits are monitored daily. Exposure to credit risk is also managed through regular analysis of the ability of borrowers and potential borrowers to meet interest and capital repayment obligations and by changing these lending limits where appropriate. Some other specific control and mitigation measures are outlined below:

#### (a) Collateral

The Group employs a range of policies and practices to mitigate credit risk. The most traditional of these is the taking of security for funds advances, which is common practice. The Group implements guidelines on the acceptability of specific classes of collateral or credit risk mitigation. The principal collateral types for loans and advances are:

- Mortgages over residential properties;
- Charges over business assets such as premises, inventory and accounts receivable;
- Charges over financial instruments such as debt securities and equities.

Longer-term finance and lending to corporate entities are generally secured; individual credit facilities are generally unsecured. In addition, in order to minimise the credit loss the Group will seek additional collateral from the counterparty as soon as impairment indicators are noticed for the relevant individual loans and advances.

#### (b) Credit-related commitments

The primary purpose of these instruments is to ensure that funds are available to a customer as required. Guarantees and standby letters of credit carry the same credit risk as loans. Documentary and commercial letters of credit – which are written undertakings by the Group on behalf of a customer authorising a third party to draw drafts on the Group up to a stipulated amount under specific terms and conditions – are collateralised by the underlying shipments of goods to which they relate and therefore carry less risk than a direct loan. Commitments to extend credit represent unused

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

portions of authorisations to extend credit in the form of loans, guarantees or letters of credit. With respect to credit risk on commitments to extend credit, the Group is potentially exposed to loss in an amount equal to the total unused commitments. However, the likely amount of loss is less than the total unused commitments, as most commitments to extend credit are contingent upon customers maintaining specific credit standards. The Group monitors the term to maturity of credit commitments because longer-term commitments generally have a greater degree of credit risk than shorter-term commitments.

**4.1.2 Expected credit loss measurement**

IFRS 9 outlines a 'three-stage' model for impairment based on changes in credit quality since initial recognition as summarised below:

a) A financial instrument that is not credit-impaired on initial recognition is classified in 'Stage 1' and has its credit risk continuously monitored by the Group.

b) If a SICR since initial recognition is identified, the financial instrument is moved to 'Stage 2' but is not yet deemed to be credit-impaired. Refer below for a description of how the Group determines when a significant increase in credit risk has occurred.

c) If the financial instrument is credit-impaired, the financial instrument is then moved to 'Stage 3'. Refer below for a description of how the Group defines credit-impaired and default.

d) Financial instruments in Stage 1 have their ECL measured at an amount equal to the portion of lifetime expected credit losses that result from default events possible within the next 12 months. Instruments in Stages 2 or 3 have their ECL measured based on expected credit losses on a lifetime basis. Refer below for a description of inputs, assumptions and estimation techniques used in measuring the ECL.

e) A pervasive concept in measuring ECL in accordance with IFRS 9 is that it should consider forward-looking information. Note 4.1.3 below includes an explanation of how the Group has incorporated this in its ECL models.

f) POCI financial assets are those financial assets that are credit-impaired on initial recognition. Their ECL is always measured on a lifetime basis (Stage 3).

Further explanation is also provided of how the Group determines appropriate Groupings when ECL is measured on a collective basis.

The following diagram summarises the impairment requirements under IFRS 9 (other than POCI financial assets):

Change in credit quality since initial recognition

| Stage 1 | Stage 2 | Stage 3 |
|---|---|---|
| (initial recognition) | (Significant increase in credit risk since initial recognition) | (Credit-impaired assets) |
| 12 month expected credit losses | Lifetime expected credit losses | Lifetime expected credit losses |

**4.1.3 Significant increase in credit risk**

The Group considers a financial instrument to have experienced a significant increase in credit risk when one or more of the following quantitative, qualitative or backstop criteria have been met.

The quantitative criteria is based on either absolute or relative changes in credit quality. In both cases, the Group is expected to specify the percentage change, for either 12-month or lifetime PDs in comparison to the corresponding 12-month or lifetime PDs as calculated at origination, respectively, that would indicate a significant increase in credit risk since origination.

a) Forward transitions: Credit Ratings

The Group allocates each exposure to a credit risk grade based on a variety of data that is determined to be predictive of the risk of default and applying experienced credit judgement. Credit risk grades are defined using qualitative and quantitative factors that are indicative of risk of default. These factors vary depending on the nature of the exposure and the type of borrower. Notch differences between the current rating grade and initial rating grade can be indicative of significant increase in credit risks.

The Group specifies the number of notch increases that will be viewed as a significant increase in credit risk since origination. This number is specified separately for both low and high risk accounts. The split between low and high risk accounts is also specified by the Group. Assuming the account is currently classified as Stage 1, if the current credit rating increases by more notches than the specified number since origination, the account is classified as Stage 2.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

In addition, if the accounts current credit rating is worse than the default credit rating indicator, also specified by the Group, the account is classified as Stage 3.

These credit risk grades are defined and calibrated such that the risk of default occurring increases exponentially as the credit risk deteriorates so, for example, the difference in risk of default between credit risk grades 1 and 2 is smaller than the difference between credit risk grades 2 and 3.

Each exposure is allocated to a credit risk grade at initial recognition based on available information about the borrower. Exposures are subject to ongoing monitoring, which may result in an exposure being moved to a different credit risk grade. The monitoring typically involves use of the following data.

| Wholesale exposures | Retail exposures | All exposures |
|---|---|---|
| Information obtained during periodic review of customer files — e.g. audited financial statements, management accounts, budgets and projections. Examples of areas of particular focus are: gross profit margins, financial leverage ratios, debt service coverage, compliance with covenants, quality of management, senior management changes | Internally collected data on customer behaviour — e.g. utilisation of credit card facilities | Payment record – this includes overdue status as well as a range of variables about payment ratios |
| Data from credit reference agencies, press articles, changes in external credit ratings | Affordability metrics | Utilisation of the granted limit |
| Quoted bond and credit default swap (CDS) prices for the borrower where available | External data from credit reference agencies including industry- standard credit scores | Requests for and granting of forbearance |
| Actual and expected significant changes in the political, regulatory and technological environment of the borrower or in its business activities | | Existing and forecast changes in business, financial and economic conditions |

b) Forward transitions: Days past due

Transition from Stage 1 to Stage 2 considers the 30 days past due presumption in addition to other classification criteria (refer to d below). Transition from Stage 2 to Stage 3 is based on the 90 days past due presumption. The table below summarises the Stage classification based on the days past due.

| Stage | Days Past Due |
|---|---|
| 1 | 0 to 30 |
| 2 | 31 to 90 |
| 3 | 91+ |

c) Forward transitions: Watchlist & Restructure

The Group classifies accounts that are included on their Watchlist or have been restructured as Stage 2 if the significant driver for the account being watchlisted or restructured is due to a significant increase in credit risk.

d) Forward transitions: Classification

In addition to the days past due, the Group classifies accounts in accordance with the Group's credit policy and procedures manual (GCPPM) as either '1,1A, II, III, or IV'. This classification is considered together with days past due in determining the Stage classification. The table below summarises the account classification and days past due.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| Classification | Days Past Due |
|---|---|
| 1 & 1A. | 0 to 90 |
| II. | 91 to 180 |
| III. | 181 to 365 |
| IV. | 365+ |

The internal rating systems described above focus more on credit-quality mapping from the inception of the lending:

"1": relate to assets classified as ""Investment Grade"" (no evident weakness);

"1A": relate to items for which there are evidence of a weakness in the financial or operating condition of the obligor which requires management's close attention;

"II": there is a well-defined weakness in the financial or operating condition of the obligor which jeopardises the timely repayment of its obligations;

"III": there are all of the weakness that are normally seen in a substandard credit with the additional characteristic that these weaknesses make full repayment unlikely;

"IV": financial instruments that are considered to be in default.

**4.1.4 Grouping of instruments for losses measured on a collective basis**

For expected credit loss provisions modelled on a collective basis, a grouping of exposures is performed on the basis of shared risk characteristics, such that risk exposures within a Group are homogeneous. In performing this Grouping, there must be sufficient information for the Group to be statistically credible.

Where sufficient information is not available internally, the Group has considered benchmarking internal/ external supplementary data to use for modelling purposes. The characteristics and any supplementary data used to determine Groupings are outlined below:

Retail – Groupings for collective measurement

– Loan to value ratio band

– Credit Rating band

– Product type (e.g. Residential/Buy to Let mortgage, Overdraft, Credit Card)

– Repayment type (e.g. Repayment/Interest only)

Wholesale – Groupings for collective measurement

– Collateral type

– Credit Rating band

The appropriateness of groupings is monitored and reviewed on a periodic basis by the Credit Risk team.

**4.1.5 Maximum exposure to credit risk**

**4.1.5.1 Maximum exposure to credit risk – Financial instruments subject to ECL impairment**

For ECL purposes, the bank's financial asset is segmented into sub-portfolios are listed below:

– Loans and advances to customers

– Loans and advances to banks

– Investment securities

– Debt instruments

– Other assets

– Off balance sheet exposures

The following table contains an analysis of the credit risk exposure of financial instruments for which an ECL allowance is recognised. The gross carrying amount of financial assets below also represents the Group's maximum exposure to credit risk on these assets.

| $'000 | Loans and advances to customers | | | |
|---|---|---|---|---|
| | 31 December 2024 | | | |
| ECL staging | Stage 1 12-month ECL | Stage 2 Lifetime ECL | Stage 3 Lifetime ECL | Total |
| Gross carrying amount | 8,229,223 | 1,575,613 | 702,508 | 10,507,344 |
| Loss allowance | (44,372) | (118,786) | (437,367) | (600,525) |
| **Carrying amount** | **8,184,851** | **1,456,827** | **265,141** | **9,906,819** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| $'000 | Loans and advances to customers | | | |
|---|---|---|---|---|
| | 31 December 2023 | | | |
| ECL staging | Stage 1 12-month ECL | Stage 2 Lifetime ECL | Stage 3 Lifetime ECL | Total |
| Gross carrying amount | 9,032,369 | 1,429,255 | 600,185 | 11,061,809 |
| Loss allowance | (59,338) | (139,985) | (319,733) | (519,056) |
| **Carrying amount** | **8,973,031** | **1,289,270** | **280,452** | **10,542,753** |

| $'000 | Loans and advances to banks | | | |
|---|---|---|---|---|
| | 31 December 2024 | | | |
| ECL staging | Stage 1 12-month ECL | Stage 2 Lifetime ECL | Stage 3 Lifetime ECL | Total |
| Gross carrying amount | 2,391,649 | 3,340 | 12,441 | 2,407,430 |
| Loss allowance | (34) | (3,298) | (12,401) | (15,733) |
| **Carrying amount** | **2,391,615** | **42** | **40** | **2,391,697** |

| $'000 | Loans and advances to banks | | | |
|---|---|---|---|---|
| | 31 December 2023 | | | |
| ECL staging | Stage 1 12-month ECL | Stage 2 Lifetime ECL | Stage 3 Lifetime ECL | Total |
| Gross carrying amount | 2,235,055 | 3,549 | 15,776 | 2,254,380 |
| Loss allowance | – | (1,403) | (11,104) | (12,507) |
| **Carrying amount** | **2,235,055** | **2,146** | **4,672** | **2,241,873** |

| $'000 | Investment securities – debt instruments | | | | |
|---|---|---|---|---|---|
| | 31 December 2024 | | | | |
| ECL staging | Stage 1 12-month ECL | Stage 2 Lifetime ECL | Stage 3 Lifetime ECL | Purchased originated credit impairment | Total |
| Gross carrying amount | 6,248,492 | – | – | 752,766 | 7,001,258 |
| Loss allowance | (103,518) | – | – | – | (103,518) |
| **Carrying amount** | **6,144,974** | – | **–** | **752,766** | **6,897,740** |

| $'000 | Investment securities – debt instruments | | | | |
|---|---|---|---|---|---|
| | 31 December 2023 | | | | |
| ECL staging | Stage 1 12-month ECL | Stage 2 Lifetime ECL | Stage 3 Lifetime ECL | Purchased originated credit impairment | Total |
| Gross carrying amount | 5,909,099 | – | 534,113 | 446,835 | 6,890,047 |
| Loss allowance | (826) | – | (267,166) | – | (267,992) |
| **Carrying amount** | **5,908,273** | **–** | **266,947** | **446,835** | **6,622,055** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| $'000 | Other assets | | | |
|---|---|---|---|---|
| | 31 December 2024 | | | |
| ECL staging | Stage 1 12-month ECL | Stage 2 Lifetime ECL | Stage 3 Lifetime ECL | Total |
| Gross carrying amount | 761,401 | 9,742 | 473 | 771,616 |
| Loss allowance | (73,299) | (585) | (42) | (73,926) |
| **Carrying amount** | **688,102** | **9,157** | **431** | **697,690** |

| $'000 | Other assets | | | |
|---|---|---|---|---|
| | 31 December 2023 | | | |
| ECL staging | Stage 1 12-month ECL | Stage 2 Lifetime ECL | Stage 3 Lifetime ECL | Total |
| Gross carrying amount | 885,731 | 1,179 | 868 | 887,778 |
| Loss allowance | (6,581) | (1,179) | (645) | (8,405) |
| **Carrying amount** | **879,150** | **–** | **223** | **879,373** |

| $'000 | Off Balance sheet | | | |
|---|---|---|---|---|
| | 31 December 2024 | | | |
| ECL staging | Stage 1 12-month ECL | Stage 2 Lifetime ECL | Stage 3 Lifetime ECL | Total |
| Gross carrying amount | 3,339,875 | 31,891 | 10,858 | 3,382,624 |
| Loss allowance | (4,562) | (8,847) | (5,411) | (18,820) |
| **Carrying amount** | **3,335,313** | **23,044** | **5,447** | **3,363,804** |

| $'000 | Off Balance sheet | | | |
|---|---|---|---|---|
| | 31 December 2023 | | | |
| ECL staging | Stage 1 12-month ECL | Stage 2 Lifetime ECL | Stage 3 Lifetime ECL | Total |
| Gross carrying amount | 3,448,273 | 41,752 | 12,098 | 3,502,124 |
| Loss allowance | (2,800) | (8,469) | (5,148) | (16,417) |
| **Carrying amount** | **3,445,473** | **33,283** | **6,950** | **3,485,707** |

### 4.1.5.2 Maximum exposure to credit risk – Financial instruments not subject to ECL impairment

The following table contains an analysis of the maximum credit risk exposure from financial assets not subject to impairment (i.e. FVTPL):

| $'000 | 31 December 2024 | 31 December 2023 |
|---|---|---|
| **Trading assets** | | |
| • Debt Securities | 62,789 | 41,278 |
| • Derivatives | 76,635 | 78,057 |
| **Financial assets designated at fair value** | | |
| • Debt securities | – | – |
| • Loans and advances to customers | – | – |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**4.1.5.3 Maximum exposure to credit risk before collateral held**

| | Maximum exposure | |
|---|---|---|
| | **31 December 2024** | **31 December 2023** |
| Credit risk exposures relating to on-statement of financial position assets are as follows: | | |
| Balances with central banks | 4,277,088 | 3,273,483 |
| Treasury bills and other eligible bills | 1,656,471 | 1,595,628 |
| Loans and advances to banks | 2,391,697 | 2,241,873 |
| Loans and advances to customers: | | |
| **Corporate and Investment Banking** | | |
| – Overdrafts | 900,313 | 838,499 |
| – Term loans | 6,191,532 | 6,969,397 |
| **Commercial** | | |
| – Overdrafts | 222,272 | 175,820 |
| – Credit cards | 69 | – |
| – Term loans | 1,431,600 | 1,383,004 |
| **Consumer** | | |
| – Overdrafts | 7,229 | 13,647 |
| – Credit cards | 933 | 1,005 |
| – Term loans | 1,010,400 | 1,022,826 |
| – Mortgages | 142,471 | 138,555 |
| Trading financial assets | | |
| – Debt securities | 62,789 | 41,278 |
| Derivative financial instruments | 76,635 | 78,057 |
| **Financial assets designated at fair value:** | | |
| Investment securities: | | |
| – Debt securities | 6,897,740 | 6,622,055 |
| Pledged assets | 18,760 | 113,042 |
| Other assets excluding prepayments and repossessed assets | 697,690 | 879,373 |
| **Credit risk exposures relating to off-balance sheet items are as follows:** | | |
| Financial guarantees and other financial facilities | 2,552,441 | 2,854,288 |
| Loan commitments | 811,363 | 647,836 |
| | **29,349,493** | **28,889,666** |

The above table represents a worst case scenario of credit risk exposure of the Group at 31 December 2024 and 31 December 2023, without taking into account any collateral held or other credit enhancements attached. For on-balance-sheet assets, the exposures set out above are based on net carrying amounts as reported in the statement of financial position.

As shown above,42% (December 2023: 44%) of the total maximum exposure is derived from loans and advances to banks and customers,23% (December 2023: 23%) represents investments securities in debt securities.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

Management is confident in its ability to continue to control and sustain minimal exposure of credit risk to the Group resulting from its loan and advances portfolio, debt securities and other assets based on the following:

– 86% (December 2023: 83%) of the loans and advances portfolio are considered to be neither past due nor in default;

– Investment in debt securities are largely government securities.

**4.1.6 Collateral and other credit enhancements**

The Group employs a range of policies and practices to mitigate credit risk. The most common of these is accepting collateral for funds advanced. The Group has internal policies on the acceptability of specific classes of collateral or credit risk mitigation. The Group prepares a valuation of the collateral obtained as part of the loan origination process. This assessment is reviewed periodically. The principal collateral types for loans and advances are:

- Mortgages over residential properties;
- Charges over business assets such as premises, inventory and accounts receivable;
- Charges over financial instruments such as debt securities and equities.

Longer-term finance and lending to corporate entities are generally secured; revolving individual credit facilities are generally unsecured. Collateral held as security for financial assets other than loans and advances depends on the nature of the instrument. Debt securities, treasury and other eligible bills are generally unsecured. Derivatives are also collateralised.

The Group's policies regarding obtaining collateral have not significantly changed during the reporting period and there has been no significant change in the overall quality of the collateral held by the Group since the prior year.

A portion of the Group's financial assets originated by the mortgage business has sufficiently low 'loan to value' (LTV) ratios, which results in no loss allowance being recognised in accordance with the Group's expected credit loss model. The carrying amount of such financial assets is $146 million as at 31 December 2024 (2023 :$142 million).

The Group closely monitors collateral held for financial assets considered to be credit-impaired, as it becomes more likely that the Group will take possession of collateral to mitigate potential credit losses. Financial assets that are credit-impaired and related collateral held in order to mitigate potential losses are shown in note 4.1.9 (c).

**4.1.7 Loss allowance**

The loss allowance recognised in the year is impacted by a variety of factors, as described below:

- Transfers between Stage 1 and Stages 2 or 3 due to financial instruments experiencing significant increases (or decreases) of credit risk or becoming credit-impaired in the year, and the consequent "step up" (or "step down") between 12-month and Lifetime ECL;
- Additional allowances for new financial instruments recognised during the year, as well as releases for financial instruments de-recognised in the year;
- Impact on the measurement of ECL due to changes in PDs, EADs and LGDs in the year, arising from regular refreshing of inputs to models;
- Impacts on the measurement of ECL due to changes made to models and assumptions;
- Discount unwind within ECL due to the passage of time, as ECL is measured on a present value basis;
- Foreign exchange retranslations for assets denominated in foreign currencies and other movements; and
- Financial assets derecognised during the period and write-offs of allowances related to assets that were written off during the year.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

The following tables explain the changes in the loss allowance between the beginning and the end of the reporting period due to these factors:

**Loans and advances to customers**

| $'000 | Stage 1 12-month ECL | Stage 2 Lifetime ECL | Stage 3 Lifetime ECL | Total |
|---|---|---|---|---|
| **Loss allowance as at 1 January 2024** | 59,338 | 139,985 | 319,733 | 519,056 |
| **Movements with P&L impact** | | | | |
| New financial assets | 16,723 | 12,519 | 138,143 | 167,385 |
| Transfer from Stage 1 to Stage 2 | (15,346) | 15,346 | – | – |
| Transfer from Stage 1 to Stage 3 | (24,753) | – | 24,753 | – |
| Changes in PDs/LGDs/EADs | 13,225 | 2,519 | 3,125 | 18,869 |
| Changes to model assumptions and methodologies | (1,570) | 1,936 | 6,545 | 6,911 |
| **Net change in impairment in P&L** | (11,721) | **32,320** | **172,566** | **193,165** |
| **Other movements** | | | | |
| FX and other movements | (3,245) | (36,573) | (11,577) | (51,395) |
| Transfer from Stage 2 to Stage 3 | – | (19,165) | 19,165 | – |
| Transfer from Stage 3 to Stage 2 | – | 2,219 | (2,219) | – |
| Write-offs | – | – | (60,301) | (60,301) |
| **Loss allowance as at 31 December 2024** | **44,372** | **118,786** | **437,367** | **600,525** |

**Loans and advances to customers**

| $'000 | Stage 1 12-month ECL | Stage 2 Lifetime ECL | Stage 3 Lifetime ECL | Total |
|---|---|---|---|---|
| **Loss allowance as at 1 January 2023** | 61,525 | 139,513 | 317,069 | 518,107 |
| **Movements with P&L impact** | | | | |
| New financial assets originated | 20,734 | 15,454 | 54,292 | 90,480 |
| Transfer from Stage 1 to Stage 2 | (12,245) | 12,245 | – | – |
| Transfer from Stage 1 to Stage 3 | (18,329) | – | 18,329 | – |
| Changes in PDs/LGDs/EADs | 12,594 | 9,157 | 23,962 | 45,713 |
| Changes to model assumptions and methodologies | (1,261) | 2,685 | 7,437 | 8,861 |
| **Net change in impairment in P&L** | **1,493** | **39,541** | **104,020** | **145,054** |
| **Other movements** | | | | |
| FX and other movements | (3,680) | (34,974) | (34,969) | (73,623) |
| Transfer from Stage 2 to Stage 3 | – | (7,194) | 7,194 | – |
| Transfer from Stage 3 to Stage 2 | – | 3,099 | (3,099) | – |
| Write-offs | – | – | (70,482) | (70,482) |
| **Loss allowance as at 31 December 2023** | **59,338** | **139,985** | **319,733** | **519,056** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

Significant changes in the gross carrying amount of financial assets that contributed to changes in the loss allowances were as follows:

- The write-off of loans with a total gross carrying amount of USD 60 million (2023: $70 million) resulted in the reduction of the Stage 3 loss allowance by the same amount.
- Impairments relating to new financial assets originated in the year.

**Investment securities – debt instruments**

| $'000 | Stage 1 12-month ECL | Stage 2 Lifetime ECL | Stage 3 Lifetime ECL | Purchased originated credit impairment | Total |
|---|---|---|---|---|---|
| **Loss allowance as at 1 January 2024** | 826 | – | 267,166 | – | 267,992 |
| **Movements with P&L impact** | | | | | |
| Changes in PDs/LGDs/EADs | 1,198 | – | 41,974 | – | 43,172 |
| Changes to model assumptions and methodologies | – | – | – | – | – |
| Unwind of discount(a) | – | – | – | – | – |
| **Net change in impairment in P&L** | **1,198** | **–** | **41,974** | **–** | **43,172** |
| **Other movements** | | | | | |
| FX and other movements | 101,494 | – | (106,082) | – | (4,588) |
| Transfer from Stage 2 to Stage 3 | – | – | – | – | – |
| Transfer from Stage 3 to Stage 2 | – | – | – | – | – |
| Write-offs | – | – | (203,058) | – | (203,058) |
| **Loss allowance as at 31 December 2024** | **103,518** | **–** | **–** | **–** | **103,518** |

**Investment securities – Debt instruments**

| $'000 | Stage 1 12-month ECL | Stage 2 Lifetime ECL | Stage 3 Lifetime ECL | Total |
|---|---|---|---|---|
| **Loss allowance as at 1 January 2023** | 1,231 | – | 203,904 | 205,135 |
| **Movements with P&L impact** | | | | |
| Changes in PDs/LGDs/EADs | – | – | 147,146 | 147,146 |
| Changes to model assumptions and methodologies | – | – | – | – |
| Unwind of discount(a) | – | – | – | – |
| **Net change in impairment in P&L** | **–** | **–** | **147,146** | **147,146** |
| **Other movements** | | | | |
| FX and other movements | (405) | – | 29,656 | 29,251 |
| Transfer from Stage 2 to Stage 3 | – | – | – | – |
| Transfer from Stage 3 to Stage 2 | – | – | – | – |
| Financial assets derecognised during the year | – | – | – | – |
| Write-offs | – | – | (113,540) | (113,540) |
| **Loss allowance as at 31 December 2023** | **826** | **–** | **267,166** | **267,992** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**Other assets**

| $'000 | Stage 1 12-month ECL | Stage 2 Lifetime ECL | Stage 3 Lifetime ECL | Total |
|---|---|---|---|---|
| **Loss allowance as at 1 January 2024** | 6,581 | 1,179 | 645 | 8,405 |
| **Movements with P&L impact** | | | | |
| New financial assets originated or purchased | – | – | – | – |
| Changes in PDs/LGDs/EADs | 65,769 | – | 16,401 | 82,170 |
| Changes to model assumptions and methodologies | – | – | – | – |
| Modification of contractual cash flows of financial assets | – | – | – | – |
| Unwind of discount(a) | – | – | – | – |
| **Net change in impairment in P&L** | **65,769** | **–** | **16,401** | **82,170** |
| **Other movements** | | | | |
| FX and other movements | 949 | (594) | (172) | 183 |
| Transfer from Stage 2 to Stage 3 | – | – | – | – |
| Transfer from Stage 3 to Stage 2 | – | – | – | – |
| Financial assets derecognised during the year | – | – | – | – |
| Write-offs | – | – | (16,832) | (16,832) |
| **Loss allowance as at 31 December 2024** | **73,299** | **585** | **42** | **73,926** |

**Other assets**

| $'000 | Stage 1 12-month ECL | Stage 2 Lifetime ECL | Stage 3 Lifetime ECL | Total |
|---|---|---|---|---|
| **Loss allowance as at 1 January 2023** | 103,882 | – | – | 103,882 |
| **Movements with P&L impact** | | | | |
| New financial assets originated or purchased | – | – | – | – |
| Changes in PDs/LGDs/EADs | 32,006 | 1,179 | 645 | 33,830 |
| Modification of contractual cash flows of financial assets | – | – | – | – |
| Unwind of discount(a) | – | – | – | – |
| **Net change in impairment in P&L** | **32,006** | **1,179** | **645** | **33,830** |
| **Other movements** | | | | |
| FX and other movements | 6,418 | – | – | 6,418 |
| Transfer from Stage 2 to Stage 3 | – | – | – | – |
| Transfer from Stage 3 to Stage 2 | – | – | – | – |
| Financial assets derecognised during the year | – | – | – | – |
| Write-offs | (135,725) | – | – | (135,725) |
| **Loss allowance as at 31 December 2023** | **6,581** | **1,179** | **645** | **8,405** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**Loans and advances to Banks**

| $'000 | Stage 1 12-month ECL | Stage 2 Lifetime ECL | Stage 3 Lifetime ECL | Total |
|---|---|---|---|---|
| **Loss allowance as at 1 January 2024** | – | 1,403 | 11,104 | 12,507 |
| **Movements with P&L impact** | | | | |
| New financial assets originated or purchased | | – | – | – |
| Changes in PDs/LGDs/EADs | 34 | 1,895 | 2,442 | 4,371 |
| Changes to model assumptions and methodologies | – | – | – | – |
| Modification of contractual cash flows of financial assets | – | – | – | – |
| Unwind of discount(a) | – | – | – | – |
| **Net change in impairment in P&L** | **34** | **1,895** | **2,442** | **4,371** |
| **Other movements** | | | | |
| FX and other movements | – | – | (1,145) | (1,145) |
| Transfer from Stage 2 to Stage 3 | – | – | – | – |
| Transfer from Stage 3 to Stage 2 | – | – | – | – |
| Financial assets derecognised during the year | – | – | – | – |
| Write-offs | – | – | – | – |
| **Loss allowance as at 31 December 2024** | **34** | **3,298** | **12,401** | **15,733** |

**Loans and advances to Banks**

| $'000 | Stage 1 12-month ECL | Stage 2 Lifetime ECL | Stage 3 Lifetime ECL | Total |
|---|---|---|---|---|
| **Loss allowance as at 1 January 2023** | 86 | – | 8,512 | 8,598 |
| **Movements with P&L impact** | | | | |
| New financial assets originated or purchased | – | – | – | – |
| Changes in PDs/LGDs/EADs | | 1,403 | 2,259 | 3,662 |
| Changes to model assumptions and methodologies | – | – | – | – |
| Modification of contractual cash flows of financial assets | – | – | – | – |
| Unwind of discount(a) | – | – | – | – |
| **Net change in impairment in P&L** | **–** | **1,403** | **2,259** | **3,662** |
| **Other movements** | | | | |
| FX and other movements | (86) | – | 333 | 247 |
| Transfer from Stage 2 to Stage 3 | – | – | – | – |
| Transfer from Stage 3 to Stage 2 | – | – | – | – |
| Financial assets derecognised during the year | – | – | – | – |
| Write-offs | – | – | – | – |
| **Loss allowance as at 31 December 2023** | **–** | **1,403** | **11,104** | **12,507** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**Off Balance sheet**

| $'000 | Stage 1 12-month ECL | Stage 2 Lifetime ECL | Stage 3 Lifetime ECL | Total |
|---|---|---|---|---|
| **Loss allowance as at 1 January 2024** | 2,800 | 8,469 | 5,148 | 16,417 |
| **Movements with P&L impact** | | | | |
| New financial assets originated or purchased | 612 | 65 | 52 | 729 |
| Changes in PDs/LGDs/EADs | – | – | – | – |
| Changes to model assumptions and methodologies | – | – | – | – |
| Modification of contractual cash flows of financial assets | – | – | – | – |
| Unwind of discount(a) | – | – | – | – |
| **Net change in impairment in P&L** | **612** | **65** | **52** | **729** |
| **Other movements** | | | | |
| FX and other movements | 1,150 | 313 | 211 | 1,674 |
| Transfer from Stage 2 to Stage 3 | – | – | – | – |
| Transfer from Stage 3 to Stage 2 | – | – | – | – |
| Financial assets derecognised during the year | – | – | – | – |
| Write-offs | – | – | – | – |
| **Loss allowance as at 31 December 2024** | **4,562** | **8,847** | **5,411** | **18,820** |

