RISING TO THE **CHALLENGE**

ECOBANK GHANA ANNUAL REPORT **2020**

Ecobank
The Pan African Bank

Ecobank Ghana Branches

ECOBANK GH ACCRA MAIN
2 Morocco Lane, Off The Independence Avenue
(233) 0302-61 04 00
(233) 0302 68 08 66
ecobankgh@ecobank.com
P.O.Box AN 16746 Accra-North

ECOBANK GH TEMA
Ecobank Ghana Limited Tema Branch Town Center Plot No. TC/ MKT / A / 76.
(233) 0303 201053 - 6
(233) 0303 20 10 57
ecobankgh@ecobank.com
P.O Box co 3207 Tema

ECOBANK GH RING ROAD
Fidelity House, 20 Ring Road Central PMB 43, Cantonments, Accra
(233) 0302 244007/8/9
(233) 0302 23 77 45
ecobankgh@ecobank.com
PMB 43,Cantonments, Accra

ECOBANK GH TUDU
Kimbu Road, opposite Accra Central MTTU
(233) 0302 685587/685559
(233) 0302 68 55 85
ecobankgh@ecobank.com
P.O Box 16746 Accra North, Ghana

ECOBANK GH SST
Ground Floor Silver Star Tower, Airport City
(233) 0302, 767404/ 778277
(233)0302 78 71 67
ecobankgh@ecobank.com
PMB KA 92, Kotoka International Airport, Accra.

ECOBANK GH ABEKA LAPAZ
Meacham Hse Annex, Mallam-Abeka Lapaz Highway
(233) 0302 230061
(233) 0302 23 17 36
ecobankgh@ecobank.com
PMB,GPO, Accra

ECOBANK GH MACC HILL
Kaneshie - Mallam Highway, Lower Mccarthy Hill, Gbawe South
233) 0302 275375 / 0302 910061 / 275375 (233) 0302- 27 5375
ecobankgh@ecobank.com
PMB, GPO, Accra

ECOBANK GH DANSOMAN
Plot No. 1A, High Street, Dansoman Estate (233) 0302 326580/82
(233) 0302 326595
ecobankgh@ecobank.com
PMB, GPO, Accra

ECOBANK GH SOUTH IND
Old KBL Depot, near Agbogbloshie Market
(233) 0302-670770,670745,670752
(233) 0302-670738
ecobankgh@ecobank.com
PMB, GPO Accra

ECOBANK GH ACCRA MALL
Ground Floor, Accra International Mall,Tetteh Quarshie Interchange, Accra
(233) 0302-823053/4/5
(233) 0302- 823056
ecobankgh@ecobank.com
PMB GPO, Accra

ECOBANK GH SPINTEX RD
Hse, No.56,Baatsona Highway Extension(Spintex Road),Accra.
(233) 0302-815860
(233) 0302-815861
ecobankgh@ecobank.com
P.O.Box SR112, Tema

ECOBANK ROMAN RIDGE
Hse, No. C1222, Olusegun Obasanjo Highway
(233) 0302 241883
(233) 0302 241889
ecobankgh@ecobank.com
PMB, GPO, Accra

ECOBANK GH DARKUMAN
Ground Floor, Ideal House, Darkuman Junction, Kaneshie - Mallam Highway
(233) 0302 321950
(233) o302 321940
ecobankgh@ecobank.com
PMB, GPO,Accra

ECOBANK GH TAFO
Tafo Mampoteng Road Tafo Kumasi
(233) 03220-40890
ecobankgh@ecobank.com
PMB GPO Kumasi

ECOBANK GH A AND C
Shopping Mall, No. 783, Jungle Rd, East Legon (233) 028 9109407 / 0302 51 88 91 / 90
(233) 0302 518890
ecobankgh@ecobank.com
P.O. BOX 17506, East Legon

ECOBANK GH LEGON
Off Nuguchi Road Near Legon Mosque,
(233) 0302 519835/6
(233) 0302 519837
ecobankgh@ecobank.com
P.O Box PMB GPO, Accra

ECOBANK GH TAKORADI
Plot no. 34 Axim Road Harbour Commercial Area PMB Takoradi
(233) 03120-23870/ 21250 / 21258
(233) 03120 21 9 13
ecobankgh@ecobank.com
PMB Takoradi.

ECOBANK GH MKT CLE TDI
Adjacent Arvo Hotel
P. O. Box TD114, Takoradi
Tel: (233)312024158, 24190
Fax: (233)312024173
ecobankgh@ecobank.com

ECOBANK GH TARKWA
Ground floor SIC Tarkwa office complex
(233) 03123 22022/4
(233) 03123 22 0 25
ecobankgh@ecobank.com
P.O Box 100 Tarkwa

ECOBANK GH OSU
Osu Oxford street adjacent SSNIT hospital.
(233) 0302 912782/4/5/6
(233) 0302 76 31 20
ecobankgh@ecobank.com
PMB CT 443,Cantonments,Accra

ECOBANK GH KUMASI
Harper road, Prempeh II roundabout Adum PMB Kumasi
(233) 03220 37804
(233) 03220 37 3 33
ecobankgh@ecobank.com

ECOBANK GH KUMASI ADUM
Oak Arcade, Opp. Agyekum Building, Adum – Kumasi
(233) 03220-47948,47959,47969
(233) 03220-45872
ecobankgh@ecobank.com
PMB GPO,Kumasi

ECOBANK GH TEMA MALL
Ground Floor Tema Shopping Mall, Heavy Industrial Area,Area Tema
(233) 0305-305175,305182,305183
(233) 0305 - 22305174
ecobankgh@ecobank.com
P.O.Box CO 3207 Tema

ECOBANK GH KENYASE
Newmont Bypass Road Kenyasi Brong Ahafo Region
(233) 024 2209099 / 03220 47034
(233) 03220-47034
ecobankgh@ecobank.com
P.O.Box 91,Kenyasi

ECOBANK GH LONG ROOM
Ghana Ports and Harbours Head Office Long Room, Tema
(233) 0303-202125 / 206789
(233) 0303 20 21 25
ecobankgh@ecobank.com
P.O.Box CO 3207 Tema

ECOBANK GH TEMA COMM 6
Vertical Plaza, Hospital Road, Community 6,
(233) 0303 216605
(233) 0303 205822
ecobankgh@ecobank.com
P.O. Box CO 3207, Tema

ECOBANK GH KNUST
Commercial Area, KNUST
(233) 03220 63051/2/3
(233) 03220 63050
ecobankgh@ecobank.com
PMB, GPO, Kumasi

ECOBANK GH SUNYANI
Plot No.5 Block B House NO B 5/2 Sunyani Central
(233) 03520-25498,25495
(233) 03520-25490
ecobankgh@ecobank.com
PMB Ecobank Sunyani

ECOBANK GH ELUBO
Western Region ,
(233) 03122-22054/95/83
(233) 03122-22567
ecobankgh@ecobank.com
P.O.Box 48 Elubo

ECOBANK GH WEIJA
Ground Floor Aplaku Building,Old Weija Barrier, Opp. National Investment Bank, Winneba Road.
(233) 0302- 853202/3
(233) 0302-853204
ecobankgh@ecobank.com
PMB GPO, Accra

ECOBANK GH ABREPO MAIN
Ike 'O' Plaza ,Opposite the Neoplan Bus Assembly Plant
(233) 03220-83835 / 83836/ 83837
(233) 03220-83838
ecobankgh@ecobank.com
PMB GPO Kumasi

ECOBANK GH HAATSO
Ebenezer Plaza Atomic Road haatso, North Legon Residential Area
0302-520834 / 520831
021-520833
ecobankgh@ecobank.com
PMB GPO, Accra

ECOBANK GH WESTLANDS
Ground Flour of building situated at Christain village opposite Golf Channel, Kisseman
0302-920849
ecobankgh@ecobank.com
PMB GPO, Accra

ECOBANK TEMA MOTOR WAY ROUNDABOUT
Ground Floor of Gyau Towers on Plot No.LI//5A/13A,Accra tema Motorway Light Industrial Area
0303-305510/11/12/14
0303-305513
ecobankgh@ecobank.com
P.O.Box CO 3207 Tema

ECOBANK GH MADINA
Ground Floor and entire first floor of the Agrimat Building on Plot No.389, North Legon residential Area
(233) 0302 521876
(233) 0302 521878
ecobankgh@ecobank.com
PMB GPO, Accra

ECOBANK GH MILE 7 ACHIMOTA
Ground Floor of house No.AT/A39, New Achimota
(233) 0302 416904/5 233) 0302 413807
ecobankgh@ecobank.com
PMB GPO, Accra

ECOBANK GH KOTOBABI
Nkansa-Gyane House, Opp AMA-Ayawaso Central Sub-Metro District Office, Kotobabi-New Town Road, Accra, Ghana
(233) 0302 250325/7
(233) 0302 250330
ecobankgh@ecobank.com
PMB GPO, Accra

ECOBANK GH BANTAMA
Ground and First Floors of building situated on Plot No.20,Bantama High Street Kumasi
(233) 03220 49006
ecobankgh@ecobank.com
PMB GPO Kumasi

ECOBANK GH STADIUM AMAKOM
Ground Gloor of building formerly known as Edward Nassar Building, Kumasi Sports Stadium
(223) 03220-83841
(233) 03220 83844
ecobankgh@ecobank.com
PMB GPO Kumasi

ECOBANK GH TANOSO
First Floor of property on site with Petrol Filling Station, No. 6, Tanoso/Dekyemso Sunyani-Kumsai Highway
(233) 03220-52043/52045/52056
(233) 03220-52094
ecobankgh@ecobank.com
PMB GPO Kumasi

ECOBANK GH SAFE BOND BRANCH
Ground floor safebond car park Building
(233) 0302 200946/7
(233) 0302 200979
ecobankgh@ecobank.com
P.O.Box CO 3207 Tema

ECOBANK GH AFLAO BRANCH
Hse No. ASI-B-489 Aflao Along Aflao Border Road
(233) 03625- 30890, 30893
(233) 03625 31028
ecobankgh@ecobank.com
P.O.Box CO 3207 Tema

ECOBANK GH LABONE BRANCH
Block No. B56 (Opposite Coffee Shop) Labone
(233) 0302-933509 , 768132
(233) 0302-768133
ecobankgh@ecobank.com
PMB General Post Office Accra

ECOBANK GH TAMALE
Plot N0. 84 in Rice City Residential Area, Tamale, lying along North East of Tamale - Bolgatanga Thrunk Road
(233) 03720-27933/34
(233) 03720-27936
ecobankgh@ecobank.com

BURMA CAMP BRANCH
Opposite the Burma Camp Post Office
(233) 0302-767414 / 767645
ecobankgh@ecobank.com

ECOBANK REINSURANCE HOUSE BRANCH
Reinsurance House 68 Kwame Nkrumah Avenue P.O. Box 1862 Accra
(233)0302-240049
(233)0302-240056/9
ecobankgh@ecobank.com

ECOBANK TESANO BRANCH
(233)0302-237317
(233)0302-237316
ecobankgh@ecobank.com
Tesano P.O.Box 1862

ECOBANK HOSPITAL ROAD BRANCH
Hospital Road, Com 11 Junction
(233)0303-300973
(233)0303-308460
ecobankgh@ecobank.com

ECOBANK KASOA BRANCH
BAWJIASE ROAD
(233)0302-862887
(233)0302-862886
ecobankgh@ecobank.com

ECOBANK KANTAMANTO BRANCH
Tarzan House near Hotel De Horses
(233)0302-678243
(233)0302-678246
ecobankgh@ecobank.com

ECOBANK MADINA CENTRAL BRANCH
Old Road Taxi Rank Near Randy Pharmacy, Accra
(233)0302-513321/2
(233)0302-513321
ecobankgh@ecobank.com

ECOBANK SUAME BRANCH
Suame - Offinso Road, Kumasi
(233)03220-44414
233-3220-30229
ecobankgh@ecobank.com

ECOBANK SAKUMONO BRANCH
Sakumono Estates Junction, near the Traffic Light
(233)0303-413617
(233)0302-413617/8
ecobankgh@ecobank.com

ECOBANK KWAME NKRUMAH AVE.
Ground Floor, Okofo House, Kwame Nkrumah Avenue Adabraka
(233)0302-244835
(233)0302-254693
ecobankgh@ecobank.com

