

Ecobank Group

Facts Behind the Figures

Investor Presentation

7 – 10 June, 2016

Abidjan, Accra & Lagos



Forward looking statements

This presentation includes ‘forward-looking statements’. These statements contain the words “anticipate”, “believe”, “intend”, “estimate”, “expect” and words of similar meaning. All statements other than statements of historical facts included in this presentation, including, without limitation, those regarding the Group’s financial position, business strategy, plans and objectives of management for future operations (including development plans and objectives relating to the Group’s products and services) are forward-looking statements. Such forward-looking statements involve known and unknown risks, uncertainties and other important factors that could cause the actual results, performance or achievements of the Group to be materially different from future results, performance or achievements expressed or implied by such forward-looking statements. Such forward looking statements are based on numerous assumptions regarding the Group’s present and future business strategies and the environment in which the Group will operate in the future. These forward-looking statements speak only as at the date of this presentation. The Group expressly disclaims any obligation or undertaking to disseminate any updates or revisions to any forward-looking statements contained herein to reflect any change in the Group’s expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.

About Ecobank	4
“Roadmap to Leadership Strategy”	9
Financials Results	15

About Ecobank

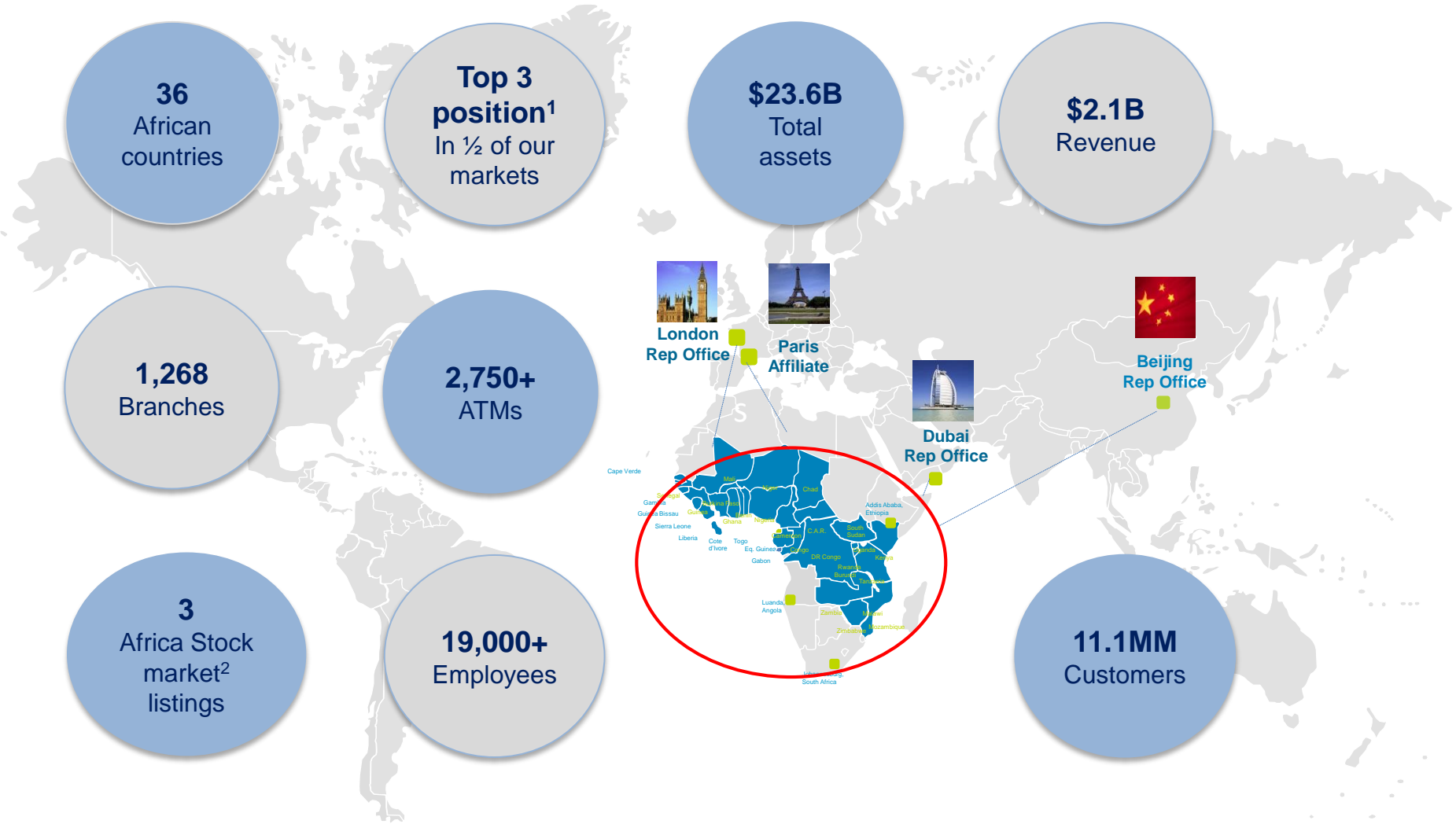


Vision & Mission

“Our **vision** is to build a world class pan-African bank and contribute to the economic development and financial integration of Africa”

“Our **mission** is to provide all of our customers with convenient and reliable financial products and services”

Leading pan-African bank; unmatched Middle Africa presence



1. Market share positions ranked by total assets
 2. Nigerian stock exchange, NSE, Ghana stock exchange, GSE, and Bourse Régionale des Valeurs Mobilères SA (BRVM) in Abidjan
 3. Information is as of 31 December 2015

Geographic expansion over...

Formative Phase	Initial Expansion Phase	Second Expansion Phase	Third Expansion Phase	International Expansion/End of African expansion
Founded in 1985 in Togo with shareholders from 10 African countries	1988 -1990	1998-2001	2006 -2009	2009-2014
	5 countries in Africa	12 countries in Africa	30 countries in Africa	6 more African countries
<ul style="list-style-type: none"> Enjoys status of an International Financial institution Shareholders include ECOWAS Bank for Investment and Development Pan-African from the onset 	<ol style="list-style-type: none"> Benin Cote d'Ivoire Ghana Nigeria Togo 	<ol style="list-style-type: none"> Burkina Faso Cameroon Guinea Liberia Mali Niger Senegal 	<ol style="list-style-type: none"> Burundi Cape Verde Central African Rep Chad Congo D.R. Congo Gabon Gambia Guinea Bissau Kenya Malawi Rwanda Sao Tome Sierra Leone South Africa (R) Tanzania Uganda Zambia 	<ol style="list-style-type: none"> Angola (R) Zimbabwe Equ. Guinea South Sudan Ethiopia (R) Mozambique <p>International expansion</p> <ol style="list-style-type: none"> Dubai (UAE) (R) France UK (R) China (R)

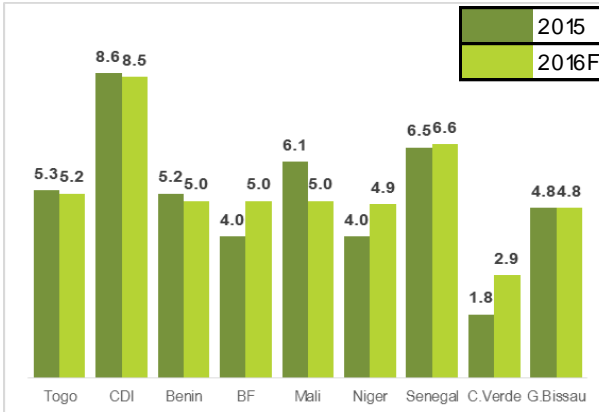
(R) means Ecobank Representative Office only