**Off Balance sheet**

| $'000 | Stage 1 12-month ECL | Stage 2 Lifetime ECL | Stage 3 Lifetime ECL | Total |
|---|---|---|---|---|
| **Loss allowance as at 1 January 2023** | 8,379 | 1,027 | 1,396 | 10,802 |
| **Movements with P&L impact** | | | | |
| New financial assets originated or purchased | 936 | (689) | – | 247 |
| Changes in PDs/LGDs/EADs | – | – | – | – |
| Changes to model assumptions and methodologies | – | – | – | – |
| Modification of contractual cash flows of financial assets | – | – | – | – |
| Unwind of discount(a) | – | – | – | – |
| **Net change in impairment in P&L** | **936** | **(689)** | **–** | **247** |
| **Other movements** | | | | |
| FX and other movements | (6,515) | 8,131 | 3,752 | 5,368 |
| Transfer from Stage 2 to Stage 3 | – | – | – | – |
| Transfer from Stage 3 to Stage 2 | – | – | – | – |
| Financial assets derecognised during the year | – | – | – | – |
| Write-offs | – | – | – | – |
| **Loss allowance as at 31 December 2023** | **2,800** | **8,469** | **5,148** | **16,417** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

### 4.1.8 (a) Loans and advances to customers by facility risk rating

| Credit Rating | 31 December 2024 Loans and advances $'000 | | 31 December 2023 Loans and advances $'000 | |
|---|---|---|---|---|
| 1 | 174,149 | 2% | 245,320 | 2% |
| 2 | 36,970 | 0% | 18,172 | 0% |
| 3 | 43,585 | 0% | 40,942 | 0% |
| 4 | 392,138 | 4% | 613,383 | 6% |
| 5 | 1,103,786 | 11% | 1,397,225 | 13% |
| 6 | 6,477,242 | 62% | 6,717,327 | 61% |
| 7 | 835,657 | 8% | 874,773 | 8% |
| 8 | 740,164 | 7% | 554,482 | 5% |
| 9 | 314,621 | 3% | 378,517 | 3% |
| 10 | 389,032 | 4% | 221,668 | 2% |
| | **10,507,344** | **100%** | **11,061,809** | **100%** |

### 4.1.8 (b) Loans and advances to customers by internal rating

| Group's rating | 31 December 2024 | | | | 31 December 2023 | | | |
|---|---|---|---|---|---|---|---|---|
| | Loans and advances $'000 | | Impairment provision $'000 | | Loans and advances $'000 | | Impairment provision $'000 | |
| 1 Current | 7,317,546 | 70% | 42,130 | 75% | 8,278,856 | 75% | 52,510 | 75% |
| 1A. Watchlist | 911,677 | 9% | 2,242 | 7% | 753,513 | 7% | 6,828 | 7% |
| II. Substandard | 1,575,613 | 15% | 118,786 | 13% | 1,429,255 | 13% | 139,985 | 13% |
| III. Doubtful | 555,906 | 5% | 299,803 | 5% | 510,156 | 5% | 223,911 | 5% |
| IV. Loss | 146,602 | 1% | 137,564 | 1% | 90,029 | 1% | 95,822 | 1% |
| | **10,507,344** | **100%** | **600,525** | **6%** | **11,061,809** | **100%** | **519,056** | **5%** |

### 4.1.8 (c) Other Financial Instruments by internal rating

| $'000 | 31 December 2024 Balances with central banks | | 31 December 2023 Balances with central banks | | 31 December 2024 Treasury bills and other eligible bills | | 31 December 2023 Treasury bills and other eligible bills | |
|---|---|---|---|---|---|---|---|---|
| 1 | 5,086 | 0% | 3,941 | 0% | – | 0% | – | 0% |
| 2 | 238,381 | 6% | 160,440 | 5% | 998 | 0% | – | 0% |
| 3 | – | 0% | – | 0% | – | 0% | 982 | 0% |
| 4 | 65,704 | 2% | 310,542 | 9% | – | 0% | 2,673 | 0% |
| 5 | 1,287,044 | 30% | 617,554 | 19% | 113,537 | 7% | 122,124 | 8% |
| 6 | 1,351,424 | 32% | 1,279,901 | 39% | 1,060,127 | 64% | 1,193,738 | 75% |
| 7 | 1,329,449 | 31% | 901,105 | 28% | 389,600 | 24% | 236,312 | 15% |
| 8 | – | 0% | – | 0% | 92,209 | 6% | 39,799 | 2% |
| 9 | – | 0% | – | 0% | – | 0% | – | 0% |
| 10 | – | 0% | – | 0% | – | 0% | – | 0% |
| | **4,277,088** | **100%** | **3,273,483** | **100%** | **1,656,471** | **100%** | **1,595,628** | **100%** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| $'000 | 31 December 2024 Loans and advances to banks | | 31 December 2023 Loans and advances to banks | | 31 December 2024 Trading financial assets | | 31 December 2023 Trading financial assets | |
|---|---|---|---|---|---|---|---|---|
| 1 | 13,015 | 1% | 24 | 0% | – | 0% | – | 0% |
| 2 | 119,568 | 5% | 106,174 | 5% | – | 0% | – | 0% |
| 3 | 218,316 | 9% | 302,926 | 13% | – | 0% | 25 | 0% |
| 4 | 1,016,933 | 42% | 969,479 | 43% | 5,239 | 8% | 69 | 0% |
| 5 | 168,960 | 7% | 112,276 | 5% | – | 0% | 3,159 | 8% |
| 6 | 815,197 | 34% | 750,685 | 33% | 56,146 | 89% | 30,881 | 75% |
| 7 | 47,087 | 2% | 8,331 | 0% | 1,403 | 2% | 6,113 | 15% |
| 8 | 6,670 | 0% | – | 0% | 1 | 0% | 1,031 | 2% |
| 9 | 8 | 0% | – | 0% | – | 0% | – | 0% |
| 10 | 1,676 | 0% | 4,485 | 0% | – | 0% | – | 0% |
| | **2,407,430** | **100%** | **2,254,380** | **100%** | **62,789** | **100%** | **41,278** | **100%** |

| $'000 | 31 December 2024 Investment securities | | 31 December 2023 Investment securities | | 31 December 2024 Pledged assets | | 31 December 2023 Pledged assets | |
|---|---|---|---|---|---|---|---|---|
| 1 | – | 0% | – | 0% | – | 0% | – | 0% |
| 2 | – | 0% | – | 0% | – | 0% | – | 0% |
| 3 | – | 0% | 4,238 | 0% | – | 0% | 70 | 0% |
| 4 | 584,223 | 8% | 11,540 | 0% | 1,565 | 8% | 189 | 0% |
| 5 | – | 0% | 527,342 | 8% | – | 0% | 8,652 | 8% |
| 6 | 6,260,574 | 89% | 5,154,654 | 75% | 16,776 | 89% | 84,570 | 75% |
| 7 | 156,461 | 2% | 1,020,416 | 15% | 419 | 2% | 16,742 | 15% |
| 8 | – | 0% | 171,857 | 2% | – | 0% | 2,819 | 2% |
| 9 | – | 0% | – | 0% | – | 0% | – | 0% |
| 10 | – | 0% | – | 0% | – | 0% | – | 0% |
| | **7,001,258** | **100%** | **6,890,047** | **100%** | **18,760** | **100%** | **113,042** | **100%** |

| $'000 | 31 December 2024 Contingent $'000 | | 31 December 2023 Contingent $'000 | |
|---|---|---|---|---|
| 1 | 187,515 | 6% | 318,328 | 9% |
| 2 | – | 0% | 6,775 | 0% |
| 3 | 440,797 | 13% | 177,306 | 5% |
| 4 | 153,716 | 5% | 355,590 | 10% |
| 5 | 473,609 | 14% | 374,845 | 11% |
| 6 | 1,674,320 | 49% | 1,836,464 | 52% |
| 7 | 396,998 | 12% | 309,947 | 9% |
| 8 | 45,704 | 1% | 94,612 | 3% |
| 9 | 795 | 0% | 15,074 | 0% |
| 10 | 9,170 | 0% | 13,183 | 0% |
| | **3,382,624** | **100%** | **3,502,124** | **100%** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

### 4.1.9 Loans and advances by status

Loans and advances are summarised as follows:

| $'000 | 31 December 2024 | | 31 December 2023 | |
|---|---|---|---|---|
| | Loans and advances to banks | Loans and advances to customers | Loans and advances to banks | Loans and advances to customers |
| Neither past due nor in default | 2,391,649 | 8,229,223 | 2,235,055 | 9,032,369 |
| Past due but not in default | 3,340 | 1,575,613 | 3,549 | 1,429,255 |
| Default | 12,441 | 702,508 | 15,776 | 600,185 |
| **Gross** | **2,407,430** | **10,507,344** | **2,254,380** | **11,061,809** |
| Less: allowance for impairment | (15,733) | (600,525) | (12,507) | (519,056) |
| **Net** | **2,391,697** | **9,906,819** | **2,241,873** | **10,542,753** |

Other financial assets are neither past due nor in default except for investment securities ,off balance sheet and other assets with impairment provision in Note 4.1.7, Note 34 and Note 24 respectively.

**(a) Loans and advances neither past due nor in default**

The credit quality of the portfolio of loans and advances that were neither past due nor in default can be assessed by reference to the internal rating system adopted by the Group in the Group Credit Policy and Procedure Manual (see the Note 4.1.3 Significant increase in credit risk ).

**31 December 2024**

| | Loans and advances to customers | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CIB | | | Commercial | | | | Consumer | | | | Total |
| Grades: | Overdrafts | Term loans | Others | Overdrafts | Credit cards | Term loans | Others | Overdrafts | Credit cards | Term loans | Mortgages | |
| Current | 796,298 | 4,036,052 | – | 197,800 | 69 | 1,186,914 | – | 13,855 | 1,033 | 950,337 | 135,188 | 7,317,546 |
| Watchlist | 60,044 | 765,683 | – | 2,054 | – | 38,701 | – | 140 | – | 40,349 | 4,706 | 911,677 |
| **Total** | **856,342** | **4,801,735** | **–** | **199,854** | **69** | **1,225,615** | **–** | **13,995** | **1,033** | **990,686** | **139,894** | **8,229,223** |

**31 December 2023**

| | Loans and advances to customers | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CIB | | | Commercial | | | | Consumer | | | | Total |
| Grades: | Overdrafts | Term loans | Others | Overdrafts | Credit cards | Term loans | Others | Overdrafts | Credit cards | Term loans | Mortgages | |
| Current | 726,144 | 5,156,910 | – | 135,143 | – | 1,148,197 | – | 18,260 | 1,013 | 960,588 | 132,601 | 8,278,856 |
| Watchlist | 93,688 | 515,593 | – | 17,987 | – | 87,148 | – | 84 | 86 | 35,248 | 3,679 | 753,513 |
| **Total** | **819,832** | **5,672,503** | **–** | **153,130** | **–** | **1,235,345** | **–** | **18,344** | **1,099** | **995,836** | **136,280** | **9,032,369** |

All loans and advances to banks are neither past due nor in default and all fall under the 'current' grade.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**(b) Loans and advances past due but not in default**

All loans and advances to banks are neither past due nor in default and all fall under the 'current' grade.

**31 December 2024**

| | CIB | | | Commercial | | | | Consumer | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Past due | Overdrafts | Term loans | Others | Overdrafts | Credit cards | Term loans | Others | Overdrafts | Credit cards | Term loans | Mortgages | |
| Past due up to 30 days | – | – | – | – | – | – | – | – | – | – | – | – |
| Past due 30-60 days | 714 | 125,104 | – | 220 | – | 18,495 | – | 1 | – | 1,301 | – | 145,835 |
| Past due 60-90 days | 39,592 | 1,178,762 | – | 22,434 | – | 168,682 | – | 191 | 6 | 17,149 | 2,962 | 1,429,778 |
| **Total** | **40,306** | **1,303,866** | **–** | **22,654** | **–** | **187,177** | **–** | **192** | **6** | **18,450** | **2,962** | **1,575,613** |
| Fair value of collateral | 10,831 | 350,389 | – | 6,088 | – | 50,300 | – | 52 | 2 | 4,958 | 796 | 423,416 |
| **Amount of (over)/ under collateralisation** | **29,475** | **953,477** | **–** | **16,566** | **–** | **136,877** | **–** | **140** | **4** | **13,492** | **2,166** | **1,152,197** |

**31 December 2023**

| | CIB | | | Commercial | | | | Consumer | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Past due | Overdrafts | Term loans | Others | Overdrafts | Credit cards | Term loans | Mortgages | Overdrafts | Credit cards | Term loans | Mortgages | |
| Past due up to 30 days | 807 | 16,841 | – | 1,197 | – | 36,742 | – | 6 | – | 3,245 | 148 | 58,986 |
| Past due 30-60 days | 2,259 | 129,230 | – | 1,182 | – | 33,022 | – | 184 | – | 12,492 | 1,447 | 179,816 |
| Past due 60-90 days | 32,888 | 998,449 | – | 25,981 | – | 118,505 | – | 1,360 | 11 | 10,669 | 2,590 | 1,190,453 |
| **Total** | **35,954** | **1,144,520** | **–** | **28,360** | **–** | **188,269** | **–** | **1,550** | **11** | **26,406** | **4,185** | **1,429,255** |
| Fair value of collateral | 11,607 | 369,499 | – | 9,156 | – | 60,781 | – | 500 | 4 | 8,525 | 1,351 | 461,423 |
| **Amount of (over)/ under collateralisation** | **24,347** | **775,021** | **–** | **19,204** | **–** | **127,488** | **–** | **1,050** | **7** | **17,881** | **2,834** | **967,832** |

Upon initial recognition of loans and advances, the fair value of collateral is based on valuation techniques commonly used for the corresponding assets. In subsequent periods, the fair value is updated by reference to market price.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**(c) Loans and advances individually in default**

**i) Loans and advances to customers**

The breakdown of the gross amount of individually in default loans and advances by class, along with the fair value of related collateral held by the Group as security, are as follows:

**31 December 2024**

| | CIB | | | Commercial | | | | Consumer | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Past due** | **Overdrafts** | **Term loans** | **Others** | **Overdrafts** | **Credit cards** | **Term loans** | **Others** | **Overdrafts** | **Credit cards** | **Term loans** | **Mortgages** | |
| Gross | 35,453 | 431,606 | – | 33,472 | – | 153,473 | – | 8,742 | 14 | 36,376 | 3,372 | 702,508 |
| Impairment allowance | (13,271) | (285,172) | – | (15,024) | – | (82,493) | – | (6,720) | (4) | (33,325) | (1,358) | (437,367) |
| | **22,182** | **146,434** | **–** | **18,448** | **–** | **70,980** | **–** | **2,022** | **10** | **3,051** | **2,014** | **265,141** |
| Fair value of collateral | 45,258 | 298,749 | – | 37,639 | – | 144,820 | – | 4,125 | – | 6,225 | 4,109 | 540,965 |
| **Amount of (over)/ under collateralisation** | **(23,076)** | **(152,315)** | **–** | **(19,191)** | **–** | **(73,840)** | **–** | **(2,103)** | **10** | **(3,174)** | **(2,095)** | **(275,824)** |

**31 December 2023**

| | CIB | | | Commercial | | | | Consumer | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Past due** | **Overdrafts** | **Term loans** | **Others** | **Overdrafts** | **Credit cards** | **Term loans** | **Others** | **Overdrafts** | **Credit cards** | **Term loans** | **Mortgages** | |
| Gross | 14,631 | 425,993 | – | 30,120 | – | 76,166 | – | 12,078 | 19 | 39,265 | 1,913 | 600,185 |
| Impairment allowance | (12,886) | (184,438) | – | (19,122) | – | (58,910) | – | (9,428) | (4) | (33,681) | (1,264) | (319,733) |
| | **1,745** | **241,555** | **–** | **10,998** | **–** | **17,256** | **–** | **2,650** | **15** | **5,584** | **649** | **280,452** |
| Fair value of collateral | 3,221 | 445,954 | – | 20,303 | – | 31,856 | – | 4,892 | – | 10,308 | 1,198 | 517,732 |
| **Amount of (over)/ under collateralisation** | **(1,476)** | **(204,399)** | **–** | **(9,305)** | **–** | **(14,600)** | **–** | **(2,242)** | **15** | **(4,724)** | **(549)** | **(237,280)** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**(d) Other assets with exposure to credit risks**

| 31 December 2024 | Balances with central banks | Trading financial assets | Derivative financial instruments | Treasury bills and other eligible bills | Investment securities | Pledged assets | Other assets less prepayments and repossessed assets | Total |
|---|---|---|---|---|---|---|---|---|
| Neither past due nor default | 4,277,088 | 62,789 | 76,635 | 1,656,471 | 6,248,492 | 18,760 | 761,401 | 13,101,636 |
| Past due but not in default | – | – | – | – | – | – | 9,742 | 9,742 |
| In default | – | – | – | – | – | – | 473 | 473 |
| Purchased originated credit impairment | – | – | – | – | 752,766 | – | – | 752,766 |
| **Gross** | **4,277,088** | **62,789** | **76,635** | **1,656,471** | **7,001,258** | **18,760** | **771,616** | **13,864,617** |
| Less: allowance for impairment | – | – | – | – | (103,518) | – | (73,926) | (177,444) |
| **Net** | **4,277,088** | **62,789** | **76,635** | **1,656,471** | **6,897,740** | **18,760** | **697,690** | **13,687,173** |
| **Carrying amounts** | **4,277,088** | **62,789** | **76,635** | **1,656,471** | **6,897,740** | **18,760** | **697,690** | **13,687,173** |

| 31 December 2023 | Balances with central banks | Trading financial assets | Derivative financial instruments | Treasury bills and other eligible bills | Investment securities | Pledged assets | Other assets less prepayments and repossessed assets | Total |
|---|---|---|---|---|---|---|---|---|
| Neither past due nor default | 3,273,483 | 41,278 | 78,057 | 1,595,628 | 5,909,099 | 113,042 | 887,778 | 11,898,365 |
| Past due but not in default | – | – | – | – | – | – | 1,179 | 1,179 |
| In default | – | 15,358 | – | – | 534,113 | – | 868 | 550,339 |
| Purchased originated credit impairment | – | – | – | – | 446,835 | – | – | 446,835 |
| **Gross** | **3,273,483** | **56,636** | **78,057** | **1,595,628** | **6,890,047** | **113,042** | **889,825** | **12,896,718** |
| Less: allowance for impairment | – | – | – | – | (267,992) | – | (8,405) | (276,397) |
| **Net** | **3,273,483** | **56,636** | **78,057** | **1,595,628** | **6,622,055** | **113,042** | **881,420** | **12,620,321** |
| **Carrying amounts** | **3,273,483** | **56,636** | **78,057** | **1,595,628** | **6,622,055** | **113,042** | **881,420** | **12,620,321** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**4.1.10 Concentration of risks of financial assets with credit risk exposure**

**a) Geographical sectors**

The following table breaks down the Group's main credit exposure at their carrying amounts, as categorised by geographical region as of 31 December 2024 and 31 December 2023. For this table, the Group has allocated exposures to regions based on the country of domicile of our counterparties.

| As at 31 December 2024 | UEMOA | NIGERIA | AWA | CESA | OTHERS | Total |
|---|---|---|---|---|---|---|
| Balances with central banks | 723,226 | 734,473 | 1,158,212 | 1,428,217 | 232,960 | 4,277,088 |
| Trading financial assets | – | 24,135 | 38,169 | 485 | – | 62,789 |
| Derivative financial instruments | 20,669 | 2,182 | – | 1,130 | 52,654 | 76,635 |
| Loans and advances to banks | 349,971 | 266,969 | 766,511 | 761,675 | 262,304 | 2,407,430 |
| Loans and advances to customers: | | | | | | |
| **Corporate and Investment Banking** | | | | | | |
| • Overdrafts | 466,224 | 12,380 | 210,853 | 215,111 | 27,534 | 932,102 |
| • Term loans | 2,870,589 | 1,515,716 | 672,330 | 770,335 | 708,235 | 6,537,205 |
| **Consumer Banking** | | | | | | |
| • Overdrafts | 6,942 | 922 | 9,384 | 5,680 | – | 22,928 |
| • Credit cards | – | – | 885 | 169 | – | 1,054 |
| • Term loans | 635,468 | 24,634 | 126,612 | 258,798 | – | 1,045,512 |
| • Mortgages | 80,146 | 705 | 41,314 | 24,064 | – | 146,229 |
| **Commercial Banking** | | | | | | |
| • Overdrafts | 57,162 | 16,745 | 88,706 | 93,366 | – | 255,979 |
| • Credit cards | – | – | 69 | – | – | 69 |
| • Term loans | 571,784 | 55,104 | 473,351 | 466,027 | – | 1,566,266 |
| Treasury bills and other eligible bills | 378,481 | 214,533 | 322,752 | 740,705 | – | 1,656,471 |
| Investment securities – debt securities | 3,898,297 | 238,755 | 1,128,005 | 1,620,443 | 115,758 | 7,001,258 |
| Pledged assets | – | 18,760 | – | – | – | 18,760 |
| Other assets excluding prepayments and repossessed | 165,849 | 246,568 | 29,654 | 169,242 | 160,303 | 771,616 |
| **Total** | **10,224,808** | **3,372,581** | **5,066,807** | **6,555,447** | **1,559,748** | **26,770,391** |
| **Credit commitments** | **1,339,785** | **155,786** | **672,224** | **1,037,459** | **177,370** | **3,382,624** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| As at 31 December 2023 | UEMOA | NIGERIA | AWA | CESA | OTHERS | Total |
|---|---|---|---|---|---|---|
| Balances with central banks | 579,281 | 991,751 | 804,726 | 735,150 | 162,575 | 3,273,483 |
| Trading financial assets | – | 3,780 | 29,654 | 7,844 | – | 41,278 |
| Derivative financial instruments | 22,595 | 19,137 | – | – | 36,325 | 78,057 |
| Loans and advances to banks | 493,482 | 243,625 | 469,429 | 742,146 | 305,698 | 2,254,380 |
| Loans and advances to customers: | | | | | | |
| **Corporate and Investment Banking** | | | | | | |
| • Overdrafts | 440,812 | 19,013 | 142,544 | 242,513 | 25,536 | 870,418 |
| • Term loans | 3,263,674 | 1,804,105 | 704,936 | 774,504 | 695,796 | 7,243,015 |
| **Consumer Banking** | | | | | | |
| • Overdrafts | 10,156 | – | 10,206 | 11,610 | – | 31,972 |
| • Credit cards | – | – | 976 | 152 | – | 1,128 |
| • Term loans | 652,286 | 39,400 | 145,043 | 224,780 | – | 1,061,509 |
| • Mortgages | 82,706 | 1,352 | 38,019 | 20,301 | – | 142,378 |
| **Commercial Banking** | | | | | | |
| • Overdrafts | 67,102 | 187 | 63,929 | 80,391 | – | 211,609 |
| • Term loans | 589,036 | 121,856 | 341,449 | 447,439 | – | 1,499,780 |
| Treasury bills and other eligible bills | 70,105 | 403,267 | 396,970 | 725,286 | – | 1,595,628 |
| Investment securities – debt securities | 3,718,044 | 292,908 | 1,271,373 | 1,502,020 | 105,702 | 6,890,047 |
| Pledged assets | – | 113,042 | – | – | – | 113,042 |
| Other assets excluding prepayments and repossessed | 237,053 | 269,470 | 92,017 | 163,906 | 125,332 | 887,778 |
| **Total** | **10,226,332** | **4,322,893** | **4,511,271** | **5,678,042** | **1,456,964** | **26,195,502** |
| **Credit commitments** | **1,417,233** | **435,961** | **657,324** | **906,437** | **85,169** | **3,502,124** |

### Foreign Exchange Risk

Foreign exchange risk is the risk to earnings and capital arising from adverse movements in currency exchange rates that are used for valuation of open foreign currency positions.

Foreign exchange risk is generated not only when the Treasury department buys and sells currency from customers and counterparties, but also from other banking activities, such as remittances and currency transfers for customers, teller transactions, and accrual of interest on foreign currency loans and deposits. Accurate determination of open foreign currency positions can be done only from the books and records of the Bank.

FX risk is measured as the Net Open Position in a currency. For example, for the Euro, the Euro NOP is the difference between assets and liabilities (including off-balance sheet assets and liabilities,) denominated in Euro. A positive number (Assets exceed Liabilities) represents a "Long" or "Overbought" position in the currency. A negative number (Assets are less than Liabilities) represents a "Short" or "Oversold" position in the currency.

Management of Foreign Exchange risk is done by placing limits against the maximum oversold or overbought individual currency positions and portfolio level at each affiliate. Net Open FX Positions are generally monitored and reported in terms of the U.S. dollar. Net Open FX Positions in the Trading Portfolio are marked-to-market daily at the close of the trading day using market FX rates obtained independently of the Traders. Profit and loss are reported in a daily Profit and Loss Report.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**4.1.10 Concentration of risks of financial assets with credit risk exposure**

**b) Industry sectors**

The following table breaks down the Group's main credit exposure at their carrying amounts, as categorised by the industry sectors of our counterparties.

| 31 December 2024 | Financial institutions | Wholesale & retail trading | Manufacturing | Government | Mining & construction | Services & others | Total |
|---|---|---|---|---|---|---|---|
| Balances with central banks | 4,277,088 | – | – | – | – | – | 4,277,088 |
| Trading financial assets | 30,719 | – | – | 32,070 | – | – | 62,789 |
| Derivative financial instruments | 55,966 | – | – | – | – | 20,669 | 76,635 |
| Loans and advances to banks | 2,136,449 | – | – | – | – | 270,981 | 2,407,430 |
| Loans and advances to customers: | – | – | – | – | – | – | |
| • Overdrafts | 9,729 | 283,318 | 156,824 | 175,457 | 129,966 | 455,715 | 1,211,009 |
| • Credit cards | 9 | 74 | 189 | – | 42 | 809 | 1,123 |
| • Term loans | 248,712 | 1,671,639 | 782,921 | 1,634,460 | 741,926 | 4,069,325 | 9,148,983 |
| • Mortgages | 1,671 | 14,876 | 3,689 | 1,047 | 4,196 | 120,750 | 146,229 |
| Treasury bills and other eligible bills | 523,522 | – | – | 1,132,949 | – | – | 1,656,471 |
| Investment securities – debt securities | 440,646 | – | – | 6,114,552 | – | 446,060 | 7,001,258 |
| Pledged assets | 18,760 | – | – | – | – | – | 18,760 |
| Other assets excluding prepayments and repossessed assets | 83,506 | 217 | 2,390 | 8,229 | 1,956 | 675,318 | 771,616 |
| **Total** | **7,826,777** | **1,970,124** | **946,013** | **9,098,764** | **878,086** | **6,059,627** | **26,779,391** |
| **Credit commitments** | **12,199** | **28,120** | **34,179** | **–** | **4,351** | **3,303,775** | **3,382,624** |
| **31 December 2023** | | | | | | | |
| Balances with central banks | 3,273,483 | – | – | – | – | – | 3,273,483 |
| Trading financial assets | 12,569 | – | – | 28,709 | – | – | 41,278 |
| Derivative financial instruments | 55,462 | – | – | 22,595 | – | – | 78,057 |
| Loans and advances to banks | 2,013,731 | 76,087 | 87,886 | 63,035 | – | 13,641 | 2,254,380 |
| Loans and advances to customers: | | | | | | | |
| • Overdrafts | 138,591 | 321,280 | 122,852 | 71,451 | 260,986 | 198,839 | 1,113,999 |
| • Credit cards | 171 | 244 | 195 | 366 | – | 152 | 1,128 |
| • Term loans | 671,081 | 1,751,916 | 764,102 | 2,034,446 | 736,225 | 3,846,534 | 9,804,304 |
| • Mortgages | 8,147 | 6,560 | 3,435 | 7,018 | 8,058 | 106,541 | 139,759 |
| Treasury bills and other eligible bills | 181,362 | – | – | 1,343,796 | 70,470 | – | 1,595,628 |
| Investment securities – debt securities | 416,122 | – | – | 6,472,313 | 1,612 | – | 6,890,047 |
| Pledged assets | – | – | – | 113,042 | – | – | 113,042 |
| Other assets excluding prepayments and repossessed assets | 322,824 | 119,290 | 691 | 11,447 | – | 433,526 | 887,778 |
| **Total** | **7,093,543** | **2,275,377** | **979,161** | **10,168,218** | **1,077,351** | **4,599,233** | **2,6192,883** |
| **Credit commitments** | **740,548** | **858,000** | **115,259** | **40,023** | **529,662** | **1,218,632** | **3,502,124** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

### 4.2 Market risk

"Market risk is the risk that changes in market prices, which include currency exchange rates and interest rates, will affect the fair value or future cash flows of a financial instrument. Market risk arises from open positions in interest rates and foreign currencies, both of which are exposed to general and specific market movements and changes in the level of volatility. The objective of market risk management is to manage and control market risk exposures within acceptable limits, while optimising the return on risk. Overall responsibility for managing market risk rests with the Group Risk Management and the Board's Risk Committee. The Group Risk Management is responsible for the development of detailed risk management policies and procedures (subject to review and approval Board's Risk Committee) and for the day to day implementation of those policies.

It will be worth noted that due to significant currency evolution, the year-end exposure of foreign exchange and interest rate sensitivity analysis may be unrepresentative of the exposure during the year.

The market risks arising from trading and non-trading activities are concentrated in Group Treasury. Regular reports are submitted to the Board of Directors and heads of each business unit. Trading portfolios include those positions arising from market-making transactions where the Group acts as principal with clients or with the market. Non-trading portfolios primarily arise from the interest rate management of the subsidiary's banking assets and liabilities. Non-trading portfolios also consist mainly of foreign exchange risks arising from the Group's investment securities.

The Group applies a 'value at risk' methodology (VaR) to its trading portfolios, to estimate the market risk of positions held and the maximum losses expected.