ASHTOWN EAST BRANCH
Dr. Mensah Traffic Light, Kumasi
(233)03220-80552/6
(233)03220-80699
ecobankgh@ecobank.com

ECOBANK KWASHIEMAN BRANCH
Kwashieman Road,
P.O.BOX 1862 ACCRA
(233)0302-7008751
ecobankgh@ecobank.com

ECOBANK EAST AIRPORT BRANCH
Dede Plaza Near Action Chapel
(233)0302-817061/2
(233)0302-817071
ecobankgh@ecobank.com

ECOBANK KWABENYA BRANCH
Adjacent Champion Oil near Kwabenya Roundabout
(233)0302-409241
ecobankgh@ecobank.com

ECOBANK OKPONGLO BRANCH
Okponglo towards La Bawlashie Traffic Light, Legon
P.O.BOX 1862
(233)0302922401/030-7008757
(233)-277-900125
ecobankgh@ecobank.com

ECOBANK ASHIAMAN BRANCH
Plot No. Ash/b58 Ashaiman Market
(233)03027051141
ecobankgh@ecobank.com

ECOBANK TWIFO BRANCH
Twifo Oil Palm Plantation Estate Twifo Praso
0332 195513
ecobankgh@ecobank.com

ECOBANK BENSO BRANCH
Benso oil Plam Plantation(BOPP) Estate Adum-Benso , Estates Western Region
0322092185/03220 902055
ecobankgh@ecobank.com

ECOBANK NEW ABEKA BRANCH
New Abeka Branch,
H/N B8/27 Flat Top - George Bush Highway, Akweteman
0289559780
ecobankgh@ecobank.com

ECOBANK NEW ABIREM
No. 52 New Abirem Main Road
(233)0263-016719
ecobankgh@ecobank.com

ECOBANK ESIAMA BRANCH
Opposite Sunny Corner Lodge, Esiama
(233) 0504753270 / 0504753267
ecobankgh@ecobank.com

ECOBANK DOME ST. JOHN'S AGENCY
Ground Floor, Twyford House, Accra Nsawam Road. St. John's.
(233)0307010208
ecobankgh@ecobank.com

ECOBANK BUDUBURAM BRANCH
Buduburam Branch
P.O Box 1862Accra, Accra
(233)233-30220184
ecobankgh@ecobank.com

RISING TO THE **CHALLENGE**

THE ART OF BANKING

Ecobank

ANNUAL REPORT
2020

CONTENTS

OUR VISION AND MISSION DRIVE US

OUR VISION

To build a world-class pan-African bank and contribute to the economic development and financial integration in Ghana

OUR MISSION

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

OUR DIVERSIFIED BUSINESS MODEL

Manufacture financial products and services centrally and distribute them locally

Corporate and Investment Bank

Products

- Fixed income, currencies and commodities (FICC)
- Cash management
- Trade finance and services
- Loans and liquidity
- Securities, Wealth and Asset Management (SWAM)
- Investment banking

Customers

- Governments
- Regional & global corporations
- Financial institutions
- International organisations

Commercial Bank

Products

- Working capital financing
- Asset financing
- Gender financing
- Business prepaid cards
- Digital products and collections
- Trade finance

Customers

- SMEs
- Local corporates
- Local NGOs
- Local government agencies
- Faith-based organisations
- Educational institutions
- Healthcare institutions

Consumer Bank

Products

- Liability product
- Loans
- Payments
- Remittances
- Cards (pre-paid, debit, credit)
- Bancassurance
- Wealth solutions

Customers

- Affluent
- Emerging Affluent
- Mass Market
- Microfinance

ECOBANK VALUES

These values define what Ecobank stands for and are expected to shape the behaviours of all employees in every engagement that they have with customers, colleagues, communities, shareholders, regulators and all other stakeholders.

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

RESPECT

I respect every Ecobanker and all our stakeholders.

I respect and value other people's opinions.

I create an environment where Africa's talents can deliver its best work.

I value and respect the communities in which I live and work.

ACCOUNTABILITY

I do my work and own the outcomes.

I accept responsibility.

I am not afraid to be honest, own up to my mistakes and stand corrected.

I speak up and encourage others to do the same.

CUSTOMER CENTRICITY

I strive to exceed our customers' expectations.

I am empathetic.

I am proactive and responsive.

I place customers at the centre of everything I do.

I build positive and trusted relationships with our customers.

EXCELLENCE

I go the extra mile.

I strive for excellence.

I am resilient.

I keep learning and delivering results.

I innovate and provide solutions.

INTEGRITY

I preserve my integrity.

I do what I say I will do.

I am transparent, honest and trustworthy.

TEAMWORK

I value teamwork and collaboration in making a positive difference.

I win with others and not alone.

I support other Ecobankers.

NOTICE of meeting

NOTICE IS HEREBY GIVEN that the Annual General Meeting (AGM) of Ecobank Ghana PLC will be held virtually and streamed live on https://www.ecobankghAGM.com from the Head Office of Ecobank Ghana PLC, 2 Morocco Lane, Off Independence Avenue, Ministerial Area, Accra on Friday the 4th day of June, 2021 at 10.30am to transact the following business of the company.

AGENDA

(Ordinary Business)

1. **TO CONSIDER AND ADOPT** tthe Statement of Accounts of the Company for the year ended 31st day of December, 2020 together with the Reports of the Directors and Auditors thereon.
2. **TO DECLARE** a Dividend.
3. **TO AUTHORISE** the Directors to fix the remuneration of the Auditors.

DATED AT ACCRA THIS 5TH DAY OF MAY, 2021.
BY ORDER OF THE BOARD
AWURAA ABENA ASAFO-BOAKYE (MRS.)
(COMPANY SECRETARY)

NOTES

A. Virtual AGM – COVID-19 Guidelines

1. In accordance with the restrictions on public gatherings in force pursuant to the Imposition of Restrictions Act, 2020 (Act 1012), attendance and participation by all members and/or their proxies in the Annual General Meeting of the company this year, shall be strictly virtual/by electronic means (online participation).
2. A member entitled to attend and vote at the meeting is entitled to appoint a proxy to attend and vote in his/her/ its stead via electronic means (online participation). A proxy need not be a member of the Company.
3. The appointment of a proxy will not prevent a member from subsequently attending and voting at the meeting via electronic means (online participation). The proxy appointment shall be deemed revoked in this event.
4. A proxy form can be downloaded from the website of the Company ***(www.ecobank.com)*** and should be completed and sent via email to ***shareregistry@gcb.com.gh*** .or deposited with the Registrars at GCB Bank Limited, Registrar's Office, No. 2 Thorpe Road, P.O. Box 134, Accra no later than 3.00pm on Wednesday 2nd June, 2021.

B. Accessing, Participating and Voting at the Virtual AGM

1. A unique token number shall be sent to all members by email, SMS or by post from 21st May, 2021 to allow for access to the virtual meeting platform: ***https://www.ecobankghAGM.com***
2. Members who do not receive their unique token numbers may, between 21st May, 2021 to 28th May, 2021, contact the Registrars of the Company at GCB Bank Limited, Registrar's Office, No. 2 Thorpe Road, High Street, Accra, on telephone number 0302 668712 / 0244-338508 / 0244-358514 / 0244-318079 or via email to ***shareregistry@gcb.com.gh*** to obtain their unique token numbers.
3. Members shall be required to visit https://www.ecobankghAGM.com on Friday, 4th June, 2021 and input their unique token number in order to be able gain access and participate in the virtual AGM.
4. Members who do not submit proxy forms to the Registrar of the Company before the AGM can vote via electronic means using their unique token numbers.
5. Members are encouraged to submit their questions ahead of the AGM via email to ***EGHAGM@ecobank.com***

C. Further Information

The Annual Report of the Company and further information on accessing, participating and voting at the virtual AGM are available at ***https://www.ecobankghAGM.com***

For further information, please contact the Registrar
GCB Share Registry
GCB Bank Ltd
No. 2 Thorpe Road,
P.O. Box 134,
Accra

Telephone No. 0302 668712 / 0244-338508 / 0244-358514 / 0244-318079
Email to shareregistry@gcb.com.gh

DATED AT ACCRA THIS 8TH DAY OF FEBRUARY, 2021.

BY ORDER OF THE BOARD

AWURAA ABENA ASAFO-BOAKYE (MRS.)
(COMPANY SECRETARY)

BOARD of directors

Terence Ronald Darko (Chairman)

Daniel Sackey (Managing Director)

Felicity Acquah (Mrs.)

Henry Dodoo-Amoo

John Ofori-Tenkorang

Patience Enyonam Akyianu (Mrs.)

Ohene Aku-Kwapong

Edward Nartey Botchway

Martin Eson-Benjamin
(Retired 10 August 2020)

Rosemary Yeboah (Mrs.)
(Retired 10 August 2020)

CORPORATE information

SECRETARY
Awuraa Abena Asafo-Boakye (Mrs.)
2 Morocco Lane
Off The Independence Avenue
Ministerial Area, Accra

REGISTERED OFFICE
Ecobank Ghana Limited
2 Morocco Lane
Off The Independence Avenue
Ministerial Area, Accra

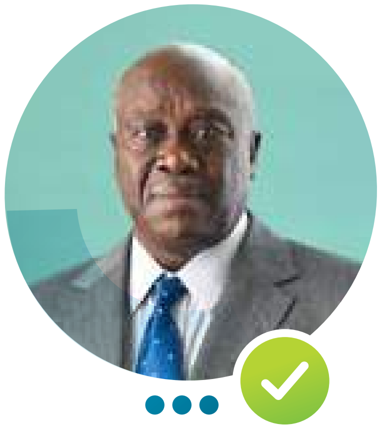
REGISTRAR
GCB Bank Limited
Thorpe Road
High Street
Accra

AUDITORS
PricewaterhouseCoopers
Chartered Accountants
PwC Tower
A4 Rangoon Lane
Cantonments City
PMB CT 42
Accra

THE ART OF BANKING

BOARD profile

Mr. Terence Ronald Darko – Board Chairman



Mr. Terence Ronald Darko is the Board Chairman of Mechanical Lloyd Company Plc. He is also the Board Chairman of the State Interests and Governance Authority. He is a seasoned business executive who has served on the Boards of several institutions including the Board of Trustees of the Social Security and National Insurance (SSNIT). He also formerly held the position of the President of the Ghana Employers Association (GEA). Mr. Darko holds a Bachelor's degree in Business Studies from the University of London

Mr. Daniel Nii Kwei-Kumah Sackey – Managing Director

Mr. Daniel Nii Kwei-Kumah Sackey was appointed as the Managing Director of Ecobank Ghana Limited and Regional Executive for Anglophone West Africa region with effect from 1st September 2016. He is an accomplished banker with extensive banking experience across East, West and Southern Africa. He has played various key roles within the Ecobank Group since he joined the Bank in 1995. He previously served as Managing Director for Ecobank Zimbabwe and Cluster Head for the Southern Africa Development Community (SADC) zone comprising Zimbabwe, Zambia, Malawi, Mozambique and Democratic Republic of Congo. Other positions he has occupied include Managing Director of Ecobank Rwanda, Deputy Group Risk Manager and Regional Risk Manager. Mr. Sackey holds a Masters in Business Administration with specialization in International Banking and Finance from the University of Birmingham, U.K and a Bachelor of Science degree in Administration (Accounting Option) from the University of Ghana.

Mrs. Felicity Acquah – Non-Executive Director

Mrs. Felicity Acquah, a Project Analyst and Development Banker by profession, recently retired as Managing Director of Eximguaranty Company (Gh) Limited. With over 35 years of banking and business experience, she has served in senior positions at the Agricultural Development Bank, National Investment Bank, Merchant Bank and Women's World Banking. Mrs. Acquah was also a pioneer in establishing the Empretec Ghana Foundation where she worked for seven years. In 2005, the Kwame Nkrumah African Leadership Award was conferred on her by the West Africa magazine. She was also adjudged as the "Marketing Woman of the Year" in 2007 by the Chartered Institute of Marketing Ghana. Mrs. Acquah holds an Executive MBA (Finance) from GIMPA, a BA degree in Economics and Law from the Kwame Nkrumah University of Science and Technology and a Postgraduate Diploma in Project Appraisal and Management from the University of Connecticut, USA. She has served on numerous Boards in the past and is currently a member of the Board of Camelot Limited.