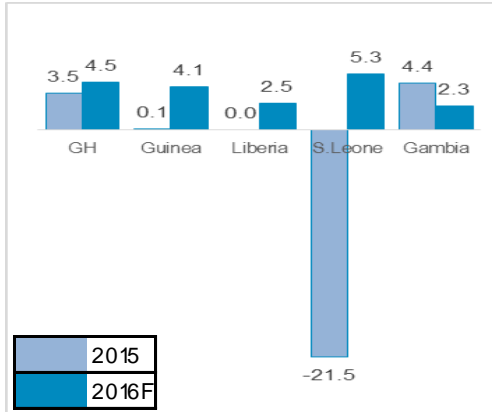
...optimising our African footprint

Operating environment subject to headwinds

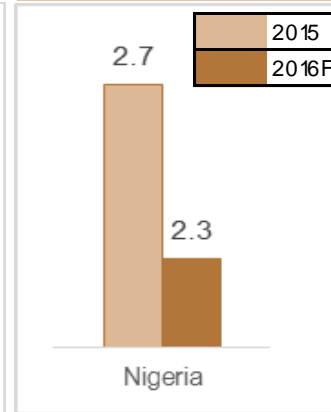
UEMOA – Real GDP Growth



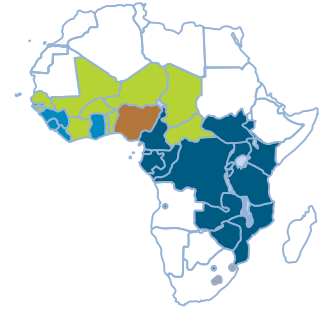
AWA - Real GDP Growth



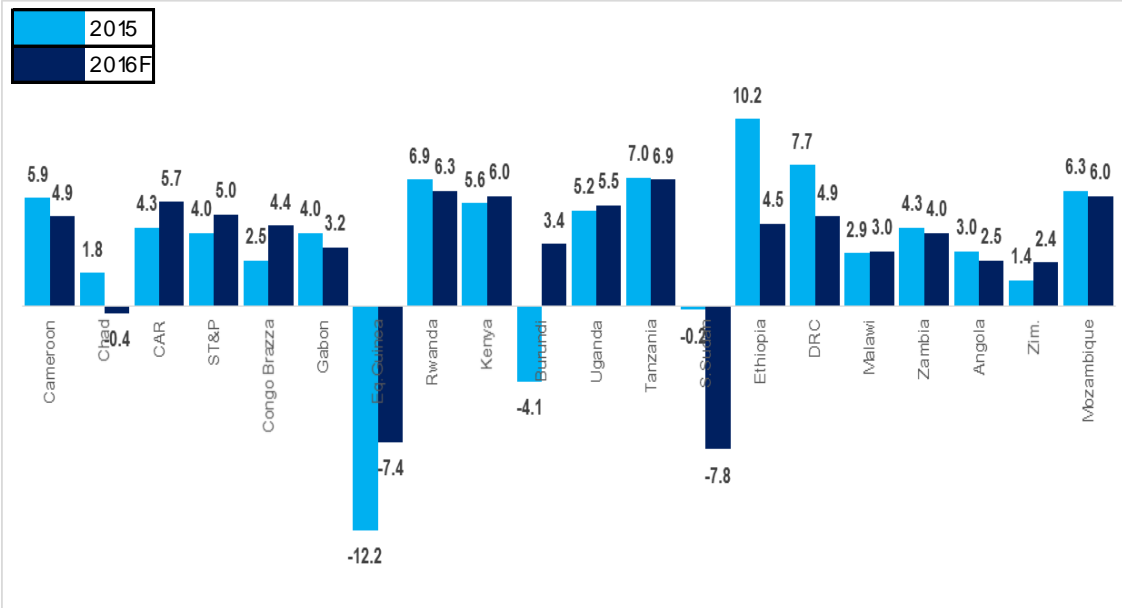
NIGERIA – Real GDP Growth



Ecobank Africa presence



CESA – Real GDP Growth



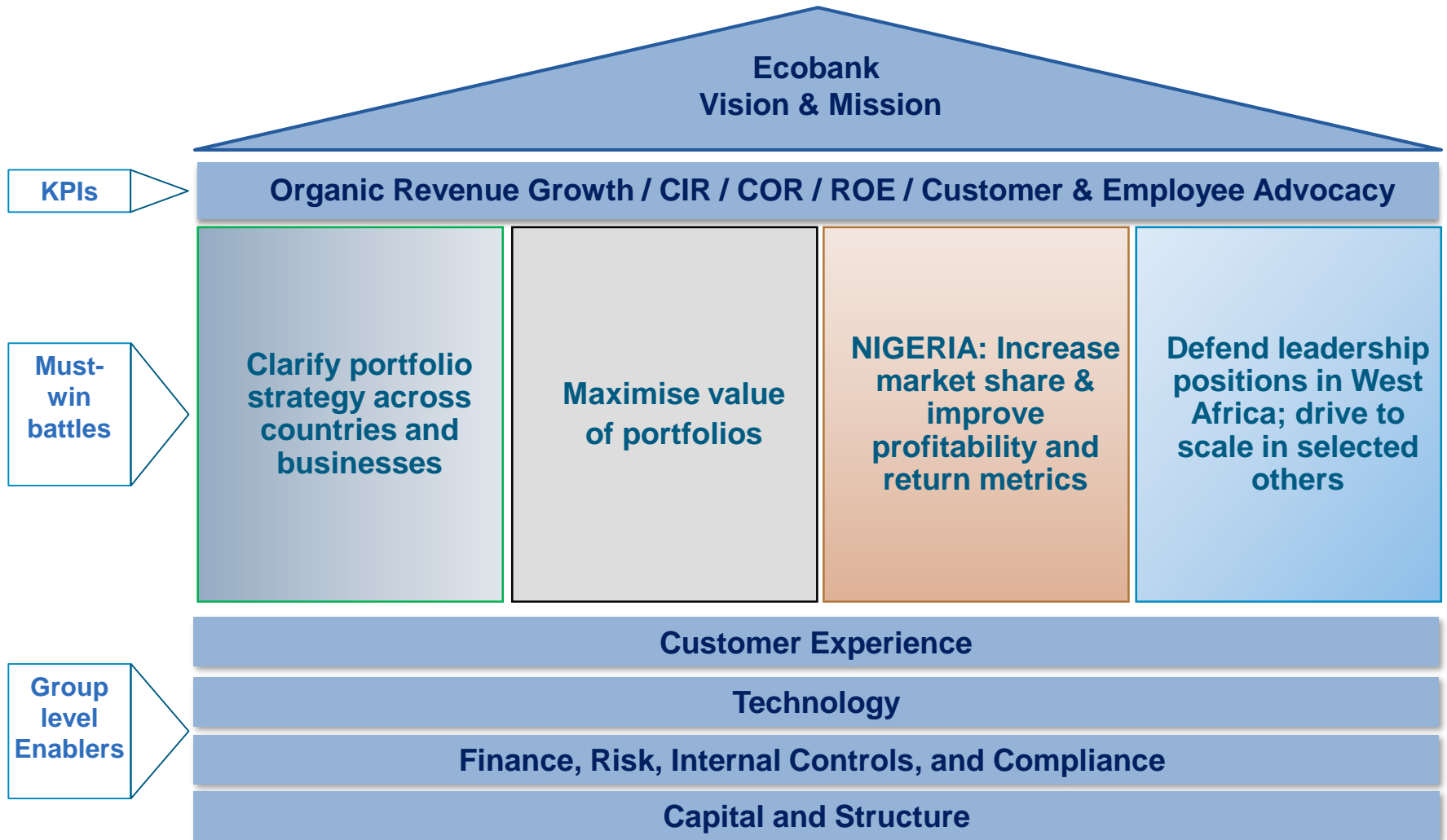
TRENDS IN THE ECONOMIC OUTLOOK

- U.S. rate hike - Impact on CoF
- China's slow growth - Impact on commodity prices
- Higher rates and inflation in some Middle Africa countries – But moderate in Francophone area because of Euro/CFA peg
- Deval risk in Nigeria; Good progress on NNPC, TSA reforms, security & anti-corruption
- Steady growth in Kenya; but dependent on capital flow
- Moderate inflation in Ghana; IMF program support