Our VaR model is designed to take into account a comprehensive set of risk factors across all asset classes in our trading book. Our (VaR) model is predominantly based on historical simulation which derives plausible future trading losses from the analysis of historic market prices.

We use a three-year historical dataset, a one-day holding period and a 99% confidence level. This means that we would expect daily mark-to-market trading losses to exceed the reported (VaR) not more than once in 100 trading days. These assumptions are aligned with international standards for market risk management.

The use of this approach does not prevent losses outside of these limits in the event of more significant market movements. To mitigate some of the (VaR) limitations and estimate losses associated with unusually severe market movements, we use other metrics designed for risk management purposes, including stressed (VaR), position risk and scenario analysis. Backtesting is also used to assess the accuracy of the (VaR) model, by comparing the results produced from the (VaR) model with the actual daily trading revenue.

| | 31 December 2024 | | | 31 December 2023 | | |
|---|---|---|---|---|---|---|
| | Low | Average | High | Low | Average | High |
| Foreign exchange risk | 45 | 813 | 1,402 | 133 | 298 | 502 |
| Interest risk | 130 | 570 | 1,617 | 320 | 850 | 1,503 |

#### 4.2.1 Foreign exchange risk

The Group takes on exposure to the effects of fluctuations in the prevailing foreign currency exchange rates on its financial position and cash flows. There are set limits on the level of exposure by currency and in total for both overnight and intra-day positions, which are monitored daily. The table below summarises the Group's exposure to foreign currency exchange rate risk at 31 December 2024 and 31 December 2023. Included in the table are the Group's financial instruments at carrying amounts, categorised by currency.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| As at 31 December 2024 | Dollar | Euro | CFA | Naira | Cedis | Others* | Total |
|---|---|---|---|---|---|---|---|
| **Assets** | | | | | | | |
| Cash and balances with central banks | 917,548 | 398,985 | 1,460,784 | 727,928 | 890,590 | 700,134 | 5,095,969 |
| Trading financial assets | 4,685 | – | – | 24,135 | 33,483 | 486 | 62,789 |
| Derivative financial instruments | – | 52,655 | 20,669 | 2,182 | – | 1,129 | 76,635 |
| Loans and advances to banks | 1,191,246 | 616,419 | 190,597 | 83,330 | 43,083 | 267,022 | 2,391,697 |
| Loans and advances to customers | 2,460,476 | 400,467 | 5,318,135 | 335,463 | 586,542 | 805,736 | 9,906,819 |
| Treasury bills and other eligible bills | 3,750 | – | 717,339 | 214,533 | 40,688 | 680,161 | 1,656,471 |
| Investment securities | 578,068 | 64,593 | 5,367,974 | 139,337 | 346,607 | 401,161 | 6,897,740 |
| Pledged assets | – | – | – | 18,760 | – | – | 18,760 |
| Other assets excluding prepayments and repossessed assets | 175,502 | 91,424 | 274,120 | 48,228 | 29,922 | 78,494 | 697,690 |
| **Total financial assets** | **5,331,275** | **1,624,543** | **13,349,618** | **1,593,896** | **1,970,915** | **2,934,323** | **26,804,570** |
| **Liabilities** | | | | | | | |
| Deposits from banks | 773,239 | 358,548 | 505,698 | 90 | 222,801 | 160,260 | 2,020,636 |
| Deposit from customers | 5,007,777 | 594,009 | 10,171,819 | 1,093,355 | 1,334,753 | 2,222,023 | 20,423,736 |
| Derivative financial instruments | – | 32,695 | – | 2,451 | – | – | 35,146 |
| Other borrowed funds | 1,771,647 | 47,081 | 183,890 | 105,673 | 34,122 | 17,434 | 2,159,847 |
| Other liabilities excluding accrued income | 225,998 | 126,965 | 341,106 | 166,743 | 100,072 | 172,594 | 1,133,478 |
| **Total financial liabilities** | **7,778,661** | **1,159,298** | **11,202,513** | **1,368,312** | **1,691,748** | **2,572,311** | **25,772,843** |
| **Net on-statement of financial position** | **(2,447,386)** | **465,245** | **2,147,105** | **225,584** | **279,167** | **362,012** | **1,031,727** |
| **Credit commitments** | **926,632** | **167,092** | **1,694,941** | **57,301** | **103,605** | **433,053** | **3,382,624** |

* Other is comprised of multiple other currencies from the various jurisdictions in which the Group operate across the continent.

### Foreign Exchange Risk

Foreign exchange risk is the risk to earnings and capital arising from adverse movements in currency exchange rates that are used for valuation of open foreign currency positions.

Foreign exchange risk is generated not only when the Treasury department buys and sells currency from customers and counterparties, but also from other banking activities, such as remittances and currency transfers for customers, teller transactions, and accrual of interest on foreign currency loans and deposits. Accurate determination of open foreign currency positions can be done only from the books and records of the Bank.

FX risk is measured as the Net Open Position in a currency. E.g. for the Euro, the Euro NOP is the difference between assets and liabilities (including off-balance sheet assets and liabilities,) denominated in Euro. A positive number (Assets exceed Liabilities) represents a "Long" or "Overbought" position in the currency. A negative number (Assets are less than Liabilities) represents a "Short" or "Oversold" position in the currency.

Management of Foreign Exchange risk is done by placing limits against the maximum oversold or overbought individual currency positions and portfolio level at each affiliate. Net Open FX Positions are generally monitored and reported in terms of the U.S. dollar. Net Open FX Positions in the Trading Portfolio are marked-to-market daily at the close of the trading day using market FX rates obtained independently of the Traders. Profit and loss are reported in a daily Profit and Loss Report.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| As at 31 December 2023 | Dollar | Euro | CFA | Naira | Cedis | Others | Total |
|---|---|---|---|---|---|---|---|
| **Assets** | | | | | | | |
| Cash and balances with central banks | 537,279 | 225,406 | 1,107,887 | 1,004,315 | 636,784 | 419,052 | 3,930,723 |
| Trading financial assets | 7,358 | – | – | 3,780 | 29,653 | 487 | 41,278 |
| Derivative financial instruments | 18 | 58,899 | – | 19,140 | – | – | 78,057 |
| Loans and advances to banks | 468,896 | 627,227 | 555,323 | 130,748 | 182,639 | 277,040 | 2,241,873 |
| Loans and advances to customers | 2,656,079 | 550,904 | 5,762,239 | 589,290 | 461,039 | 523,202 | 10,542,753 |
| Treasury bills and other eligible bills | 63,874 | – | 395,787 | 403,267 | 153,300 | 579,400 | 1,595,628 |
| Investment securities | 933,601 | 71,729 | 5,063,588 | 6,605 | 156,411 | 390,121 | 6,622,055 |
| Pledged assets | – | – | – | 113,042 | – | – | 113,042 |
| Other assets excluding prepayments and repossessed assets | 235,619 | 77,792 | 294,557 | 144,424 | 72,826 | 54,155 | 879,373 |
| **Total financial assets** | **4,902,724** | **1,611,957** | **13,179,381** | **2,414,611** | **1,692,652** | **2,243,457** | **26,044,782** |
| **Liabilities** | | | | | | | |
| Deposits from banks | 157,898 | 482,839 | 854,914 | 121 | 84,930 | 7,416 | 1,588,118 |
| Deposit from customers | 4,503,519 | 516,246 | 10,077,892 | 1,710,150 | 1,315,948 | 1,850,193 | 19,973,948 |
| Derivative financial instruments | – | 15,533 | – | 28,770 | – | – | 44,303 |
| Other borrowed funds | 1,836,370 | 13,690 | 129,938 | 210,433 | 18,096 | 41,056 | 2,249,583 |
| Other liabilities excluding accrued income | 189,712 | 159,235 | 566,806 | 151,308 | 102,854 | 91,058 | 1,260,973 |
| **Total financial liabilities** | **6,687,499** | **1,187,543** | **11,629,550** | **2,100,782** | **1,521,828** | **1,989,723** | **25,116,925** |
| **Net on-statement of financial position** | **(1,784,775)** | **424,414** | **1,549,831** | **313,829** | **170,824** | **253,734** | **927,857** |
| **Credit commitments** | **929,086** | **523,894** | **1,454,082** | **132,556** | **111,531** | **350,975** | **3,502,124** |

### Currency Sensitivity Analysis

ETI periodically performs sensitivity analysis to determine the impact on Group's balance sheet resulting from a potential appreciation of the United States Dollars (USD) relative to the currencies to which the Group has major exposure namely; CFA Franc (FCFA), the Euro (EUR), the Nigerian Naira (NGN) and the Ghana Cedi (GHS). The results using data as of 31 December 2023 and 31 December 2022 are shown in the table below.

| | 31 December 2024 | | | 31 December 2023 | | |
|---|---|---|---|---|---|---|
| **Overall impact** | | | | | | |
| Projected Appreciation of the USD | 5% | 10% | 20% | 5% | 10% | 20% |
| Estimated Impact on Net Asset Value ($ million) | (129) | (259) | (518) | (101) | (202) | (403) |
| **Impact for NGN** | | | | | | |
| Projected Appreciation of the USD | 5% | 10% | 20% | 5% | 10% | 20% |
| Estimated Impact on Net Asset Value ($ million) | (9) | (17) | (35) | (12) | (23) | (47) |
| **Impact for CFA** | | | | | | |
| Projected Appreciation of the USD | 5% | 10% | 20% | 5% | 10% | 20% |
| Estimated Impact on Net Asset Value ($ million) | (81) | (162) | (325) | (58) | (115) | (230) |
| **Impact for EUR** | | | | | | |
| Projected Appreciation of the USD | 5% | 10% | 20% | 5% | 10% | 20% |
| Estimated Impact on Net Asset Value ($ million) | (17) | (35) | (69) | (16) | (32) | (63) |
| **Impact for GHS** | | | | | | |
| Projected Appreciation of the USD | 5% | 10% | 20% | 5% | 10% | 20% |
| Estimated Impact on Net Asset Value ($ million) | (11) | (21) | (43) | (6) | (13) | (25) |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

### 4.2.2 Interest rate risk

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fair value interest rate risk is the risk that the value of a financial instrument will fluctuate because of changes in market interest rates. The Group takes on exposure to the effects of fluctuations in the prevailing levels of market interest rates on both its fair value and cash flow risks. Interest margins may increase as a result of such changes but may reduce losses in the event that unexpected movements arise. Limits are set on the level of mismatch of interest rate repricing that may be undertaken, which is monitored daily by Group Treasury.

The table below summarises the Group's exposure to interest rate risks. It includes the Group's financial instruments at carrying amounts, categorised by the earlier of contractual repricing or maturity dates. The Group's derivatives will be settled on a net basis.

| As at 31 December 2024 | Up to 1 month | 1-3 months | 3-12 months | 1-5 years | Over 5 years | Non-interest bearing | Total |
|---|---|---|---|---|---|---|---|
| **Assets** | | | | | | | |
| Cash and balances with central banks | 3,750,578 | – | 84,674 | – | – | 1,260,717 | 5,095,969 |
| Trading financial assets | 16,542 | 22,569 | 23,678 | – | – | – | 62,789 |
| Derivative financial instruments | 53,908 | 928 | 1,130 | 20,669 | – | – | 76,635 |
| Loans and advances to banks | 1,177,397 | 562,703 | 651,597 | – | – | – | 2,391,697 |
| Loans and advances to customers | 881,123 | 876,900 | 1,889,938 | 4,690,998 | 1,567,860 | – | 9,906,819 |
| Treasury bills and other eligible bills | 107,917 | 253,608 | 1,180,026 | 113,073 | 1,847 | – | 1,656,471 |
| Investment securities | 18,919 | 95,902 | 956,558 | 4,423,700 | 1,402,661 | – | 6,897,740 |
| Pledged assets | – | – | 18,760 | – | – | – | 18,760 |
| Other assets excluding prepayments and repossessed assets | 5,331 | 249,131 | 293,958 | – | – | 149,270 | 697,690 |
| **Total financial assets** | **6,011,715** | **2,061,741** | **5,100,319** | **9,248,440** | **2,972,368** | **1,409,987** | **26,804,570** |
| | | | | | | | |
| Deposits from banks | 1,317,388 | 432,723 | 270,525 | – | – | – | 2,020,636 |
| Deposit from customers | 17,555,960 | 552,671 | 1,479,356 | 675,718 | 160,031 | – | 20,423,736 |
| Derivative financial instruments | 32,695 | 2,451 | – | – | – | – | 35,146 |
| Borrowed funds | 155,808 | 11,700 | 520,368 | 1,115,658 | 356,313 | – | 2,159,847 |
| Other liabilities excluding accrued income | 48,529 | 279,150 | 690,068 | – | – | 115,731 | 1,133,478 |
| **Total financial liabilities** | **19,110,380** | **1,278,695** | **2,960,317** | **1,791,376** | **516,344** | **115,731** | **25,772,843** |
| **Total interest repricing gap** | **(13,098,665)** | **783,046** | **2,140,002** | **7,457,064** | **2,456,024** | **1,294,256** | **1,031,727** |
| **As at 31 December 2023** | | | | | | | |
| **Assets** | | | | | | | |
| Cash and balances with central banks | 2,425,132 | 136,113 | 34,973 | – | – | 1,334,505 | 3,930,723 |
| Trading financial assets | 5,286 | 3,810 | 14,598 | 17,584 | – | – | 41,278 |
| Derivative financial instruments | 35,129 | 5,450 | 5,450 | 28,015 | 4,013 | – | 78,057 |
| Loans and advances to banks | 913,178 | 535,371 | 417,251 | 320,963 | 55,110 | – | 2,241,873 |
| Loans and advances to customers | 1,735,866 | 1,607,665 | 1,918,159 | 3,387,239 | 1,893,824 | – | 10,542,753 |
| Treasury bills and other eligible bills | 103,383 | 305,642 | 1,007,109 | 179,494 | – | – | 1,595,628 |
| Investment securities | 776,553 | 618,599 | 314,560 | 3,473,144 | 1,439,199 | – | 6,622,055 |
| Pledged assets | – | 403 | 210 | 55,601 | 56,828 | – | 113,042 |
| Other assets excluding prepayments and repossessed assets | 97,711 | 118,457 | 499,913 | – | – | 163,292 | 879,373 |
| **Total financial assets** | **6,092,238** | **3,331,510** | **4,212,223** | **7,462,040** | **3,448,974** | **1,497,797** | **26,044,782** |
| **Liabilities** | | | | | | | |
| Deposits from banks | 879,861 | 271,826 | 321,657 | 111,743 | 3,031 | – | 1,588,118 |
| Deposit from customers | 13,766,772 | 1,290,645 | 2,342,589 | 786,096 | 1,787,846 | – | 19,973,948 |
| Derivative financial instruments | 16,758 | 7,666 | 7,666 | 8,380 | 3,833 | – | 44,303 |
| Borrowed funds | 101,958 | 180,049 | 687,955 | 900,868 | 378,753 | – | 2,249,583 |
| Other liabilities excluding accrued income | 291,349 | 251,384 | 350,610 | 235,165 | 14,109 | 118,356 | 1,260,973 |
| **Total financial liabilities** | **15,056,698** | **2,001,570** | **3,710,477** | **2,042,252** | **2,187,572** | **118,356** | **25,116,925** |
| **Total interest repricing gap** | **(8,964,460)** | **1,329,940** | **501,746** | **5,419,788** | **1,261,402** | **1,379,441** | **927,857** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**Interest Rate Sensitivity Analysis**

The Group performs a periodic analysis of the sensitivity of its one-year projected earnings to an increase or decrease in market interest rates assuming a parallel shift in yield curves and a constant balance sheet position and the results using data as of 31 December 2024 and 31 December 2023 are shown below.

**31 December 2024**

| Projected Change in Interest Rates | 25 basis points increase | 50 basis points increase | 100 basis points increase | 25 basis points decrease | 50 basis points decrease | 100 basis points decrease |
|---|---|---|---|---|---|---|
| Estimated Impact on Earnings/Equity ($ million) | 11.8 | 23.7 | 47.4 | (11.8) | (23.7) | (47.4) |

**31 December 2023**

| Projected Change in Interest Rates | 25 basis points increase | 50 basis points increase | 100 basis points increase | 25 basis points decrease | 50 basis points decrease | 100 basis points decrease |
|---|---|---|---|---|---|---|
| Estimated Impact on Earnings/Equity ($ million) | 8.6 | 17.3 | 34.6 | (8.6) | (17.3) | (34.6) |

**4.3 Liquidity risk**

Liquidity risk is the risk that the Group is unable to meet its payment obligations associated with its financial liabilities when they fall due and to replace funds when they are withdrawn. The consequence may be the failure to meet obligations to repay depositors and fulfil commitments to lend.

**4.3.1 Liquidity risk management process**

The Group's liquidity management process, as carried out within the Group and monitored by a separate team in Group Treasury, includes:

- Day-to-day funding, managed by monitoring future cash flows to ensure that requirements can be met. This includes replenishment of funds as they mature or are borrowed by customers;
- Maintaining a portfolio of highly marketable assets that can easily be liquidated as protection against any unforeseen interruption to cash flow;
- Monitoring statement of financial position liquidity ratios against internal and regulatory requirements; and
- Managing the concentration and profile of debt maturities.

**4.3.2 Undiscounted cash flows**

The table below presents the cash flows payable by the Group by remaining contractual maturities at the statement of financial position date. The amounts disclosed in the table are the contractual undiscounted cash flows. The Group manages the inherent liquidity risk based on expected undiscounted cash inflows.

| As at 31 December 2024 | Up to 1 month | 1-3 months | 3-12 months | 1-5 years | Over 5 years | Total |
|---|---|---|---|---|---|---|
| Cash and balances with central banks | 3,750,578 | – | 84,674 | – | 1,260,717 | 5,095,969 |
| Trading financial assets | 12,015 | 23,140 | 32,247 | – | – | 67,402 |
| Derivative financial instruments | 52,656 | 2,194 | 1,133 | 22,471 | – | 78,454 |
| Loans and advances to banks | 1,414,104 | 550,629 | 531,252 | – | – | 2,495,985 |
| Loans and advances to customers | 672,247 | 985,442 | 2,515,718 | 4,664,718 | 1,811,602 | 10,649,727 |
| Treasury bills and other eligible bills | 337,310 | 283,411 | 959,916 | 121,598 | 19,362 | 1,721,597 |
| Investment securities | 32,876 | 137,092 | 1,081,618 | 4,994,340 | 1,587,191 | 7,833,117 |
| Pledged assets | – | – | 19,018 | – | – | 19,018 |
| Other assets excluding prepayments and repossessed assets | 5,331 | 249,131 | 443,228 | – | – | 697,690 |
| **Total assets (expected maturity dates)** | **6,277,117** | **2,231,039** | **5,668,804** | **9,803,127** | **4,678,872** | **28,658,959** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| As at 31 December 2024 | Up to 1 month | 1-3 months | 3-12 months | 1-5 years | Over 5 years | Total |
|---|---|---|---|---|---|---|
| **Liabilities** | | | | | | |
| Deposits from banks | 1,548,558 | 310,748 | 167,573 | – | – | 2,026,879 |
| Deposit from customers | 17,187,769 | 344,210 | 2,100,671 | 706,008 | 253,844 | 20,592,502 |
| Other borrowed funds | 64,541 | 9,720 | 454,549 | 1,431,871 | 369,932 | 2,330,613 |
| Other liabilities excluding accrued income | 48,529 | 279,150 | 805,799 | – | – | 1,133,478 |
| Derivative financial instruments | – | – | 35,146 | – | – | 35,146 |
| **Total liabilities (contractual maturity dates)** | **18,849,397** | **943,828** | **3,563,738** | **2,137,879** | **623,776** | **26,118,618** |
| **Gap analysis** | **(12,572,280)** | **1,287,211** | **2,105,066** | **7,665,248** | **4,055,096** | **2,540,341** |
| **Off-balance sheet items** | | | | | | |
| Loan commitments | – | – | – | 811,363 | – | 811,363 |
| Guarantees, acceptances and other financial facilities | 827,909 | 712,839 | 454,876 | 575,637 | – | 2,571,261 |
| **Total** | **827,909** | **712,839** | **454,876** | **1,387,000** | **–** | **3,382,624** |

| As at 31 December 2023 | Up to 1 month | 1-3 months | 3-12 months | 1-5 years | Over 5 years | Total |
|---|---|---|---|---|---|---|
| **Assets** | | | | | | |
| Cash and balances with central banks | 2,596,218 | – | – | – | 1,334,505 | 3,930,723 |
| Trading financial assets | 4,416 | 11,606 | 29,663 | 14 | – | 45,699 |
| Derivative financial instruments | 92 | 5,450 | 41,995 | 33,351 | – | 80,888 |
| Loans and advances to banks | 1,475,181 | 394,873 | 324,584 | 210,935 | – | 2,405,573 |
| Loans and advances to customers | 1,459,476 | 1,821,251 | 2,783,003 | 3,567,334 | 2,119,356 | 11,750,420 |
| Treasury bills and other eligible bills | 127,845 | 456,039 | 889,463 | 174,312 | – | 1,647,659 |
| Investment securities | 1,135,232 | 519,661 | 602,689 | 3,517,459 | 1,557,516 | 7,332,557 |
| Pledged assets | 403 | 210 | 55,601 | 59,650 | – | 115,864 |
| Other assets excluding prepayments and repossessed assets | 52,086 | 220,102 | 607,185 | – | – | 879,373 |
| **Total assets (expected maturity dates)** | **6,850,949** | **3,429,192** | **5,334,183** | **7,563,055** | **5,011,377** | **28,188,756** |
| **Liabilities** | | | | | | |
| Deposits from banks | 1,314,070 | 89,414 | 65,528 | 168,838 | – | 1,637,850 |
| Deposit from customers | 16,368,757 | 762,698 | 1,825,587 | 1,609,376 | 180,772 | 20,747,190 |
| Other borrowed funds | 83,840 | 204,768 | 780,737 | 568,082 | 847,834 | 2,485,261 |
| Other liabilities excluding accrued income | 234,547 | 388,048 | 395,914 | 242,198 | 266 | 1,260,973 |
| Derivative financial instruments | 16,758 | 7,666 | 7,666 | 13,936 | – | 46,026 |
| **Total liabilities (contractual maturity dates)** | **18,017,972** | **1,452,594** | **3,075,432** | **2,602,430** | **1,028,872** | **26,177,300** |
| **Gap analysis** | **(11,167,023)** | **1,976,598** | **2,258,751** | **4,960,625** | **3,982,505** | **2,011,456** |
| **Off-balance sheet items** | | | | | | |
| Loan commitments | – | – | – | 647,836 | – | 647,836 |
| Guarantees, acceptances and other financial facilities | 424,267 | 897,938 | 935,719 | 596,364 | – | 2,854,288 |
| **Total** | **424,267** | **897,938** | **935,719** | **1,244,200** | **–** | **3,502,124** |

Assets available to meet all of the liabilities and to cover outstanding loan commitments include cash, central bank balances, items in the course of collection and treasury and other eligible bills; loans and advances to banks; loans and advances to customers and other assets. In the normal course of business, a proportion of customer loans and advances contractually repayable within one year will be extended. The Group would also be able to meet unexpected net cash outflows by selling investment securities.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

### 4.4 Offsetting

| At 31 December 2024 | Gross amount | Gross amount set-off on SOFP | Net amount presented on SOFP | Related amount not set-off on SOFP | Net amount |
|---|---|---|---|---|---|
| Derivative financial assets | | | | | |
| • forwards | 75,707 | – | 75,707 | – | 75,707 |
| • swaps | 928 | – | 928 | – | 928 |
| • options | – | – | – | – | – |
| Derivative financial liabilities | | | | | |
| • forwards | 35,146 | – | 35,146 | – | 35,146 |
| • swaps | – | – | – | – | – |
| • options | – | – | – | – | – |

| At 31 December 2023 | Gross amount | Gross amount set-off on SOFP | Net amount presented on SOFP | Related amount not set-off on SOFP | Net amount |
|---|---|---|---|---|---|
| Derivative financial assets | | | | | |
| • forwards | 75,978 | – | 75,978 | – | 75,978 |
| • swaps | 2,079 | – | 2,079 | – | 2,079 |
| • options | – | – | – | – | – |
| Derivative financial liabilities | | | | | |
| • forwards | 44,303 | – | 44,303 | – | 44,303 |
| • swaps | – | – | – | – | – |
| • options | – | – | – | – | – |

There are no amounts that have been offset as at the year ended 31 December 2024 (31 December 2023: nil).

### 4.5 Fair value of financial assets and liabilities

Fair value is a market-based measurement and uses the assumptions that market participants would use when pricing an asset or liability under current market conditions. When determining fair value it is presumed that the entity is a going concern and is not an amount that represents a forced transaction, involuntary liquidation or a distressed sale.

**(a) Financial instruments not measured at fair value**

The table below summarises the carrying amounts and fair values of those financial assets and liabilities not measured at fair value on the group's consolidated statement of financial position.

| | Carrying value | | Fair value | |
|---|---|---|---|---|
| | 31 Dec. 2024 | 31 Dec. 2023 | 31 Dec. 2024 | 31 Dec. 2023 |
| **Financial assets:** | | | | |
| Cash and balances with central banks | 5,095,969 | 3,930,723 | 5,095,969 | 3,930,723 |
| Loans and advances to banks | 2,407,430 | 2,256,886 | 2,418,098 | 2,263,152 |
| Loans and advances to customers | 10,507,344 | 11,061,809 | 10,620,919 | 11,169,143 |
| Other assets excluding prepayments and repossessed assets | 771,616 | 879,373 | 771,616 | 879,373 |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| | Carrying value | | Fair value | |
|---|---|---|---|---|
| | 31 Dec. 2024 | 31 Dec. 2023 | 31 Dec. 2024 | 31 Dec. 2023 |
| **Financial liabilities:** | | | | |
| Deposits from banks | 2,020,636 | 1,588,118 | 2,041,933 | 1,638,093 |
| Deposit from customers | 20,423,736 | 19,973,948 | 20,504,759 | 20,065,715 |
| Other liabilities, excluding accrued income | 1,133,478 | 1,260,973 | 1,133,478 | 1,260,973 |
| Borrowed funds | 2,159,847 | 2,249,583 | 2,216,241 | 2,283,091 |

Management do not believe any greater disaggregation of the items shown in the table above other than the line items presented in the statement of financial position would provide any more meaningful information nor have an impact on the fair value amounts disclosed.

**(i) Cash**

The carrying amount of cash and balances with banks is a reasonable approximation of fair value.

**(ii) Loans and advances to banks**

Loans and advances to banks include inter-bank placements and items in the course of collection. The carrying amount of floating rate placements and overnight deposits is a reasonable approximation of fair value. The estimated fair value of fixed interest bearing deposits is based on discounted cash flows using prevailing money-market interest rates for debts with similar credit risk and remaining maturity.

**(iii) Loans and advances to customers**

Loans and advances are net of charges for impairment. The estimated fair value of loans and advances represents the discounted amount of estimated future cash flows expected to be received. Expected cash flows are discounted at current market rates to determine fair value.

**(iv) Deposit from banks, due to customers and other deposits**

The estimated fair value of deposits with no stated maturity, which includes non-interest bearing deposits, is the amount repayable on demand.

The estimated fair value of fixed interest-bearing deposits not quoted in an active market is based on discounted cash flows using interest rates for new debts with similar remaining maturity. For those notes where quoted market prices are not available, a discounted cash flow model is used based on a current yield curve appropriate for the remaining term to maturity.

**(v) Other assets**

The bulk of these financial assets have short term (less than 12 months) maturities and their amounts are a reasonable approximation of fair value.

**(vi) Other liabilities**

The carrying amount of financial liabilities in other liabilities is a reasonable approximation of fair value because these are short term in nature with a maturity of less than one year.

**(vii) Borrowed Funds**

The estimated fair value of borrowed funds represents the discounted amount of estimated future cash flows expected to be paid. Expected cash flows are discounted at current market rates to determine the fair value. This will take into account closest similar instruments with similar coupons and maturities where available.

**(b) Fair value hierarchy**

IFRS 13 specifies a hierarchy of valuation techniques based on whether the inputs to those valuation techniques are observable or unobservable. Observable inputs reflect market data obtained from independent sources; unobservable inputs reflect the Group's market assumptions. These two types of inputs have created the following fair value hierarchy:

i) **Level 1** – Quoted prices (unadjusted) in active markets for identical assets or liabilities. This level includes listed equity securities and debt instruments on exchanges.

ii) **Level 2** – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices).

iii) **Level 3** – inputs for the asset or liability that are not based on observable market data (unobservable inputs). This level includes equity investments and debt instruments with significant unobservable components.