Dr. Ohene Aku Kwapong – Non-Executive Director

Dr. Ohene Aku Kwapong is a Chemical / Financial Engineer by profession, currently with the Songhai Group in Sarasota Florida, a corporate development company focused on strategy implementation, sales and operational excellence. Over the years, he has served in various capacities, including, Senior Applications Engineer from 1991 to 1997 at Exxon Research and Engineering, Florham Park and Associate, Structured Credit Financing at the Deutsche Bank, London. He later rose to become Vice President, Credit Trading, Structured Products at the Deutsche Bank between the year 2010 and 2012. He also worked with Park Street Advisors, London, formerly in the capacity of Head, e-Trading Strategy & Business Development from 2012 to 2014, and then as the Chief Restructuring Officer. He has served on several boards such as the Nordicom A/S, Denmark and the New York City Economic Development Corporation, New York. Dr. Kwapong obtained a Bachelor of Science Degree and Masters Degree in Chemical Engineering from Massachusetts Institute of Technology (MIT) as well as a PhD in Chemical Engineering from Columbia University, New York. He also holds an MBA in Financial Engineering from the MIT Sloan School of Management.

Mr. Henry Dodoo-Amoo – Non-Executive Director

Mr. Henry Dodoo-Amoo is the Chief Executive Officer of IAF Management Consultancy with a focus on the areas of Governance, Risk and Compliance Management. He has held this position from 2013 to date. He is a seasoned former banker with over 30 years banking experience, having served in various capacities at the Standard Chartered Bank from 1978 to 2013. The positions he held included Corporate Banking Training Manager, West Africa; Senior Relationship Manager, Global and Multinational Corporates; Head of Sales and Credit Support; Credit Officer, Africa Regional Office; Area Credit Officer, West Africa; Senior Credit Officer in a number of African Countries, and Country Chief Risk Officer in Nigeria and South Africa. Mr. Dodoo- Amoo holds an MBA from the University of Reading, Henley Business School and a certificate from Oxford University, Said Business School for executive education in leadership.

Dr. John Ofori-Tenkorang – Non-Executive Director

Dr. Ofori-Tenkorang is a seasoned Investment Banker and Engineer. He is currently the Director General of the Social Security and National Insurance Trust (SSNIT). Prior to his appointment, he was working in the office of the Vice President as a technical advisor. He has held various positions including serving as an instructor at MIT, Vice President with AIG Financial Products Corporation and subsequently as anExecutive Director at Banque AIG. In this capacity, he was posted to South Africa, where he was responsible for AIGFP's investment banking activities in Africa. Dr. Tenkorang attended Massachusetts Institute of Technology (MIT), where he was awarded a Bachelor of Science and Master of Science in Engineering, and a PhD in Electrical Engineering and Computer Science. He is a member of Tau Beta Pi, Eta Kappa Nu, and Sigma Xi Engineering Honor societies. He has also been the Chairman of the Ghanaian National Committee of United World Colleges since 2009.

BOARD PROFILE

Mrs. Patience Enyonam Akyianu – Non Executive Director

Mrs. Patience E. Akyianu is currently the Chief Executive Officer of the Hollard Group in Ghana and is a director of both the Boards of Hollard Insurance Ghana (General Insurance) and Hollard Life Assurance Ghana. Patience is a very experienced and well-rounded business leader with strong commercial acumen and has over 26 years' experience in Banking and Finance having spent the recent 17 years in the banking industry before joining the Insurance Industry in October 2018. She previously served as Managing Director of Barclays Bank Ghana for 5 years where she built a high performing and more diverse leadership team. Prior to that, she was the Finance Director of Barclays Bank Ghana. Under her strong leadership, the performance of the bank consistently exceeded expectations, culminating in its position as the most profitable bank in Ghana. She holds an MBA (Finance) and a Bsc in Business Administration (Accounting Option, First Class Honours), both from the University of Ghana Business School. She is a certified professional accountant and a member of the Institute of Chartered Accountants, Ghana. Patience is also an honorary member of the Ghana Institute of Directors. She is a founding member of both the Executive Women Network and the International Women's Forum, Ghana.

Dr. Edward Nartey Botchway – Executive Director

Dr. Edward Nartey Botchway joined Ecobank Ghana in November 2004. He was appointed Executive Director of Ecobank Ghana (EGH) Finance on 1st December 2016. He is also the Regional Chief Finance Officer for Anglophone West Africa comprising Ghana, Guinea, Liberia, Sierra Leone and Gambia. During the year under review, Edward also doubled as the of Head of Consumer Banking. He also previously held the position of Regional Chief Finance Officer for Central, Eastern, and Southern Africa in Ecobank. Outside of Ecobank Ghana, Edward has held the positions of Executive Director Finance of GCB Bank, Finance Manager Citi Savings and Loans and Head of Group Loans Citi Savings and Loans. Edward has had over 19 years in the banking sector and was voted best Chief Finance Officer in Ghana for 2015 and 2016 by Instinct Magazine. Dr. Botchway is a Fellow of Association of Certified Chartered Accountants (ACCA) – United Kingdom, a member of Institute of Chartered Accountants (ICA) Ghana . He hold a Doctorate in Business Administration, Masters in Applied Business Research from the Swiss Business School – Zurich Switzerland, Postgraduate degree in Contemporary Management from the Nobel Business School Accra and a BA Economics from the University of Ghana.

Mrs. Awuraa Abena Asafo-Boakye – Company Secretary

Awuraa Abena Asafo-Boakye is the General Counsel and Company Secretary of Ecobank Ghana Limited. She has additional responsibility for the Ecobank Anglophone West Africa (AWA) region comprising Ghana, Guinea, Liberia, Sierra Leone and Gambia. She served previously as the Head of Human Resources of the Bank with oversight responsibility for the AWA region. Prior to this, she worked as a legal practitioner at Sena Chambers, a leading law firm in Ghana. An accomplished lawyer, Awuraa Abena was recognized in 2015 by Legal 500 as one of the top 100 in-house counsel in Africa. She is a member of the Ghana Bar Association as well as the International Bar Association. She serves on several Boards including Ecobank Venture Capital Fund 1 and the Board of Trustees for the Underwriters Tier 3 Master Trust Pension Scheme. Awuraa Abena holds an LLB degree as well as an Executive MBA (finance) degree from the University of Ghana, Legon. She has also obtained executive education from the Harvard Business School, Boston MA and Columbia Business School, New York .

Ecobank MOBILE

Update Ecobank Mobile now to enjoy even more

Our app just got even better!

- Select saved QR codes to make EcobankPay payments even easier
- Create and top up foreign currency Virtual Cards from an easy-view dropdown menu (in countries where available)
- Link directly to Ecobank.com to open a Current/Savings Account
- View extra payee details to make selection for bill payments easier

Update to the latest version or download it now

GET IT ON Google Play

Download on the App Store

ecobank.com

Ecobank
The Pan African Bank

MANAGEMENT
Team

Daniel Nii Kwei-Kumah Sackey

Managing Director

Edward Botchway

Executive Director & Chief Financial Officer / Consumer Banking

Awuraa Abena Asafo-Boakye

Company Secretary & Head, Legal

Samuel Hiram Yaro

Head, Operations & Information Technology

Daphne Oppong

Head, Human Resource

Patrick Bleboo

Business Manager

Henry Ampong

Head, Corporate Banking

Alfred Sakyi

Head,Commercial Bank (Retired, Nov. 2020)

Joana Mensah

Head, Risk Management

John Nyaaba

Head, Treasury

Albert Bartlett-Mingle

Head, Internal Control

Rita Tsegah

Head, Corporate Communication & Marketing

Philip Bertino

Head, Internal Audit

Charlotte Amanquah

Acting Head Commercial Banking (Appointed, 1st December, 2020)

FINANCIAL highlights

	Group		Bank	
	2020	2019	2020	2019
	GH¢'000	GH¢'000	GH¢'000	GH¢'000
At 31 December				
Total assets	15,950,616	13,228,797	15,882,414	13,197,574
Loans and advances to customers	4,977,797	5,380,308	4,926,367	5,318,113
Customer deposits	11,804,516	9,728,758	11,386,442	9,725,040
Shareholders' equity	2,447,858	1,784,310	2,423,387	1,765,896
For the year ended 31 December				
Revenue	1,848,384	1,585,687	1,807,066	1,544,834
Profit before tax	782,240	642,496	773,737	635,029
Profit after tax	549,874	444,946	543,817	441,947
Dividend per share (Ghana pesewas)	55	30	55	30
Earnings per share (Ghana pesewas):				
– Basic	170	141	169	140
– Diluted	170	141	169	140
Return on average equity (%)	26%	25%	26%	25%
Return on average assets (%)	3.8%	3.4%	3.7%	3.4%
At 31 December				
Number of staff	1,636	1,741	1,317	1,386
Number of branches	83	83	67	67

Corporate Bank

The financial year 2020 was a very challenging one due to the severe impact of the COVID 19 pandemic. The Corporate Bank generated a total revenue of GHS547million, a growth of 7% compared to 2019. This performance demonstrates how adversely our overall results were affected by the COVID 19 pandemic.

Our business model and digital platforms allowed us to transact with our corporate clients, helping them to operate even during the apex of the COVID 19 pandemic and ultimately contributing to the economic development of the country.

Performance for the year was anchored on strong growth in Cash management funded by improved Customer deposits, increased Trade business driven by volumes and Net trading income.

Cash Management is an essential part of our business model. Here, we help our customers with the financial solutions that enable them to optimize their cash operating cycles. To be able to do this effectively and efficiently, we leverage technology at each stage of our customers' cash operating cycle. Specifically, we help our customers efficiently manage the cash collected from the sales of their goods and services both within country and/or cross border. On top of that, our digital tools enable our customers to further pay suppliers, salaries, statutory bodies (tax, pension, dividends, health contributions etc) from their operating accounts.

Ecobank Omni, our proprietary electronic banking channel, allows our corporate clients to transact digitally on their accounts. It allows clients to access online information on their accounts. Complementary to Omni are our host-to-host and SWIFT integrated solutions, which are targeted at our high-volume customers, who process their transactions from shared services centers.

Customers transacting on Ecobank Omni grew by over 39% in 2020 indicating the continued success of our strategy to migrate all our clients onto convenient and more efficient digital platforms. We expect this growth to be exponential in 2021 due to the impact of COVID-19 and the drive for clients to bank more on our digital platforms.

With a 53% revenue contribution, Cash Management continues to be the largest contributor to total CIB revenue.

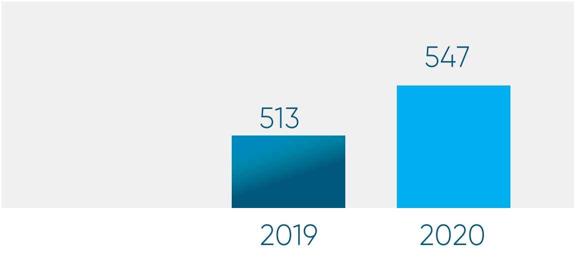
Our Loans and Liquidity Product grew by 23% year on year as we continue to provide support to businesses across the nation.

Our trade revenues on the other hand did not see much growth in 2020 as expected because of the restrictions imposed on cross-border business due to COVID 19. Our team of Trade experts are specialized in providing technical support in structuring complex Trade deals, advisory services and originating bridge financing. Our electronic Trade platforms: e-Trade, Trade flux and Finance Supply Chain provide speed-to-market support to our cherished clients. Leveraging our wide footprints in the sub-region and Africa, we provide unparalleled advantage in Regional trade business for both traditional trade products (ie. Letters of Credit, Bills for Collections, and Guarantees) as well as non-traditional and innovative solutions.

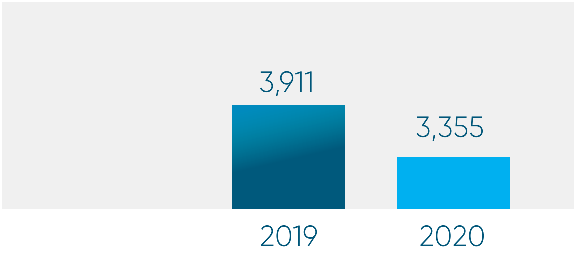
To create value in Corporate Bank in 2021, we will continue to provide world class customer service to our cherished clients and ensure we engage in more cross-selling of our unique products with the ultimate aim of deepening our relationships with the clients over time.