Source: IMF and World Bank

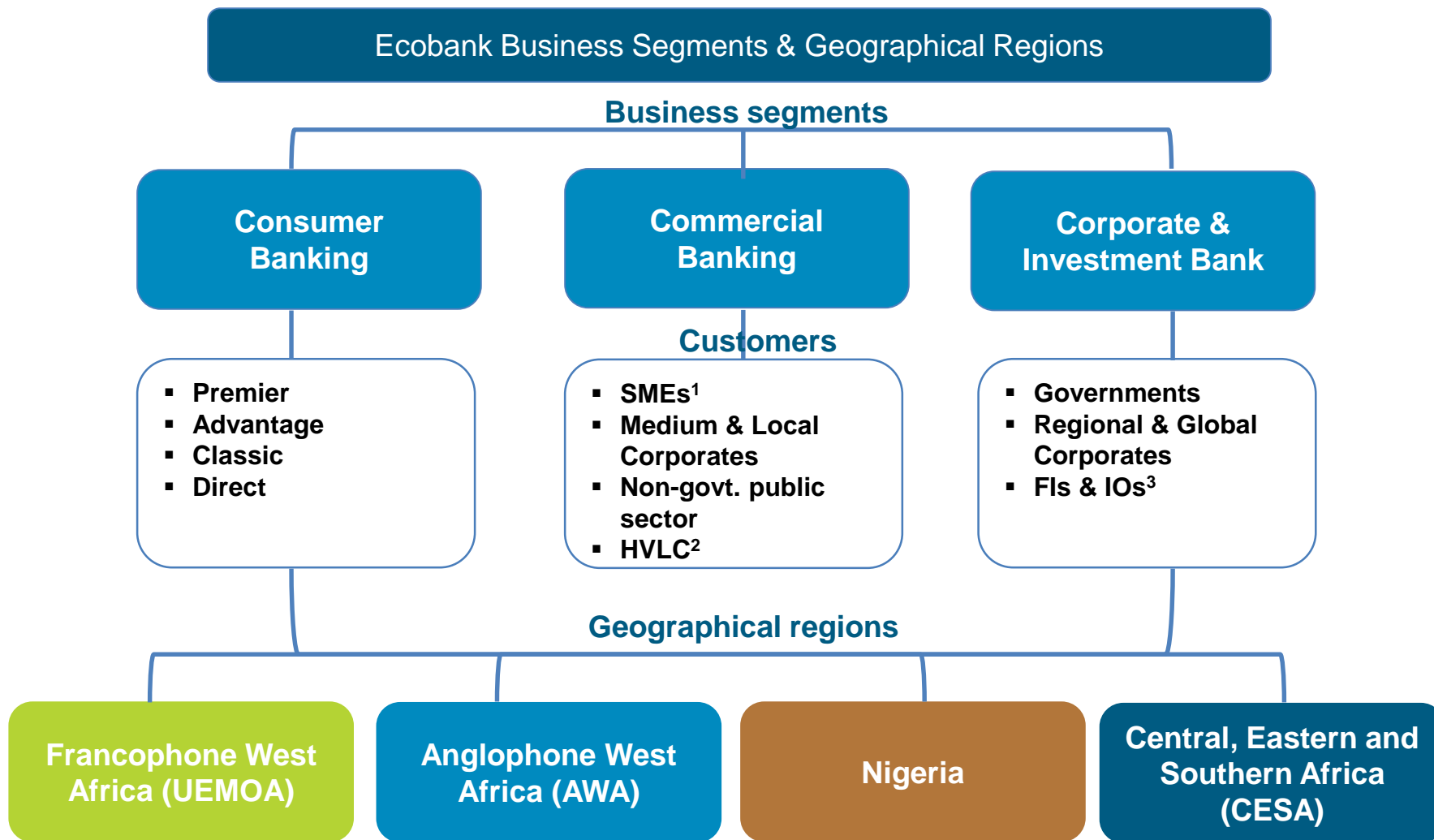
“Roadmap to Leadership” Strategy

Our strategy



CIR= Cost-to-income ratio, COR= Cost-of-Risk, ROE = Return on average equity

Simplified operating model to facilitate growth



1. SMEs = small, medium-sized enterprises

2. HVLC = High Value Local Corporates

3. FI & IO = Financial Institutions and International Organisations

Positioning Ecobank for the next phase of growth

Position¹ in Middle Africa



In the top 3 banks

In the top 4-10 banks

Below the top 10 banks

Market strategy

Top 3 in market - Defend Competitive Position

- Top 3 in 14 markets
- Mature with lower capex requirements
- Product differentiation will underpin growth

Top 4-10 in market - Opportunities for Growth

- Relevant & strong players but not top 3
- Invest to capture market share
- Nigeria, DRC & Cameroon are key
- Growth prospects likely to require capital

Below 10th in market - Revisit our investment strategy

- Revisit operational strategy in high potential markets
- Consider constructive exit for low potential markets

1. Positions reflect market share by total assets of ETI's 33 banking subsidiaries across Middle Africa

Building a stronger and more profitable financial services institution

OUR GUIDING PRINCIPLES

1

Commitment to shareholder value creation
(ROE > COE)

2

Take action on businesses generating returns
below cost of capital

3

Invest only where have/can have sustainable
competitive advantage

4

Improve customer service

5

Achieve distribution leadership: manufacture
centrally and distribute locally

6

Strengthen control functions

7

Drive operational efficiency

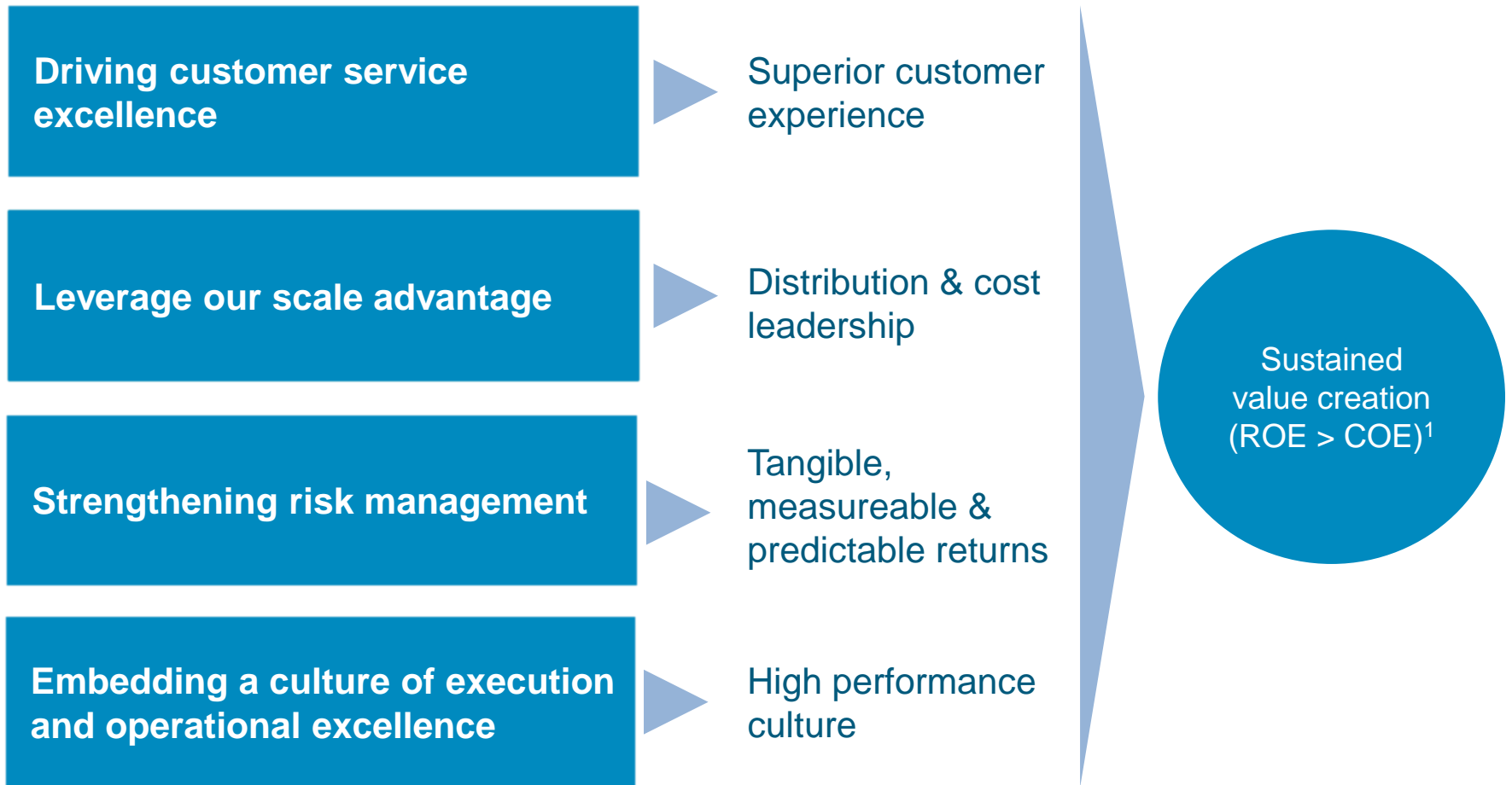
8

Disciplined expense management



Ecobank pan-African centre, Lome-Togo

Shareholder value creation at the core of our strategy



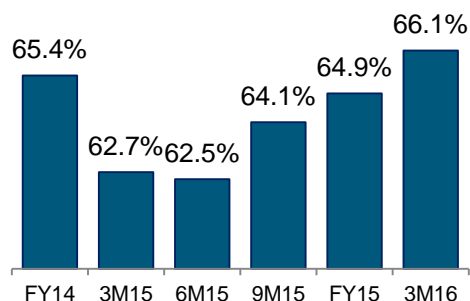
1. CoE = Cost of Equity

Financial Results

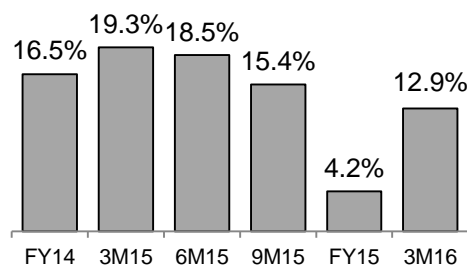
Financial highlights: 1Q 2016 & FY 2015

In millions of \$	2015	2014	% Chg	Constant US\$ ¹	1Q16	1Q15	% Chg	Constant US\$ ¹
Net revenue	2,106	2,280	(8)	2,483	502	534	(6)	531
Operating expenses	1,368	1,491	(8)	1,603	332	335	(1)	350
Profits before tax and imp.	738	789	(6)	880	170	199	(14)	181
Impairment losses ²	532	267	99	613	67	44	53	69
Profit before tax	205	520	(60)	258	104	155	(33)	112
Taxation	94	122	(23)	122	21	29	(27)	24
Profit after tax	107	395	(73)	136	82	126	(35)	88
Profit attributable to ETI³	66	338	(81)		71	111	36)	
Basic EPS (US cents) ⁴	0.28	1.69	(83)		0.30	0.46	(35)	