This hierarchy requires the use of observable market data when available. The Group considers relevant and observable market prices in its valuations where possible.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| | 31 December 2024 | | | 31 December 2023 | | |
|---|---|---|---|---|---|---|
| | Level 1 | Level 2 | Level 3 | Level 1 | Level 2 | Level 3 |
| Treasury and other eligible bills | 773,910 | 882,561 | – | 780,165 | 815,463 | – |
| Trading financial assets | 62,789 | – | – | 40,791 | 487 | – |
| Derivative financial instruments | – | 76,635 | – | – | 78,057 | – |
| Pledged assets | – | 18,760 | – | – | 113,042 | – |
| Investment securities | 1,515,646 | 5,267,261 | 114,833 | 1,464,625 | 5,046,552 | 109,926 |
| **Total financial assets** | **2,352,345** | **6,245,217** | **114,833** | **2,285,581** | **6,053,601** | **109,926** |
| Derivative financial instruments | – | 35,146 | – | – | 44,303 | – |
| **Total financial liabilities** | **–** | **35,146** | **–** | **–** | **44,303** | **–** |

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| | Level 3 | Level 3 |
| Opening balance | 109,926 | 121,714 |
| Exchange difference | 5,556 | 16,111 |
| Losses recognised in other comprehensive income | (649) | (27,899) |
| **Closing balance** | **114,833** | **109,926** |
| **Total (losses)/gains for the year** | **(1,678)** | **9,560** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**Level 3 fair value measurement**

The table below sets out some information about significant unobservable value inputs used at year end in measuring financial instruments categorised as Level 3 in the fair value hierarchy.

| S/N. | Type of Financial instrument | Fair Value as at 31 December 2024 | Valuation Technique | Range Values 5% | Range Values -5% |
|---|---|---|---|---|---|
| 1 | FMDQ | 1,731 | Market approach (Comparable company or transactions) using performance metrics (EBITDA Earnings, etc.) from the latest audited financial statement. The significant unobservable inputs are transaction multiple (EV/EBITDA), the trading multiple (P/E) derived from comparable entities financial statements. A marketability discount ranging between 10-20% was applied. | 1,817 | 1,644 |
| 2 | Nigerian Automated Clearing System/ NIBSS | 4,141 | Market approach (Comparable company or transactions) using performance metrics (EBITDA Earnings, etc.) from the latest audited financial statement. The significant unobservable inputs are transaction multiple (EV/EBITDA), the trading multiple (P/E) derived from comparable entities financial statements. A marketability discount ranging between 10-20% was applied. | 4,348 | 3,934 |
| 3 | Credit Reference Company | 129 | Market approach (Comparable company or transactions) using performance metrics (EBITDA Earnings, etc.) from the latest audited financial statement. The significant unobservable inputs are transaction multiple (EV/EBITDA), the trading multiple (P/E) derived from comparable entities financial statements. A marketability discount ranging between 10-20% was applied. | 136 | 123 |
| 4 | Unified Payment Services Limited | 306 | Income approach (DCF) with forecast financials and cash flows. The significant unobservable inputs are transaction multiple (EV/EBITDA), the trading multiple (P/E) derived from comparable entities financial statements. A marketability discount ranging between 10-20% was applied. | 321 | 291 |
| 5 | African Finance Corporation | 102,770 | Market approach (Comparable company or transactions) using performance metrics (EBITDA Earnings, etc.) from the latest audited financial statement. The significant unobservable inputs are transaction multiple (EV/EBITDA), the trading multiple (P/E) derived from comparable entities financial statements. A marketability discount ranging between 10-20% was applied. | 107,909 | 97,632 |
| 6 | Accion Microfinance Limited | 541 | Market approach (Comparable company or transactions) using performance metrics (EBITDA Earnings, etc.) from the latest audited financial statement. The significant unobservable inputs are transaction multiple (EV/EBITDA), the trading multiple (P/E) derived from comparable entities financial statements. A marketability discount ranging between 10-20% was applied. | 568 | 514 |
| 7 | Afreximbank | 5,214 | Market approach (Comparable company or transactions) using performance metrics (EBITDA Earnings, etc.) from the latest audited financial statement. The significant unobservable inputs are transaction multiple (EV/EBITDA), the trading multiple (P/E) derived from comparable entities financial statements. A marketability discount ranging between 10-20% was applied | 5,475 | 4,954 |
| | **Total** | **114,833** | | **120,574** | **109,092** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| S/N. | Type of Financial instrument | Fair Value as at 31 December 2023 | Valuation Technique | Range Values 5% | Range Values -5% |
|---|---|---|---|---|---|
| 1 | FMDQ | 2,575 | Market approach (Comparable company or transactions) using performance metrics (EBITDA Earnings, etc.) from the latest audited financial statement. | 2,704 | 2,446 |
| 2 | Nigerian Automated Clearing System/ NIBSS | 3,540 | Market approach (Comparable company or transactions) using performance metrics (EBITDA Earnings, etc.) from the latest audited financial statement. | 3,717 | 3,363 |
| 3 | Credit Reference Company | 182 | Market approach (Comparable company or transactions) using performance metrics (EBITDA Earnings, etc.) from the latest audited financial statement. | 191 | 173 |
| 4 | Unified Payment Services Limited | 99 | Income approach (DCF) with forecast financials and cashflows. | 104 | 94 |
| 5 | African Finance Corporation | 98,969 | Market approach (Comparable company or transactions) using performance metrics (EBITDA Earnings, etc.) from the latest audited financial statement. | 103,917 | 94,021 |
| 6 | Accion Microfinance Limited | 947 | Market approach (Comparable company or transactions) using performance metrics (EBITDA Earnings, etc.) from the latest audited financial statement. | 994 | 900 |
| 7 | Afreximbank | 3,614 | Market approach (Comparable company or transactions) using performance metrics (EBITDA Earnings, etc.) from the latest audited financial statement. | 3,795 | 3,433 |
| | **Total** | **109,926** | | **115,422** | **104,430** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| At 31 December 2024 | Amortised cost | FVTPL | FVTOCI – Debt Instruments | Equity Instruments at FVTPL | FVTOCI – Equity instruments | Liabilities at fair value through profit or loss | Liabilities at amortised cost | Total |
|---|---|---|---|---|---|---|---|---|
| **Assets** | | | | | | | | |
| Cash and balances with central banks | 5,095,969 | – | – | – | – | – | – | 5,095,969 |
| Trading financial assets | – | 62,789 | – | – | – | – | – | 62,789 |
| Derivative financial instruments | – | 76,635 | – | – | – | – | – | 76,635 |
| Loans and advances to banks | 2,391,697 | – | – | – | – | – | – | 2,391,697 |
| Loans and advances to customers | 9,906,819 | – | – | – | – | – | – | 9,906,819 |
| Treasury bills and other eligible bills | 232,722 | – | 1,423,749 | – | – | – | – | 1,656,471 |
| Investment securities – Equity instruments | – | – | – | 448,358 | 114,833 | – | – | 563,191 |
| Investment securities – Debt instruments | 1,391,106 | – | 4,943,443 | – | – | – | – | 6,334,549 |
| Pledged assets | 18,760 | – | – | – | – | – | – | 18,760 |
| Other assets excluding prepayments and repossessed assets | 697,690 | – | – | – | – | – | – | 697,690 |
| **Total** | **19,734,763** | **139,424** | **6,367,192** | **448,358** | **114,833** | **–** | **–** | **26,804,570** |
| **Liabilities** | | | | | | | | |
| Deposits from banks | – | – | – | – | – | – | 2,020,636 | 2,020,636 |
| Deposit from customers | – | – | – | – | – | – | 20,423,736 | 20,423,736 |
| Derivative financial instruments | – | – | – | – | – | 35,146 | – | 35,146 |
| Borrowed funds | – | – | – | – | – | – | 2,159,847 | 2,159,847 |
| Other liabilities excluding accrued income | – | – | – | – | – | – | 1,133,478 | 1,133,478 |
| **Total** | **–** | **–** | **–** | **–** | **–** | **35,146** | **25,737,697** | **25,772,843** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| At 31 December 2023 | Amortised cost | FVTPL | FVTOCI – Debt Instruments | Equity Instruments at FVTPL | FVTOCI – Equity instruments | Liabilities at fair value through profit or loss | Liabilities at amortised cost | Total |
|---|---|---|---|---|---|---|---|---|
| **Assets** | | | | | | | | |
| Cash and balances with central banks | 3,930,723 | – | – | – | – | – | – | 3,930,723 |
| Trading financial assets | – | 41,278 | – | – | – | – | – | 41,278 |
| Derivative financial instruments | – | 78,057 | – | – | – | – | – | 78,057 |
| Loans and advances to banks | 2,241,873 | – | – | – | – | – | – | 2,241,873 |
| Loans and advances to customers | 10,542,753 | – | – | – | – | – | – | 10,542,753 |
| Treasury bills and other eligible bills | 371,141 | – | 1,224,487 | – | – | – | – | 1,595,628 |
| Investment securities – Equity instruments | – | – | – | 94,333 | 109,926 | – | – | 204,259 |
| Investment securities – Debt instruments | 1,066,839 | – | 5,350,957 | – | – | – | – | 6,417,796 |
| Pledged assets | 113,042 | – | – | – | – | – | – | 113,042 |
| Other assets excluding prepayments and repossessed assets | 879,373 | – | – | – | – | – | – | 879,373 |
| **Total** | **19,145,744** | **119,335** | **6,575,444** | **94,333** | **109,926** | **–** | **–** | **26,044,782** |
| **Liabilities** | | | | | | | | |
| Deposits from banks | – | – | – | – | – | – | 1,588,118 | 1,588,118 |
| Deposit from customers | – | – | – | – | – | – | 19,973,948 | 19,973,948 |
| Derivative financial instruments | – | – | – | – | – | 44,303 | – | 44,303 |
| Borrowed funds | – | – | – | – | – | - | 2,249,583 | 2,249,583 |
| Other liabilities excluding accrued income | – | – | – | – | – | - | 1,260,973 | 1,260,973 |
| **Total** | **–** | **–** | **–** | **–** | **–** | **44,303** | **25,072,622** | **25,116,925** |

## 5 Financial Capital Management

The Group's capital management objectives are:

- To comply with the capital requirements set by regulators in the markets where the Group's entities operate and safeguard the Group's ability to continue as a going concern;
- To maintain a strong capital base that supports the development of the business; and
- To sustain a sufficient level of returns for the Group's shareholders.

On a consolidated basis, the Group is required to comply with Basel II/III capital requirements set by the BCEAO for banks headquartered in the UEMOA zone. On a standalone basis, banking subsidiaries are required to maintain minimum capital levels and minimum capital adequacy ratios which are determined by their national or regional regulators.

The Group's capital is divided into two tiers:

- Tier 1 capital: share capital (net of treasury shares), retained earnings, reserves created by appropriations of retained earnings, and non-controlling interests allowed as Tier 1 capital by the regulator. Certain intangibles and goodwill are deducted in calculating Tier 1 capital; and
- Tier 2 capital: subordinated debt and other loss-absorbing instruments, certain revaluation reserves, and noncontrolling interests allowed as Tier 2 capital by the regulator.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

Risk-weighted assets are calculated in accordance with regulatory guidelines. Credit risk-weighted assets are measured by applying a hierarchy of risk weights related to the nature of the risks associated with each of the Group's on – and off-balance sheet asset classes. Operational risk weighted assets are calculated by applying a scaling factor to the Group's average gross income over the last three years. Market risk-weighted assets are calculated by applying factors to the Group's trading exposures to foreign currencies, interest rates, and prices.

The Group has remained compliant with the UEMOA minimum regulatory capital adequacy ratios for Regionally systemically important banks (8.5 % CET1 CAR, 9.5% Tier 1 CAR, and 12.5% for Total CAR).

| | 31 December 2024 | 31 December 2023 |
|---|---|---|
| **Common Equity Tier 1 capital** | | |
| Share capital | 2,113,961 | 2,113,961 |
| Retained earnings | 1,040,494 | 746,414 |
| Statutory reserves | 600,610 | 676,059 |
| Other reserves | (2,442,429) | (2,324,013) |
| Non-controlling interests | 243,515 | 252,418 |
| Less: goodwill and intangibles | (10,569) | (11,845) |
| **Total CET 1 capital** | **1,545,582** | **1,452,994** |
| **Additional Tier 1 capital** | | |
| Additional Tier 1 instrument | 75,000 | 75,000 |
| Minority interests included in Tier 2 capital | 22,177 | 22,788 |
| **Total Additional Tier 1 capital** | 97,177 | 97,788 |
| **Total qualifying Tier 1 capital** | 1,642,759 | 1,550,782 |
| **Tier 2 capital** | | |
| Subordinated debt and other instruments | 393,112 | 418,536 |
| Revaluation reserve | 41,652 | 55,536 |
| Minority interests included in Tier 2 capital | 64,564 | 64,871 |
| **Total qualifying Tier 2 capital** | **499,328** | **538,943** |
| **Total regulatory capital** | **2,142,087** | **2,089,725** |
| **Risk-weighted assets:** | | |
| Credit risk-weighted assets | 10,151,624 | 10,688,435 |
| Market risk-weighted assets | 88,955 | 87,073 |
| Operational risk-weighted assets | 3,319,440 | 3,157,639 |
| **Total risk-weighted assets** | **13,560,019** | **13,933,147** |
| | | |
| **CET 1 Capital Adequacy Ratio** | **11.4%** | **10.4%** |
| | | |
| **Tier 1 Capital Adequacy Ratio** | **12.1%** | **11.1%** |
| **Total Capital Adequacy Ratio** | **15.8%** | **15.0%** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

## 6 Segment Analysis

Operating segments are reported in accordance with the internal reporting provided to the Group Executive Committee (the chief operating decision-maker), which is responsible for allocating resources to the reportable segments and assesses its performance. All operating segments used by the group meet the definition of a reportable segment under IFRS 8.

The group operating segments are described below:

a) Corporate & Investment Bank: Focuses on providing one-stop banking services to multinationals, regional companies, government and government agencies, financial institutions and international organisations across the network. This unit provides also Treasury activities.

b) Commercial banking : Focuses on serving local corporates, small and medium corporates ,SMEs, Schools, Churches and local NGOs and Public Sector.

c) Consumer: Focuses on serving banking customers that are individuals.

All revenues are external revenues. Attributing revenue to geographical areas is based on affiliate geographical position and activities. The reconciling items are intercompany adjustments: mainly elimination of intra group dividend income and other intercompany assets and liabilities.

Segment assets and liabilities comprise operating assets and liabilities, being the majority of the statement of financial position, but exclude items such as taxation and borrowings.

The following table shows the Group's performance by business segments.

| At 31 December 2024 | CIB | Commercial | Consumer | Others | Total business segment | Consolidation adjustments* | Ecobank Group |
|---|---|---|---|---|---|---|---|
| Interest income | 1,467,902 | 272,141 | 133,230 | 15,952 | 1,889,225 | (38,516) | 1,850,709 |
| Interest expense | (358,792) | (58,623) | (124,862) | (172,345) | (714,622) | 39,282 | (675,340) |
| Inter-segment (loss)/income | (424,569) | 88,308 | 281,159 | 55,102 | – | – | – |
| Fee and commission income | 221,042 | 177,077 | 193,808 | 13,723 | 605,650 | (15,421) | 590,229 |
| Fee and commission expense | (31,271) | (23,819) | (12,694) | (1,228) | (69,012) | 3,279 | (65,733) |
| Trading income and foreign exchange gains | 197,332 | 105,211 | 28,107 | 30,769 | 361,419 | – | 361,419 |
| Other income | 8,460 | 5,505 | 5,248 | 398,805 | 418,018 | (390,184) | 27,834 |
| **Operating income** | **1,080,104** | **565,800** | **503,996** | **340,778** | **2,490,678** | **(401,560)** | **2,089,118** |
| Impairment charges on financial assets | (174,209) | (37,591) | (9,959) | (101,594) | (323,353) | (254) | (323,607) |
| Depreciation and amortisation | (23,408) | (17,433) | (16,562) | (23,605) | (81,008) | 1,724 | (79,284) |
| Operating expenses | (384,080) | (290,417) | (318,654) | (210,925) | (1,204,076) | 175,604 | (1,028,472) |
| **Operating profit** | **498,407** | **220,359** | **158,821** | **4,654** | **882,241** | **(224,486)** | **657,755** |
| Share of post-tax results of associates | – | – | – | (11) | (11) | 85 | 74 |
| **Profit before tax** | **498,407** | **220,359** | **158,821** | **4,643** | **882,230** | **(224,401)** | **657,829** |
| **Balance Sheet Highlights as at 31 December 2024** | | | | | | | |
| **Total assets** | **15,229,786** | **2,350,982** | **1,168,795** | **4,102,989** | **22,852,552** | **5,102,620** | **27,955,172** |
| **Total liabilities** | **13,826,900** | **5,590,661** | **6,595,036** | **2,037,457** | **28,050,054** | **(1,889,684)** | **26,160,370** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| At 31 December 2023 | CIB | Commercial | Consumer | Others | Total business segment | Consolidation* | Ecobank Group |
|---|---|---|---|---|---|---|---|
| Interest income | 1,499,623 | 262,837 | 136,424 | 10,666 | 1,909,550 | (43,465) | 1,866,085 |
| Interest expense | (380,575) | (66,273) | (137,040) | (157,892) | (741,780) | 44,347 | (697,433) |
| Inter-segment (loss)/income | (466,202) | 101,653 | 299,791 | 64,758 | – | – | – |
| Fee and commission income | 205,095 | 149,160 | 185,503 | 13,334 | 553,092 | (13,516) | 539,576 |
| Fee and commission expense | (36,651) | (14,035) | (12,749) | (2,530) | (65,965) | 1,947 | (64,018) |
| Trading income and foreign exchange gains | 197,532 | 134,112 | 44,919 | (15,323) | 361,240 | – | 361,240 |
| Other income | 14,882 | 5,549 | 5,724 | 720,324 | 746,479 | (688,263) | 58,216 |
| **Operating income** | **1,033,704** | **573,003** | **522,572** | **633,337** | **2,762,616** | **(698,950)** | **2,063,666** |
| Impairment charges on financial assets | (273,329) | (32,973) | (6,380) | (17,257) | (329,939) | – | (329,939) |
| Depreciation and amortisation | (24,165) | (20,140) | (18,489) | (28,748) | (91,542) | 1,397 | (90,145) |
| Operating expenses | (409,622) | (291,907) | (313,112) | (140,985) | (1,155,626) | 133,216 | (1,022,410) |
| **Operating profit** | **326,588** | **227,983** | **184,591** | **446,347** | **1,185,509** | **(564,337)** | **621,172** |
| Share of post-tax results of associates | – | – | – | – | (2) | 140 | 138 |
| Net monetary loss arising from hyperinflationary economies | (17,179) | (15,683) | (7,086) | – | (39,948) | – | (39,948) |
| **Profit before tax** | **309,409** | **212,300** | **177,505** | **446,347** | **1,145,559** | **(564,197)** | **581,362** |
| **Balance Sheet Highlights as at 31 December 2023** | | | | | | | |
| **Total assets** | **15,470,470** | **2,276,411** | **1,182,888** | **4,039,329** | **22,969,098** | **4,261,067** | **27,230,165** |
| **Total liabilities** | **11,994,285** | **5,071,493** | **6,501,757** | **1,929,229** | **25,496,764** | **(1,054)** | **25,495,710** |

* The reconciling items are intercompany adjustments mainly elimination of intra group dividend income, intercompany assets and liabilities and other adjustments for consolidation.

The reconciling items are intercompany adjustments mainly elimination of intra group dividend income, intercompany assets and liabilities and other adjustments for consolidation.

### 6.1 Entity-wide disclosures

The Group is also further organised under the following geographical clusters::

i) Union Economique et Monétaire Ouest Africaine (UEMOA) region comprises all subsidiaries within the UEMOA monetary zone. Countries in this zone share a common currency except Cape Verde. This region currently includes subsidiaries in Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, Mali, Niger, Senegal, Togo and Guinea Bissau and any other related entities.

ii) Anglophone West Africa (AWA) region comprises all subsidiaries in West African countries not included in the common monetary zone described as UEMOA. This region currently includes subsidiaries in Ghana, Guinea, Liberia, Sierra Leone and Gambia and any other related entities.

iii) Anglophone West Africa (AWA) region comprises all subsidiaries in West African countries not included in the common monetary zone described as UEMOA. This region currently includes subsidiaries in Ghana, Guinea, Liberia, Sierra Leone and Gambia and any other related entities.

iv) CESA Central, Eastern and Southern region comprises all subsidiaries within the CEMAC (Central African Economic and Monetary Community),EAC (East African Community) and SADC (Southern African Development Community) monetary zone. Countries in this zone share a common currency except São Tomé. These countries are: Cameroon, Chad, Central Africa, Congo Brazzaville, Gabon, São Tomé and Equatorial Guinea, Burundi, Kenya, Rwanda, Tanzania, Uganda and South Sudan, Democratic Republic of Congo, Malawi, Zambia, Zimbabwe and Mozambique and any other related entities.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

Transactions between the business segments are carried out at arm's length. The revenue from external parties reported to the Group Executive Committee (GEC) is measured in a manner consistent with that in the consolidated income statement. Internal charges and transfer pricing adjustments have been reflected in the performance of each business. Revenue-sharing agreements are used to allocate external customer revenues to a business segment on a reasonable basis. The Group's management reporting is based on a measure of operating profit comprising net interest income, loan impairment charges, net fee and commission income, other income and non-interest expenses. This measurement basis excludes the effects of non-recurring expenditure from the operating segments such as restructuring costs, legal expenses and goodwill impairments when the impairment is the result of an isolated, non-recurring event. As the GEC reviews operating profit, the results of discontinued operations are not included in the measure of operating profit. The information provided about each segment is based on the internal reports about segment profit or loss, assets and other information, which are regularly reviewed by the GEC. Segment assets and liabilities comprise operating assets and liabilities, being the majority of the consolidated statement of financial position, but exclude items such as taxation.

### Segment results of operations

The segment information provided to the Group Executive Board for the reportable segments for the year ended 31 December 2024 and December 2023 are as follows:

| | UEMOA | NIGERIA | AWA | CESA | Others and consolidation adjustment* | Ecobank Group |
|---|---|---|---|---|---|---|
| **At 31 December 2024** | | | | | | |
| Net interest income | 426,309 | 83,968 | 410,370 | 379,466 | (124,744) | 1,175,369 |
| Non-interest income | 278,853 | 42,379 | 233,668 | 281,294 | 77,555 | 913,749 |
| **Operating income** | **705,162** | **126,347** | **644,038** | **660,760** | **(47,189)** | **2,089,118** |
| Impairment charges on financial assets | (31,188) | (20,685) | (73,672) | (27,411) | (170,651) | (323,607) |
| Depreciation and amortisation | (21,559) | (4,023) | (11,083) | (19,198) | (23,421) | (79,284) |
| Operating expenses | (307,331) | (96,303) | (244,242) | (317,534) | (63,062) | (1,028,472) |
| **Operating profit** | **345,084** | **5,336** | **315,041** | **296,617** | **(304,323)** | **657,755** |
| Share of post-tax results of associates | – | – | – | – | 74 | 74 |
| **Profit before tax** | **345,084** | **5,336** | **315,041** | **296,617** | **(304,249)** | **657,829** |
| Taxation | (39,421) | (2,215) | (78,623) | (45,238) | 1,298 | (164,199) |
| **Profit after tax** | **305,663** | **3,121** | **236,418** | **251,379** | **(302,951)** | **493,630** |
| **Balance Sheet Highlights as at 31 December 2024** | | | | | | |
| **Total assets** | **10,955,046** | **3,453,375** | **5,995,191** | **7,441,987** | **109,573** | **27,955,172** |
| | | | | | | |
| **Total liabilities** | **9,875,886** | **3,217,699** | **5,312,169** | **6,595,957** | **1,158,659** | **26,160,370** |

*Others & Conso adjustments comprise of ETI ( the Holdco), eProcess (the Group's technology service company), the International business in Paris, the impact of other affiliates and structured entities of ETI. The impact of consolidation eliminations is also included in 'Others & Conso adjustments'.

| | UEMOA | NIGERIA | AWA | CESA | Others and consolidation adjustment* | Ecobank Group |
|---|---|---|---|---|---|---|
| **At 31 December 2023** | | | | | | |
| Net interest income | 387,996 | 137,792 | 426,010 | 333,777 | (116,923) | 1,168,652 |
| Non-interest income | 278,473 | 96,611 | 145,602 | 326,541 | 47,787 | 895,014 |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| | UEMOA | NIGERIA | AWA | CESA | Others and consolidation adjustment* | Ecobank Group |
|---|---|---|---|---|---|---|
| **Operating income** | **666,469** | **234,403** | **571,612** | **660,318** | **(69,136)** | **2,063,666** |
| Impairment charges on financial assets | (34,723) | (32,252) | (97,037) | (28,524) | (137,403) | (329,939) |
| Depreciation and amortisation | (21,806) | (8,142) | (12,167) | (19,611) | (28,419) | (90,145) |
| Operating expenses | (291,554) | (167,419) | (238,663) | (285,586) | (39,188) | (1,022,410) |
| **Operating profit** | **318,386** | **26,590** | **223,745** | **326,597** | **(274,146)** | **621,172** |
| Share of post-tax results of associates | – | – | – | – | 138 | 138 |
| Net monetary loss arising from hyperinflationary economies | – | – | – | (39,948) | – | (39,948) |
| **Profit before tax** | **318,386** | **26,590** | **223,745** | **286,649** | **(274,008)** | **581,362** |
| Taxation | (45,164) | (3,364) | (75,365) | (61,774) | 11,228 | (174,439) |
| **Profit after tax** | **273,222** | **23,226** | **148,380** | **224,875** | **(262,780)** | **406,923** |
| **Balance Sheet Highlights as at 31 December 2023** | | | | | | |
| **Total assets** | **10,894,681** | **4,403,278** | **5,105,137** | **6,583,335** | **243,734** | **27,230,165** |
| **Total liabilities** | **9,877,409** | **4,058,687** | **4,525,474** | **5,890,079** | **1,144,061** | **25,495,710** |

## 7 Net interest income

| Year ended 31 December | 2024 | 2023 |
|---|---|---|
| **Interest income*** | | |
| **Interest income calculated using the effective interest method** | | |
| Loans and advances to banks | 131,968 | 111,606 |
| Loans and advances to customers: | | |
| • Corporate | 613,075 | 693,317 |
| • Commercial | 194,369 | 192,515 |
| • Consumer | 130,673 | 131,419 |
| Treasury bills and other eligible bills | 233,120 | 248,126 |
| Investment securities | 536,854 | 463,270 |
| Others | 10,147 | 24,479 |
| | **1,850,206** | **1,864,732** |
| **Other interest income** | | |
| Trading financial assets | 503 | 1,353 |
| | **1,850,709** | **1,866,085** |
| **Interest expense** | | |
| Deposits from banks | 85,072 | 87,141 |
| Due to customers: | | |
| • Corporate | 203,522 | 212,861 |
| • Commercial | 47,162 | 51,166 |
| • Consumer | 124,530 | 133,160 |
| Borrowed funds | 205,054 | 182,016 |
| Interest expense for lease liabilities | 3,992 | 3,146 |
| Others | 6,008 | 27,943 |
| | **675,340** | **697,433** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

## 8 Net fees and commission income

| | 2024 | 2023 |
|---|---|---|
| **Fee and commission income** | | |
| Credit related fee and commission | 155,543 | 135,197 |
| Corporate finance fees | 10,039 | 10,452 |
| Portfolio and other management fees | 12,736 | 10,348 |
| Brokerage fees and commission | 8,657 | 5,144 |
| Cash management fees | 292,660 | 281,111 |
| Card management fees | 97,083 | 84,351 |
| Other fees | 13,511 | 12,973 |
| | **590,229** | **539,576** |
| **Fee and commission expense** | | |
| Brokerage fees paid | 2,360 | 7,810 |
| Bank charges | 22,453 | 18,189 |
| Other fees paid | 40,920 | 38,019 |
| | **65,733** | **64,018** |

The Group provides custody, trustee, investment management and advisory services to third parties, which involve the Group making allocation and purchase and sale decisions in relation to a wide range of financial instruments. Those assets that are held in a fiduciary capacity are not included in these financial statements.

### Analysis of Net fees and commission income by Region

| | UEMOA | NIGERIA | AWA | CESA | Other and consolidation adjustment | Total |
|---|---|---|---|---|---|---|
| **31 December 2024** | | | | | | |
| **Fee and commission income** | | | | | | |
| Credit-related fees and commission | 51,398 | 9,133 | 32,402 | 54,303 | 8,307 | 155,543 |
| Corporate finance fees | 5,861 | – | 3,573 | 605 | – | 10,039 |
| Portfolio and other management fees | 9,270 | 158 | 2,129 | 1,179 | – | 12,736 |
| Brokerage fees and commission | 427 | 815 | 1,300 | 6,115 | – | 8,657 |
| Cash management fees | 93,547 | 23,851 | 61,654 | 108,571 | 5,037 | 292,660 |
| Card management fees | 24,860 | 2,033 | 26,442 | 43,748 | – | 97,083 |
| Other fees | 3,087 | 579 | 6,005 | 4,232 | (392) | 13,511 |
| **Total** | **188,450** | **36,569** | **133,505** | **218,753** | **12,952** | **590,229** |
| **Fee and commission expense** | | | | | | |
| Brokerage fees paid | 907 | 1,373 | 10 | 70 | – | 2,360 |
| Bank charges | 528 | 163 | 3,576 | 17,546 | 640 | 22,453 |
| Other fees paid | 8,149 | 16,872 | 5,958 | 9,294 | 647 | 40,920 |
| **Total** | **9,584** | **18,408** | **9,544** | **26,910** | **1,287** | **65,733** |
| **Net fees and commission** | **178,866** | **18,161** | **123,961** | **191,843** | **11,665** | **524,496** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| | UEMOA | NIGERIA | AWA | CESA | Other and consolidation adjustment | Total |
|---|---|---|---|---|---|---|
| **31 December 2023** | | | | | | |
| **Fee and commission income** | | | | | | |
| Credit-related fees and commission | 46,984 | 13,041 | 28,479 | 38,086 | 8,607 | 135,197 |
| Corporate finance fees | 6,690 | – | 3,586 | 176 | – | 10,452 |
| Portfolio and other management fees | 8,686 | 283 | 63 | 1,316 | – | 10,348 |
| Brokerage fees and commission | 808 | 779 | 24 | 3,533 | – | 5,144 |
| Cash management fees | 95,021 | 25,203 | 54,299 | 101,885 | 4,703 | 281,111 |
| Card management fees | 20,090 | 4,984 | 24,700 | 34,577 | – | 84,351 |
| Other fees | 1,889 | 1,007 | 4,577 | 4,726 | 774 | 12,973 |
| **Total** | **180,168** | **45,297** | **115,728** | **184,299** | **14,084** | **539,576** |
| **Fee and commission expense** | | | | | | |
| Brokerage fees paid | 916 | 1,346 | 5,456 | 75 | – | 7,793 |
| Bank charges | 715 | 184 | 1,855 | 14,297 | 1,138 | 18,189 |
| Other fees paid | 8,440 | 13,858 | 4,478 | 6,140 | 5,120 | 38,036 |
| **Total** | **10,071** | **15,388** | **11,789** | **20,512** | **6,258** | **64,018** |
| **Net fees and commission** | **170,097** | **29,909** | **103,939** | **163,787** | **7,826** | **475,558** |

**Analysis of Net fee and commission income by Business unit**

| | CIB | Commercial | Consumer | Other and consolidation adjustment | Total |
|---|---|---|---|---|---|
| **31 December 2024** | | | | | |
| **Fee and commission income** | | | | | |
| Credit-related fees and commission | 98,434 | 46,471 | 10,638 | – | 155,543 |
| Corporate finance fees | 10,024 | 15 | – | – | 10,039 |
| Portfolio and other management fees | 12,621 | – | 115 | – | 12,736 |
| Brokerage fees and commission | 4,298 | 1,690 | 2,669 | – | 8,657 |
| Cash management fees | 85,672 | 124,155 | 82,833 | – | 292,660 |
| Card management fees | 395 | 1,610 | 95,078 | – | 97,083 |
| Other fees | 9,879 | 2,857 | 2,473 | (1,698) | 13,511 |
| **Total** | **221,323** | **176,798** | **193,806** | **(1,698)** | **590,229** |
| **Fee and commission expense** | | | | | |
| Brokerage fees paid | 2,357 | – | 3 | – | 2,360 |
| Bank charges | 9,580 | 6,892 | 5,731 | 250 | 22,453 |
| Other fees paid | 19,334 | 16,926 | 6,960 | (2,300) | 40,920 |
| **Total** | **31,271** | **23,818** | **12,694** | **(2,050)** | **65,733** |
| **Net fees and commission** | **190,052** | **152,980** | **181,112** | **352** | **524,496** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| | CIB | Commercial | Consumer | Other and consolidation adjustment | Total |
|---|---|---|---|---|---|
| **31 December 2023** | | | | | |
| **Fee and commission income** | | | | | |
| Credit-related fees and commission | 89,007 | 34,928 | 11,262 | – | 135,197 |
| Corporate finance fees | 10,209 | 243 | – | – | 10,452 |
| Portfolio and other management fees | 10,348 | – | – | – | 10,348 |
| Brokerage fees and commission | 2,454 | 641 | 2,049 | – | 5,144 |
| Cash management fees | 85,619 | 109,150 | 86,342 | – | 281,111 |
| Card management fees | 154 | 974 | 83,223 | – | 84,351 |
| Other fees | 7,305 | 3,224 | 2,627 | (183) | 12,973 |
| **Total** | **205,096** | **149,160** | **185,503** | **(183)** | **539,576** |
| **Fee and commission expense** | | | | | |
| Brokerage fees paid | 7,810 | – | – | – | 7,810 |
| Bank charges | 9,815 | 4,578 | 3,355 | 441 | 18,189 |
| Other fees paid | 19,027 | 9,457 | 9,394 | 141 | 38,019 |
| **Total** | **36,652** | **14,035** | **12,749** | **582** | **64,018** |
| **Net fees and commission** | **168,444** | **135,125** | **172,754** | **(765)** | **475,558** |

## 9 Trading income and foreign exchange gains

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Foreign exchange translation gains | 40,298 | 436,274 |
| Foreign exchange trading gains/(losses) | 308,800 | (70,959) |
| Trading income/(losses) on securities | 12,321 | (4,075) |
| | **361,419** | **361,240** |

## 10 Investment income

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Net (losses)/gains from investment securities | (1,678) | 9,560 |
| | **(1,678)** | **9,560** |

## 11 Other operating income

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| **i) Lease income** | 853 | 212 |
| | **853** | **212** |
| **ii) Dividend income** | | |
| Trading securities | – | 158 |
| Other equity securities | 3,378 | 1,837 |
| | **3,378** | **1,995** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| **iii) Others** | | |
| Fair value loss on asset held for sale | 95 | 2,419 |
| Profit on sale of property and equipment | 2,563 | 3,158 |
| Recovery* | 3,931 | 23,157 |
| Rental income | 3,351 | 4,383 |
| Others** | 15,341 | 13,332 |
| | **25,281** | **46,449** |
| **Total other operating income** | **29,512** | **48,656** |

* In June 2023, Ecobank Nigeria recovered on loans previously sold to Nigeria's Asset Management Corporation of Nigeria (AMCON).
**Included is other sundry income individually immaterial in nature and not captured under the above captions.