We've been making sustained investments in our people and capabilities to drive results across our business.

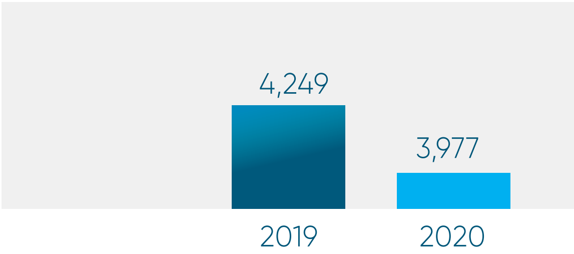
REVENUE



LOANS



DEPOSITS



Treasury Business

All the three lines of business of our Fixed Income Currencies and Commodities (FICC) business, namely Client Sales, Trading, and Balance Sheet Management, performed strongly in 2020 with a total revenue achieved of GHS373 million, a growth of 44% compared to 2019.

Ecobank Ghana continues to be a highly reputable force in Ghana’s currency markets with a keen focus on meeting broader coverage demands in our business.

Consumer Banking

The year 2020 was mainly defined by the COVID-19 pandemic, presenting a long and turbulent period of social and economic disruption of activities and events. The Consumer Banking Team started the year full of excitement and hope, which quickly turned into fear of the unknown, and gradually settled into confident optimism as they navigated through. Our 2020 performance was strong with Consumer Banking becoming the biggest Business Unit in terms of Revenue, Deposits and Profits.

We served close to 2 million customers nationwide through three main business segments: Premier, Advantage and Direct Banking with uniquely created value propositions for each segment. Our operating model seeks to support our customers with tailored financial products, services and channels as follows:

- Personal Loans
- Mortgages
- Remittances
- Cards and e-banking
- Liability Products (Current Accounts, Savings Accounts, Term Deposits)
- Ecobank Mobile App
- Xpress Points
- ATMs
- Ecobank Online

OUR DIGITAL OFFERINGS

Our digital offerings have been tailored to meet the changing lifestyles of consumers with the following key characteristics: Speed, Security, Convenience, and Accessibility. We have accomplished this by development of credible partnerships, making it possible for us to remain relevant and stay ahead of competition through innovation.

In 2020, with the challenges presented by the COVID-19 pandemic, the resilience of our digital channels was tried and tested with positive result. We continued to enhance the channel to improve customer experience as well as security of all our digital channels. The flagship Ecobank Mobile App was further upgraded to version 4.0, with special interest in security, customer experience and needs of customers in a COVID-19 era. The channel recorded over 5 million key payment transactions within the period.
The additional services on the upgraded mobile app version 4.0 include the following:

- Creation of Virtual Cards
- Display of transaction limits for most services
- Improvement in standing order services
- Improvement in bill payments and referral codes
- Enhanced loading of Prepaid Cards
- Adjustments to saved beneficiaries

REMITTANCES

We continued to distribute International Money Transfer products (Western Union, MoneyGram, RIA, Unity Link) and the Ecobank developed Rapid Transfer through our 67 branches and over 5,800 Agency/Xpress points.

The dynamics of the remittance ecosystem was unstable through the 2020 annual financial year. The focus was however sustained - to drive remittances Direct to Account(D2A), strategically bringing the 'unbanked' to the Ecobank Ecosystem. This was accomplished in partnership with our major IMTOs with the objective of converting walk -in-customers into Ecobank customers and using the mobile app to encourage remittance customers to open Xpress accounts. These activities were supported with various campaigns to encourage D2A and resulted over 15% of transactions being received through accounts. Total FX received from remittances was over $300 million dollars

.

On Rapid Transfer, the key focus was to grow the distribution outlets, principally our digital channels Ecobank Mobile, Ecobank Online and Agency Network / Xpress Points.

Riding on the rails of the improved internet banking platform, Ecobank Online (which gave customers more control by replicating most branch services on the channel) focused on promoting utilization. The additional services below resulted in a growth of onboards and transactions via the channel:

- Self-Registration with debit card or account number
- Excellent display on computers and mobile phones.
- Account Transfers- Domestic/Cross border (via RT)/International
- Mobile Money & Airtime purchase & Bill payments

AGENCY BANKING

In 2020, Ecobank's total Agent count grew by a 152% to 5,804 with 470,030 transactions valued at USD 432m. Agency Banking seeks to deliver financial services to the doorstep of every Ghanaian across the country through partnering with independent retail outlets to provide convenient and fast banking services to our under-served customers, the 'unbanked' and 'underbanked' citizens in our communities.

FINANCIAL PERFORMANCE

Consumer Banking made revenue of GHS 570m, 26% above same period last year. Key drivers were Current Accounts and Savings Accounts, Consumer Loans, and the Payments Products. The business closed the year with Profits Before Tax of GHS 253m, a 25% increase compared to same period last year.

Customer deposits grew by 42%, from GHS 3.5b in 2019 to GHS 5b in 2020. The growth seen in deposits resulted from a number of factors, major among them being efforts of Agency Banking in mobilizing funds from the "unbanked", the grounds work by the Direct Banking Team who were able to reach out to the mass market despite COVID-19 restrictions, as well as efforts by the Personal Banking Team whose Relationship Managers made use of CASA data available to increase and retain deposits. COVID-19, and its associated 'precautionary spending' also played a role in the growth in CASA and MoMo Float deposits.

Customer Loans at the end of the period was GHS 913m, an 10.6% increase compared to last year. Consumer Loans revenue grew by 53% from GHS 86.6m in 2019 to GHS 132.7m in 2020, with GHS 87.7m of this amount coming from Xpress Loans. CASA revenues increased by 28.7% from GHS 213m to GHS 274m. Payments revenue increased by 63% year on year from GHS 45.8m in 2019 to GHS 74.8m in 2020. Other products which performed year on year were FICC 7% and Rapid Transfer 10%

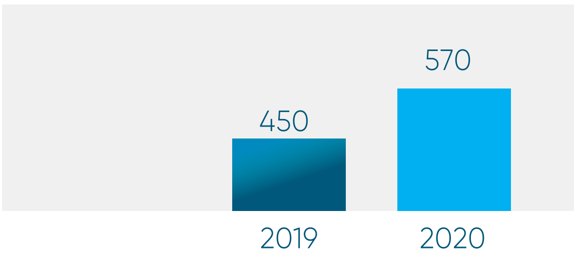
Our range of products and services meet the day-to-day banking, financing, investment, and transactional needs of our customers. We remain focused on delivering on our commitment to be the leading consumer financial services franchise in Ghana.

Social Impact Report:

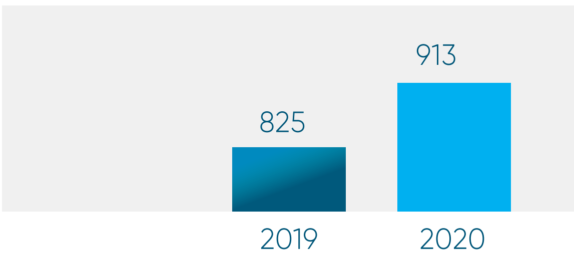
In May 2019, Ecobank Ghana PLC in partnership with Jumo Ghana Ltd and MTN Ghana, launched its first microlending proposition targeted at the unbanked, underbanked and the financially excluded customers mainly within the informal sector. As at December 2020, the Xpressloan product had disbursed 7.9m loans to 1.9m unique customers with an average loan amount of Ghs308 ($54). Of these customers 74% are youth below 34years. This product is impacting many low income earners in Ghana as records show that 54% of customers reached have monthly income less than $150. It is insightful to notice that 36% of customers use loans for business whiles 22% use the loans for emergency situations including hospital bills. The bank is particularly proud of the financial inclusion gains made by this product.

GHS' Millions

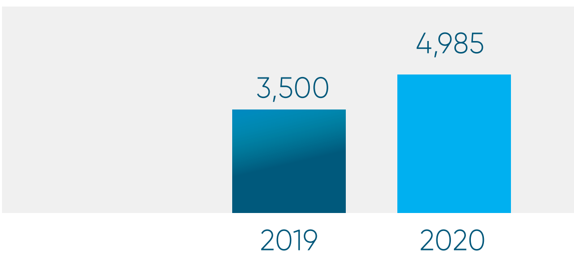
REVENUE



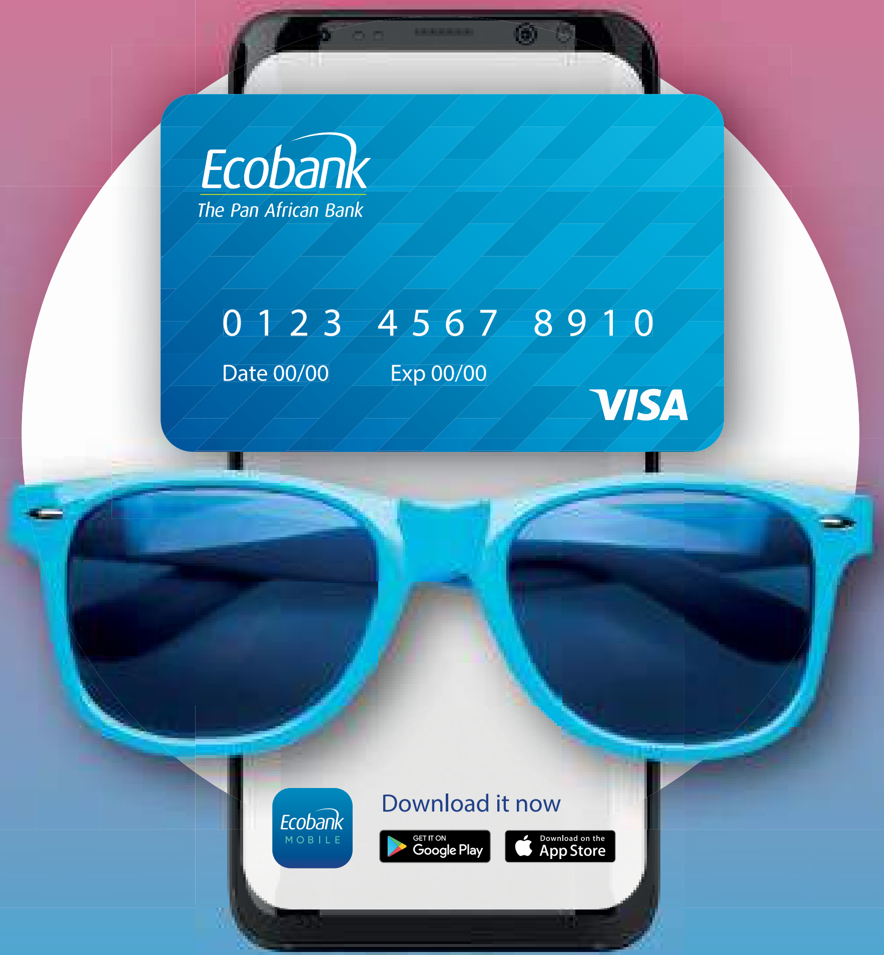
LOANS



DEPOSITS



Pay it easy every day



Ecobank virtual cards help you enjoy a break and #staysafe

Pay subscriptions and spend safely online | No need to handle cash | Create and top-up instantly on the Ecobank mobile app | Send as a gift card to others

Join Ecobank mobile to create and use a virtual card today

ecobank.com

Ecobank
The Pan African Bank

Commercial Banking

The year 2020 was shaped by the global Corona virus pandemic which closed economies and halted global trade and travel with unimaginable consequences for businesses especially the CMB customer base. The pandemic ravaged Micro, Small and Medium Size businesses not sparing educational and religious organizations who together constitute over 80% of CMB business.

The Ghanaian economy slumped to its worst performance in over three decades, averaging 0.2% having gone into recession in Quarter 3 of 2020. All other macro-economic indicators were far worse than in recent times in view of the Covid-19 pandemic. The general business operating environment therefore contained severe headwinds. Ecobank Ghana Commercial Banking Unit (CMB Ghana) in executing its mandate over the years, has been the leader in delivering tailored made solutions to the most critical but largely financially underserved entities within the Ghanaian economy and the year 2020 saw an even deeper engagement with our customers. CMB Ghana does this through three specialized Business Segments namely Small and Medium Enterprises (SME) Segment, Local Corporate Segment and Public Sector Segment. With these Segments, CMB Ghana has within its purview, over 90% of businesses in Ghana from informal sector players such as the table-top fruit seller to Ghanaian owned corporate businesses with nation-wide operations. While the SME Segment serves the Micro, Small & Medium Enterprises (MSMEs), Local Corporate addresses the final needs of the relatively larger indigenous businesses. Public Sector Segment delivers solutions to educational institutions, faith-based organizations, clubs, associations, and local non-governmental organizations. The importance of these businesses to the social cohesion and economic development of this country cannot be overemphasized.