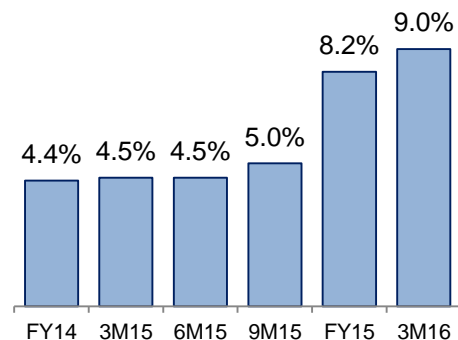
Cost-income ratio



ROE



NPL ratio



(1) Constant dollar excludes the impact of foreign exchange translation of our functional currencies into U.S. dollars for reporting purposes

(2) Impairment losses comprises of impairment losses on loans and advances and impairment losses on other assets. Impairment losses on other assets were \$105m and \$38m for the FY15 and FY14 respectively. And \$5m and \$2 for the 1Q16 and 1Q15, respectively

(3) Profit attributable to owners of the parent company, Ecobank Transnational Inc. (ETI)

(4) Basic EPS has incorporated the 1-for-15 Bonus issue of July 2015 and the prior year EPS has been adjusted accordingly

Note: numbers may not sum due to rounding

FX translation impact on income statement

In millions of \$	FY15	FY14	\$ CHG	YoY	1Q16	1Q15	\$ CHG	YoY
Income statement								
Net Revenue (Constant \$)	2,483	2,280	204	9%	531	534	(2.9)	(1)%
<i>FX impact¹</i>			377				29	
Net revenue (Reported)	2,106	2,280	(174)	(8)%	502	534	(32)	(6)%
Operating Exp. (Constant \$)	1,603	1,491	112	8%	350	335	15	4%
<i>FX impact</i>			236				18	
Operating Exp. (Constant \$)	1,368	1,491	(124)	(8)%	332	335	2.7	(2)%
Profit after tax (Constant \$)	136	395	(259)	(66)%	88	125	(35)	(28)%
<i>FX impact</i>			28				6.2	
Profit after tax (Reported)	107	395	(287)	(73)%	82	125	(41)	(33)%

1. Reflects FX impact on subsidiaries and affiliates income statements translation into U.S. Dollars assuming average exchange rates for 2014.

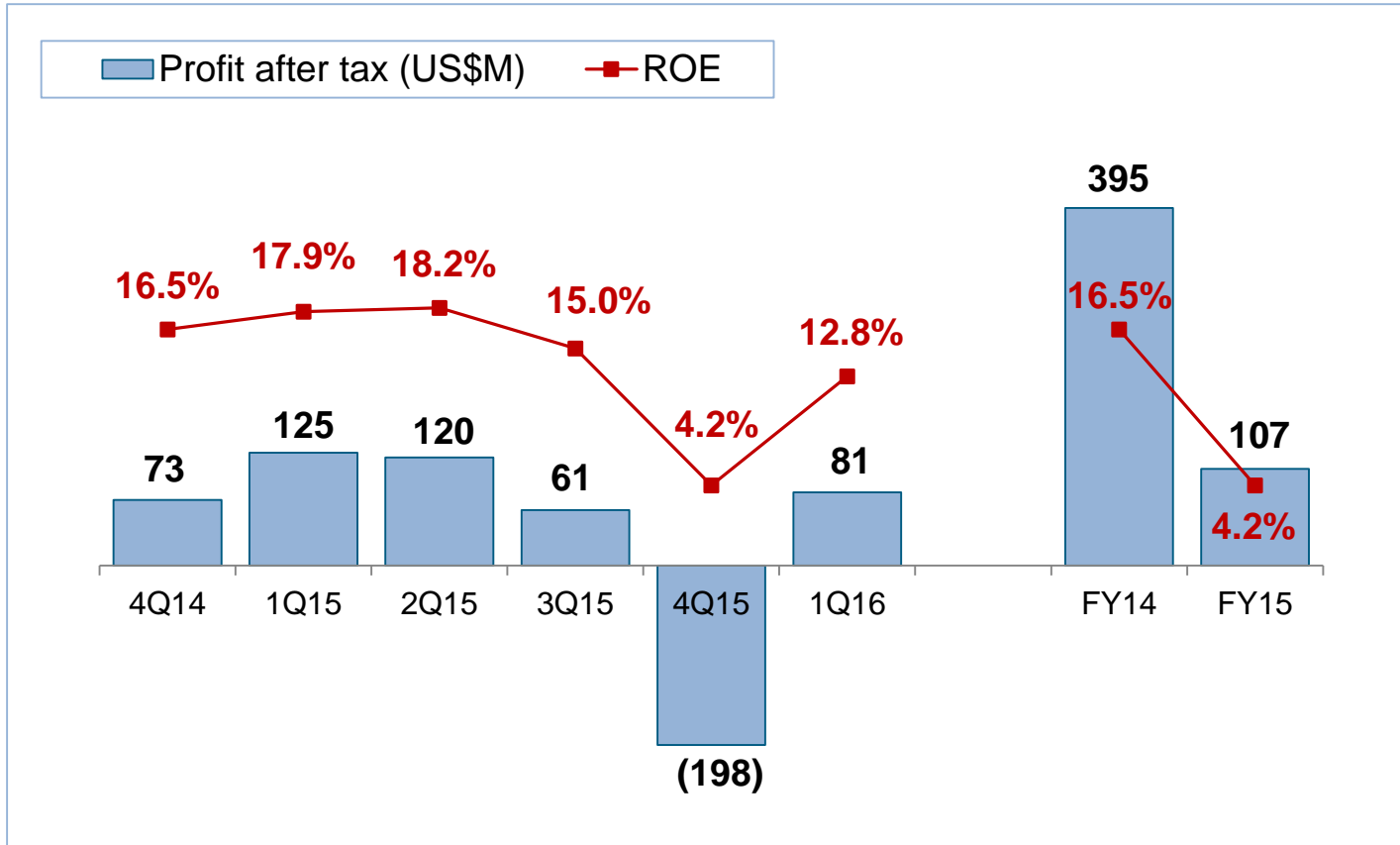
FX translation impact on balance sheet positions

In millions of \$	FY15	FY14	\$ CHG	YoY	1Q16	1Q15	\$ CHG	YoY
Loans (Constant \$)	12,485	12,312	173	1%	11,199	11,596	(397)	(4)%
<i>FX impact¹</i>			1,284				63	
Loans (Reported)	11,200	12,312	(1,111)	(9)%	11,091	11,596	(505)	(4)%
Deposits (Constant \$)	18,303	17,437	866	5%	16,004	15,643	361	2%
<i>FX impact</i>			1,876				114	
Deposits (Reported)	16,428	17,437	(1,009)	(6)%	15,890	15,643	247	2%
Total assets (Constant \$)	25,928	24,244	1,685	7%	23,499	22,671	827	4%
<i>FX impact</i>			2,375				262	
Total assets (Reported)	23,554	24,423	(690)	(3)%	23,237	22,671	565	2%

1. Reflects FX impact on subsidiaries and affiliates balance statements translation into U.S. Dollars assuming end-of-period exchange rates for 2014.