## 12 Operating expenses

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| **a) Staff expenses** | | |
| Salaries, allowances and other compensation | 395,443 | 398,719 |
| Social security costs | 44,644 | 42,975 |
| Pension costs: | | |
| Defined contribution plans | 2,750 | 12,714 |
| Other post-retirement benefits | 7,592 | 8,393 |
| | **450,429** | **462,801** |
| **b) Depreciation and amortisation** | | |
| Depreciation of property and equipment (Note 28) | 40,975 | 42,938 |
| Depreciation of right-of-use assets (Note 29) | 15,612 | 17,042 |
| Amortisation of software and other intangibles (Note 26) | 22,697 | 30,165 |
| | **79,284** | **90,145** |
| **c) Other operating expenses** | | |
| Directors' emoluments | 1,554 | 1,675 |
| Social responsibility | 1,206 | 1,300 |
| Rent and utilities | 29,668 | 30,465 |
| Insurance | 35,869 | 39,757 |
| Advertising and promotion | 26,036 | 22,261 |
| Professional and legal costs | 73,246 | 75,270 |
| Operational losses and fines | 10,092 | 13,683 |
| Communications and technology | 204,683 | 178,242 |
| Business travels | 15,491 | 14,851 |
| AGM and board activities | 3,101 | 2,554 |
| Training | 8,204 | 8,568 |
| Employee activities | 17,401 | 17,666 |
| Repairs and maintenance | 20,616 | 20,830 |
| Supplies and services | 9,900 | 11,322 |
| Cash transportation | 24,304 | 20,443 |

Continued over

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

## 12 Operating expenses (Continued)

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Fuel | 10,096 | 9,602 |
| Other taxes | 36,516 | 22,430 |
| Listing fees | 1,763 | 2,563 |
| Banking resolution sinking fund cost (AMCON) | 15,310 | 30,019 |
| Other administrative expenses | 32,987 | 36,108 |
| **Total** | **578,043** | **559,609** |
| | | |
| **Total operating expenses** | **1,107,756** | **1,112,555** |

## 13 Impairment charges on financial assets

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Impairment charges on loans and advances | 325,003 | 288,333 |
| Recoveries/Release of provisions | (131,838) | (143,279) |
| Net impairment charges on loans and advances | 193,165 | 145,054 |
| Net impairment charges on Ghana Bonds | 41,974 | 25,850 |
| Impairment charges on investment securities | 1,198 | 121,296 |
| Impairment charges on off balance sheet | 729 | 247 |
| Impairment charges on loans to banks | 4,371 | 3,662 |
| Impairment charges on other financial assets | 82,170 | 33,830 |
| | **323,607** | **329,939** |

## 14 Taxation

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Current income tax | 207,422 | 210,054 |
| Deferred income tax (Note 36) | **(43,223)** | **(35,615)** |
| | **164,199** | **174,439** |

The income tax rate applicable to the majority of income of the subsidiaries ranged from 25% to 45%.

Further information about deferred income tax is presented in Note 36. The tax on the Group's profit before tax differs from the theoretical amount that would arise using the basic tax rate of the Group as follows:

| | | |
|---|---|---|
| Profit before tax | 657,829 | 581,362 |
| Tax calculated at local tax rates applicable to profits in the respective countries | 288,099 | 238,964 |
| Tax impact on income not subject to tax | (147,544) | (120,040) |
| Tax impact on expenses not deductible for tax purposes: | 37,810 | 74,163 |
| Utilisation of previously unrecognised tax losses | (14,166) | (18,648) |
| Income tax expense | **164,199** | **174,439** |

Under the Headquarters Agreement between Ecobank Transnational Incorporated (ETI, "the Company") and the Republic of Togo signed in October 1985, ETI is exempt from tax on all its income arising from operations in Togo.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

## 15 Earnings per share

### Basic

Basic earnings per share is calculated by dividing the net profit attributable to equity holders of the Company by the weighted average number of ordinary shares in issue outstanding during the year.

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Profit attributable to ordinary shareholders from continuing operations | 333,175 | 287,824 |
| Weighted average number of ordinary shares in issue (in thousands) | 24,592,619 | 24,592,619 |
| Basic earnings per share (expressed in US cents per share) | 1.355 | 1.170 |

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Profit attributable to ordinary shareholders | 333,175 | 287,824 |
| Weighted average number of ordinary shares in issue (in thousands) | 24,592,619 | 24,592,619 |
| Dilutive earnings per share (expressed in US cents per share) | 1.355 | 1.170 |

## 16 Cash and balances with central banks

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Cash in hand | 818,881 | 657,240 |
| Balances with central banks other than mandatory reserve deposits | 3,016,371 | 1,938,978 |
| **Included in cash and cash equivalents (Note 41)** | **3,835,252** | **2,596,218** |
| Mandatory reserve deposits with central banks | 1,260,717 | 1,334,505 |
| | **5,095,969** | **3,930,723** |

Mandatory reserve deposits are not available for use in the group's day-to-day operations. The balances are current and non-current.

## 17 Trading financial assets

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Debt securities: | | |
| • Government bonds | 62,789 | 41,278 |
| **Total** | **62,789** | **41,278** |

All trading financial assets are current

## 18 Derivative financial instruments

The Group uses the following derivative instruments for non-hedging purposes.

Currency forwards represents commitments to purchase foreign and domestic currency, including undelivered spot transactions. Foreign currency and interest rate futures are contractual obligations to receive or pay a net amount based on changes in currency rates or interest rates or buy or sell foreign currency or financial institution on a future date at a specified price. The credit risk is negligible, as futures contracts are collateralised by cash or marketable securities, and changes in the futures contract value are settled daily with the exchange.

Currency and interest rate swaps are commitments to exchange one set of cash flows for another. Swaps result in an economic exchange of currencies or interest rate (for example, fixed rate for floating rate). No exchange of principal takes place, except for certain currency swaps. The Group's credit risk represents the potential cost to replace the swap contracts if counterparties fail to perform their obligation. This risk is monitored on an ongoing basis with reference to the current fair value and the liquidity of the market.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| | 31 December 2024 | | | 31 December 2023 | | |
|---|---|---|---|---|---|---|
| | | Fair Value | | | Fair Value | |
| Derivatives | Notional Amount | Assets | Liabilities | Notional Amount | Assets | Liabilities |
| Currency forwards | 1,044,527 | 75,707 | 35,146 | 1,053,271 | 75,978 | 44,303 |
| Cross-currency interest rate swaps | 962,720 | 928 | – | 1,013,949 | 2,079 | - |
| **Total** | **2,007,247** | **76,635** | **35,146** | **2,067,220** | **78,057** | **44,303** |

The Group has not designated at initial recognition any financial liability as at fair value through profit or loss. All derivative financial instruments are current.

## 19 Loans and advances to banks

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Items in course of collection from other banks | 64,348 | 51,678 |
| Deposits with other banks (Note 41) | 1,173,198 | 1,229,276 |
| Placements with other banks | 1,154,151 | 960,919 |
| | **2,391,697** | **2,241,873** |

All loans and advances to banks are current.

## 20 Loans and advances to customers

| | CIB | | Commercial | | Consumer | | Total | |
|---|---|---|---|---|---|---|---|---|
| | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 |
| **a) Analysis by type:** | | | | | | | | |
| Overdrafts | 932,102 | 870,418 | 255,979 | 211,609 | 22,928 | 31,972 | 1,211,009 | 1,113,999 |
| Credit cards | – | – | 69 | – | 1,054 | 1,128 | 1,123 | 1,128 |
| Term loans | 6,537,205 | 7,243,015 | 1,566,266 | 1,499,780 | 1,045,512 | 1,061,509 | 9,148,983 | 9,804,304 |
| Mortgage loans | – | – | – | – | 146,229 | 142,378 | 146,229 | 142,378 |
| **Gross loans and advances** | **7,469,307** | **8,113,433** | **1,822,314** | **1,711,389** | **1,215,723** | **1,236,987** | **10,507,344** | **11,061,809** |
| Less: allowance for impairment | (377,462) | (305,537) | (168,373) | (152,565) | (54,690) | (60,954) | (600,525) | (519,056) |
| **At 31 December** | **7,091,845** | **7,807,896** | **1,653,941** | **1,558,824** | 1,161,033 | **1,176,033** | **9,906,819** | **10,542,753** |
| **b) Analysis by stage:** | | | | | | | | |
| **Gross loans** | | | | | | | | |
| Stage 1 | 5,658,077 | 6,492,334 | 1,425,538 | 1,388,474 | 1,145,608 | 1,151,561 | 8,229,223 | 9,032,369 |
| Stage 2 | 1,344,171 | 1,180,475 | 209,831 | 216,628 | 21,611 | 32,152 | 1,575,613 | 1,429,255 |
| Stage 3 (Impaired) | 467,059 | 440,624 | 186,945 | 106,287 | 48,504 | 53,274 | 702,508 | 600,185 |
| **Total** | **7,469,307** | **8,113,433** | **1,822,314** | **1,711,389** | **1,215,723** | **1,236,987** | **10,507,344** | **11,061,809** |
| **Impairment** | | | | | | | | |
| Stage 1 | (14,899) | (24,116) | (18,848) | (21,944) | (10,625) | (13,278) | (44,372) | (59,338) |
| Stage 2 | (64,120) | (84,097) | (52,008) | (52,589) | (2,658) | (3,299) | (118,786) | (139,985) |
| Stage 3 (Impaired) | (298,443) | (197,324) | (97,517) | (78,032) | (41,407) | (44,377) | (437,367) | (319,733) |
| **Total** | **(377,462)** | **(305,537)** | **(168,373)** | **(152,565)** | **(54,690)** | **(60,954)** | **(600,525)** | **(519,056)** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| | CIB | | Commercial | | Consumer | | Total | |
|---|---|---|---|---|---|---|---|---|
| | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 |
| **c) Analysis by security:** | | | | | | | | |
| Secured against real estate | 2,218,045 | 2,095,546 | 734,599 | 498,373 | 206,345 | 303,866 | 3,158,989 | 2,897,785 |
| Otherwise secured | 3,208,463 | 3,648,429 | 933,624 | 971,288 | 677,758 | 544,432 | 4,819,845 | 5,164,149 |
| Unsecured | 2,042,800 | 2,369,458 | 154,091 | 241,728 | 331,619 | 388,689 | 2,528,510 | 2,999,875 |
| | **7,469,308** | **8,113,433** | **1,822,314** | **1,711,389** | **1,215,722** | **1,236,987** | **10,507,344** | **11,061,809** |
| Current | | | | | | | **5,454,430** | **5,780,746** |
| Non-current | | | | | | | **5,052,914** | **5,281,063** |
| | | | | | | | **10,507,344** | **11,061,809** |

**d) Movements in loans and advances**

The movement in loans and advances summarised as follows:

**At 31 December 2024**

| | CIB | | | Commercial | | | | Consumer | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Overdrafts | Term loans | Others | Overdrafts | Credit cards | Term loans | Others | Overdrafts | Credit cards | Term loans | Mortgage | |
| At 1 January | 870,418 | 7,243,015 | – | 211,609 | – | 1,499,780 | – | 31,972 | 1,128 | 1,061,509 | 142,378 | 11,061,809 |
| New loans* | 312,120 | 2,276,703 | – | 265,448 | – | 1,276,098 | – | 10,259 | 277 | 252,926 | 36,710 | 4,430,541 |
| Paid off during the year | (171,836) | (2,200,260) | – | (149,132) | 69 | (1,104,247) | – | (13,745) | (179) | (91,746) | (25,795) | (3,758,032) |
| Amounts written off as uncollectible | – | (32,227) | – | – | – | (16,656) | – | (4,762) | – | (6,656) | – | (60,301) |
| Exchange difference | (78,600) | (750,026) | – | (71,946) | – | (88,709) | – | (796) | (172) | (170,521) | (7,064) | (1,167,834) |
| **At 31 December 2024** | **932,102** | **6,537,205** | **–** | **255,979** | **69** | **1,566,266** | **–** | **22,928** | **1,054** | **1,045,512** | **146,229** | **10,507,344** |

**At 31 December 2023**

| | CIB | | | Commercial | | | | Consumer | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Overdrafts | Term loans | Others | Overdrafts | Credit cards | Term loans | Others | Overdrafts | Credit cards | Term loans | Mortgage | |
| At 1 January | 723,573 | 7,811,180 | – | 281,919 | – | 1,523,965 | – | 52,420 | 1,542 | 986,654 | 139,759 | 11,521,012 |
| New loans* | 430,801 | 3,485,936 | – | 318,221 | – | 901,666 | – | 36,254 | 165 | 360,602 | 70,967 | 5,604,612 |
| Paid off during the period | (217,480) | (2,540,847) | – | (315,214) | – | (604,002) | – | (40,904) | (155) | (116,182) | (57,323) | (3,892,107) |
| Amounts written off as uncollectible | (16,740) | (16,467) | – | (8,706) | – | (15,106) | – | (9,322) | – | (4,141) | – | (70,482) |
| Exchange difference | (49,736) | (1,496,787) | – | (64,611) | – | (306,743) | – | (6,476) | (424) | (165,424) | (11,025) | (2,101,226) |
| **At 31 December 2023** | **870,418** | **7,243,015** | **–** | **211,609** | **–** | **1,499,780** | **–** | **31,972** | **1,128** | **1,061,509** | **142,378** | **11,061,809** |

* New loans includes modified and restructured facilities.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**e) Allowance for impairment**

Movement of impairment losses on loans and advances summarised by class is as follows:

| At 31 December 2024 | CIB | | | Commercial | | | | Consumer | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Overdrafts | Term loans | Others | Overdrafts | Credit cards | Term loans | Others | Overdrafts | Credit cards | Term loans | Mortgage | |
| **Specific impairment (Stage 3)** | | | | | | | | | | | | |
| At 1 January | 12,886 | 184,438 | – | 19,122 | – | 58,910 | – | 9,428 | 4 | 33,681 | 1,264 | 319,733 |
| Provision for loan impairment | 656 | 182,963 | – | 779 | – | 73,143 | – | 2,628 | – | 24,259 | 333 | 284,761 |
| Recoveries/Release of provisions | (290) | (64,409) | – | (5,175) | – | (43,487) | – | (6,808) | – | (11,178) | (491) | 131,838) |
| Loans written off during the period | – | (32,227) | – | – | – | (16,656) | – | (4,762) | – | (6,656) | – | (60,301) |
| Reclassification | 393 | (5,461) | – | 1,111 | – | 9,996 | – | (764) | – | (5,263) | (12) | – |
| Exchange difference | (374) | 19,868 | – | (813) | – | 587 | – | 6,998 | – | (1,518) | 264 | 25,012 |
| **At 31 December 2024** | **13,271** | **285,172** | **–** | **15,024** | **–** | **82,493** | **–** | **6,720** | **4** | **33,325** | **1,358** | **437,367** |

| At 31 December 2024 | CIB | | | Commercial | | | | Consumer | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Overdrafts | Term loans | Others | Overdrafts | Credit cards | Term loans | Others | Overdrafts | Credit cards | Term loans | Mortgage | |
| **Collective impairment (Stages 1 and 2)** | | | | | | | | | | | | |
| At 1 January | 19,033 | 89,180 | – | 16,667 | – | 57,866 | – | 8,897 | 119 | 5,002 | 2,559 | 199,323 |
| Provision for loan impairment | 22,559 | 10,362 | – | 1,084 | – | 4,802 | – | 328 | – | 513 | 594 | 40,242 |
| Reclassification | (17,207) | 8,909 | – | 1,535 | – | 6,442 | – | (482) | – | 876 | (73) | – |
| Exchange difference | (5,867) | (47,950) | – | (603) | – | (16,937) | – | 236 | (2) | (4,604) | (680) | (76,407) |
| **At 31 December 2024** | **18,518** | **60,501** | **–** | **18,683** | **–** | **52,173** | **–** | **8,979** | **117** | **1,787** | **2,400** | **163,158** |
| **Total allowance for impairment** | **31,789** | **345,673** | **–** | **33,707** | **–** | **134,666** | **–** | **15,699** | **121** | **35,112** | **3,758** | **600,525** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**e) Allowance for impairment**

**At 31 December 2023**

| | CIB | | | Commercial | | | | Consumer | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Overdrafts | Term loans | Others | Overdrafts | Credit cards | Term loans | Others | Overdrafts | Credit cards | Term loans | Mortgage | |
| Specific impairment (Stage 3) | | | | | | | | | | | | |
| At 1 January | 55,659 | 139,345 | – | 23,788 | – | 51,369 | – | 12,214 | 1,354 | 31,566 | 1,774 | 317,069 |
| Provision for loan impairment | 4,898 | 146,585 | – | 26,745 | – | 52,805 | – | 14,666 | – | 12,100 | 157 | 257,956 |
| Recoveries/Release of provisions | (28,305) | (40,569) | – | (21,642) | – | (28,812) | – | (7,611) | – | (15,981) | (359) | (143,279) |
| Loans written off during the period | (16,740) | (16,467) | – | (8,706) | – | (15,106) | – | (9,322) | – | (4,141) | – | (70,482) |
| Reclassification | – | (11,364) | – | – | – | – | – | 1,350 | (1,350) | 11,364 | – | – |
| Exchange difference | (2,626) | (33,092) | – | (1,063) | | (1,346) | – | (1,869) | – | (1,227) | (308) | (41,531) |
| **At 31 December 2023** | **12,886** | **184,438** | **–** | **19,122** | **–** | **58,910** | **–** | **9,428** | **4** | **33,681** | **1,264** | **319,733** |

**At 31 December 2023**

| | CIB | | | Commercial | | | | Consumer | | | | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Overdrafts | Term loans | Others | Overdrafts | Credit cards | Term loans | Others | Overdrafts | Credit cards | Term loans | Mortgage | |
| Collective impairment (Stages 1 and 2) | | | | | | | | | | | | |
| At 1 January | 23,935 | 88,844 | – | 11,811 | – | 57,565 | – | 11,876 | 115 | 4,241 | 2,651 | 201,038 |
| Provision for loan impairment | 10,103 | 8,015 | – | 4,086 | – | 3,613 | – | 1,033 | – | 3,028 | 499 | 30,377 |
| Reclassification | (14,109) | 2,286 | – | 1,763 | – | 9,235 | – | 2,344 | 4 | (988) | (535) | – |
| Exchange difference | (896) | (9,965) | – | (993) | – | (12,547) | – | (6,356) | – | (1,279) | (56) | (32,092) |
| **At 31 December 2023** | **19,033** | **89,180** | **–** | **16,667** | **–** | **57,866** | **–** | **8,897** | **119** | **5,002** | **2,559** | **199,323** |
| **Total allowance for impairment** | **31,919** | **273,618** | **–** | **35,789** | **–** | **116,776** | **–** | **18,325** | **123** | **38,683** | **3,823** | **519,056** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

## 20 Loans and advances to customers (continued)

**f) Investment in finance leases**

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Loans and advances to customers include finance lease receivables analysed below. | | |
| Gross investment in finance leases, receivable | – | – |
| No later than 1 year | 4 | 92 |
| Later than 1 year and no later than 5 years | 135 | – |
| | **139** | **92** |
| Unearned future finance income on finance leases | 46 | 5 |
| **Net investment in finance leases** | | |
| Analysis by transport industry on gross loans | 185 | 97 |
| The net investment in finance lease may be analysed as follows: | – | – |
| No later than 1 year | 4 | 92 |
| Later than 1 year and no later than 5 years | 181 | 5 |
| | **185** | **97** |

## 21 Treasury bills and other eligible bills

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Maturing within three months (Note 42) | 361,525 | 409,025 |
| Maturing after three months | 1,294,946 | 1,186,603 |
| | **1,656,471** | **1,595,628** |
| Current | 1,541,551 | 1,416,134 |
| Non-current | 114,920 | 179,494 |
| | **1,656,471** | **1,595,628** |

Treasury bills and other eligible bills are debt securities issued by the government of various countries in which the Group operates.

## 22 Investment securities

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Debt securities | | |
| • At FVTOCI listed | 4,943,443 | 5,350,957 |
| • At Amortised cost | 1,391,106 | 1,066,839 |
| **Total** | **6,334,549** | **6,417,796** |
| Equity securities | | |
| • At FVTOCI unlisted | 448,358 | 94,333 |
| • At FVTPL | 114,833 | 109,926 |
| **Total** | **563,191** | **204,259** |
| **Total investment securities** | **6,897,740** | **6,622,055** |
| **Current** | 1,071,379 | 1,709,712 |
| **Non-current** | 5,826,361 | 4,912,343 |
| | **6,897,740** | **6,622,055** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

The movement in investment securities summarised as follows:

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| At 1 January | 6,622,055 | 7,004,434 |
| Additions | 874,751 | 567,231 |
| Disposal (sale and redemption) | (420,858) | (714,989) |
| Accrued interest on debt securities | 25,066 | 41,758 |
| Carrying amount of derecognised defaulted bond | (398,729) | (339,913) |
| Initial value on re-recognition | 356,755 | 314,063 |
| Impairment on investment securities | (1,198) | (62,857) |
| Gains/(losses) from changes in fair value | 62,303 | (53,812) |
| Exchange difference | (222,405) | (133,860) |
| | **6,897,740** | **6,622,055** |

**Ghana Debt Restructure**

**Local Bond**

On Monday 5 December 2022, the Government of Ghana (GoG) launched the Ghana Domestic Debt Exchange Programme (DDEP) as part of a broader response to macroeconomic challenges being faced by the country. In February 2023, the GoG settled on the DDEP by offering new bonds for the old eligible local currency bonds. Ecobank Ghana subscribed to the DDEP. Consequently the bond exchange resulted in the Group recording $25 million additional impairment between December 2022 and the date of settlement.

**Eurobond**

During the 2024 financial year, the Government of Ghana undertook a debt restructuring programme, which included the exchange of existing Eurobonds for new instruments with revised terms. As part of this exchange, the entity participated and exchanged its holdings of Ghana Eurobonds for new securities issued by the government. The exchange of the Eurobonds has been accounted for in accordance with IFRS 9 – Financial Instruments. Management assessed whether the exchange resulted in a substantial modification of the original terms. Given the significant changes in contractual cash flows, the transaction was treated as a derecognition of the original bonds and recognition of the new instruments at fair value. The original Eurobonds were derecognised. The new bonds were recognised at fair value on the exchange date, with subsequent measurement at amortised cost or fair value through other comprehensive income (FVOCI), as based on the subsidiary's business model. The fair valuation of the new bonds received in exchange for the original Eurobonds was determined using a combination of valuation techniques including a market-based approach and the Discounted Cash Flow (DCF) Model.

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Gross amount of existing defaulted bond | 559,813 | 427,603 |
| Existing impairment on date of derecognition | (161,084) | (87,690) |
| Impairment until date of settlement | (41,974) | (25,850) |
| Initial value of re-recognition | 356,755 | 314,063 |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

## 23 Pledged assets

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Treasury bills | 18,760 | 66,179 |
| Government bonds | – | 46,863 |
| | **18,760** | **113,042** |
| Pledged assets have been stated at fair values | | |
| Current | 18,760 | 66,179 |
| Non-current | – | 46,863 |
| | **18,760** | **113,042** |

## 24 Other assets

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Fees receivable | 5,424 | 3,511 |
| Accounts receivable | 377,965 | 606,317 |
| Prepayments | 115,684 | 121,649 |
| Repossessed assets | 185,955 | 177,078 |
| Sundry receivables | 388,227 | 277,950 |
| | **1,073,255** | **1,186,505** |
| Impairment charges on receivable balances | (73,926) | (8,405) |
| | **999,329** | **1,178,100** |
| Current | 813,374 | 1,001,022 |
| Non-current | 185,955 | 177,078 |
| | **999,329** | **1,178,100** |
| The movement in impairment allowance on other assets may be summarised as follows: | | |
| 1 January | 8,405 | 103,882 |
| Net movement in impairment charges* | 65,521 | (95,477) |
| | **73,926** | **8,405** |

* Net movement includes write offs.

## 25 Investment in associates

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| At 1 January | 707 | 1,016 |
| Share of post-tax results of associates | 74 | 138 |
| Fair value losses | (26) | – |
| Exchange difference | (404) | (447) |
| | **351** | **707** |

* Investment in associates balances are non-current.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

## 25 Investment in associates (Continued)

| | At 31 December 2024 | At 31 December 2023 |
|---|---|---|
| | Accion Microfinance Bank Ltd (Nigeria) | Accion Microfinance Bank Ltd (Nigeria) |
| Current assets | 11,748 | 14,172 |
| Non-current assets | 792 | 1,441 |
| **Total assets** | **12,540** | **15,613** |
| Liabilities | 7,960 | 8,519 |
| **Total liabilities** | **7,960** | **8,519** |
| Revenues | 5,131 | 8,709 |
| **Profit after tax** | 381 | 644 |

The associate is not listed. There are no published price quotations of the associate of the Group. Furthermore, there are no significant restrictions on the ability of associate to transfer funds to the Group in the form of cash dividends or repayment of loans and advances. The associate is a strategic to the Group. The ACCION entity is a microfinance bank .

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| | At 31 December 2024 | | | At 31 December 2023 | | |
|---|---|---|---|---|---|---|
| | Principal place of business/ Country of incorporation | Net assets of associates | Share Holding (Direct and Indirect) | Country of incorporation | Net assets of associate | Share Holding (Direct and Indirect) |
| Accion Microfinance Bank Ltd (Nigeria) | Nigeria | 4,580 | 22.33% | Nigeria | 7,095 | 21.71% |

**Reconciliation of summarised financial information to the carrying amount of its interests in associates.**

| At 31 December 2024 | EB-ACCION Nigeria | Total |
|---|---|---|
| Opening net assets | 7,095 | 7,095 |
| Profit for the year | 381 | 381 |
| Exchange difference | (2,896) | (2,896) |
| **Closing net assets** | **4,580** | **4,580** |
| Interest in associates | **1,023** | **1,023** |

| At 31 December 2023 | EB-ACCION Nigeria | Total |
|---|---|---|
| Opening net assets | 14,950 | 14,950 |
| Profit for the year | 644 | 644 |
| Exchange difference | (8,499) | (8,499) |
| **Closing net assets** | **7,095** | **7,095** |
| Interest in associates | **1,540** | **1,540** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

## 26 Intangible assets

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| **Goodwill** | | |
| At 1 January | 11,845 | 13,923 |
| Goodwill impairment | (254) | – |
| Exchange difference | (1,022) | (2,078) |
| | **10,569** | **11,845** |

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| **Software costs** | | |
| At 1 January | 43,474 | 70,622 |
| Purchase | 21,457 | 14,821 |
| Amortisation (Note 12) | (22,697) | (30,165) |
| Exchange difference | (13,251) | (11,804) |
| | **28,983** | **43,474** |
| **Total intangible assets** | **39,552** | **55,319** |

**Impairment testing for cash-generating units containing goodwill**

For the purpose of impairment testing, goodwill acquired through business combinations is allocated to cash-generating units (CGUs). The recoverable amounts of the CGUs have been determined based on the value-in-use calculations; using cash flow projections based on the financial budgets approved by senior management covering a period of five years.