CMB Ghana continue to deliver cutting edge Collections & Payment solutions, provided Liquidity support in the form of working capital financing, promoted customer business growth and expansion by availing specialized Medium to Long Term funding for various customer projects, facilitating international trade around Structured Trade Finance solutions as well as high yielding risks adjusted investment products in Fixed Income & Currency instruments for clients looking to optimize excesses in their liquidity flows. The CMB Unit understands that to effectively partner its clients to accelerate growth and creation of sustainable businesses, it ought to address the needs of its clients beyond financial solutions. Consequently, the Unit has been actively providing capacity building to customers in various fields including financial forecasting & budgeting, succession planning, working capital management, business security and risks management as well matchmaking or networking opportunities. Typically, the entrepreneurs setting up and leading CMB clients are largely inseparable from their businesses so CMB extends these capacity building to cover personal financial literacy and planning. The effectiveness of these capacity building trainings has received fantastic acclaim nationally and internationally, resulting in key partnerships such as with the National Board for Small Scale Industries (NBSSI) and the African Union Development Agency (AUDA-NEPAD).

Strategic Responses to Covid-19 Pandemic

As the pandemic took hold, CMB Ghana responded appropriately with strategic initiatives to minimize the effects of the pandemic on its customers. These initiatives were geared towards supporting our clients sail through the turbulent times, positioning them to emerge stronger and safeguarding the bank's business. Key amongst the measures include the following:

- **Loan repayment relief:** CMB granted loan repayment moratorium in terms of principal and or interest repayment to its borrowing customers. This amounted to about GHc842 million or 78% of the CMB asset book as of April 2020. The repayment extension covered periods from three to nine months. The reliefs also included reduction in interest rates by 200 basis points.

- **Expedited digital rollout**: the CMB capitalized on its digital strength to expedite the onboarding of customers to various digital collection and payment solutions and in adherence with Covid-19 protocols, digital self-onboarding modules were rollout.

- **Capacity building support:** a suite of digital training of clients to increase their resilience to withstand the ravages of the pandemic and to enable them to thrive even after the pandemic. Broad range of subject areas were covered in these training programmes, the highlight of which was the establishment of Ecobank SME Academy in partnership with the AUDA-NEPAD and NBSSI.

- **Creating online presence for our customers**: with lockdowns and physical contacts discouraged as part of measures to curb the spread of Covid-19, almost all our clients suffered slump in sales as a result. CMB Ghana stepped in to offer solutions that created online presence for our clients so they could do business digitally, especially MSMEs who hitherto were completely offline. Amongst these initiatives were Google My Business for online presence and DigiStore for e-commerce. These came at no costs to the customers.

The financial and non-financial supports offered by CMB has received overwhelming endorsement of customers as they have been trouping in for the services of the Unit. Customers numbers keep increasing and 2020 saw growth of 47% year on year to over 66,000 customers.

Financial Performance

CMB financial results for 2020 was nothing short of sterling given the challenges brought about by the Corona virus pandemic. Robust balance sheet numbers served as the foundation for a very strong revenue and profit before tax outturn.

- **Revenues:** CMB defied Covid-19 imposed tough operating environment to deliver impressive results. Headline revenue increased by 15.5% relative to 2019 to close the year at GHc358 million. This came on the back of strong outturn from net revenue from liabilities.

- **Profit before tax (PBT):** The bottom line grew by 24.8% year on year anchored on a strong revenue base which overshadowed a 16.7% growth in operating expenses (Ghc231 million).

- **Loans:** CMB strengthened financial support to its clients leading to a 22.8% expansion over same period 2019 culminating in an asset book of Ghc710

- **Deposit**: Customer deposits reflected the strength of our digital collection solutions as a growth of 41.1% was achieved to take the value of deposits at the end of 2020 to GHc2.84 billion. 85% of these deposits were non-interest bearing as at close of December 2020. The banking book remains very healthy given its year end non-performing loan ratio of 0.4%.

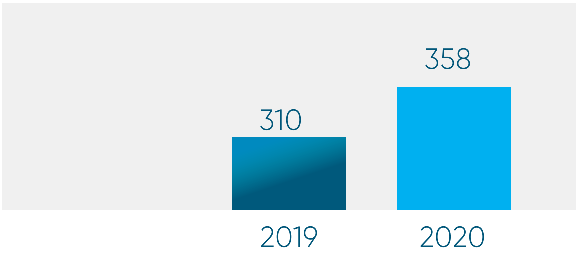
Contextualizing these numbers in the rather turbulent operating environment of 2020 portrays a very resilient CMB Business.

LOOKING AHEAD:

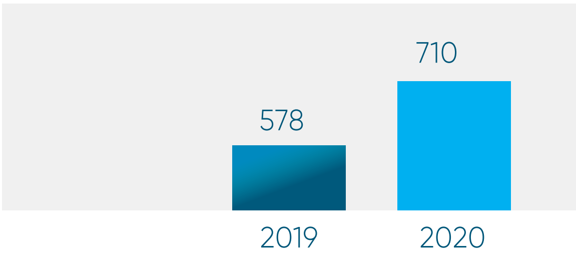
The Commercial Banking Unit looks to the future with so much optimism as it seeks to effectively harness the opportunities presented by the solid foundation laid over the past five years. It has therefore revitalized its strategy, giving focus to specific customer segments and business sectors essential to the growth of the Ghanaian economy and for the success of the Commercial Banking Business.
The Unit will continue the push to enhance uptake

and utilization of our digital products, enhance the capacity of our customers through tailor-made training programmes and maintaining a highly motivated ethical team of banking professional necessary to execute the CMB mandate.

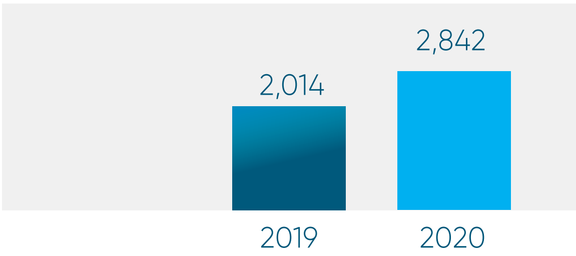
REVENUE



LOANS



DEPOSITS



A word from our Chairman

Fellow Shareholders

On behalf of the Board of Directors and Management of your Bank, I have the honour and pleasure of welcoming you to today's annual general meeting.

2020 was rather difficult, following the emergence of the highly contagious Corona virus across the globe and for which many countries imposed lockdowns on non-essential services, as well as border restrictions, leading to supply chain disruptions and lower demand for certain goods and services. Notwithstanding these challenges, your Bank continued its relentless pursuit of improving shareholder returns through the efficient delivery of convenient and accessible financial products and services to our cherished customers.

At the height of the imposed restrictions on movement of people, more than 60 percent of our workforce were able to work remotely having been well equipped with the necessary technology to do so. Our existing systems proved resilient in accommodating the large-scale remote working due to our long-term investment in technology.

Operating Environment

In Ghana, the benefits of the Central Bank's financial sector clean-up activities have begun to trickle in and this was evident in the presence of a resilient banking industry which has to date, managed to withstand the adverse effects of the pandemic. Overall the impact of the pandemic on the financial sector's performance seems moderate as banks remain liquid, profitable and well capitalised.

Global GDP estimates show an economic contraction of 4% for 2020 due in large parts to the COVID-19 pandemic which caused a sharp decline in world trade volumes, commodity prices and travel restrictions worldwide. The global economy is expected to grow by 5.5% in 2021, even as the effect of the uncertainties surrounding COVID-19,

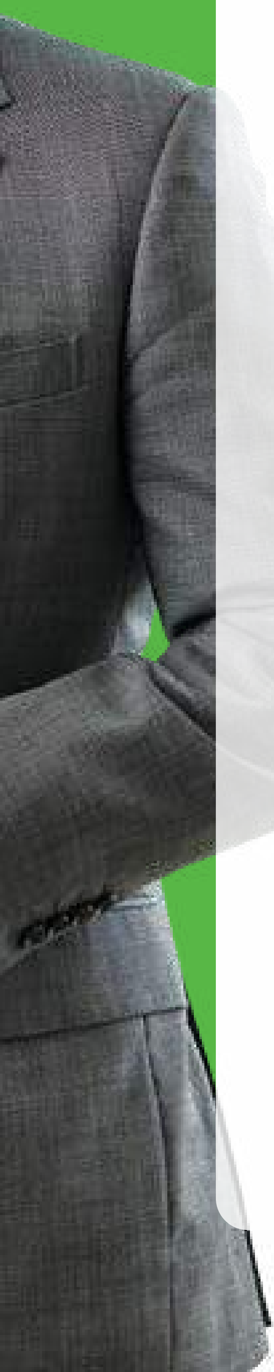
Mr. Terence Ronald Darko
Board Chairman

including the emergence of new variants across Europe, India and South Africa, vaccine rollout and its associated politics, pose the greatest risk yet to the growth of the global economy.

Despite the challenging operating environment, Ecobank Ghana, your Bank, remained indisputably strong, stable and the preferred bank for individuals and corporates across the country. I am glad to announce that your Pan-African bank, Ecobank Ghana, emerged as the most profitable bank in Ghana for the 2020 financial year.

On the domestic front, headline inflation could not be contained within the Central Bank's target of 8±2 % in 2020 as it rose sharply from 7.9 % in December 2019 to 11.4 % in July 2020, mainly due to the significant pressures on food prices exerted by the panic-buying episodes preceding the COVID-19 partial lockdown measures. However, the gradual lifting of restrictions, led to the easing of food price pressures and a steady decline in headline inflation to 10.4 % at end-December 2020. The weighted average interbank lending rate also declined to 13.6% in December 2020, from 15.2% for the prior year. Average lending rates compiled from the banking sector also showed a marginal decline to 21.1% in December 2020, from 23.6% for 2019. Interest rates on the Money Market, however, took a nosedive across the various maturities on the primary yield curve. The 91-day Treasury bill rate shed 61 basis points to 14.09% in December 2020 compared to 14.7% a year ago. Interest rate on the 182-day instrument also declined by 108 basis points to 14.12% in December 2020, from 15.2% over the same period 2019. The Central Bank's policy rate was revised downward by 150 basis points to 14.5% in March 2020 and has since been maintained at that rate. The Ghana cedi depreciated by 4.1% against the US dollar in 2020, compared to a 12.9% depreciation in 2019.

The first few months of the year 2021 have witnessed the rollout of COVID-19 vaccines for frontline staff and selected groups, although the impact of the virus across all sectors of the economy, including the Banking Sector still lingers on. The Board and Management continue to implement the requisite strategic decisions to steer your Bank through these uncertain times.



FINANCIAL HIGHLIGHTS

Income Statement Highlights

We delivered total income of GHS1.8 billion in 2020, up 17% from 2019. This resulted in profit after tax growth of 24% and is reflective of our consistent implementation of a well-diversified business model and our focus on growing revenue and managing costs and risks even in the face of increased competition and the global pandemic.

Our total revenue was made up of 74% net interest income and 26% non-interest income; a mix that has come to typify our business model as we harness the benefits of our portfolio mix. Net interest income grew by 28% to GHS1.4 billion, notwithstanding the 7% reduction in loan assets. Non funded income remains a key revenue source despite the decline in fees and commissions (11%) and trading income (7%) respectively in 2020. The decline in trading income is reflective of the thinner spreads associated with the stable exchange rate environment that prevailed during the year under review.

Our profit before tax of GHS782 million, making us the most profitable bank in the country for 2020, was generated after setting aside GHS180 million as impairment charges. Impairments dropped sharply by 17% from GHS216 million in 2019 on the back of improved recoveries from previously written off loans, within the year. We will ensure that our robust risk management procedures are continuously updated to safeguard the quality of the loan book.