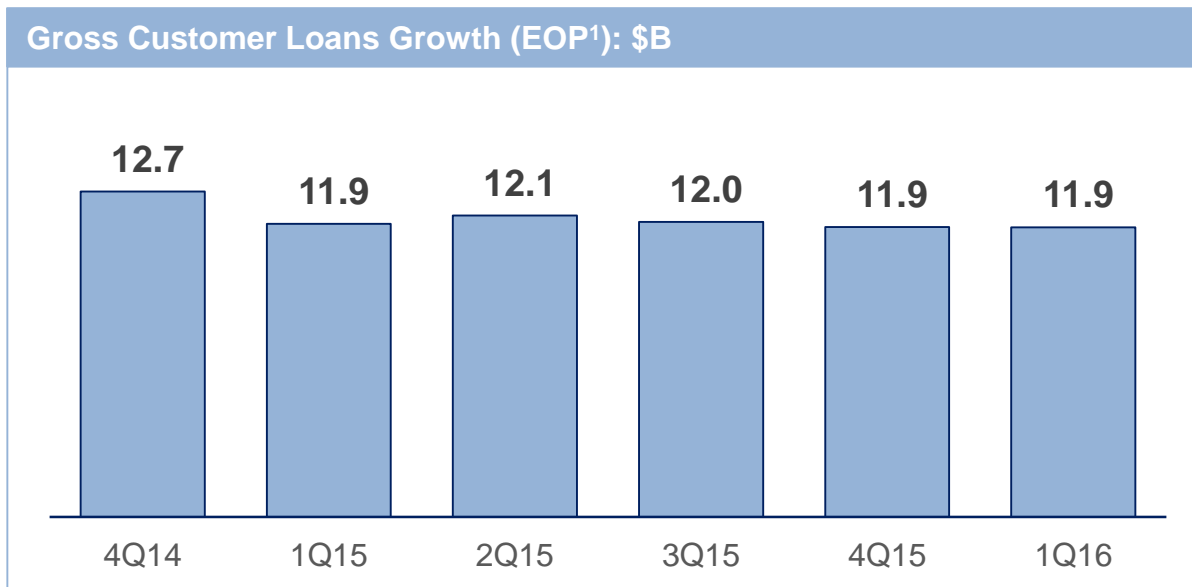
Reasonable profit in 1Q 2016 amidst tough operating conditions

Profit after tax and ROE¹

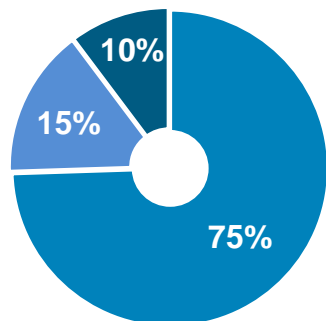


1. Quarterly ROE is calculated on an LTM (Last Twelve Months) basis

Loan growth impacted by currency movements & cautious lending

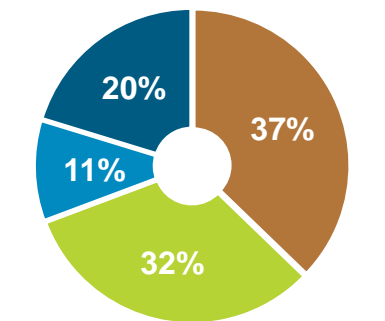


1Q16 Customer Loans - \$11.9B



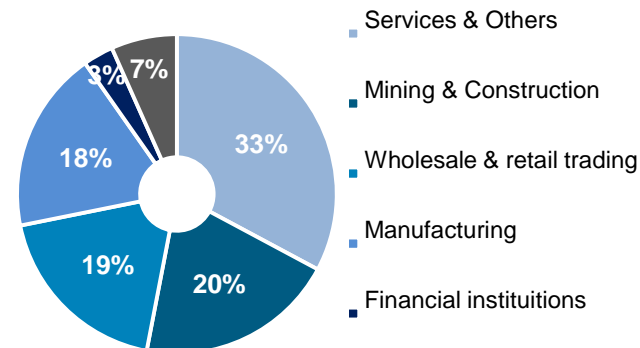
■ Corporate ■ Commercial ■ Consumer

1Q16 Customer Loans - \$11.9B



■ Nigeria ■ UEMOA
■ WAMZ ■ CESA

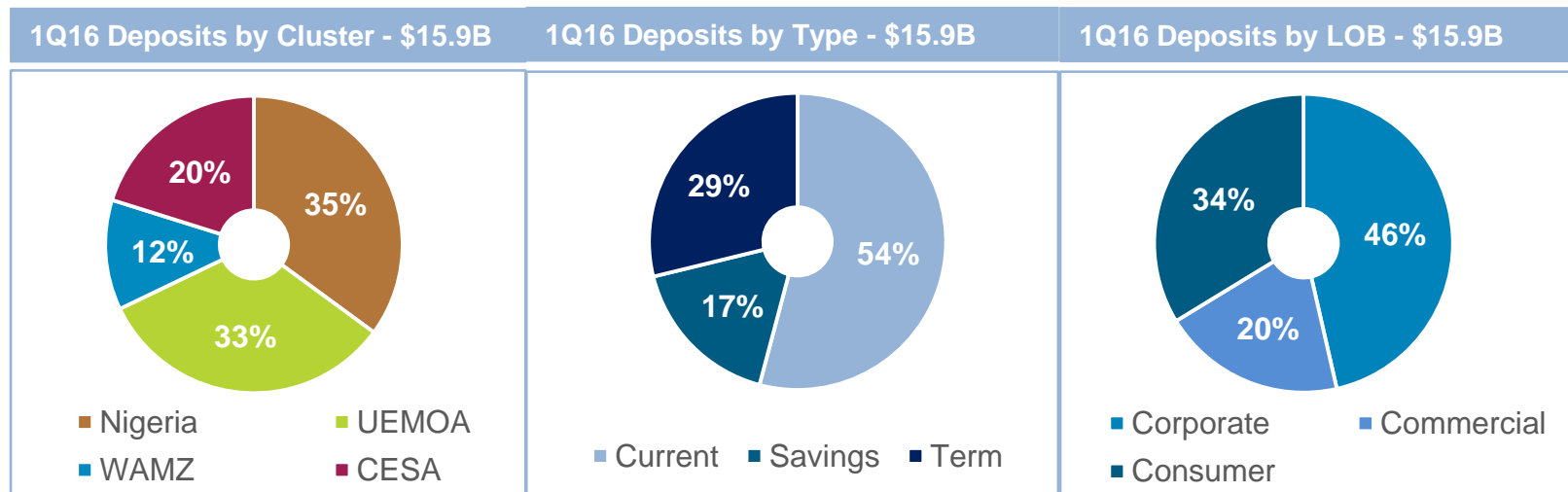
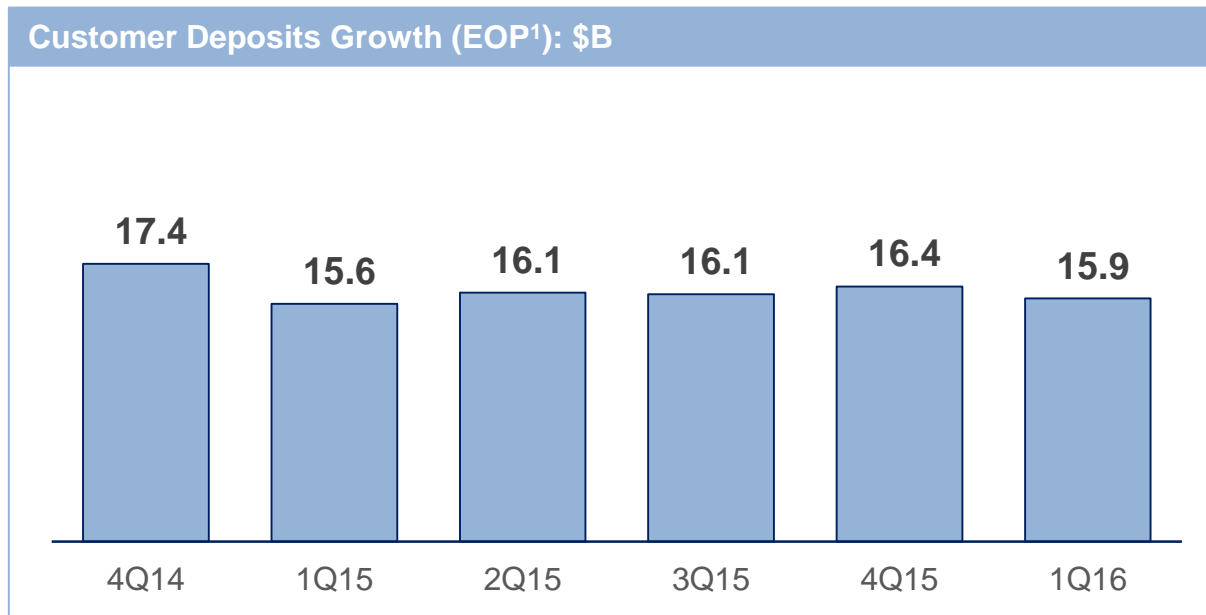
FY15 Gross Loans by Industry - \$11.9B



■ Services & Others
■ Mining & Construction
■ Wholesale & retail trading
■ Manufacturing
■ Financial institutions
■ Public sector