The goodwill is arising on acquisitions of the following subsidiaries:

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Ecobank Ghana (The Trust Bank) | 2,749 | 3,471 |
| Ecobank Rwanda | 2,745 | 3,004 |
| Ecobank Zimbabwe | – | 1 |
| Ecobank Chad | 2,424 | 2,578 |
| Ecobank Central Africa | 1,492 | 1,587 |
| Ecobank Burundi | 643 | 657 |
| Ecobank Malawi | 56 | 58 |
| Ecobank Burkina Faso | 460 | 489 |
| | **10,569** | **11,845** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

The calculation of value-in-use was based on the following key assumptions:

| Summary of key inputs | Dec. 2024 | | Dec. 2023 | |
|---|---|---|---|---|
| **Entities** | **Discount factor** | **Long-term growth rate** | **Discount factor** | **Long-term growth rate** |
| Ecobank Ghana (The Trust Bank) | 30.00% | 5.0% | 30.00% | 4.4% |
| Ecobank Rwanda | 20.82% | 7.3% | 20.82% | 4.7% |
| Ecobank Zimbabwe | – | – | 30.00% | 2.3% |
| Ecobank Chad | 19.17% | 2.7% | 22.52% | 3.4% |
| Ecobank Central Africa | 19.55% | 2.6% | 19.88% | 2.8% |
| Ecobank Burundi | 19.01% | 5.0% | 19.01% | 2.3% |
| Ecobank Malawi | 30.00% | 4.6% | 19.01% | 5.2% |
| Ecobank Burkina Faso | 16.58% | 5.0% | 17.35% | 5.1% |

1. The cash flows were projected based on the Group's approved budget. The cash flows were based on past experiences and were adjusted to reflect expected future performances of the company taking into consideration the country's gross domestic product.
2. A range of terminal growth rate of 2.6-7.3% was applied in determining the terminal cash flows depending on the country the entity is domiciled.
3. Discount rates ranging from 16.58% to 30.0%, representing pre-tax cost of equity of an entity was applied in determining the value in use. The growth rate used to extrapolate terminal cash flows for goodwill impairment testing is consistent with long term average growth rate for industry and countries.
4. The Group expects that through these acquisitions, it would create synergy that enhances its ability to tap into opportunities in the respective countries where the entities are domiciled.
5. The key assumptions described above and summarised above may change as economic and market conditions change. The Group estimates that reasonably possible changes in these assumptions would not cause the recoverable amount of either CGU to decline below the carrying amount.

## 27 Investment property:

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| 1 January | 11,070 | 9,922 |
| Fair value gain | 95 | – |
| Disposal | (997) | 2,419 |
| Exchange difference | 905 | (1,271) |
| **31 December** | **11,073** | **11,070** |

The following amounts have been recognised in the income statement:

| | | |
|---|---|---|
| Rental income | 1,411 | 416 |
| Direct operating expenses arising from investment properties that generate rental income | (105) | (91) |
| Fair value | 95 | 2,419 |
| | **1,401** | **2,744** |

Investment properties are carried at fair value. The valuation of investment properties has been done using the level 2 technique (inputs other than quoted prices that are observable for the asset or liability). There has been no change in the techniques used in the valuation of the investment properties. The fair value of investment property is based on a valuation by an independent valuer who holds a recognised and relevant professional qualification and has recent experience in the location and category of the investment property being valued. The valuation methodology

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

used is the market approach. The fair value are derived using the sales comparison approach where the main inputs in the determination of the fair value are recent land sales or asking prices for similarly sized plots in the immediate vicinity of the investment property. In certain cases, due to the unavailability of similar large land size traded in the immediate property market, the valuers subdivided the entire land area into smaller plots; allowing for circulation and infrastructure and applying an adjusted sales price per plot to arrive at a gross sales price. In certain circumstances further adjustments are also done on the basis of quality of title and location.

## 28 Property and equipment

| | Motor Vehicles | Land & Buildings | Furniture & Equipment | Installations | Construction in progress | Total |
|---|---|---|---|---|---|---|
| **1 January 2024** | | | | | | |
| Cost or Valuation | 41,483 | 741,047 | 368,105 | 146,570 | 67,727 | 1,364,932 |
| Accumulated depreciation | 31,105 | 161,397 | 302,779 | 115,640 | – | 610,921 |
| **Net book amount** | **10,378** | **579,650** | **65,326** | **30,930** | **67,727** | **754,011** |
| **Year ended 31 December 2023** | | | | | | |
| 1 January | 10,378 | 579,650 | 65,326 | 30,930 | 67,727 | 754,011 |
| Purchase of property, plant and equipment | 5,748 | 15,674 | 34,059 | 17,065 | 23,929 | 96,475 |
| Right of use assets | 585 | 12,466 | 283 | – | – | 13,334 |
| Revaluation | – | 4,947 | – | – | – | 4,947 |
| Disposals | (5,301) | (36,928) | (45,595) | (21,273) | – | (109,097) |
| Disposals – accumulated depreciation | 5,066 | 31,738 | 45,022 | 21,038 | – | 102,864 |
| Reclassifications – cost | 66 | (6,260) | 572 | 459 | 5,163 | – |
| Reclassifications – accumulated depreciation | (66) | 6,260 | (572) | (459) | (5,163) | – |
| Depreciation charge | (4,506) | (13,370) | (17,778) | (7,284) | – | (42,938) |
| Depreciation charge (ROU) | (181) | (16,517) | (344) | – | – | (17,042) |
| Exchange difference | (1,135) | (155,393) | (18,822) | (14,795) | (24,061) | (214,206) |
| **31 December 2023** | **10,654** | **422,267** | **62,151** | **25,681** | **67,595** | **588,348** |
| **1 January 2024** | | | | | | |
| Cost or Valuation | 37,372 | 573,162 | 318,686 | 139,439 | 67,595 | 1,136,254 |
| Accumulated depreciation | 26,718 | 150,895 | 256,535 | 113,758 | – | 547,906 |
| **Net book amount** | **10,654** | **422,267** | **62,151** | **25,681** | **67,595** | **588,348** |
| **Year ended 31 December 2024** | | | | | | |
| 1 January | 10,654 | 422,267 | 62,151 | 25,681 | 67,595 | 588,348 |
| Purchase of property, plant and equipment | 6,602 | 23,619 | 23,572 | 7,569 | 24,728 | 84,595 |
| Right of use assets | 434 | 10,971 | 708 | – | – | 12,113 |
| Revaluation | – | 5,781 | – | – | – | 5,781 |
| Disposals | (1,706) | (3,449) | (4,144) | (738) | – | (10,037) |
| Disposals – accumulated depreciation | 2,650 | 1,693 | 4,676 | 647 | – | 9,666 |
| Reclassifications – accumulated depreciation | (146) | (2,825) | 2,946 | 25 | – | – |
| Depreciation charge | (5,063) | (10,916) | (17,337) | (7,659) | – | (40,975) |
| Depreciation charge (ROU) | (177) | (15,019) | (416) | – | – | (15,612) |
| Exchange difference | (1,184) | (65,613) | (11,222) | 252 | (8,985) | (86,752) |
| **31 December 2024** | **13,511** | **407,111** | **58,523** | **24,404** | **59,260** | **562,809** |
| **At 31 December 2024** | | | | | | |
| Cost | 38,814 | 546,721 | 301,353 | 139,459 | 59,260 | 1,085,607 |
| Accumulated depreciation | 25,303 | 139,610 | 242,830 | 115,055 | – | 522,798 |
| **Net book amount** | **13,511** | **407,111** | **58,523** | **24,404** | **59,260** | **562,809** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

## 28 Property and equipment (Continued)

Land and buildings are measured using the revaluation model. The valuation of land and buildings has been done using the level 2 technique (inputs other than quoted prices that are observable for the asset). There has been no change in the valuation techniques used in the valuation of the land and buildings. The valuation of the Group's land and buildings was performed by independent valuers to determine the fair value of the land and buildings as at 31 December 2024. The fair values are derived by applying internationally acceptable and appropriately benchmarked valuation techniques such as depreciated replacement cost or market value approach. The depreciated replacement cost approach involves estimating the value of the property in its existing use and the gross replacement cost. For this, appropriate deductions are made to allow for age, condition and economic or functional obsolescence, environmental and other factors that might result in the existing property being worth less than a new replacement. The valuation methodology used is the market approach. The market value approach key inputs involves comparing the properties with identical or similar properties, for which evidence of recent transaction is available or alternatively identical or similar properties that are available in the market for sale making adequate adjustments on price information to reflect any differences in terms of actual time of the transaction, including legal, physical and economic characteristics of the properties.

The revaluation surplus net of applicable deferred income taxes was credited to other comprehensive income and is shown in 'revaluation reserve – property and equipment' in shareholders equity (Note 40).

If land and buildings were stated at historical costs, the amounts would be as follows:

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Cost | 411,494 | 400,779 |
| Accumulated depreciation | (139,968) | (109,864) |
| **Net book amount** | **271,526** | **290,915** |

## 29 Right-of-use assets

Property, plant and equipment comprise leased assets that do not meet the definition of investment property. They are right-of-use assets, included in the Property, plant and equipment line items, over the following:

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Motor Vehicles | 1,223 | 1,027 |
| Land & Buildings | 56,069 | 51,430 |
| Furniture & Equipment | 3,455 | 3,245 |
| | **60,747** | **55,702** |

Additional information on the right-of-use assets by class of assets is as follows:

| | Motor Vehicles | Land & Buildings | Furniture & Equipment | Total |
|---|---|---|---|---|
| At 1 January | 1,027 | 51,430 | 3,245 | 55,702 |
| Additions | 434 | 10,971 | 708 | 12,113 |
| Depreciations | (177) | (15,019) | (416) | (15,612) |
| Exchange difference | (61) | 8,687 | (82) | 8,544 |
| **At 31 December 2024** | **1,223** | **56,069** | **3,455** | **60,747** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| | Motor Vehicles | Land & Buildings | Furniture & Equipment | Total |
|---|---|---|---|---|
| At 1 January | 572 | 58,106 | 2,538 | 61,216 |
| Additions | 585 | 12,466 | 283 | 13,334 |
| Depreciations | (181) | (16,517) | (344) | (17,042) |
| Exchange difference | 51 | (2,625) | 768 | (1,806) |
| **At 31 December 2023** | **1,027** | **51,430** | **3,245** | **55,702** |

## 30 Assets held for sale

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| **Assets held for sale** | | |
| ETI Property | 2,727 | 4,439 |
| Ecobank Nigeria Property | – | 1,037 |
| | **2,727** | **5,476** |

### 30.1 ETI: Property in Ogombo, Lagos, Nigeria

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| **Assets held for sale** | | |
| ETI Landed Property | 4,439 | 9,162 |
| Foreign exchange translation loss on investment property | (1,712) | (4,723) |
| | **2,727** | **4,439** |

ETI owns a property in Ogombo, Lagos, Nigeria. As of 31 December 2024, the disposal process has taken longer than initially anticipated. However, management and the purchaser remain committed to completing the sale and is actively engaging with the potential buyer to finalise the sale.

### 30.2 Ecobank Nigeria: Property in Victoria Island, Lagos, Nigeria

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| **Assets held for sale** | | |
| Land | – | – |
| Freehold buildings | – | 1,037 |
| | **–** | **1,037** |

In December 2022, Ecobank Nigeria publicly announced the decision of its Board of Directors to sell its former head office building located at 21 Ahmadu Bello Way, Victoria Island, Lagos and some other Bank's properties. During the year a portion of land and freehold buildings was sold. At 31 December 2024, freehold buildings valued at $1.0 million was sold.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

## 31 Deposits from other banks

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Operating accounts with banks | 428,139 | 336,683 |
| Other deposits from banks | 1,592,497 | 1,251,435 |
| | **2,020,636** | **1,588,118** |

All deposits from banks are current and have variable interest rates.

## 32 Deposit from customers

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| **Corporate and investment Banking** | | |
| • Current accounts | 6,697,677 | 6,423,332 |
| • Term deposits | 1,719,893 | 2,197,707 |
| | **8,417,570** | **8,621,039** |
| **Commercial Banking** | | |
| • Current accounts | 4,747,764 | 4,166,911 |
| • Term deposits | 530,242 | 570,200 |
| • Savings deposits | 135,220 | 116,240 |
| | **5,413,226** | **4,853,351** |
| **Consumer Banking** | | |
| • Current accounts | 2,753,185 | 2,676,209 |
| • Term deposits | 521,362 | 543,773 |
| • Savings deposits | 3,318,393 | 3,279,576 |
| | **6,592,940** | **6,499,558** |
| **Total** | **20,423,736** | **19,973,948** |
| Current | 19,587,987 | 17,400,006 |
| Non-current | 835,749 | 2,573,942 |
| | **20,423,736** | **19,973,948** |

Customer deposits carry variable interest rates.

| At 31 December 2024 | CIB | | Commercial | | | Consumer | | | Total |
|---|---|---|---|---|---|---|---|---|---|
| | Current account | Term deposits | Current account | Term deposits | Savings | Current account | Term deposits | Savings | |
| At 1 January | 6,423,332 | 2,197,707 | 4,166,911 | 570,200 | 116,240 | 2,676,209 | 543,773 | 3,279,576 | 19,973,948 |
| Additions | 2,456,337 | 398,875 | 1,232,192 | 111,598 | 45,112 | 812,248 | 72,912 | 507,529 | 5,636,803 |
| Withdrawals | (1,623,099) | (480,914) | (151,408) | (76,724) | (4,618) | (375,708) | (21,485) | (54,136) | 2,788,092) |
| Exchange difference | (558,893) | (395,775) | (499,931) | (74,832) | (21,514) | (359,564) | (73,838) | (414,576) | (2,398,923) |
| **At 31 December 2024** | **6,697,677** | **1,719,893** | **4,747,764** | **530,242** | **135,220** | **2,753,185** | **521,362** | **3,318,393** | **20,423,736** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| At 31 December 2023 | CIB | | Commercial | | | Consumer | | | Total |
|---|---|---|---|---|---|---|---|---|---|
| | Current account | Term deposits | Current account | Term deposits | Savings | Current account | Term deposits | Savings | |
| At 1 January | 6,604,770 | 2,343,070 | 4,440,591 | 803,839 | 124,181 | 2,539,286 | 562,792 | 3,394,784 | 20,813,313 |
| Additions | 2,325,109 | 912,808 | 1,093,724 | 100,842 | 33,945 | 729,879 | 132,628 | 551,754 | 5,880,689 |
| Withdrawals | (1,593,233) | (289,325) | (472,222) | (96,044) | (2,039) | (223,435) | (25,765) | (112,985) | (2,815,048) |
| Exchange difference | (913,314) | (768,846) | (895,182) | (238,437) | (39,847) | (369,521) | (125,882) | (553,977) | (3,905,006) |
| **At 31 December 2023** | **6,423,332** | **2,197,707** | **4,166,911** | **570,200** | **116,240** | **2,676,209** | **543,773** | **3,279,576** | **19,973,948** |

## 33 Borrowed funds

| | | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|---|
| a | Eurobond | – | 508,904 |
| b | Eurobond II• | 345,438 | 344,340 |
| c | Eurobond Nigeria | 306,570 | 306,683 |
| d | Development Bank of Nigeria | 32,203 | 52,720 |
| e | Bank of Industry of Nigeria (BOI) | 1,002 | 2,666 |
| f | Proparco II | – | 41,240 |
| g | Nigeria Sovereign Investment Authority (NSIA ) | 31,942 | 62,590 |
| h | Central Bank of Nigeria | 72,182 | 135,636 |
| i | Findev Canada* | 10,291 | 17,176 |
| j | Credit Europe Bank* | 115,657 | 102,828 |
| k | Africa Finance Corporation facility* | 215,454 | 291,071 |
| l | European Investment Bank | 88,767 | 90,842 |
| m | Sanad Fund for MSME Debt Sub-Fund | 15,663 | 15,066 |
| n | Eco-Business Fund (see note n) | 16,176 | 17,879 |
| o | Creative Industry Financial Initiative Funds | 67,630 | 69,998 |
| p | Proparco Syndicated loan* | 198,329 | – |
| q | Eurobond III* | 395,650 | – |
| r | Development Bank Ghana | 26,758 | – |
| s | Lease liability | 57,295 | 53,557 |
| | Other loans | 162,840 | 136,387 |
| | | **2,159,847** | **2,249,583** |
| | Current | 687,876 | 969,962 |
| | Non-current | 1,471,971 | 1,279,621 |
| | | **2,159,847** | **2,249,583** |

a) ETI issued a USD 500 million Senior Unsecured 5-year Eurobond (Reg S/144A) with a maturity date of 18 April 2024. An initial issuance of $450 million in April 2019 was followed by a tap issuance of $50 million in July 2019. The bonds bear a coupon rate of 9.5%. This was paid down in April 2024.

b) Ecobank Transnational Incorporated – ETI raised $350 million Tier 2 Sustainability Notes in June 2021. This represents the first ever Tier 2 Sustainability Notes by a financial institution in Sub-Saharan Africa. This Tier 2 issuance is the first to have Basel III-compliant 10NC5 structure outside of South Africa in Reg S/144A format and is listed on the main market of the London Stock Exchange. The bond matures in June 2031 and has a call option in June 2026. The bond was issued with interest payable semi-annually, on 17 June and 17 December each year.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

c) On 16 February 2021, the Ecobank Nigeria issued a $300 million Eurobond at 7.125% coupon rate. The Bond is a 5-year tenor with maturity date of 16 February 2026.

d) Ecobank Nigeria secured a 50 billion Naira ($121 million) loan from Development Bank of Nigeria (DBN) in December 2020. The facility has a tenor of 10 years, maturity date of 29 November 2030 with an interest rate of 6.5%, fixed for the first 5 years and subject to repricing afterwards

e) The Bank of Industry (BOI) loan to Ecobank Nigeria represents the Central Bank of Nigeria's intervention funds on-lent to some of the Bank's customers in the manufacturing sector through BOI. The fund is administered at an all-in interest rate of 7% per annum payable on a quarterly basis. The maximum tenor of the facility is 15 years.

f) A Proparco-led syndicate granted a $60 million 3-year facility to ETI in October 2021. The loan is amortising with a final repayment date in September 2024. The loan was paid off on the due date.

g) NSIA granted facilities to Ecobank Nigeria through ETI. These amounted to $31.9 million and maturing in June 2025.

h) Central Bank of Nigeria loan represents 7-year intervention funds for on-lending to customers of the Bank in the agricultural sector with maturity date of 28 May 2027. The Fund is administered at an interest rate of 9% per annum.

i) In December 2021, ETI signed a Senior Term Facility agreement with Development Finance Institute Canada (DFIC) Inc. ("FinDev Canada"). The funds were disbursed on 31 March 2022.

The proceeds of the Facility shall be used to support the ETI's general corporate purposes, at least thirty per cent (30%) of the proceeds of the Facility to be used for on-lending to WSMEs and not less than fifty per cent (50%) of the proceeds of the Facility to be used for on-lending to Sub-Borrower. Interest will be payable semi-annually, in arrears, at the end of the respective interest period. The tenure of facility is 4 years from the date of the disbursement.

j) In August 2022, ETI raised a two-year $100 million senior loan from Credit Europe Bank. The loan was repaid in August 2024. A new one-year facility for $115 million was then drawn in October 2024 from the same institution.

k) In October 2022, a syndicate led by the Africa Finance Corporation, Bank of Africa and Rand Merchant Bank disbursed a total of $325 million in two tranches of $113 million for two years with maturity in 2024 and $212 million (Facility A 6.17% Facility B 5.20%) for three years with maturity in 2025.

l) European Investment Bank loan is a senior-term facility for between 4 and 7 years in separate tranches. A dollar equivalent of a total of €100 million has been disbursed in a combination of floating and fixed-rate tranches starting in 2023.

m) In December 2023, eco.business Fund, a biodiversity conservation-focused investment fund joined forces with SANAD, a leading financial intermediary in the Middle East and Africa region to provide a total of $32.8 million to ETI as financial support for the agricultural sector. The loan which has a two year moratorium on principal payments, has semi-annual repayments till maturity in December 2029.

n) In December 2023, eco.business Fund, a biodiversity conservation-focused investment fund joined forces with SANAD, a leading financial intermediary in the Middle East and Africa region to provide a total of $32.8 million to ETI as financial support for the agricultural sector. The loan which has a two year moratorium on principal payments, has semi-annual repayments till maturity in December 2029.

o) Ecobank Nigeria has a facility with Creative Industry Financial Initiative Funds at interest rate of 9% for 7 years maturing on 28 May 2027.

p) In 2024, ETI finalised a $200 million, six-year syndicated sustainability-linked loan with a consortium of European Development Finance Institutions, with Proparco serving as the lead arranger. A sustainability report is published on an annual basis detailing associated commitment and covenant with the bond. As of 31 December 2024, ETI has maintained full compliance with all loan covenants.

q) In October 2024, ETI issued a $500 million Senior Unsecured 5-year Eurobond (Reg S/144A) with a maturity date of 18 October 2029. The bonds bear a coupon rate of 10.125%.

r) In 2023 the Bank drew down on a facility from Development Bank of Ghana Ltd which to be applied exclusively towards financing MSMEs and small corporates in the form of capital investment loans and working capital loans with a fixed interest rates and with different expiry dates 2024, 2029 and 2030 respectively.

* These borrowings are subject to covenants. As of 31 December 2024, there have been no breaches of these covenants.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**Lease liabilities**

| Maturity analysis – contractual undiscounted cash flows | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Less than one year | 1,620 | 2,093 |
| One to five years | 27,195 | 28,636 |
| More than five years | 28,480 | 22,828 |
| **Total undiscounted lease liabilities** | **57,295** | **53,557** |
| **Lease liabilities included in borrowings** | | |
| Current | 1,620 | 2,093 |
| Non-current | 55,675 | 51,464 |
| | **57,295** | **53,557** |

The movement of borrowings summarised as follows:

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| **At 1 January** | **2,249,583** | **2,278,392** |
| Accrued interest | 8,463 | 5,615 |
| Additions Borrowings | 1,315,796 | 267,236 |
| Additions Lease liabilities | 12,113 | 13,334 |
| Repayments | (1,388,278) | (321,497) |
| Exchange difference | (37,830) | 6,503 |
| **At 31 December** | **2,159,847** | **2,249,583** |

## 34 Other liabilities

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Accrued income | 149,273 | 101,271 |
| Unclaimed dividend | 11,726 | 10,968 |
| Accruals* | 254,748 | 232,962 |
| Obligations under customers' letters of credit | 43,943 | 67,287 |
| Bankers draft | 4,370 | 4,263 |
| Accounts payable | 265,332 | 271,496 |
| Allowance for off balance sheet receivables | 18,820 | 16,417 |
| Others** | 534,539 | 657,580 |
| **At 31 December** | **1,282,751** | **1,362,244** |

Other liabilities are expected to be settled within no more than 12 months after the reporting date.

* Accruals represent expense accrued for expenses like audit fees, bonus, Directors' fees, travel, training and other expenses which have not been paid at year end.

** Others is comprised of settlement accounts, customer foreign exchange purchase accounts, POS and VISA settlement accounts.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

## 35 Provisions

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| At 1 January | 62,275 | 63,255 |
| Additional provisions charged to income statement | 17,228 | 26,229 |
| Provision no longer required | 42 | (6,726) |
| Utilised during the year | (15,254) | (9,645) |
| Exchange difference | (4,486) | (10,838) |
| **At 31 December** | **59,805** | **62,275** |

Provisions represent amounts provided for in respect of various litigations pending in court. Based on professional advice, the amounts for pending litigations have been set aside to cover the expected losses to the Group on the determination of these litigations.

## 36 Deferred income taxes

Deferred income taxes are calculated using substantively enacted tax rate of each subsidiary.

The movement on the deferred income tax account is as follows:

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| At 1 January | (154,124) | (129,486) |
| Income statement charge | (43,223) | (11,970) |
| Investment securities directly in OCI: | | |
| – fair value remeasurement | (20,271) | 7,020 |
| Revaluation of property and equipment (directly in OCI) | (10,599) | (16,965) |
| Exchange difference | 43,377 | (2,723) |
| | **(184,840)** | **(154,124)** |
| Deferred income tax assets and liabilities are attributable to the following items: | | |
| Deferred income tax liabilities | | |
| Accelerated tax depreciation | 1,643 | 2,101 |
| Investment securities | 4,009 | 4,949 |
| Revaluation of property and equipment | 35,794 | 46,393 |
| Other temporary differences | 6,165 | 18,169 |
| **At 31 December** | **47,611** | **71,612** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| **Deferred tax assets** | | |
| Pension and other post-retirement benefits | 249 | 313 |
| Impairment charges on financial assets | 77,285 | 5,725 |
| Other provisions | 18,143 | 67,206 |
| Tax loss carried forward | 32,337 | 18,220 |
| Other temporary differences | 79,348 | 88,062 |
| Unutilised capital allowances | 577 | 487 |
| Investment securities | 24,512 | 45,723 |
| | **232,451** | **225,736** |
| **Deferred tax liabilities** | | |
| – To be recovered within 12 months | 40,797 | 65,453 |
| – To be recovered after more than 12 months | 6,814 | 6,159 |
| | **47,611** | **71,612** |
| **Deferred tax assets** | | |
| – To be recovered within 12 months | 147,478 | 95,673 |
| – To be recovered after more than 12 months | 16,075 | 130,063 |
| | **232,451** | **225,736** |
| The deferred tax charge in the income statement comprises the following temporary differences: | | |
| Accelerated tax depreciation | (468) | 567 |
| Pensions and other post-retirement benefits | 64 | (259) |
| Impairment charges on financial assets | (21,921) | 248 |
| Other provisions | (636) | (4,973) |
| Tax losses carry forward | (10,519) | 3,354 |
| Other temporary differences | (9,739) | (744) |
| Exchange difference | (4) | (33,808) |
| | **(43,223)** | **(35,615)** |

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income taxes related to the same fiscal authority.

Income tax effects relating to components of other comprehensive income:

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| | Net | Net |
| Fair value gain/(loss) on investment securities | 70,191 | (53,812) |
| Revaluation gain on property and equipment | 5,167 | 1,875 |
| | **75,358** | **(51,937)** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

## 37 Retirement benefit obligations

### Other post-retirement benefits

Apart from the pension schemes, the Group operates a post-employment gratuity payment scheme.

The method of accounting and the frequency of valuations are as described in Note 2.21.

The Group operates a post employment gratuity payment scheme. The amounts recognised in the statement of financial position are as follows:

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Present value of funded obligations | 39,803 | 44,110 |
| Fair value of plan assets | (23,719) | (22,906) |
| | **16,084** | **21,204** |
| Present value of unfunded obligations | 10,255 | 9,788 |
| **Liability in the statement of financial position** | **26,339** | **30,992** |

In 2024, the movement in the defined benefit obligation over the period is as follows :

| | 31 December 2024 | | | 31 December 2023 | | |
|---|---|---|---|---|---|---|
| | Present value of obligation | Fair value of plan assets | Total | Present value of obligation | Fair value of plan assets | Total |
| **At 1 January** | **53,801** | **(22,906)** | **30,895** | **39,009** | **(19,748)** | **19,261** |
| Current service cost | 669 | – | 669 | 3,904 | – | 3,904 |
| Interest expense and income | 554 | (916) | (362) | 5,208 | (790) | 4,418 |
| | **1,223** | **(916)** | **307** | **9,112** | **(790)** | **8,322** |
| **Remeasurements** | | | | | | |
| Return on plan assets | – | (603) | (603) | – | (731) | (731) |
| Actuarial (gain)/loss due to Experience Adjustment | 652 | – | 652 | 684 | – | 684 |
| | **652** | **(603)** | **49** | **684** | **(731)** | **(47)** |
| Exchange difference | (4,755) | 1,341 | (3,414) | 2,896 | 217 | 3,113 |
| Contributions | 502 | 252 | 754 | 538 | 115 | 653 |
| Reversal of provision | – | – | – | 1,562 | – | 1,562 |
| Retirement benefit payments | (1,365) | (887) | (2,252) | – | (1,969) | (1,969) |
| **At 31 December** | **50,058** | **(23,719)** | **26,339** | **53,801** | **(22,906)** | **30,895** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

The defined benefit obligation and plan assets are composed by regions/countries as follows :

| | 31 December 2024 | | | | 31 December 2023 | | | |
|---|---|---|---|---|---|---|---|---|
| | ETI | UEMOA/ CEMAC | Others | Total | ETI | UEMOA/ CEMAC | Others | Total |
| Present value obligation | 10,255 | 14,140 | 25,663 | **50,058** | 9,788 | 16,755 | 27,258 | **53,801** |
| Fair value of plan assets | - | (23,719) | – | **(23,719)** | – | (22,006) | – | **(22,006)** |
| Total liability | 10,255 | (9,579) | 25,663 | **26,339** | 9,788 | (6,151) | 27,258 | **31,795** |

Income tax effects relating to components of other comprehensive income

The amounts recognised in the income statement are as follows:

| | 31 December 2024 | 31 December 2023 |
|---|---|---|
| Current service cost | 669 | 3,904 |
| Net interest cost | 554 | 5,208 |
| **Total included in staff costs** | **1,223** | **9,112** |
| Other Comprehensive Income | | |
| Actuarial loss on obligations | (389) | 684 |
| Actuarial loss on plan assets | – | – |
| | **(389)** | **684** |

As the plan assets include significant investments in government bonds, the Group is also exposed to interest rate risks and impact of changes monetary policies on bond yields. The defined benefit plan does not have any significant impact on the group's cash flows.

The net actuarial gain on the fair value of plan assets arose as a result of the actual returns on the assets being greater than the calculated expected return on assets.