Our Cost-to-income ratio was recorded at 47.9% (2019: 45.8%) for the period under review and compares favourably with the Industry ratio. Our Return on Average Assets and Equity currently stand at 3.8% and 26.0% respectively, signifying improved value creation for shareholders.

Ecobank Ghana ended the year with an industry-leading market capitalization of GHS2.3 billion. Our capital adequacy ratio of 19.57% is above the regulatory requirement of 13%.

Balance Sheet Highlights

Customer deposits, the highest by any bank in the country, grew by 21% from GHS9.7 billion in 2019 to GHS11.8 billion in 2020. We are always grateful for the business of our cherished customers. They continue to show faith in us by continually entrusting us with their deposits.

We ended the year 2020 with Total Loans of GHS4.9 billion, down 7% from the GHS5.4 billion in 2019. The Total Loan portfolio declined year-on-year across multiple portfolios, including SME loans, corporate loans, trade financing, and consumer/salary lending, a reflection of the reduced production activities due to the impact of Covid-19. This resulted in a Loan to Deposit ratio of 42%, down from 55% for 2019. We continue to maintain a strong balance sheet as we witnessed a 21% growth from the GHS13.2 billion for 2019 to GHS15.9 billion in 2020, becoming the largest bank by total assets in 2020.

Your Bank continues to be well capitalized with total equity of GHS2.4 billion, the highest in the industry, and a Capital Adequacy ratio of 19.57%; well above the regulatory requirement of 13%. Ecobank Ghana's credit rating has been affirmed by the Global Credit Rating Company at AA-(GH) and A1+(GH) in the long term and short term respectively; with a stable outlook during the year 2020. The current ratings reflect the Bank's established domestic franchise value, resilient financial performance, risk appropriate capitalization and adequate loan loss reserve. I must say that we are proud of what we accomplished in 2020 because, even in the face of the pandemic, the results reflect how we are helping our customers and returning improved shareholder value.

Dividend

Ladies and gentlemen, it is my greatest pleasure to inform you that we will, subject to the approval of shareholders, declare the payment of dividend for the 2020 financial year. The Board has approved a dividend of GHS 0.55 per share for all eligible shareholders. Your Board arrived at this decision by balancing the need to ensure profit retention for the sustainability of our business with the need to provide liquidity and returns to our cherished shareholders. Compliance with the Central Bank's guidelines on dividend payment also influenced our decision significantly.

During the year, while the Ghana Stock Exchange (GSE) Composite Index declined by 13.98% and the GSE Financial Stock Index also declined by 11.73%; your Bank's share price suffered a decline of 11% in line with market trends.

Responsible Citizenship

At Ecobank, we continue to effect positive change in our communities through our corporate social responsibility activities. From our focus on health, education, and financial inclusion to the environment, we are committed to building sound communities and making meaningful impact.

As part of its corporate social responsibility, your bank, together with the Ecobank Foundation, supported the Ghana COVID-19 Private Sector Fund with an amount of GHS1.3million; GHS750,000 in cash towards the construction of a 100-bed Infectious Disease Centre in Accra, and GHS550,000 worth of personal protective equipment (PPE). Ten thousand (10,000) COVID-19 test kits were also donated to the Noguchi Memorial Institute for Medical Research, to be administered in association with the Ghana Health Service under the auspices of the Ministry of Health. These PPE and test kits added to the national buffer stock of essential logistics required for use by our frontline health workers for the early detection, treatment and timely reporting of COVID-19 cases in Ghana. Ecobank also collaborated with Joy FM to solicit additional funds for the private sector fund, intended for the 100-bed Infectious Disease Centre, which saw the Multimedia Group contributing GHS100,000.00 worth of airtime for the campaign.

Through the Ghana Association of Bankers (GAB), Ecobank Ghana also contributed to the sum of GHS10,000,000 presented to the Government of Ghana to aid the purchase of critical equipment towards managing the COVID-19 pandemic, through public education and feeding

programmes for the vulnerable. Our total COVID-19 related donations amounted to GHC 1.750 million. Additionally, Ecobank waived charges on its digital channels during the surge period of the pandemic to encourage people to stay at home and perform their financial transactions remotely.

The Bank also embarked on a series of webinars with a number of stakeholders, including the Africa Centre for Disease Control and Prevention (Africa CDC), to help create mass awareness amongst the public on COVID-19 safety and preventive measures. These activities were complemented with a year-long educational campaign on radio, print and social media platforms by the Bank.

I am proud of the support we continue to provide to our communities year in year out and I want to express my gratitude to our shareholders for giving us the opportunity to improve and change lives.

30th Anniversary

The Bank celebrated its 30th anniversary during the year. There were various activities for customers and staff to mark this significant milestone. COVID-19 impacted on the nature of the celebrations. The activities included a Gospel Concert, Customer Reward Campaigns, and Thanksgiving Church Service, amongst others.

Awards

In recognition of our commitment, diligence and efficiency, Ecobank earned several local and international awards in 2020, notably: -

- CIMG 2020 Hall of Fame Best Bank
- Global Banking & Finance Award 2020 - Best Investment Bank in Ghana 2020
- Sustainability and Social Investment Award for Best Company in Environmental Sustainability Project 2020
- Sustainability and Social Investment Award for Best Company in Specialty Healthcare Support Project 2020
- National Student Awards - Students Bank of the Year 2020
- Ghana Business Awards – Company of Year 2020
- Ghana Business Awards – Excellence in Innovation and Technology 2020

We dedicate these awards to our loyal customers, and we pledge to continue working hard to place Ecobank at the apex of the industry on all fronts.

Conclusion

Fellow Shareholders, on behalf of the Board and Management of the Bank, I thank you for choosing Ecobank Ghana. We remain focused in our drive to continue returning exceptional value to you.
I conclude by thanking the Managing Director of the Bank, Mr. Daniel Sackey, my other colleagues on the Board, senior management and staff of Ecobank Ghana for diligently contributing to this stellar performance for 2020. Their contribution and commitment year after year to ensure the continued growth and profitability of our Bank is most commendable and highly appreciated.

To our esteemed shareholders and cherished customers, we acknowledge that we will not have a business without you. For this reason, we undertake to continue working hard to win in the marketplace.

We also say thank you to our regulators, the Bank of Ghana, the Securities and Exchange Commission and the Ghana Stock Exchange for their support.

Finally, we thank God for yet another successful year.

Managing Director's Address

Fellow Shareholders

I wish to warmly welcome you to our annual general meeting for the year 2020. Your Bank's performance during the year under review was commendable, especially against the background of the Covid-19 pandemic. Today, we find ourselves in a stronger position, thanks mainly to the good choices we have made over the course of the last three decades, which is a further testament to the commitment and diligence of the Board, Management and Staff whose contributions over the period have brought us this far.

Like all other institutions, your Bank had to navigate the uncertain and challenging business environment of 2020, in the throes of the global Covid-19 pandemic, a task which tested our capacity to survive as a profitable banking institution. I am happy to announce that your Bank prevailed. It is also worth noting that the global economy is not entirely rid of the difficulties created by the pandemic, but we remain resolute in our quest to continuously build and maintain a resilient bank, able to thrive in the face of adversity.

Across the Bank, we managed to drive growth by deepening relationships with our existing customers whilst also attracting new ones. Notwithstanding the unprecedented lockdown restrictions imposed by government during the course of the year, your Bank adapted very quickly by finding alternative ways of reaching our clients, with technology being at the forefront of all our interactions. Our existing systems have proven resilient in accommodating large-scale remote working, reflecting the benefit of our consistent investment in technology over the years Indeed, over 60 percent of our workforce worked remotely at a point in time in 2020, as we were well-equipped with the necessary technology to do so.

Daniel Sackey
Managing Director

Since the launch of our first consumer digital lending proposition, Xpress Loan, in June 2019, we have advanced micro loans to over six (6) million customers. We have in addition rolled out over 4,200 EcobankPay terminals across the country to facilitate collections for various merchants. For our Commercial Banking clients, we deployed a simplified customer self-onboarding digital platform – Ecobank Omnilite, while accelerating the adoption and onboarding of our corporate banking clients on our award winning Ecobank Omniplus digital platform. In a season where social distancing became the new normal, your Bank stayed competitive by deploying more digital collection solutions to safeguard the health and safety of our cherished customers as we fight the global pandemic together.

During the year, we successfully onboarded the Integrated Customs Management Systems (ICUMS) and the Ghana.gov platforms onto our digital channels to provide customers with a one-stop-shop for effecting all government agency payments. We also successfully went through a re-certification in line with the Bank of Ghana Cyber and Information Security Directive and passed the ISO27001 surveillance audit.

At Ecobank, we are continuously innovating to enhance our value proposition and accelerate our ability to respond quickly to the ever-changing and increasingly sophisticated needs of our clients. We are also streamlining client onboarding, providing more personalized offers, creating more intuitive and convenient self-service platforms. These actions will contribute to the lowering of our cost to serve our clients and enable us to fund investments in other areas that position us for future growth.
Overall, our digital products have made it easier for our customers to engage with us and are helping us to meet our vision of bringing economic development and financial integration to Africa.

Innovations and New Products

During the year under review, we have refreshed and introduced several innovative products positioned to increase our customer touchpoints and serve our trusted clients.

Additionally, with increased digitization, at Ecobank, we are ensuring that our product offerings to businesses continue to provide our clients with secured options, especially during these challenging times. Permit me to highlight a few of our new products;

The Ecobank business card, our recently launched flagship product, is a contactless prepaid card that allows our corporate card holders to access funds in a safe, secure and convenient manner, anywhere and anytime across the globe. Issued instantly in local or foreign currency, depending on the cardholder's preference, these cards may be personalized with the company's name. The cards are also reloadable and may be issued to anyone, including non-Ecobank account holders, providing a unique audit trail on the spend of users thus helping to increase business transparency.

The Ecobank Business card also allows for self-service, which enables our customers to fund their cards without being physically present in any of our outlets, using our enhanced Ecobank Mobile Application.

Culture & Values

The Ecobank brand has been built on a strong belief that culture and shared values drive behaviour and that Ecobank's vision, mission and strategy is reinforced with the right culture and set of values. This culture and shared values comprise the intangibles that form the foundation of the company. Without strengthening this foundation, we would be not be operating optimally.

MD'S ADDRESS

It is against this background that we recently launched the Culture, Conduct and Ethics Transformation Programme in Ghana and across the Ecobank Group, intent on instilling, measuring and monitoring the right conduct and ethical behaviour throughout our organisation.

Following the successful completion and implementation of the outcomes of the Transformation Programme, our Winning- as-One Strategy will now be driven by a new set of 6 Core Values. These values will define the way we work – The Ecobank Way!

These new values namely, Respect, Accountability, Customer-centricity, Excellence, Integrity and Teamwork (RACE-IT), are expected to guide us in the flawless delivery of service to both internal and external customers, as we collectively strive to achieve our strategic objectives. In the pursuit of RACE-IT, we are reminded that we can only 'Win as One' by working together.

These 6 new core values have been incorporated into the Ecobank Pledge and signed by all staff as a symbol of our personal and shared commitment.

Customer Experience Transformation Journey

In the year under review, we launched the Seven Customer Experience Principles and Behaviours across all our customer touch points in Ghana. This launch was meant to be a key step towards our Customer Experience Transformation Journey, aimed at ensuring growth and business sustainability in the long term.

By this launch, Ecobank Ghana is expected to deliver exceptional services to our customers on a daily basis, guided by the following principles:

- See it from the customer's point of view
- Recognise our different customer segments and tailor our offerings
- Take responsibility and resolve all issues the first time
- Keep our stakeholders informed
- Be accessible and efficient
- Deliver on our Promises
- Go the extra mile

We look forward to our customers benefiting from our enhanced customer service following the application of these principles in our daily interactions. After all, we accept that we have no business without our cherished customers and for this reason we will leave no stone unturned to ensure that every step of their interaction with the Bank is enjoyable and without any pain points.

Now let me turn to our financial performance for 2020.

2020: Our Success Story Continues …
In 2020, your Bank emerged the most profitable bank in the country, with a record profit before tax of GHS782 million and total revenue of GHS1.8 billion, showing a growth of 22% and 17% respectively.