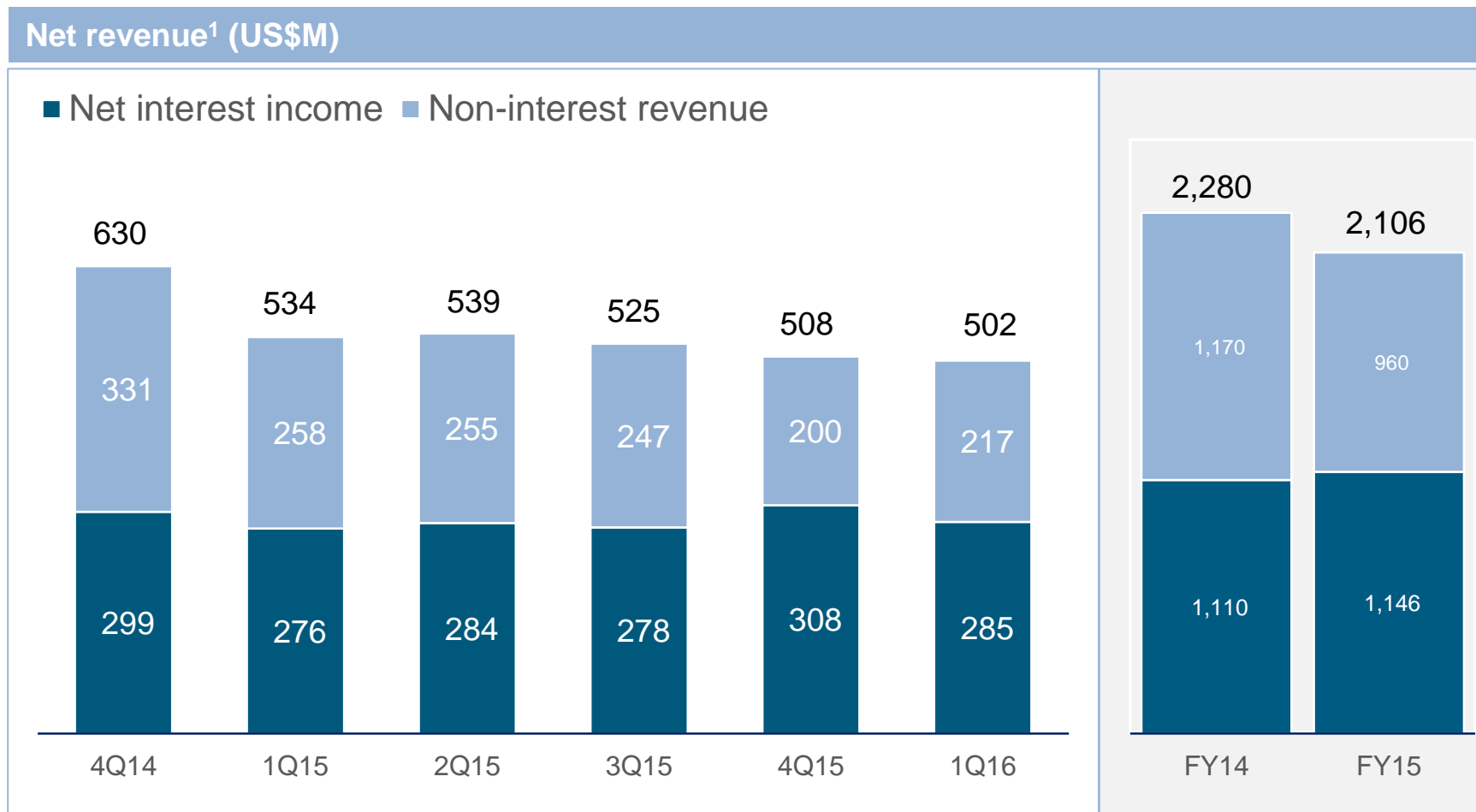
1.EOP is end-of-period

Customer deposits hit by currency movements; decent underlying growth



1.EOP is end-of-period

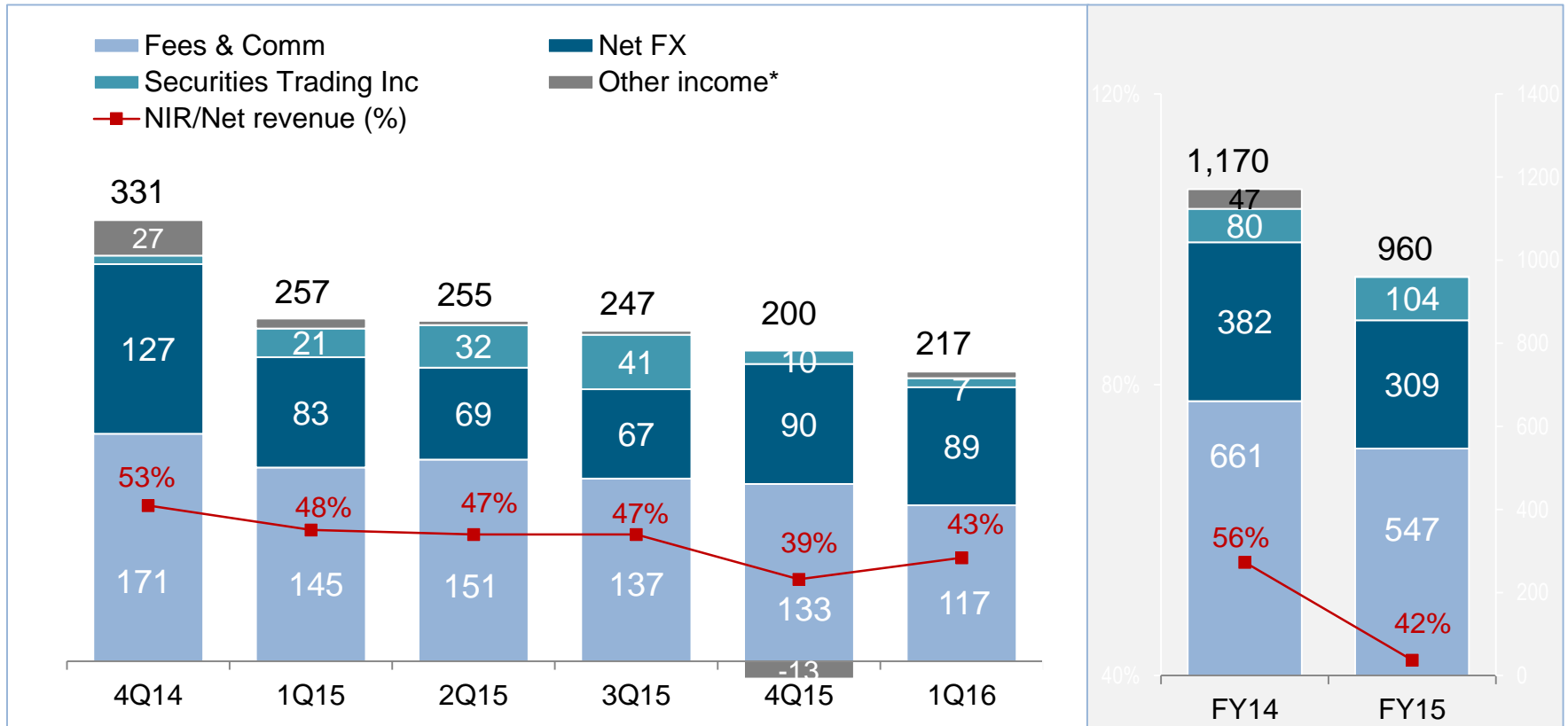
Revenue impacted by FX & challenging macro environment



(1) Net revenue defined as net interest income plus non-interest revenue
 Note: numbers may not sum due to rounding