Plan assets are comprised as follows:

| | 31 December 2024 | | | | 31 December 2023 | | | |
|---|---|---|---|---|---|---|---|---|
| | % | Quoted | Unquoted | Total | % | Quoted | Unquoted | Total |
| Cash | 8% | 1,898 | – | 1,898 | 8% | 1,832 | – | 1,832 |
| Equity instruments | 0% | 2 | – | 2 | 0% | 2 | – | 2 |
| Debt instruments (Bonds) | 92% | 17,455 | 4,364 | 21,819 | 92% | 16,858 | 4,214 | 21,072 |
| | **100%** | **17,458** | **4,364** | **23,719** | **100%** | **16,860** | **4,214** | **22,906** |

The expected return on plan assets is determined by considering the expected returns available on the assets underlying the current investment policy.

The principal assumptions used for ETI and the subsidiaries operating in UEMOA region were as follows:

| | ETI | | UEMOA | |
|---|---|---|---|---|
| | 2024 | 2023 | 2024 | 2023 |
| Discount rate | 6.00% | 5.50% | 5.5% | 5.50% |
| Exit rate | 3.09% | 4.45% | 4.45% | 4.45% |
| Salary Increase rate | 1.00% | 1.80% | 1.8% | 1.80% |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| Sensitivity analysis on actuarial assumptions for ETI | Increase in assumption by 1% | Liability changes to | Decrease in assumption by 1% | Liability changes to |
|---|---|---|---|---|
| Discount rate | Decrease in the liability by 2.09% | 3,284,868 | Increase in the liability by 2.27% | 3,608,165 |
| Exit rate | Decrease in the liability by 2.35% | 3,265,233 | Increase in the liability by 2.52% | 3,627,322 |
| Salary Increase rate | Increase in the liability by 2.36% | 3,615,050 | Decrease in the liability by 2.21% | 3,275,950 |

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting year) has been applied as when calculating the pension liability recognised within the statement of financial position. The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous year.

The Group also operates a defined contribution plan. For the defined contribution plans, the Group pays contributions to publicly or privately administered pension insurance plans on a mandatory, contractual or voluntary basis. The group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available. There were no outstanding contributions due at the end of the year.

## 38 Contingent liabilities and commitments

**a) Legal proceedings**

The Group is a party to various legal actions arising out of its normal business operations. The Directors believe that, based on currently available information and advice of counsel, none of the outcomes that result from such proceedings will have a material adverse effect on the financial position of the Group, either individually or in the aggregate. The amounts that the directors believe will materialize are disclosed in Note 35.

**b) Capital commitments**

At 31 December 2024, the Group had capital commitments of $ 106 million (December 2023: $10 million) in respect of buildings and equipment purchases. The Group's management is confident that future net revenues and funding will be sufficient to cover this commitment.

**c) Loan commitments, guarantee and other financial facilities**

At 31 December 2024 the Group had contractual amounts of the off-balance sheet that commit it to extend credit to customers guarantees and other facilities are as follows:

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Guaranteed commercial papers and banker acceptances | 113,362 | 81,677 |
| Documentary and commercial letters of credit | 761,674 | 1,131,338 |
| Performance bond, guarantees and indemnities | 1,696,225 | 1,641,273 |
| Loan commitments | 811,363 | 647,836 |
| | **3,382,624** | **3,502,124** |

An ECL amount of $19 million (December 2023: $16 million) has been recognised on the off balance sheet items shown above. This is reported in 'other liabilities' (see note 34).

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**d) Tax exposures**

The Group is exposed to ongoing tax reviews in some subsidiary entities. The Group considers the impact of tax exposures, including whether additional taxes may be due. This assessment relies on estimates and assumptions and may involve series of judgements about future events. New information may become available that causes the Group to change its judgement regarding the adequacy of existing tax liabilities; such changes to tax liabilities would impact tax expense in the period in which such a determination is made. The total amount of tax exposure as at 31 December 2024 $317 million (December 2023: $228 million). Based on Group's assessment, the probable liability is not likely to exceed $19 million (December 2023: $15 million) which provisions have been made in the books in Note 35.

## 39 Share capital

| | No of shares ('000) | Ordinary shares | Share premium | Treasury shares | Total |
|---|---|---|---|---|---|
| At 1 January 2023 | 24,592,619 | 618,259 | 1,499,145 | (3,443) | 2,113,961 |
| **At 31 December 2023/1 January 2024** | **24,592,619** | **618,259** | **1,499,145** | **(3,443)** | **2,113,961** |
| Treasury shares | – | – | – | – | – |
| **At 31 December 2024** | **24,592,619** | **618,259** | **1,499,145** | **(3,443)** | **2,113,961** |

The total authorised number of ordinary shares at period end was 50 billion (31 December 2023: 50 billion) with a par value of $0.025 per share (December 2023: $0.025 per share). Total issued shares as of 31 December 2024 were 24 730 billion shares. The adjustment for treasury shares on consolidation resulted in the share count of 24.592 billion shares.

Treasury shares were ETI shares held by subsidiaries and related entities within the Group as at year end. The treasury shares count as at 31 December 2024 is 137.7 million shares.

The adjustment of ordinary shares is to align with the ordinary shares Shareholders register.

**Share options**

The Company offers share option to certain employees with more than three years' service. Options are conditional on the employee completing three years' service. The options are exercisable starting three years from the grant date. The Company has no legal or constructive obligation to repurchase or settle the options in cash.

Movement in the number of share options outstanding are as follows:

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| At 1 January | – | 50,000 |
| Forfeited | – | (50,000) |
| Lapsed | – | – |
| **At 31 December** | **–** | **–** |

## 40 Retained earnings, other reserves and other equity instruments

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Retained earnings | 1,040,494 | 746,414 |
| Other reserves | (2,075,415) | (1,637,943) |
| **At 31 December** | **(1,034,921)** | **(891,529)** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**a) Retained earnings**

Movements in retained earnings were as follows:

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| At 1 January | 746,414 | 571,032 |
| Profit for year | 333,175 | 287,824 |
| Transfer from/(to) general banking reserve | 17,237 | (8,483) |
| Transfer to statutory reserve | (56,332) | (83,196) |
| Dividends paid to Ordinary shareholders | – | (27,203) |
| Share option forfeited | – | 1,250 |
| Transfer from revaluation reserve property on disposed property | – | 5,190 |
| | **1,040,494** | **746,414** |

**b) Other Reserves**

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| General banking reserve | (133,271) | 153,265 |
| Statutory reserve | 600,610 | 676,059 |
| Revaluation reserve – Investment securities | (29,655) | (104,671) |
| Revaluation reserve – property and equipment | 101,924 | 135,510 |
| Remeasurements of post-employment benefit obligations | 298 | 692 |
| Translation reserve | (2,881,863) | (2,498,798) |
| **At 31 December** | **(2,075,415)** | **(1,637,943)** |

Movements in retained earnings were as follows:

**i) General banking reserve**

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| At 1 January | 153,265 | 144,782 |
| Effect of currency translation | (2,757) | – |
| Transfer to retained earnings | (17,237) | 8,483 |
| **At 31 December** | **133,271** | **153,265** |

The general banking reserve represents transfers from retained earnings for unforeseeable risks and future losses. General banking reserves can only be distributed following approval by the shareholders in general meeting.

**ii) Statutory reserve**

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| At 1 January | 676,059 | 592,863 |
| Effect of currency translation | (131,781) | – |
| Transfer from retained earnings | 56,332 | 83,196 |
| **At 31 December** | **600,610** | **676,059** |

Statutory reserves represents accumulated transfers from retained earnings in accordance with relevant local banking legislation. These reserves are not distributable.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

### iii) Share option reserve

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| At 1 January | – | 1,250 |
| Transfer to retained earnings | – | (1,250) |
| **At 31 December** | **–** | **–** |

### iv) Remeasurements of post-employment benefit obligations

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| At 1 January | 692 | 8 |
| Effect of currency translation | (5) | – |
| Actuarial gains on retirement benefit | (389) | 684 |
| **At 31 December** | **298** | **692** |

### v) Revaluation reserves – Investment securities

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| At 1 January | (104,671) | (50,859) |
| Effect of currency translation | 4,825 | – |
| Net gain loss from changes in fair value debt securities | 70,191 | (53,812) |
| **At 31 December** | **(29,655)** | **(104,671)** |

The revaluation reserve shows the effects from the fair value measurement of investment securities after deduction of deferred taxes. The net gain from changes in fair value in this note $70.2 million represents the owner's part while the amount in the amount in Statement of OCI represent the Group amount $66.1 million (December 2023 was net loss $53.8 million and Group amount $64.4 million).

The equity component of the convertible bond is computed as a residual amount after determining the loan amount using the market rate of an equivalent loan.

### vii) Revaluation Reserve – property and equipment

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| At 1 January | 135,510 | 138,825 |
| Transfer to retained earnings fair value on disposed property | – | (5,190) |
| Effect of currency translation | (38,753) | – |
| Net gain from change in fair value | 5,167 | 1,875 |
| **At 31 December** | **101,924** | **135,510** |

### viii) Translation reserve

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| At 1 January | (2,498,798) | (1,948,237) |
| Currency translation difference arising during the year | (383,065) | (550,561) |
| **At 31 December** | **(2,881,863)** | **(2,498,798)** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**c) Other equity instruments**

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| At 1 January | 74,088 | 74,088 |
| Attributable to other equity instrument holder | 7,313 | 7,312 |
| Additional tier 1 capital coupon | (7,313) | (7,312) |
| **At 31 December** | **74,088** | **74,088** |

As at 31 December 2021, perpetual subordinated notes (Additional Tier 1 – AT1) issued by the Group and recognised under 'other equity instruments' totalled $74.1 million (2020: nil). This is the net proceeds after deducting the issuance costs. The parent company raised this instrument with a nominal value of $75 million in September 2021 at a fixed coupon rate of 9.75%, with coupon payment dates of 3 March and 3 September and a first reset date of 3 September 2026. The AT1 instrument was raised for general business purposes and to increase the regulatory capital base of the Group.

## 41 Cash and cash equivalents

For the purposes of statement of cash flows, cash and cash equivalents comprise the following balances with less than three months maturity.

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| Cash and balances with central banks (Note 16) | 3,835,252 | 2,596,218 |
| Treasury Bills and other eligible bills (Note 21) | 361,525 | 409,025 |
| Deposits with other banks (Note 19) | 1,173,198 | 1,229,276 |
| Deposits from other banks (Note 31) | (428,139) | (336,683) |
| | **4,941,836** | **3,897,836** |

## 42 Group entities

**a) Significant subsidiaries**

| | Country of incorporation | Ownership interests | |
|---|---|---|---|
| | | 2024 | 2023 |
| Ecobank Nigeria Limited | Nigeria | 100% | 100% |
| Ecobank Ghana Limited | Ghana | 69% | 69% |
| Ecobank Côte d'Ivoire | Côte d'Ivoire | 75% | 75% |
| Ecobank Burkina | Burkina Faso | 78% | 78% |
| Ecobank Senegal | Senegal | 78% | 78% |
| Ecobank Benin | Benin | 79% | 79% |
| Ecobank Cameroon | Cameroon | 80% | 80% |
| Ecobank Mali | Mali | 93% | 93% |
| Ecobank Togo | Togo | 82% | 82% |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**b) Non-controlling interests in subsidiaries that are material to the Group**

The following table summarises the information relating to the Group's subsidiary that has material non-controlling interests (NCI), before any intra-group eliminations as at 31 December 2024 and 31 December 2023.

| Entity | Ecobank Ghana | | Ecobank Côte d'Ivoire | | Ecobank Burkina | |
|---|---|---|---|---|---|---|
| NCI percentage | 31% | 31% | 25% | 25% | 22% | 21.8% |
| **Period** | **2024** | **2023** | **2024** | **2023** | **2024** | **2023** |
| Loans and advances to customers | 714,744 | 831,423 | 1,532,796 | 1,760,084 | 710,186 | 820,713 |
| Investment securities | 681,960 | 746,869 | 1,146,554 | 1,026,406 | 585,760 | 534,429 |
| Other assets | 61,577 | 81,512 | 87,378 | 121,484 | 38,513 | 59,865 |
| Deposits from customers | 2,342,888 | 2,382,790 | 2,218,379 | 2,417,279 | 1,395,905 | 1,344,543 |
| Other liabilities | 114,432 | 86,289 | 99,434 | 153,936 | 39,324 | 34,266 |
| Net assets | 366,307 | 322,658 | 318,321 | 318,319 | 173,376 | 147,857 |
| **Carrying amount of NCI** | **113,802** | **100,241** | **79,597** | **79,597** | **37,838** | **32,269** |
| **At 31 December** | | | | | | |
| Operating income | 381,041 | 349,259 | 197,434 | 177,388 | 106,195 | 99,841 |
| Profit before tax | 166,265 | 111,918 | 99,041 | 82,931 | 57,784 | 49,334 |
| Profit after tax | 119,515 | 66,751 | 88,876 | 74,475 | 49,903 | 41,528 |
| **Profit allocated to NCI** | **37,133** | **30,005** | **22,161** | **11,982** | **10,889** | **7,745** |

**c) Significant restrictions**

The Group does not have significant restrictions on its ability to access or use its assets and settle its liabilities other than those resulting from the supervisory frameworks within which banking subsidiaries operate. The supervisory frameworks require banking subsidiaries to keep certain levels of regulatory capital and liquid assets, limit their exposure to other parts of the Group and comply with other ratios.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**d) Involvement with unconsolidated structured entities**

The table below describes the structured entities in which the Group does not hold an interest but is a sponsor. The Group considers itself a sponsor of a structured entity when it facilitates the establishment of the structured entity. These entities were not consolidated in December 2024.

| Name | Type of structured entity | Nature and purpose | Investment held by the Group |
|---|---|---|---|
| FCP UEMOA DIVERSIFIE (Incorporated in Ivory Coast in 2007) | Asset-backed structured entity | a) Provide investors with an exposure to a referenced asset such as debt instrument | None |
| FCP UEMOA RENDEMENT (Incorporated in Ivory Coast in 2007) | Asset-backed structured entity | b) Generate fees for agent activities and funding for the Group's lending activities | None |

The table below sets out information as at 31 December 2024 in respect of structured entities that the Group sponsors, but which the Group does not have an interest.

| Asset-backed structured entities | FCP UEMOA DIVERSIFIE | FCP UEMOA RENDEMENT |
|---|---|---|
| Fee income earned from asset-backed structured entities | 705 | 55 |
| *Carrying amount of assets transferred by third parties to conduit vehicle | | |
| Carrying amount of the financing received from unrelated third parties | 11,093 | 739 |
| The carrying value is stated at book value costs less impairment) | | |

The Group does not have any exposure to any loss arising from these structured entities.

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

## 43 Related party transactions

The related party is the key management personnel, their related companies and close family relations. The key management personnel included directors (executive and non-executive),and other members of the Group Executive Committee.

A number of banking transactions are entered into with related parties in the normal course of business and at commercial terms. These transactions include loans, deposits, and foreign currency transactions. The volumes of related party transactions, outstanding balances at the end of the period, and relating expense and income for the period are as follows:

| Loans and advances to related parties | Directors and key management personnel | | Related companies | |
|---|---|---|---|---|
| | 31 Dec. 2024 | 31 Dec. 2023 | 31 Dec. 2024 | 31 Dec. 2023 |
| Loans outstanding at beginning of the period | 1,742 | 2,076 | 55,295 | 43,590 |
| Loans outstanding at end of the period | 1,600 | 1,742 | 93,530 | 55,295 |
| **Interest income earned** | **107** | **116** | **866** | **848** |

No provisions have been recognised in respect of loans given to related parties (2022: nil).

The loans issued to executive directors during the year and related companies controlled by directors were given on commercial terms and market rates.

| | 31 Dec. 2024 | 31 Dec. 2023 |
|---|---|---|
| **Directors' remuneration** | | |
| Total directors fees and allowances | 1,554 | 1,675 |

### Related party credits

During the year the Group, through its subsidiaries, granted various credit facilities to directors and companies whose directors are also directors of ETI at rates and terms comparable to other facilities in the Group's portfolio. An aggregate of $93.5 million was outstanding on these facilities at the end of the reporting period. The status of performance of each facility is as shown below:

| Name of company/individual | Relationship | Type | Status | Amount |
|---|---|---|---|---|
| BIDC | Director related | Bonds | Non-impaired | **13,462** |
| NEDBANK | Director related | Guarantees | Non-impaired | **44,069** |
| QATAR NATIONAL BANK | Director related | Guarantees | Non-impaired | **35,999** |
| | | | | **93,530** |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

**Parent**

The parent company, which is also the ultimate parent company, is Ecobank Transnational Incorporated.

## 44 Banking subsidiaries

| | Ownership interests |
|---|---|
| Ecobank Cameroon | 80% |
| Ecobank Chad | 74% |
| Ecobank São Tomé | 100% |
| Ecobank Central Africa | 75% |
| Ecobank Congo Brazzaville | 86% |
| Ecobank Gabon | 75% |
| Ecobank Guinea Equatoriale | 60% |
| Ecobank Benin | 79% |
| Ecobank Burkina Faso | 78% |
| Ecobank Côte d'Ivoire | 75% |
| Ecobank Mali | 93% |
| Ecobank Niger | 81% |
| Ecobank Sénégal | 78% |
| Ecobank Togo | 82% |
| Ecobank Guinea Bissau | 96% |
| Ecobank Cape Verde | 99% |
| Ecobank Ghana | 69% |
| Ecobank Guinea | 83% |
| Ecobank Liberia | 100% |
| Ecobank Sierra Leone | 100% |
| Ecobank Gambia | 97% |
| Ecobank Rwanda | 97% |
| Ecobank Tanzania | 100% |
| Ecobank Kenya | 100% |
| Ecobank Burundi | 75% |
| Ecobank Uganda | 100% |
| Ecobank South Sudan | 94% |
| Ecobank Nigeria | 100% |
| Ecobank Malawi | 96% |
| Ecobank Congo RDC | 100% |
| Ecobank Zambia | 100% |
| Ecobank Zimbabwe | 100% |
| Ecobank Mozambique | 99% |
| SOFIPE Burkina | 78% |
| Ecobank Micro Finance Sierra Leone | 100% |
| Pan-African Savings and Loans Ghana | 70% |
| Pan-African Savings and Loans Cameroon | 82% |
| EBI SA (France) | 100% |

# NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

| | Ownership interests |
|---|---|
| **Non-Banking subsidiaries** | |
| EDC | 98% |
| EDCN | 85% |
| EDCFM | 98% |
| EDCNIB | 98% |
| OCCL | 98% |
| EIC | 98% |
| EAM | 98% |
| EDCGE | 98% |
| EDCGI | 98% |
| EDCGS | 98% |
| EDCA | 98% |
| EDCC | 98% |
| EDCK | 98% |
| TBPIC* | 100% |
| FCP | 39% |
| EPI Lomé | 100% |
| EPI Nigeria | 100% |
| EPI Ghana | 100% |
| ARTSA | 100% |
| ESF | 100% |

(*) TBPIC is an entity for which ETI has control and so it is included in the consolidation scope as per IFRS 10.

# OTHER DISCLOSURES

**NO REGULATORY CONTRAVENTION OCCURRED IN THE COMPANY IN THE YEAR UNDER REVIEW.**

# STATEMENT OF VALUE ADDED

(All amounts in thousands of US dollars unless otherwise stated)

## STATEMENT OF VALUE ADDED

| Year ended 31 December | 2024 | | | | 2023 | | | |
|---|---|---|---|---|---|---|---|---|
| | $'000 | % | NGN'000 | % | $'000 | % | NGN'000 | % |
| **Gross income** | **2,830,265** | | **1,832,884,537** | | **2,825,255** | | **1,829,640,052** | |
| Interest expenses paid | (675,340) | | (437,351,359) | | (697,433) | | (451,658,824) | |
| Fee and commission expenses | (65,733) | | (42,568,805) | | (64,018) | | (41,458,168) | |
| | **2,089,192** | | **1,352,964,373** | | **2,063,804** | | **1,336,523,060** | |
| Impairment loss on financial assets | (323,607) | | (209,568,456) | | (329,939) | | (213,669,070) | |
| | **1,765,585** | | **1,143,395,917** | | **1,733,865** | | **1,122,853,990** | |
| Bought in material and services | (578,043) | | (374,341,652) | | (599,557) | | (388,274,155) | |
| **Value Added** | **1,187,542** | **100%** | **769,054,265** | **100%** | **1,134,308** | **100%** | **734,579,835** | **100%** |
| **Distributions** | | | | | | | | |
| **Employees** | | | | | | | | |
| Staff salaries and benefits | 450,429 | 38% | 291,698,604 | 38% | 462,801 | 41% | 299,710,733 | 41% |
| **Government** | | | | | | | | |
| Income tax | 164,199 | 14% | 106,335,558 | 14% | 174,439 | 15% | 112,967,000 | 15% |
| **Retained in the group** | | | | | | | | |
| Asset replacement (depreciation and amortisation) | 79,284 | 7% | 51,344,456 | 7% | 90,145 | 8% | 58,378,059 | 8% |
| Expansion (transfer to reserves and non-controlling interest) | 493,630 | 42% | 319,675,647 | 42% | 406,923 | 36% | 263,524,043 | 36% |
| | **1,187,542** | **100%** | **769,054,265** | **100%** | **1,134,308** | **100%** | **734,579,835** | **100%** |

# FIVE-YEAR SUMMARY FINANCIALS

(All amounts in thousands of US dollars unless otherwise stated)

## FIVE-YEAR SUMMARY FINANCIALS

| $'000 | 2024 | 2023 | 2022 | 2021 | 2020 |
|---|---|---|---|---|---|
| **At the year end** | | | | | |
| Total assets | 27,955,172 | 27,230,165 | 29,004,169 | 27,561,793 | 25,939,473 |
| Loans and advances to customers | 9,906,819 | 10,542,753 | 11,002,905 | 9,575,865 | 9,239,948 |
| Deposits from customers | 20,423,736 | 19,973,948 | 20,813,313 | 19,713,349 | 18,296,952 |
| Total equity | 1,794,802 | 1,734,455 | 2,027,015 | 2,164,306 | 2,027,713 |
| **For the year** | | | | | |
| Revenue | 2,089,118 | 2,063,666 | 1,861,797 | 1,756,714 | 1,679,765 |
| Profit before tax | 657,829 | 581,362 | 540,029 | 477,992 | 174,318 |
| Profit after tax* | 493,630 | 406,923 | 366,691 | 357,366 | 88,319 |
| Profit attributable to ordinary shareholders | 333,175 | 287,824 | 286,430 | 262,234 | 4,202 |
| Earnings per share-basic (cents) | 1.355 | 1.170 | 1.165 | 1.063 | 0.01 |
| Earnings per share-diluted (cents) | 1.355 | 1,170 | 1.165 | 1.063 | 0.01 |
| Dividend (cents) | – | – | 0.11 | 0.16 | – |
| Cost to income ratio | 53.0% | 55.0% | 56.4% | 58.9% | 62.7% |
| NPL Ratio | 6.7% | 5.4% | 5.2% | 6.2% | 7.6% |
| NPL Cover | 85.5% | 86.5% | 86.5% | 102.1% | 74.5% |
| Return on Average Assets | 1.8% | 1.4% | 1.3% | 1.3% | 0.4% |
| Return on Tangible Equity (ROTE)** | 32.7% | 24.9% | 21.1% | 19.0% | 0.3% |
| Cost of Risk | 1.8% | 1.3% | 0.1% | 1.7% | 1.8% |
| Loans/Deposits | 51.4% | 55.4% | 55.4% | 51.9% | 53.6% |

* The profit results for 2020 includes the effects of goodwill impairment charge of $164 million.

** Return on equity is calculated as profit attributable to ETI shareholders divided by the average end-of-periods shareholders' equity.

# AUDITED PARENT COMPANY FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

## INCOME STATEMENT AND OTHER COMPREHENSIVE INCOME

| Year ended 31 December | 2024 | 2023 |
|---|---|---|
| Interest income | 15,888 | 10,361 |
| Finance cost | (165,055) | (147,331) |
| **Net interest income** | (149,167) | (136,970) |
| Fee and commission income | 13,201 | 12,851 |
| Fee and commission expenses | (319) | (994) |
| Net other operating income | 11,800 | 3,919 |
| Staff expense | (31,014) | (27,917) |
| Depreciation and amortisation | (2,743) | (2,581) |
| Other operating expenses | (21,685) | (16,378) |
| Foreign exchange translation | (6,501) | (15,003) |
| | (186,429) | (183,073) |
| Impairment charges on financial assets | (10,314) | (21,876) |
| **Operating loss after impairment charges** | **(196,743)** | **(204,949)** |
| Share of results of associates | (11) | (2) |
| **Share of affiliates' profit** | 818,006 | 869,050 |
| **Share of affiliates' tax** | (150,666) | (165,693) |
| **Profit for the year** | **470,585** | **498,405** |
| **Other comprehensive income:** | | |
| Items that may be subsequently reclassified to profit or loss: | | |
| Share of affiliates other comprehensive loss | 80,259 | (42,219) |
| Translation loss on Investment in affiliates | (395,252) | (668,471) |
| Remeasurement of retirement benefit obligation | (652) | 781 |
| | **(315,645)** | **(709,909)** |
| Items that will not be reclassified to profit or loss: | | |
| Net valuation loss on FVOCI securities | (1,971) | (640) |
| **Other comprehensive loss for the year** | **(317,616)** | **(710,549)** |
| **Total comprehensive income /(loss) for the year** | **152,970** | **(212,144)** |

# AUDITED PARENT COMPANY FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

## STATEMENT OF FINANCIAL POSITION

| As at 31 December | 2024 | 2023 |
|---|---|---|
| **Assets** | | |
| Cash and balances with banks | 21,385 | 56,006 |
| Loans and advances to affiliates | 215,501 | 215,151 |
| Investment in securities | 1,579 | 3,524 |
| Other assets | 74,549 | 50,849 |
| Other Investments | 123 | 160 |
| Investment in subsidiaries and other entities | 3,091,040 | 2,940,240 |
| Property and equipment | 37,747 | 37,508 |
| | **3,441,925** | **3,303,438** |
| Non-current asset held for sale | 2,728 | 4,439 |
| **Total assets** | **3,444,653** | **3,307,877** |
| **Liabilities** | | |
| Other liabilities | 64,395 | 73,160 |
| Short term borrowings | 99,171 | 42,084 |
| Long term borrowings | 1,433,367 | 1,491,937 |
| Lease Liabilities | 859 | 998 |
| Retirement benefit obligations | 10,863 | 9,788 |
| **Total liabilities** | **1,608,655** | **1,617,967** |
| **Equity** | | |
| Share capital | 618,259 | 618,259 |
| Share premium | 1,499,145 | 1,499,145 |
| Retained earnings | 2,373,030 | 1,909,758 |
| Other reserves | (2,728,524) | (2,411,340) |
| **Total shareholders' equity** | **1,761,910** | **1,615,822** |
| Other equity instruments | 74,088 | 74,088 |
| **Total equity** | **1,835,998** | **1,689,910** |
| **Total liabilities and equity** | **3,444,653** | **3,307,877** |

The financial statements were approved for issue by the Board of Directors on 14 March 2025 and signed on its behalf by:



**Papa Madiaw Ndiaye**
Chairman of the Board



**Jeremy Awori**
Group Chief Executive Officer



**Ayo Adepoju**
Group Chief Financial Officer

# AUDITED PARENT COMPANY FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

## STATEMENT OF CHANGES IN EQUITY

| | Share capital | Share premium | Retained earnings | Other reserves" | Other equity instruments | Total |
|---|---|---|---|---|---|---|
| | $'000 | $'000 | $'000 | $'000 | $'000 | $'000 |
| **At 1 January 2023** | **618,259** | **1,499,145** | **1,444,619** | **(1,699,541)** | **74,088** | **1,936,570** |
| Profit for the year | – | – | 498,405 | – | – | 498,405 |
| Other Comprehensive Income proceed from RBO | – | – | – | 781 | – | 781 |
| Translation loss on Investment in affiliates | – | – | – | (668,471) | – | (668,471) |
| Net unrealised loss on investments | – | – | – | (42,836) | – | (42,836) |
| Exchange difference on translation of foreign operations (associates) | – | – | – | (24) | – | (24) |
| **Total comprehensive loss** | **–** | **–** | **498,405** | **(710,550)** | **–** | **(212,145)** |
| Equity component not converted | – | – | – | – | – | – |
| Dividend paid to shareholders | – | – | (27,203) | – | – | (27,203) |
| Share option forfeited | – | – | 1,250 | (1,250) | – | – |
| Interest paid on other equity instruments | – | – | (7,313) | – | – | (7,313) |
| **At 31 December 2023** | **618,259** | **1,499,145** | **1,909,757** | **(2,411,340)** | **74,088** | **1,689,909** |
| **At 1 January 2024** | **618,259** | **1,499,145** | **1,909,757** | **(2,411,340)** | **74,088** | **1,689,909** |
| Profit for the year | – | – | 470,585 | – | 74,088 | 470,585 |
| Other Comprehensive Income proceed from RBO | – | – | – | (653) | – | (653) |
| Translation loss on Investment in affiliates | – | – | – | (395,252) | – | (395,252) |
| Revaluation of fixed assets | – | – | – | 434 | – | 434 |
| Net unrealized gain on investments | – | – | – | 78,314 | – | 78,314 |
| Exchange difference on translation of foreign operations (associates) | – | – | – | (26) | – | (26) |
| **Total comprehensive income** | **–** | **–** | **470,585** | **(317,183)** | **–** | **153,402** |
| Coupon to additional Tier 1 capital | – | – | (7,313) | – | – | (7,313) |
| **At 31 December 2024** | **618,259** | **1,499,145** | **2,373,030** | **(2,728,524)** | **74,088** | **1,835,998** |

# AUDITED PARENT COMPANY FINANCIAL STATEMENTS

(All amounts in thousands of US dollars unless otherwise stated)