Our total revenue was mainly driven by net interest income which grew by 28%, to GHS1.4 billion in the period under review. This was achieved through increased volumes of earning Assets which was funded by our rather strong Deposit growth. Our non-funded income declined by 7%. Each of our business segments grew full-year total revenues year-on-year: Consumer Banking by 25%, Commercial Banking by 15% and Corporate Banking by 6%.

Our loan book shrunk by 7% in 2020. Following the emergence of COVID-19, your Bank, offered a moratorium to some customers to help lessen the impact of the pandemic on their businesses. With the gradual easing of restrictions, most of the names granted COVID-induced moratoriums have been on schedule with their repayments, with some making principal prepayments. This, coupled with the general COVID-19 associated slow-down of the economy, impacted our usual inclination to grow our loan book. Our robust risk management structures also resulted in a significant reduction in our non-performing loan ratio per IFRS from 7.32% in 2019 to 6.70%.

We are actively working hard to ensure the safety and security of all our Customer Deposits, but most importantly we continue to offer efficient and convenient banking solutions through the Bank's extensive network of over 2,600 Agency Banking points, more than 240 ATMs, and our industry-leading online and mobile presence. Just as importantly, we accomplished this with a cross sell strategy that continues to distinguish Ecobank as a leader in building customer relationships. As a result, our total customer deposits grew by 21% to GHS 11.8 billion, a strong testament of customer trust and confidence in the Ecobank brand.

In 2020, we continued to generate sustainable value for our shareholders with a return on average assets of 3.8%, a return on equity of 26.0% and a full-year earnings-per-share growth of 21%.

People

Our employees remain our most valued resource, enjoying consistent client acknowledgement on service delivery standards, actively supporting small businesses, assisting individuals to manage or restructure their personal finances and closing large corporate transactions. We actively explore areas of improving our customer service even further. I am proud of the impact our people are making both in business and in their various communities and would like to take this opportunity to thank them for their hard work. It is because of them that we continue to be optimistic and excited about the future.

Looking Ahead

We have begun 2021 with determination and purpose. We have articulated our goals clearly and have the resources to meet them. While the macroeconomic and competitive environment may still present some challenges, we are poised for the opportunities that they also bring. The early months of 2021 have seen the gradual easing of COVID-19 restrictions, as well as the successful rollout of a pilot vaccination program in Ghana, for frontline staff, persons above aged 60 and those with underlying medical conditions. The pandemic and its accompanying uncertainties make 2021 a tough year to predict. However, we trust that all our customers, staff and shareholders will stay safe during this year too. We are also resolute in our conviction that we will remain true to our mission of enabling growth and progress and will continue to be true to our values as we serve our clients. As we have shown in 2020, our targets, although stretched, are achievable, and we are committed to making steady progress toward achieving them in 2021.

Conclusion

I appreciate the support and guidance of our board and management during the year. I am grateful for the continued confidence of everyone who owns a share in our company. My sincere thanks go to our customers without whom we will not be in business and to our regulators. Finally, but most importantly we thank God for always giving us a successful year of growth and profitability.

Thank you all.

Report of the Directors

(All amounts are expressed in thousands of Ghana Cedis)

The Directors submit their report together with the consolidated and separate financial statements for the year ended 31 December 2020.

Directors' responsibilities statement

The Directors are responsible for the preparation of financial statements that give a true and fair view of Ecobank Ghana Limited standing alone and its subsidiaries (together called "the Group") comprising the statements of financial position as at 31 December 2020 and the statements of comprehensive income, changes in equity and cash flows for the year then ended and the notes to the financial statements which include a summary of significant accounting policies and other explanatory notes, in accordance with International Financial Reporting Standards and in the manner required by the Companies Act, 2019 (Act 992) and the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act 930).

The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and for maintaining adequate accounting records and an effective system of risk management. The Directors have made an assessment of the ability of the Bank to continue as a going concern and have no reason to believe that the business will not be a going concern.

Principal activities

The Bank is registered to carry on the business of banking under the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act 930). Its principal activities comprise corporate, investment and retail banking. It also engages in investment and advisory services, management of investments on behalf of customers and provision of operating and finance lease facilities through its subsidiaries. There was no change in the nature of the Bank's or the subsidiaries' business during the year.

Financial results and dividend

The highlights of the financial results of the Bank and Group for the year ended 31 December 2020 are set out below:

	Group GH¢'000	Bank GH¢'000
Profit after tax (attributable to equity holders) to which is added the balance brought forward on retained earnings of	549,874 747,082	543,817 733,885
Non-controlling interest	14	–
	1,296,970	**1,277,702**
out of which is transferred to the statutory reserve fund in accordance with the Banks and Specialised Deposit-Taking Institutions Act an amount of and transfers from the credit risk reserve of Tax on stated capital transfer	(68,973) (12,314) (96,765)	(67,977) (12,314) (96,765)
	(178,052)	**(177,056)**
leaving a balance to be carried forward on the retained earnings of	**1,118,918**	**1,100,646**

In accordance with section 34(1b) of the Banks and Specialised Deposit-Taking Institutions Act 2016 (Act 930), an amount of GH¢68.973 million and GH¢67.977 million was transferred to the statutory reserve fund from retained earnings for the Group and Bank respectively (Group 2019: GH¢56.525 million, Bank 2019: GH¢56.510 million). The cumulative balance on the statutory reserve fund at the reporting date for the Group and Bank were GH¢569 million and GH¢563 million respectively (Group 2019: GH¢500.085 million, Bank 2019: GH¢495.453 million).

The Directors recommend dividend payment of GH¢0.55 per share amounting to GH¢177 million (2019: GH¢96 million).

The Directors consider the state of the Bank's and the Group's affairs to be satisfactory.

Objectives of the Bank

The objective of the Bank is to build a world-class bank seeking to provide its customers with convenient and reliable banking and financial products and services both locally and regionally.

Subsidiaries and associates

Subsidiaries

The Bank has the following subsidiaries, which are incorporated in Ghana and provide the following services:

- Ecobank Investment Managers Limited – Management of investments
- Ecobank Leasing Company Limited – Finance lease facilities
- Ecobank Venture Capital Fund 1 Limited – Venture capital
- Pan African Savings and Loans Company Limited – Savings and loans

Related party transactions

Information regarding Directors' interests in ordinary shares of the Bank is disclosed in Appendix I to the financial statements. Other than service contracts relating to appointment agreements, no Director had a material interest in any contract to which the Group was a party during the year. Related party transactions and balances are also disclosed in note 40 to the financial statements.

Auditor

The Audit & Compliance Committee has responsibility delegated from the Board of Directors for making recommendations on the appointment, reappointment, removal and remuneration of the external auditor. Messrs PricewaterhouseCoopers will continue in office in accordance with Section 139 (5) of the Companies Act, 2019 (Act 992) and Section 81 of the Banks and Specialised Deposit Taking Institutions Act, 2016 (Act 930). Professional fees agreed in respect of the audit of the financial statements of the Bank for the year ended 31 December 2020 has been disclosed in note 15 to the financial statements.

Board of Directors profile

Non-Executive	Qualification	Outside Board and Management position	Position
Terence Ronald Darko	BA (Hons) Business Studies	Mechanical Lloyd Plc Edendale Properties Plc State Interests and Governance Authority	Chairman Chairman Chairman
Felicity Acquah	BA (Hons) Economics & Law EMBA Finance	Camelot Company Limited	Director
Patience Enyonam Akyianu	MBA ICA (Ghana)	Hollard Ghana Holdings Limited Hollard Life Assurance Ghana Hollard Insurance Ghana Hubtel Ghana	Group Managing Director Director Director Director
Henry Dodoo-Amo	MBA	Theovision International	Director
John Ofori-Tenkorang	BSc Engineering Msc Engineering Sc. D Electrical Engineering & Computer Science	National Identification Authority Ghana International Bank (UK)	Director Director
Ohene Aku Kwapong	BSc Chemical Engineering MSc Chemical Engineering MBA, Finance/Financial Engineering PhD Chemical Engineering	Nordicom Denmark Songhai CRO Park Street Advisors, UK	Director Director Director
Executive			
Daniel Nii Kwei-Kumah Sackey	BSc Administration MBA	eProcess International SA Ecobank Guinea EBI-SA Group GCNET	Chairman Director Director Director
Edward Nartey Botchway	Doctor of Business Admin M Phil (Applied Business Research) BA (Hons) Economics ICA (Ghana) FCCA (UK)	Ecobank Investment Managers Limited Ecobank Venture Capital Fund 1 Ecobank Leasing Company Limited Ecobank Sierra Leone	Chairman Chairman Chairman Director

Biographical information of directors

Age category	Number of directors
Up to 40 years	N/A
41 – 60	7
Above 60 years	1

DIRECTORS			BOARD OF DIRECTORS	
	Role	Year appointed	Number of meetings in the year	Attendance
Mr. Terence Darko	Chairman	2012	4	4
Mr. Daniel Sackey	Managing Director	2016	4	4
Mr. Martin Eson-Benjamin*	Non-Executive	2015	3	3
Mrs. Felicity Acquah	Non-Executive	2016	4	4
Dr. Ohene Aku Kwapong	Non-Executive	2017	4	4
Dr. John Ofori-Tenkorang	Non-Executive	2017	4	4
Mr. Henry Dodoo-Amoo	Non-Executive	2017	4	4
Mrs Rosemary Yeboah*	Non-Executive	2010	3	3
Dr. Edward Nartey Botchway	Executive	2016	4	4
Mrs. Patience Enyonam Akyianu	Non-Executive	2019	4	4

DIRECTORS			GOVERNANCE & ETHICS COMMITTEE	
	Role	Year appointed	Number of meetings	Attendance
Mrs. Felicity Acquah	Committee Chairman	2020	4	4
Mr. Terence Darko	Non-Executive	2012	4	4
Mr. Martin Eson-Benjamin*	Non-Executive	2015	3	3
Mr. Henry Dodoo-Amoo	Non-Executive	2017	4	4
Dr. John Ofori-Tenkorang	Non-Executive	2017	4	4

DIRECTORS			RISK MANAGEMENT COMMITTEE	
	Role	Year appointed	Number of meetings	Attendance
Mr. Henry Dodoo-Amoo	Committee Chairman	2017	4	4
Dr. Ohene Aku Kwapong	Non-Executive	2017	4	4
Mrs. Patience Akyianu	Non-Executive	2019	4	4
Mrs Rosemary Yeboah*	Non-Executive	2010	3	3

DIRECTORS			AUDIT & COMPLIANCE COMMITTEE	
	Role	Year appointed	Number of meetings	Attendance
Mrs. Patience Akyianu	Committee Chairperson	2020	4	4
Mr. Martin Eson-Benjamin*	Non-Executive	2015	3	3
Mrs. Felicity Acquah	Non-Executive	2016	4	4
Dr. Ohene Aku Kwapong	Non-Executive	2017	4	4

Overall Attendance Score: 100%

*Mrs Rosemary Yeboah and Mr. Eson-Benjamin retired from the Board on 10th August, 2020.

Role of the Board

The Directors are responsible for the long-term success of the Bank. They determine the strategic direction of the Bank and review operating, financial and risk performance. There is a formal schedule of matters reserved for the Board of Directors, including approval of the Bank's annual business plan, strategy, acquisitions, disposals and capital expenditure projects above certain thresholds, treasury policies, the financial statements, the Bank's dividend policy, transactions involving the issue or purchase of shares, borrowing powers, appointments to the Board, alterations to the regulations, legal actions brought by or against the Bank and the scope of delegations to the Board and Board committees. Responsibility for the development of policy and strategy and operational management is delegated to an executive management committee, which as at the date of this report includes two (2) executive directors and twelve (12) senior managers.

Internal control systems

The Directors have overall responsibility for the Bank's internal control systems. The Directors annually review the effectiveness of internal controls, including a review of financial, operational, compliance and risk management controls. The implementation and maintenance of the risk management and internal control systems are the responsibility of the Executive Committee. The systems are designed to manage rather than eliminate the risk of failure to achieve business objectives and to provide reasonable, but not absolute, assurance against material misstatement or loss.

The Directors have reviewed the effectiveness of the internal control systems, including controls related to financial, operational and reputational risks identified by the Bank as of the reporting date and no significant failings or weaknesses were identified during this review.

Directors' performance evaluation

The Board has adopted standard evaluation tools that help assess the performance of the Board, its committees and individual members on an annual basis.