Non-interest revenue impacted by tough market conditions

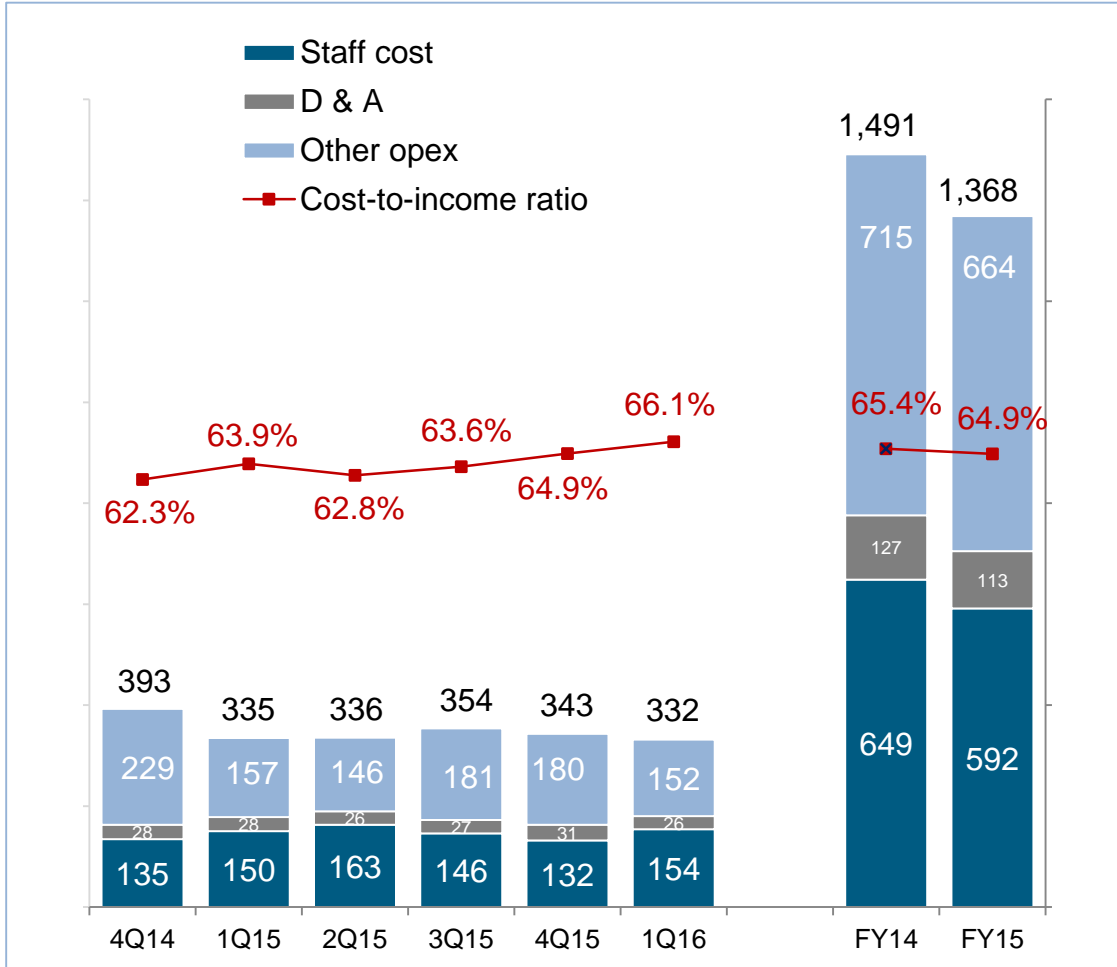
Net revenue (US\$M)



* Other income includes lease income, dividend income, net gains/losses from investment securities and other operating income. Net FX and Securities Trading income are reported under the 'net trading income' line in the Group's consolidated income statement
 Note: numbers may not sum due to rounding

Keen focus on driving efficiency in our businesses

Operating expenses (US\$M) and Cost-to-income ratio¹

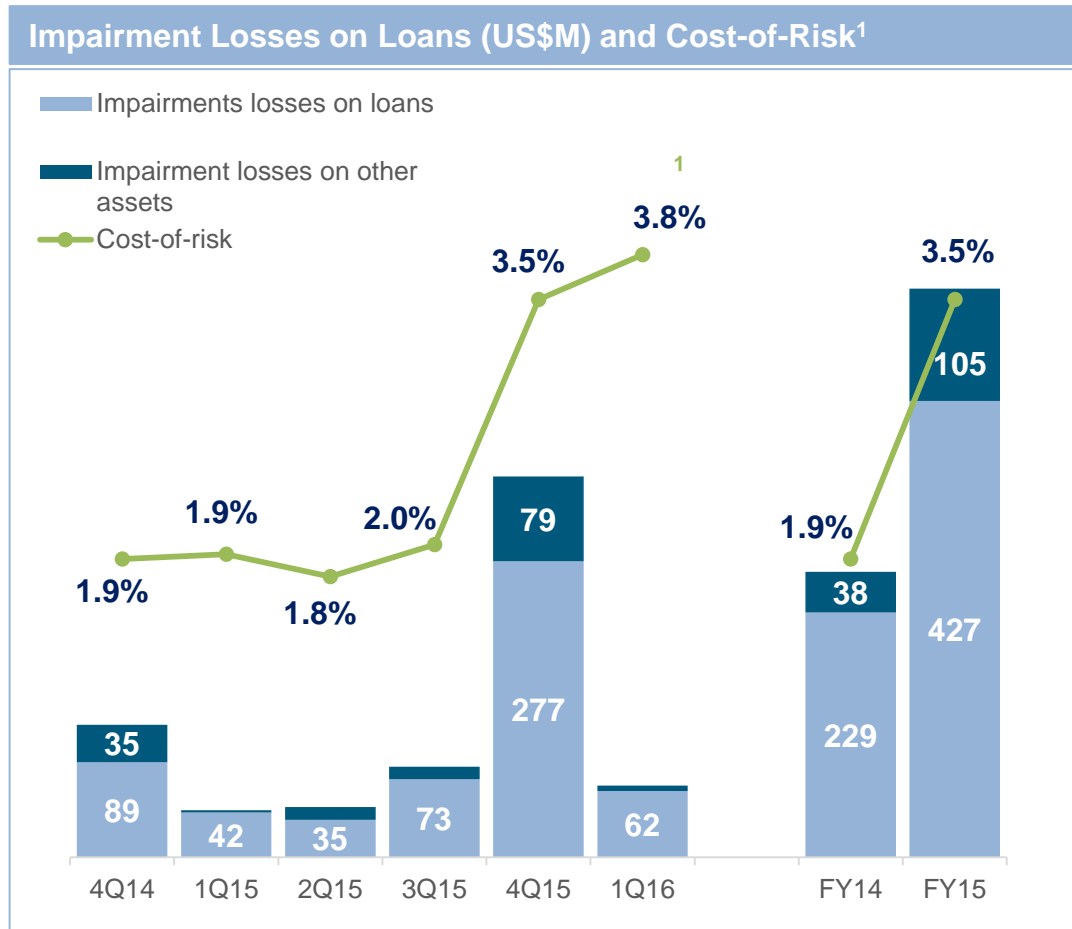


1. Quarterly Cost-Income ratio calculated on an LTM (Last Twelve Months) basis
 Cost-income ratio (CIR) calculated as operating expenses divided by net revenue
 Note: numbers may not sum due to rounding

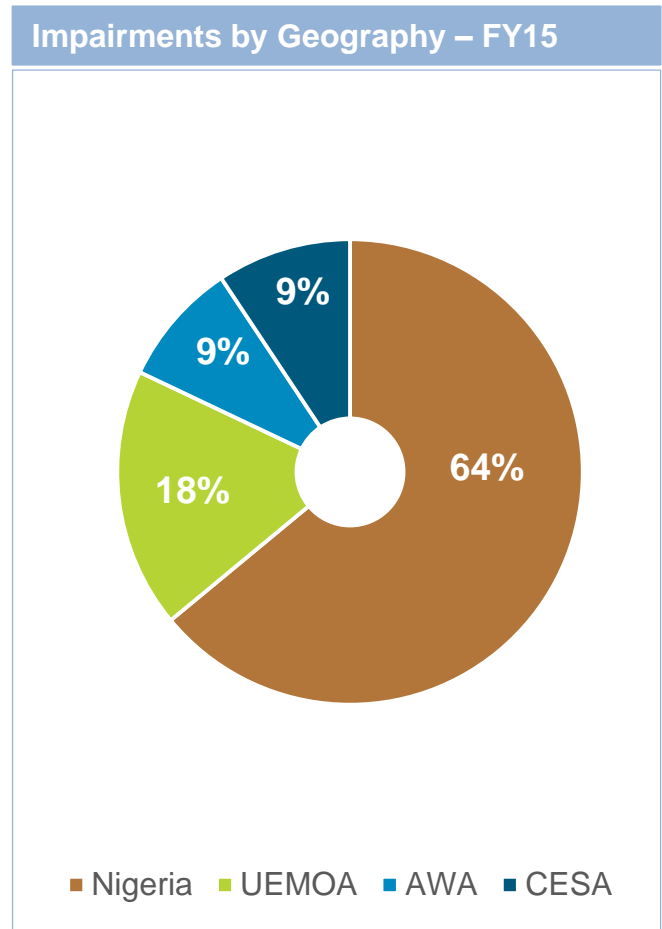
Key initiatives

- Consolidation of our data centres in two locations
- Space/Premises consolidation especially in big markets
- Optimisation of front/back office processing
- Branch rationalisation and productivity drive