## STATEMENT OF CASH FLOWS

| For year ended 31 December | 2024 | 2023 |
|---|---|---|
| **Profit for the year** | **470,585** | **498,404** |
| **Adjustment for non-cash items:** | | |
| Share of associates loss | 11 | 2 |
| Adjustments to equity accounting | (667,337) | (703,356) |
| Profit on disposal of property, plant and equipment | (30) | (116) |
| Depreciation and amortisation | 2,743 | 2,581 |
| Amortization of government grant | (192) | (192) |
| Provision for doubtful receivables | 10,314 | 21,876 |
| Provision no longer required | (1,390) | – |
| Interest on lease | 93 | 109 |
| Foreign exchange loss | 6,501 | 15,003 |
| Current service cost and interest on benefit obligation | 925 | 1,353 |
| | (177,776) | (164,335) |
| Changes in working capital | | |
| – other assets | 23,958 | (7,256) |
| – other liabilities | 10,153 | (20,868) |
| – Loans and advances | 351 | 76,965 |
| **Net cash used in operating activities** | **(143,314)** | **(115,494)** |
| **Cash flows from investing activities** | | |
| Dividend received | 220,078 | 169,569 |
| Purchase of property, plant and equipment and intangible assets | (2,325) | (947) |
| Investment in Subsidiaries | (18,534) | (11,137) |
| Proceeds from the sale of property, plant and equipment | 1,632 | 1,069 |
| **Net cash from investing activities** | **200,851** | **158,554** |
| **Cash flows from financing activities** | | |
| Proceeds from borrowings | 1,188,438 | 310,033 |
| Interest payment on lease liability | (93) | (109) |
| Principal payment on lease liability | (345) | (345) |
| Dividend paid to shareholders | – | (27,203) |
| Coupon to additional Tier 1 capital | (7,313) | (7,313) |
| Repayment of borrowed funds | (1,272,846) | (295,150) |
| **Net cash used in financing activities** | **(92,158)** | **(20,087)** |
| Net (decrease)/increase in cash and cash equivalents | (34,621) | 22,973 |
| **Cash and cash equivalent at the beginning of the year** | **56,006** | **33,033** |
| **Cash and cash equivalents at end of the year** | **21,385** | **56,006** |



SINCE ITS LAUNCH, ECOBANK'S GENDER-FINANCING INITIATIVE, ELLEVATE, HAS ADVANCED

**$265M**

OF LOANS TO WOMEN ENTREPRENEURS

# TRANSFORMING BUSINESS



# FOR WOMEN ENTREPRENEURS

# EXECUTIVE MANAGEMENT ECOBANK GROUP

The members of the Group Excecutive Committee as at 31 December 2024 were as follows:

| Name | Title | Nationality |
|---|---|---|
| **Mr. Jeremy Awori** | Group Chief Executive Officer | Kenyan |
| **Mr. Mobolaji Lawal** | Regional Executive, MD Nigeria | Nigerian |
| **Mrs. Josephine Anan-Ankomah** | Regional Executive, CESA & MD, Ecobank Kenya | Ghanian |
| **Mr. Paul-Harry Aithnard** | Regional Executive, UEMOA & MD, Ecobank Côte d'Ivoire | Togolese |
| **Mrs. Abena Osei-Poku** | Regional Executive, AWA & MD, Ecobank Ghana | Ghanian |
| **Mr. Anup Suri** | Group Executive, Consumer & Commercial Banking | Singaporean |
| **Mr. Michael Larbie** | Group Executive, Corporate & Investment Banking | Ghanian |
| **Mr. Ayo Adepoju** | Group Chief Finance Officer | Nigerian |
| **Mr. Martin Miruka** | Group Executive, Transformation, Enablement & Customer Experience | Kenyan |
| **Mr. Yves Mayilamene** | Group Executive, Human Resources | Congolese |
| **Mr. Chinedu Ikwudinma** | Group Executive, Risk Management/Chief Risk Officer | Nigerian |
| **Mr. Madibinet Cisse** | Group General Counsel/Company Secretary | Guinean |
| **Mr. Thierry Mbimi** | Group Executive, Internal Audit & Management Services | Cameroonian |
| **Mr. Divine Fola** | Head, Group Compliance | Cameroonian |

The following are acting participants of the GEC:

| Name | Title | |
|---|---|---|
| Abdoul-Aziz Faye | Group Executive | Technology & Innovation (Acting) |
| Ademola Awokoya | Co-Head | Risk Management (Acting) |
| Pankaj Talwar | Co-Head, | Risk Management (Acting) |
| Simon Rey | Group Executive | Human Resources (Acting) |

| Managing Directors | Ecobank Banking Affiliate |
|---|---|
| **Name** | **Country** |
| **Nigeria** | |
| Mobolaji Lawal | Nigeria |
| **Francophone West Africa (UEMOA) Region** | |
| Lazare Noulekou | Benin |
| Noellie Cecile Djimon Dandjinou Tiendrebeogo | Burkina Faso |
| Aminata Nana Sakho | Cape Verde |
| Paul-Harry Aithnard | Côte d'Ivoire |
| Ghislaine Tankeu Samake | Guinea-Bissau |
| Mamady Diakite | Mali |
| Didier Correa | Niger |
| Sahid Yalou | Senegal |
| Souleymane Toure | Togo |
| **Anglophone West Africa (AWA) Region** | |
| John Nyaaba | Gambia |
| Abena Osei-Poku | Ghana |
| Diawadou Bah | Guinea |
| Edward Botchway | Liberia |
| Sebastian Ashong-Katal | Sierra Leone |
| **Central, Eastern and Southern Africa (CESA) Region** | |
| Desire Butwabutwa Chanou | Burundi |
| Gwendoline Abunaw | Cameroon |
| Felix Njoume | Central Africa Republic |
| Sylvain Pendi | Chad |
| Alassane Sorgo | Democratic Republic of the Congo |
| Boubacar Diallo | Equatorial Guinea |
| Patrick Jules Egounlety | Gabon |
| Josephine Ankomah | Kenya |
| Raymond Fordwuo | Malawi |
| Johnson Mahanya (acting MD) | Mozambique |
| Olivier Brou Kouame | Republic of the Congo |
| Carine Umutoni | Rwanda |
| Dalton Goncalves | São Tomé and Príncipe |
| Didier Koffi Yobou | South Sudan |
| Charles Asiedu | Tanzania |
| Grace Bo Muliisa | Uganda |
| Aina Moore | Zambia |
| Moses Kurenjekwa | Zimbabwe |
| **Heads of Representative Offices and Paris Subsidiary** | |
| James Kanagwa | Addis Ababa, Ethopia (Country Rep) |
| Chanou Moukaram | MD, EBI SA, Paris, France |
| Clement Chamboko | Johannesburg, South Africa |
| Nathalie Villette | London, United Kingdom |
| Ara Bakjejian | Dubai, United Arab Emirates |
| Anna Wang | Beijing, China |

# SHARE CAPITAL OVERVIEW

## Share capital

Ordinary shares — Authorised share capital of 50,000,000,000 at 2.5 US cents ($0.025) per share, of which 24,730,354,443 are issued and outstanding.

| | Shareholders | Number of shares held | % Holding |
|---|---|---|---|
| 1 | NEDBANK GROUP LIMITED | 5,249,014,550 | 21.22% |
| 2 | QATAR NATIONAL BANK | 4,970,904,524 | 20.10% |
| 3 | ARISE B V | 3,487,337,828 | 14.10% |
| 4 | GOVERNMENT EMPLOYEES PENSION FUND/PIC | 3,333,333,333 | 13.48% |
| 5 | SOCIAL SECURITY AND NATIONAL INSURANCE TRUST | 955,730,453 | 3.86% |
| 6 | MOON INVESTMENTS LTD | 787,239,062 | 3.18% |
| 7 | ENKO OPPORTUNITY GROWTH FUND LTD | 698,725,289 | 2.83% |
| 8 | THE BANK OF NEW YORK MELLON | 680,693,959 | 2.75% |
| 9 | ECOWAS BANK FOR INVESTMENT & DEVELOPMENT | 240,209,077 | 0.97% |
| 10 | MIKEADE INVESTMENT COMPANY LIMITED | 166,675,914 | 0.67% |
| | TOTAL TOP 10 SHAREHOLDERS | 20,569,863,989 | 83.18% |
| | OTHER SHAREHOLDERS | 4,160,490,454 | 16.82% |
| | **Total** | **24,730,354,443** | **100%** |

No shareholder under 'Other shareholders' has 1% or more of ETI shares
Data as of 31 December 2024.

### Ecobank Transnational Inc: share range analysis as at 31 December 2024

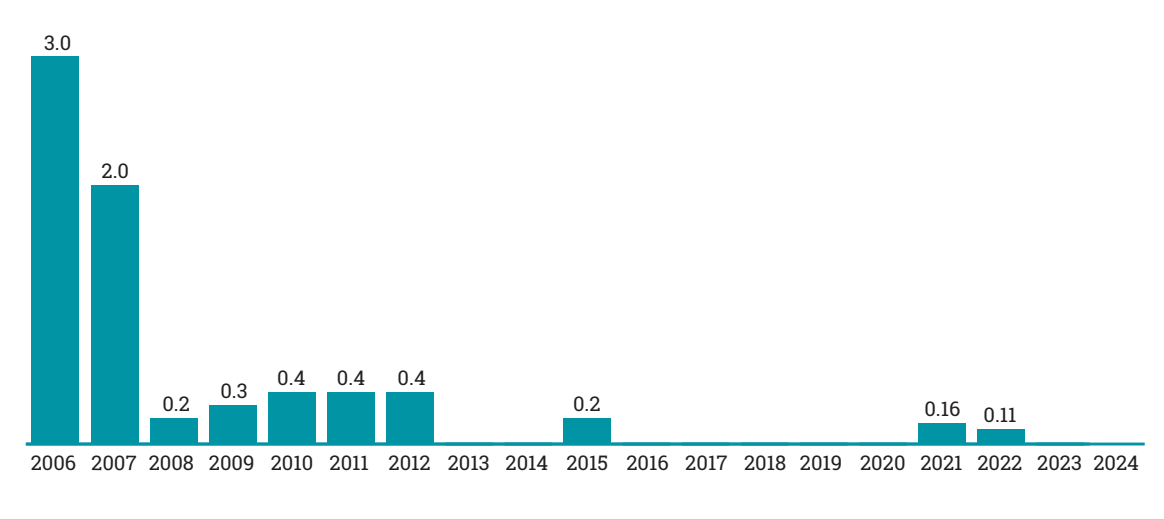
| Share range | | | Number of ETI shareholders | % of Total shareholders | Number of ETI shares | % of Total ETI shares |
|---|---|---|---|---|---|---|
| 1 | - | 1,000 | 453,796 | 72.32% | 119,429,454 | 0.48% |
| 1,001 | - | 5,000 | 129,854 | 20.70% | 254,091,770 | 1.03% |
| 5,001 | - | 10,000 | 21,099 | 3.36% | 140,698,839 | 0.57% |
| 10,001 | - | 50,000 | 17,280 | 2.75% | 330,215,089 | 1.34% |
| 50,001 | - | 100,000 | 2,443 | 0.39% | 168,447,920 | 0.68% |
| 100,001 | - | 500,001 | 2,152 | 0.34% | 437,831,560 | 1.77% |
| 500,001 | - | 1,000,000 | 381 | 0.06% | 275,263,429 | 1.11% |
| 1,000,001 | - | 10,000,000 | 374 | 0.06% | 1,064,939,558 | 4.31% |
| 10,000,001 and above | | | 62 | 0.01% | 21,939,436,824 | 88.71% |
| **TOTAL** | | | 627,441 | 100% | 24,730,354,443 | 100% |

Data as of 31 December 2024.

## Ordinary share dividend history

| Financial year | Dividend per ordinary share | | Total dividend |
|---|---|---|---|
| | $ | $ cents | $ thousands |
| 2006 | 0.030 | 3.0 | 18,355 |
| 2007 | 0.020 | 2.0 | 26,940 |
| 2008 | 0.002 | 0.2 | 17,500 |
| 2009 | 0.003 | 0.3 | 29,744 |
| 2010 | 0.004 | 0.4 | 39,653 |
| 2011 | 0.004 | 0.4 | 51,349 |
| 2012 | 0.004 | 0.4 | 68,849 |
| 2013 | 0.000 | 0.0 | – |
| 2014 | 0.000 | 0.0 | – |
| 2015 | 0.002 | 0.2 | 48,200 |
| 2016 | 0.000 | 0.0 | – |
| 2017 | 0.000 | 0.0 | – |
| 2018 | 0.000 | 0.0 | – |
| 2019 | 0.000 | 0.0 | – |
| 2020 | 0.000 | 0.0 | – |
| 2021 | 0.0016 | 0.16 | 40,000 |
| 2022 | 0.0011 | 0.11 | 28,000 |
| 2023 | 0.000 | 0.0 | – |
| 2024 | 0.000 | 0.0 | – |

## Ordinary share dividend history (US cents)



# SHARE CAPITAL OVERVIEW

## Listings

### Ecobank Transnational Incorporated's (ETI's) ordinary shares are listed on three stock markets in Africa:

| Stock market | NGX | GSE | BRVM |
|---|---|---|---|
| **Location** | **Lagos, Nigeria** | **Accra, Ghana** | **Abidjan, Côte d'Ivoire** |
| Share price as of 31 December 2024 | NGN 28.00 | GHC 0.31 | 16.00 CFA |
| % change in share price 2024 vs 2023 | 34.0% | 106.7% | (6)% |
| Average daily trading volume (ADTV) for 2024 | 4,050,164 | 14,122 | 252,609 |
| % change in ADTV: 2024 v 2023 | 88% | 34% | (20)% |
| Shares held ( in millions) | 20,380,819,119 | 2,563,592,868 | 1,785,942,456 |

### Shareholding Structure and Free Float Status of ETI on the NGX

| | 31-Dec-24 | | 31-Dec-23 | |
|---|---|---|---|---|
| **Description** | Unit | Percentage | Unit | Percentage |
| Issued Share Capital traded on Nigerian Market | 18,157,981,079 | 100% | 18,157,374,859 | 100% |
| **Substantial Shareholdings (5% and above)** | | | | |
| NEDBANK GROUP LIMITED | 5,249,014,550 | 28.91% | 5,249,014,550 | 28.91% |
| GOVERNMENT EMPLOYEES PENSION FUND | 3,333,333,333 | 18.36% | 3,333,333,333 | 18.36% |
| Total Substantial Shareholdings | 8,582,347,883 | 47.26% | 8,582,347,883 | 47.27% |
| **Directors' Shareholdings (direct and indirect), excluding directors with substantial interests** | **17,164,695,766** | | **17,164,695,766** | |
| | | | | |
| **Other Influential Shareholdings** | | | | |
| BAYELSA STATE MIN. OF FINANCE INCORP. | 8,649,068 | 0.05% | 8,649,068 | 0.05% |
| DELTA STATE MINISTRY OF FINANCE INC. | 28,640,682 | 0.16% | 28,640,682 | 0.16% |
| BENUE INVESTMENT & PROPERTY CO LTD 1 | 0 | 0.00% | 300,000 | 0.00% |
| MINISTRY 0F FINANCE INCORP AWKA | 80,000 | 0.00% | 80,000 | 0.00% |
| MINISTRY OF FINANCE INCORPORATED ILORIN KWARA STATE | 4,040,403 | 0.02% | 4,040,403 | 0.02% |
| MINISTRY OF FIN. INCORPORATED, UMUAHIA | 230,399 | 0.00% | 230,399 | 0.00% |
| MINISTRY OF FINANCE INCORPORATED BAYELSA | 485,475 | 0.00% | 485,475 | 0.00% |
| ONDO STATE MINISTRY OF FINANCE & ECO DEV | 197,213 | 0.00% | 197,213 | 0.00% |
| OSUN STATE GOVERNMENT OF NIGERIA | 369,244 | 0.00% | 369,244 | 0.00% |
| **Total Other Influential Shareholdings** | **42,692,484** | **0.24%** | **42,992,484** | **0.24%** |
| | | | | |
| **Free Float in Units and Percentage** | **9,532,940,712** | **52.50%** | **9,532,034,492** | **52.50%** |
| **Free Float in Value** | **4,766,470,356** | | **4,766,017,246** | |
| | | | | |
| **Shares on other markets** | | | | |
| GHANA STOCK EXCHANGE | 4,786,430,908 | | | |
| BRVM | 1,785,942,456 | | | |

**Declaration:** (A) ETI with a free float percentage of 52.50% as at 31 December 2024, is compliant with The Exchange's free float requirements for companies listed on the Main Board.

## Share capital history

| Year | Nature of capital raise | Additional shares | Share capital |
|---|---|---|---|
| 2006 | Private Placement | 53,648,147 | 454,920,279 |
| 2006 | Conversion of Convertible Debt | 47,500,000 | 502,420,279 |
| 2006 | 5th Bonus Issue (1:5) | 101,533,183 | 603,953,462 |
| 2006 | Private Placement | 5,248,881 | 609,202,343 |
| 2006 | Issue for Market Making at Listing | 1,801,205 | 611,003,548 |
| 2006 | Employee Share Issue | 1,284,449 | 612,287,997 |
| 2007 | Share Split (2:1) | 612,287,997 | 1,224,575,994 |
| 2007 | 6th Bonus Issue (1:10) | 122,457,599 | 1,347,033,593 |
| 2008 | Share Option (CEO) | 7,920,000 | 1,354,953,593 |
| May 2008 | Share Split (5:1) | 5,419,814,372 | 6,774,767,965 |
| Aug-Oct 2008 | Rights Issue | 681,958,227 | 7,456,726,192 |
| Aug-Oct 2008 | Public Offer | 1,275,585,719 | 8,732,311,911 |
| Nov 2009 | Conversion of the IFC Convertible Loan | 1,181,055,863 | 9,913,367,774 |
| Nov 2011 | Issue to Oceanic Shareholders | 2,488,687,783 | 12,402,055,557 |
| Dec 2011 | Issue to Ecobank Nigeria Minority Shareholders | 401,524,001 | 12,803,579,558 |
| Dec 2011 | Share Option (CEO) | 33,572,650 | 12,837,152,208 |
| Jul 2012 | Issue to GEPF-PIC | 3,125,000,000 | 15,962,152,208 |
| Sep 2012 | Issue to IFC CAP FUND | 596,590,900 | 16,558,743,108 |
| Sep 2012 | Issue to AFRICA CAP FUND | 340,909,100 | 16,899,652,208 |
| Sep 2012 | Issue to IFC ALAC HOLDING COMPANY II | 312,500,000 | 17,212,152,208 |
| Jul 2014 | Issue to IFC CAP FUND | 628,742,514 | 17,840,894,722 |
| Jul 2014 | Issue to IFC ALAC HOLDING COMPANY II | 209,580,838 | 18,050,475,560 |
| Oct 2014 | Issue to NEDBANK GROUP LIMITED | 4,512,618,890 | 22,563,094,450 |
| Dec 2014 | Share Option Staff | 425,000 | 22,563,519,450 |
| Jun 2015 | Share Option Staff | 3,300,000 | 22,566,819,450 |
| Jul 2015 | Conversion of Preference Shares | 26,988,980 | 22,593,808,430 |
| Jul 2015 | Bonus Issue | 1,506,220,104 | 24,100,028,534 |
| Oct 2016 | Conversion of Preference Shares | 630,325,909 | 24,730,354,443 |

# HOLDING COMPANY AND SUBSIDIARIES

**Headquarters:**
**Ecobank Transnational Incorporated**
2365, Boulevard du Mono
B.P. 3261, Lomé – Togo
Tel: (+228) 22 21 03 03
(+228) 22 21 31 68

**1. Benin**
Rue du Gouverneur Bayol
01 B.P. 1280, Cotonou – Benin
Tel: (+229) 21 31 40 23

**2. Burkina Faso**
49, Rue de l'Hôtel de Ville
01 B.P. 145
Ouagadougou 01 – Burkina Faso
Tel: (+226) 25 33 33 33
(+226) 25 49 64 00

**3. Burundi**
6-Rue de la Science
B.P. 270 Bujumbura – Burundi
Tel: (+257) 22 20 81 02 – 03

**4. Chad**
Avenue Charles de Gaulle
B.P. 87, N'Djaména – Chad
Tel: (+235) 22 52 43 14/21

**5. Cameroon**
Immeuble Champagne Plaza
Rue Ivy French – Bonanjo
B.P 582 Douala – Cameroun
TEL : (+237) 233 43 85 43
(+237) 233 43 86 09

**6. Cape Verde**
Avenida Cidade de Lisboa
C.P. 374 /C Praia
Cape Verde
Tél.: (+238) 260 36 60

**7. Central African Republic**
Place de la République
B.P. 910 Bangui – République Centrafricaine
Tel: (+236) 21 61 00 42

**8. Congo (Brazzaville)**
Croisement des Avenues Gouverneur Général Félix EBOUE et Amical CABRAL
Quartier de la plaine, Centre-ville
B.P. 2485, Brazzaville – Congo
Tel: (+242) 06 735 9000
(+242) 05 802 0100

**9. Congo (Democratic Republic)**
Siège et Agence Principale
Avenue Kasa-Vubu N°2
Commune de Gombe
Kinshasa – RD Congo
B.P. 7515, Kinshasa
Tel: (+243) 99 60 16 000

**10. Côte d'Ivoire**
Immeuble Ecobank
Avenue Houdaille
Place de la République
01 B.P. 4107 – Abidjan 01
Côte d'Ivoire
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**11. Equatorial Guinea**
Avenida de la Independencia
APDO.268, Malabo – República de Guinea Ecuatorial
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(+240) 555 300 203

**12. Gabon**
336 Avenue du Colonel Parant
BP: 12111
Libreville – Gabon
Tél: (+241) 011 76 20 71/73
Email: ecobankga@ecobank.com

**13. The Gambia**
42 Kairaba Avenue
P.O. Box 3466
Serrekunda – The Gambia
Tel: (+220) 439 90 31 – 33

**14. Ghana**
2 Morocco Lane, Off Independence Avenue,
Ministerial Area
P. O. Box AN16746 Accra, Ghana
Tel: 233 302 610 400
Digital Address: GA-078-6717

**15. Guinea (Conakry)**
Immeuble Ecobank,
5ème Avenue
Angle Eglise Anglicane
Quartier Manquépas,
Commune de Kaloum
Tel: (+224) 627 27 27 15
(+224) 666 70 14 34
Centre d'Appel
(+224) 664 100 100

**16. Guinea-Bissau**
Avenida Amilcar Cabral
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**17. Kenya**
Ushuru Pension Plaza
off Muthangari Drive
P.O. Box 49584, Code 00100
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Tel: (+254) 20 288 30 00
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(+254) 719 098 000

**18. Liberia**
11th Street, Sinkor
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(+231) 886 974 494
Cell:(+231) 886 484 116

**19. Malawi**
Ecobank House,
Corner Victoria Avenue and Henderson Street
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(+265) 887 374 281

**20. Mali**
Place de la Nation
Quartier du Fleuve
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Bamako – Mali
Tel: (+223) 20 70 06 00

**21. Mozambique**
Avenue Vladimir Lenine
nº 210 – C.P. 1106
Maputo – Mozambique
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**22. Niger**
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Et Rue des Bâtisseurs
BP.13804 Niamey – Niger
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**23. Nigeria**
270B, EPAC Building
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Lagos – Nigeria
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**24. Rwanda**
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(+250) 788 16 33 00

**25. São Tomé and Príncipe**
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**26. Senegal**
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**27. Sierra Leone**
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**28. South Sudan**
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(+211) 922 118 118

**29. Tanzania**
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**30. Togo**
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**31. Uganda**
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**34. EBI SA & ART SA**
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Fax: (+33) 1 70 92 20 90

**35. EBI SA London Representative office**
70 Mark Lane, 2nd Floor
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**36. Ecobank Advisory (Beijing) Ltd**
Representative Office
Suite 20709, Building B, Soho Galaxy, Nanzhugan Hutong,
Dongcheng, Beijing
Beijing, China
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**37. Ecobank South Africa**
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Tel: (+27) 11 505 0300

**38. Ecobank Office in Dubai**
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**39. Ecobank Office in Ethiopia**
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SAMI Building, 6th Floor 602A
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Cell:(+251) 934 169 784

**eProcess International SA**
2365, Boulevard du Mono
B.P. 3261, Lomé –Togo
Tel: (+228) 22 22 23 70

# SHAREHOLDER CONTACTS

## Questions about your shares?

Please contact the Registrars for queries about:

- Missing or outstanding dividend cheques
- Share verification and de-materialisation or lost share certificate
- Estate questions
- Change/update address on the share register
- Direct payment of dividends into bank (e-dividend registration)
- Eliminating duplicate mailings of shareholder materials
- Uncashed dividend cheques.

## Registrars

### Abidjan

EDC Investment Corporation

Avenue Houdaille,
Place de la République,
Plateau Imm. Ecobank,
2ème étage

01 BP 4107 Abidjan 01 – C.I.

Tel: (+225) 20 21 50 00/72
(+225) 20 21 50 00/20

Contact: Moise Cocauthrey
Email: myao@ecobank.com

### Accra

GCB Bank PLC
Share Registry Unit
Thorpe Road, High Street
P. O. Box 134, Accra-Ghana

Tel: (+233) 0 244 338 508
(+233) 0 302 668 656
(+233) 0 302 668 712

Contact: Michael K. Werek

Email: mwereko@gcb.com.gh
shareregistry@gcb.com.gh

### Lagos

Greenwich Registrars and
Data Solutions Limited

274 Murtala Mohammed Way
Yaba, Lagos

Tel: (+234) (01) 2793168
(+234) (01) 2793160-2

Email: info@gtlregistrars.com
Website: www.gtlregistrars.com

## To buy or sell shares in ETI

### Nigeria
### EDC Securities Limited

8th Floor
Ecobank Pan-African Center (EPAC)
270 B1, Ozumba Mbadiwe Avenue
Victoria Island, Lagos State
Nigeria

Tel: (+234) 1226 5493
(+234) 1226 5361

### Côte d'Ivoire
### EDC Investment Corporation

Avenue Houdaille,
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Email: eicbourse@ecobank.com

### Cameroon
### EDC Investment Corporation

2ème Etage, Immeuble ACTIVA
Rue Prince de Galles, Akwa
BP 15385 Douala – Cameroon

Tel: (+237) 233 43 13 71

Email: edcceeac@ecobank.com

### Ghana
### EDC Stockbrokers Ltd

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Ministerial Area, P. O. Box AN16746
Accra – Ghana

Tel: (+233) 302 610 400/302 634 165

Email: edctrading@ecobank.com

## Other investor queries

For other queries about investing in ETI shares:

### Ecobank Transnational Incorporated
### Investor Relations

2365, Boulevard du Mono
B.P. 3261, Lomé – Togo

Tel: (228) 22 21 03 03
Fax: (228) 22 21 51 19

Contact: Ato Arku

Email: ir@ecobank.com

### Company Secretary

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2365, Boulevard du Mono
B.P. 3261, Lomé – Togo

Tel: (228) 22 21 03 03
(228) 22 21 31 68

Fax: (228) 22 21 51 19

Email: madicisse@ecobank.com

# SERVICES WE PROVIDE



## Account services

- Account restriction
- Transaction confirmations
- Transfer confirmations
- Account Information
- Account data update
- Account status update



## Card services

- Card activation for online transactions
- Card limit increase
- PIN reset
- Card blocking



## Complaints

- ATM and POS complaints
- Card complaints
- Transaction complaints
- Service/product delivery days
- Staff attitude



## Digital support

- Ecobank Online
- Omni Lite
- Omni Plus
- Mobile App/USSD
- eAlert & eStatements
- AOP (online account opening)



## Feedback management

- Customer feedback management and mediation



## General enquiries

- Information on Ecobank services/products
- Interest rates and FX rates
- ATMs and branch locations
- Branch contacts
- Account opening requirements
- Fees and charges



## Outbound and telesales

- Customer update and complaint mediation
- Telesales and marketing

If you have any enquiries or complaints, kindly call one of our Regional Contact Centres (table opposite) or email us at: Assist@ecobank.com

| Country | RCC Main Number | RCC Toll Free | RCC Premier Number | RCC Advantage Number | RCC CMB/CIB Number | RCC Centre |
|---|---|---|---|---|---|---|
| Benin | (+229) 21315030 | | | | (+229) 21315152 | Francophone |
| Burkina Faso | (+226) 25327900 | | (+226) 25327979 | | (+226) 25327901 | Francophone |
| Burundi | (+257) 22280392 | | | | (+257) 22280781 | Francophone |
| Cameroon | (+237) 233505300 | | (+237) 233505350 | | (+237) 233505352 | Francophone |
| Cape Verde | (+238) 2603760 | | | (+238) 2603660 | | Lusophone |
| Central African Republic | (+236) 72278960<br>(+236) 72752603 | | | | | Francophone |
| Chad | (+235) 22524314<br>(+235) 65723624 | 3202 | | | | Francophone |
| Congo Brazzaville | (+242) 058020100 | | | | (+242) 058020101 | |
| Côte d'Ivoire | (+225) 2721210021 | 9955 | | | (+225) 2721599199 | Francophone |
| DR Congo | (+243) 996016000 | | | | (+243) 996016010 | Francophone |
| Equatorial Guinea | (+240) 333092705<br>(+240) 555300203<br>(+240) 555300270 | | | | | Hispanophone |
| Gabon | (+241) 11791700 | | (+241) 11791700 | (+241) 11791700 | (+241) 011791717 | Francophone |
| Gambia | (+220) 4399031 | | | | (+220) 4399033 | Anglophone |
| Ghana | (+233) 302213999 | 0800003225 (MTN/AirtelTigo Only)<br>080030000 (Vodafone only) | | (+233) 302213999 | (+233) 302213990 | Ghana |
| Guinea-Bissau | (+245) 965296800 | | | | (+245) 965296801 | Francophone |
| Guinea Conakry | (+224) 664100100 | | | | (+224) 664100101 | Francophone |
| Kenya | (+254) 709573000<br>(+254) 719098000<br>(+254) 204968000 | 8002212218 | | | (+254) 719098001 | Anglophone |
| Liberia | (+231) 881506900 | | | | (+231) 881506901 | Anglophone |
| Malawi | (+265) 310002329 | | | | | Anglophone |
| Mali | (+223) 44979444 | | | (+223) 44979449 | (+223) 44979445 | Francophone |
| Mozambique | (+258) 21341300<br>(+258) 828415945 | | | | (+258) 21341303 | Lusophone |
| Niger | (+227) 20731360 | | (+227) 20731373 | | (+227) 20731361 | Francophone |
| Nigeria | 07005000000<br>(+234) 7080653700<br>(+234) 12701323 | | 0700PREMIER (07007736437) | 0700ADVANTAGE (070023268243) | 07000000CIB (07000000242) | Anglophone |
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