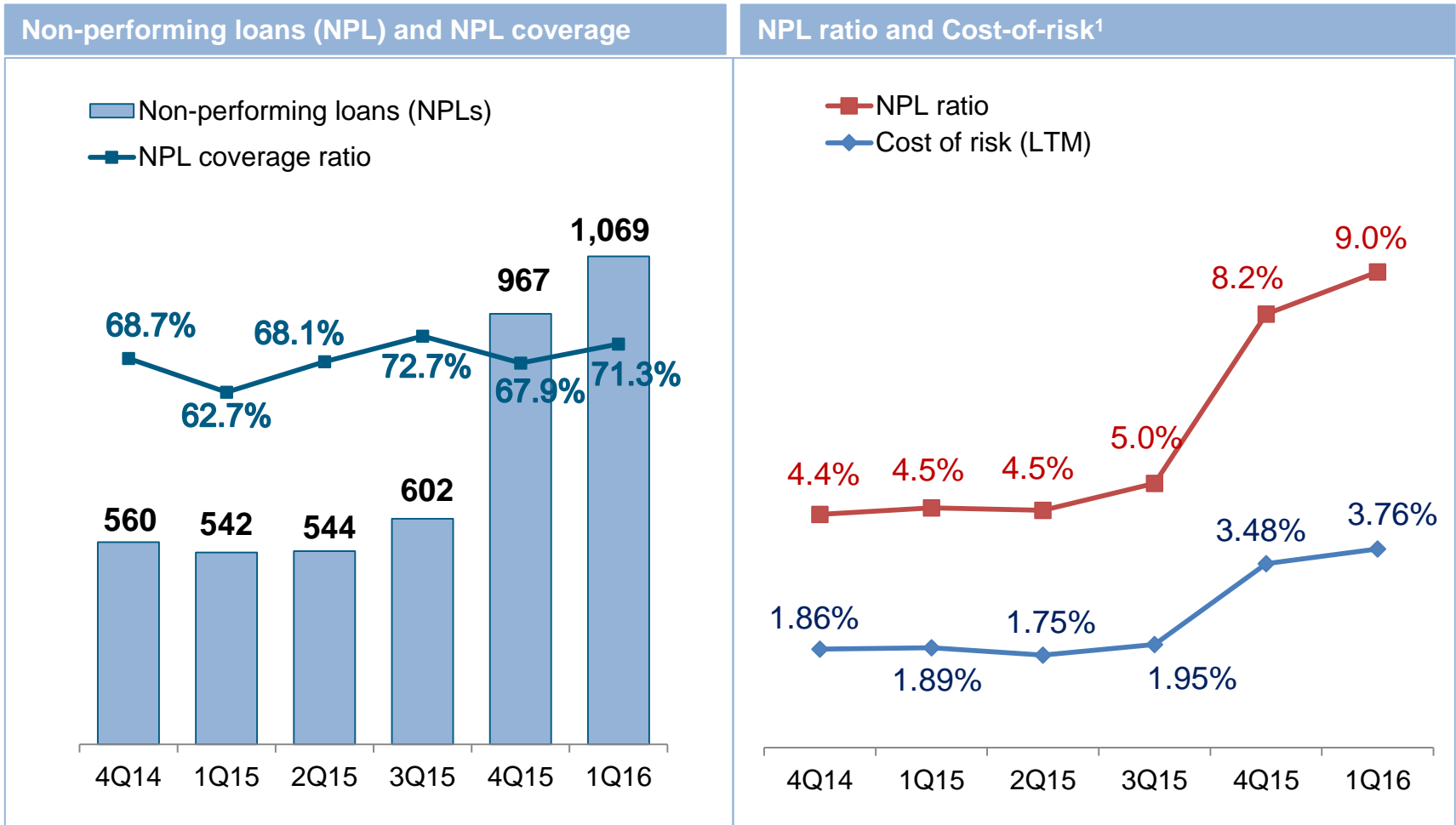
Higher impairments from a comprehensive of asset portfolio reviews



1. Quarterly Cost-of-Risk calculated on an LTM (Last Twelve Months) basis
 Note: numbers may not sum due to rounding

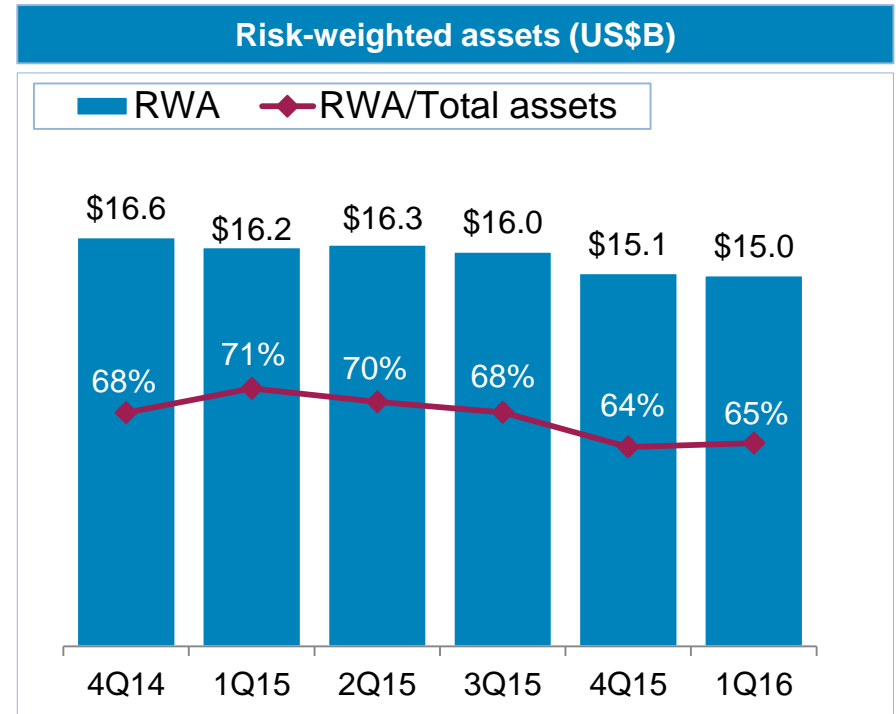
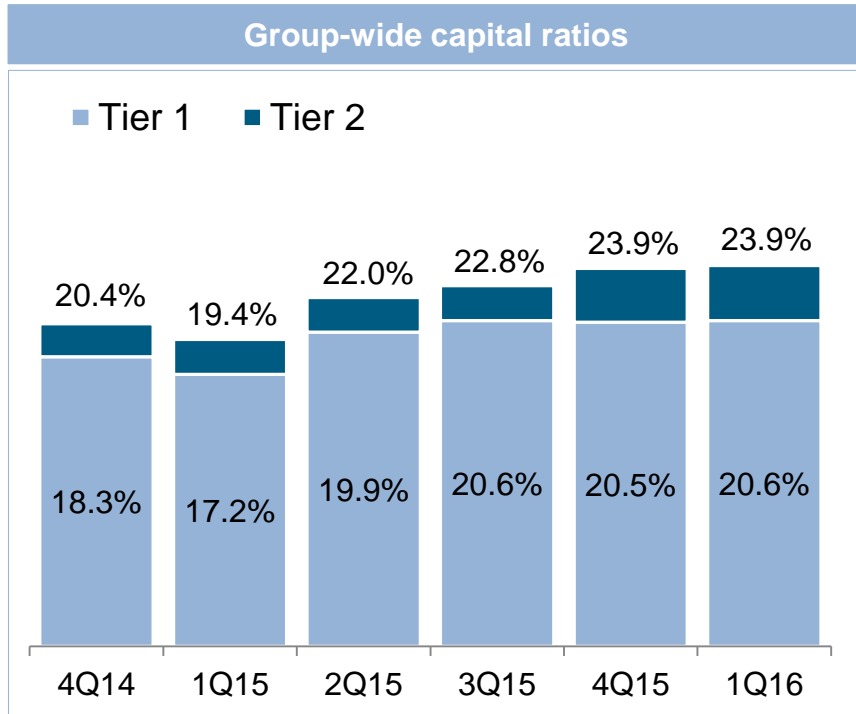


Asset quality decline from comprehensive asset portfolios reviews



1. Cost of risk has been computed based on LTM

Focus on capital management



- Enhanced capital allocation strategy
- Emphasise capital light revenue generation
- Deleverage balance sheet where necessary

2016 targets

Note target growth rates are in \$ terms

Guidance		2016 Targets	FY 2015	1Q 2016
Balance Sheet growth	Deposits	2%	(6)%	2%
	Net loans	flat	(9)%	(4)%
Efficiency & profitability	Revenue	flat	(8)%	(6)%
	Cost-income ratio	60% - 65%	64.9%	66.1%
	ROA	1.0% -1.5%	0.4%	1.4%
Asset Quality	NPL ratio	~7.5%	8.2%	9.0%
	Cost-of-risk	~2.5%	3.5%	2.1%
	NPL coverage	~75%	67.9%	71.3%

Note: percentage change is year-to-date

Thank You