The Board and all Directors are also periodically evaluated by an independent external firm in order to assess the effectiveness of the Board as well as the contribution of the individual Directors. Overall, it was noted that the Board of Directors and its committees were operating in an effective manner and performing satisfactorily.

Professional development and training

On appointment to the Board, Directors are provided with a full, formal and tailored programme of induction to familiarise them with the Bank's businesses, the risks and strategic challenges the Bank faces, as well as the economic, competitive, legal and regulatory environment in which the Bank operates. A programme of strategic and other reviews, together with the other training provided during the year, ensures that Directors continually update their skills and knowledge of the Bank's businesses, and the sectors in which the Bank operates and familiarises themselves with risk, regulatory, legal, financial and other developments to enable them to fulfill effectively their role on the Board and its committees.

Conflicts of interest

The Bank has established appropriate conflicts authorisation procedures, whereby actual or potential conflicts are regularly reviewed, and authorisations sought as appropriate. During the year, no such conflicts arose and no such authorisations were sought.

Board balance and independence

The composition of the Board of Directors and its committees is regularly reviewed to ensure that the balance and mix of skills, independence, knowledge and experience is maintained. The Board considers that the Chairman is independent on appointment and all non-Executive Directors are independent as pertains to the management of the Bank. The continuing independent and objective judgement of the non-Executive Directors has been confirmed by the Board of Directors.

Corporate social responsibility

Corporate social responsibility activities can be found at note 45.

Holding company

The Bank is a subsidiary of Ecobank Transnational Incorporated (ETI), a company incorporated in the Republic of Togo. ETI owns 68.93% of the issued ordinary shares of the Bank.

Approval of the consolidated and separate financial statements

The consolidated and separate financial statements of Ecobank Ghana Limited were approved by the Board of Directors on 23 February 2021 and signed on their behalf by:

CHAIRMAN

MANAGING DIRECTOR

Corporate Governance Framework

Corporate Governance is important to the Bank as it seeks to implement the ideals of fairness, transparency, accountability and responsibility in its dealings with all stakeholders. Ecobank also recognises, as a banking group, the critical nature of its relationships with its regulators in executing its vision and safeguarding the deposits of the general public and other lenders. To this end, the Bank ensures that the interests of stakeholders are taken into account in a balanced and transparent manner. Ecobank believes that only good governance can deliver sustainable good business performance. The Ecobank Group Corporate Governance Charter sets out the structures and processes that are followed by the Group to build credibility, ensure transparency and accountability across the Ecobank Group.

As members of the Ecobank Group, Ecobank Ghana and its subsidiaries operate according to Corporate Governance Directives issued by the Bank of Ghana as well as the Ecobank Transnational Incorporated (ETI) Group principles and practices on corporate governance. The principles and practices therein are based on the Basel Committee standards on corporate governance, which constitute the best of international practice in this area.

The Board of Directors

The Board is responsible for setting the institution's strategic direction, leading and controlling the Bank and monitoring activities of executive management. As of 31 December 2020, the Board of Directors of Ecobank Ghana consisted of eight (8) members made up of an independent Non-executive Chairman, five (5) Non-executive Directors, four (4) of whom are independent and two (2) Executive Directors. These Board members have wide experience and in-depth knowledge of management, industry and the financial and capital markets, which enable them to make informed decisions and valuable contributions to the Bank's business.

Regarding term limits, a non-executive director shall be elected for a period of three (3) years at a time and shall be eligible for re-election provided that no individual shall serve as a director for a cumulative period of more than nine (9) years. A person who is more than 70 years old shall, subject to local laws, retire at the next Annual General Meeting following their 70th birthday. An Executive Director shall retire as Director upon attaining the mandatory retirement age for employees or on termination of their employment for whatever reason. The term of the Chairman shall not exceed six (6) years.

The Board has adopted standard evaluation tools that help assess the performance of the Board, its committees and individual members on an annual basis. The Board and all Directors are also periodically evaluated by an independent external firm in order to assess the effectiveness of the Board as well as the contribution of the individual Directors. The Board met four (4) times during the year. The Board has delegated various aspects of its work to the Governance & Ethics, Audit and Compliance, Credit and Risk Management Committees.

Governance & Ethics committee

This Committee is chaired by Mrs. Felicity Acquah (an independent non-executive Director) and has as its members, Mr. Terence Darko, Mr. Henry Dodoo-Amoo and Dr. John Ofori-Tenkorang. The Committee met four times in the year ended 31 December 2020.

The role of the Committee includes:

- Handling relationships with regulators and third parties;
- Handling relationships with shareholders;
- Evaluating the performance of board members and various committees;
- Reviewing all issues relating to governance;
- Reviewing and recommending the appointment of Directors;
- Reviewing the organisational structure of the Bank to ensure it conforms to the standard Group structure;
- Setting criteria, in line with Group policies, for recruitment of staff;
- Ensuring human resource management policies align with the Group Human Resource policies;
- Evaluating the performance of management staff and making recommendations for approval by the Board;
- Recommending disciplinary actions against erring management staff;
- Recommending appropriate levels of remuneration and packages for staff;
- Reviewing succession plan for key positions; and
- Any other responsibilities as may be assigned by the Board.

Audit and compliance committee

The Audit and Compliance Committee has as its Chairperson, Mrs. Patience Akyianu, an independent non-executive Director. This Committee includes two (2) other non-executive members of the Board; Mrs. Felicity Acquah and Dr. Ohene Aku Kwapong. The Managing Director, Finance Director, Internal Auditor and if need be, a representative of the external auditors, sit in attendance. The Committee met four (4) times in the year ended 31 December 2020.

The role of the committee includes:

- Reviewing the internal audit function, its mandate and audit activities;
- Reviewing internal and external audit reports, particularly reports of regulatory and monetary authorities and supervising the implementation of recommendations;
- Facilitating dialogue between auditors and management on the outcome of audit activities;
- Proposing external auditors and their remuneration;
- Working with the external auditors to finalise the annual financial statements for Board approval;
- Reviewing the dividend policy and issues relating to the constitution of reserves;
- Reviewing quarterly, half-yearly and annual financial results before the Board's review and approval
- Setting up procedures for selecting suppliers, consultants and other service providers and ensuring compliance therewith;
- Organising periodic discussions with the Internal Audit and Finance departments;
- Defining appropriate measures to safeguard assets of the Bank;
- Ensuring compliance with all applicable laws and regulations and operating standards;
- Reviewing, approving and following up major contracts, procurement and capital expenditures;
- Reviewing actual spending against budget; and
- Reviewing and approving proposals for extra-budgetary spending.

External auditors

External auditors are appointed through a bidding process on a rotational basis for a period outlined by the Banks and Specialised Deposit-Taking Institutions Act 2016, (Act 930). The external auditors present and discuss their audit findings with the Board and Audit & Compliance Committee.

Internal auditors

The Internal Audit function of the Bank reports directly to the Board Audit Committee. Internal Audit provides independent, objective audit assurance designed to add value and improve the Bank's operations while ensuring the effectiveness of risk management, control, and governance processes.

The Internal Audit department presents its reports to the Board Audit and Compliance Committee.

Risk management committee

The Committee has Mr. Henry Dodoo-Amoo as its Chairman. Other members are Dr. Ohene Aku Kwapong and Mrs. Patience Akyianu The role of the committee includes:

- Reviewing and approving risk policy changes initiated by Management;
- Ensuring compliance with the Bank's risk policies and statutory requirements prescribed by the regulatory or supervisory authorities;
- Reviewing periodic risk management portfolio reports and assess portfolio performance;
- Reviewing operational, market, reputational and legal risk management;
- Approving all credits within limits defined in Group Credit Policy and within the statutory requirements set by the respective regulatory and supervisory authorities;
- Reviewing and endorsing credits approved by executive management;
- Reviewing and recommending to the full Board, credit policy changes initiated by executive management;
- Ensuring compliance with the Bank's credit policies and statutory requirements prescribed by the regulatory and supervisory authorities;
- Reviewing periodic credit portfolio reports and assessing portfolio performance; and;
- Approving exceptions, write-offs and discounts of non-performing credit facilities.

Business continuity plan

The Bank has a business continuity and disaster recovery plan that will enable it respond to unplanned significant interruptions in essential business functions that can lead to the temporary suspension of operations. It provides guidelines to fully recover operations and ensure coordinated processes of restoring systems, data and infrastructure to enable essential client needs to be met until normal operations are resumed. The plan is tested at least three times every year to assess the readiness of the Bank to respond to unplanned interruptions of operations.

Systems of internal control

The Bank has a well-established internal control system for identifying, managing and monitoring risks. These are designed to provide reasonable assurance that risks faced by the Bank are reasonably controlled. The corporate internal audit and compliance function of the Bank plays a key role in providing an objective view and continuing assessment of the effectiveness of the internal control systems in the business. The systems of internal control are implemented and monitored by appropriately trained personnel, with clearly defined duties and reporting lines.

Code of business ethics

Management has communicated principles in the Bank's Code of Conduct to its employees to provide guidance in the discharge of their duties. This code sets the standards of professionalism and integrity required for the Bank's operations. It covers compliance with applicable laws, conflicts of interest, environmental issues, reliability of financial reporting, bribery and strict adherence to laid down principles, so as to eliminate the potential for illegal practices.

Anti-money laundering

Whistleblowing policy

The Bank believes in and has adopted the highest standards of ethical behaviour to ensure that any form of malpractice is dealt with and mitigating action taken. Employees are therefore encouraged to uphold these virtues by always acting in good faith and also alerting the appropriate authority of any identified malpractice, concern or suspicious activity or behaviour within the Bank. In all cases, employees who blow the whistle in good faith about perceived malpractices or concerns within the Bank shall be protected by the Bank. The Bank shall blow the whistle whenever its business relationships or customers act in breach of local laws and regulations or they do not adopt the required ethics required in conducting banking activities. The process for whistleblowing is well documented in a policy established by the Bank and made available to all staff.

The Bank also has an established anti-money laundering system in place in compliance with requirements of Ghana's Anti-Money Laundering Act, 2020 (Act 1044). These include due diligence for opening new accounts, customer identification, monitoring of high- risk accounts, record keeping and training and sensitisation of staff on money laundering, which assist in reducing regulatory and reputational risks to its business. Staff members receive training on anti-money laundering policies and practices.

Corporate Social Responsibility Report 2020

Introduction

The Ecobank Ghana Corporate Social Responsibility (CSR) report covers key CSR activities carried out by the Bank over the reporting period, January to December 2020. CSR forms an important part of Ecobank's corporate communications strategy, as it creates value for the Bank's stakeholders and the communities it serves. In 2020, the Bank carried out its CSR in line with the broader policy of the Ecobank group, while employing international best practices in alignment with ISO 26000.

The key focus areas continue to be health, education, financial inclusion and environmental activities. In view of the outbreak of the novel corona virus (COVID-19) pandemic, a lot of resources were channeled, towards the mitigation of this health threat. This challenge therefore called for the use of technology to facilitate the execution of most of the Bank's programmes virtually.

Ecobank Ghana COVID-19 Corporate Social Responsibility Reporting

Ecobank Ghana, as part of its CSR activities, supported the Ghana COVID-19 Private Sector Fund with an amount of GHS1.3million, in cash and in kind, towards the construction of a 100-bed Infectious Disease Centre in Accra. The facility now complements the availability of treatment centers for COVID-19 and other infectious diseases in Ghana. The donation, which was in collaboration with Ecobank Foundation comprised a cash amount of GHS750,000.00 and the provision of personal protective equipment (PPE) and the supply of 10,000 COVID-19 test kits, valued at GHS550,000.00. In total the bank spent GHS1.7million in Covid19-related interventions.

The test kits were donated to the Noguchi Memorial Institute for Medical Research, to be administered in association with the Ghana Health Service under the auspices of the Ministry of Health. These PPE and test kits added to the national buffer stock of essential logistics required for use by our frontline health workers for the early detection, treatment and timely reporting of COVID-19 cases in Ghana.

Ecobank, being a member of the Ghana Association of Bankers (GAB) also contributed its quota, when the association, on the behalf of its members, presented an amount of GHS10,000,000.00 to the government of Ghana. The money was intended for the; purchase of critical equipment towards managing the COVID-19 pandemic, through public education and feeding programmes for the vulnerable. Additionally, Ecobank waived charges on its digital channels during the surge period of the pandemic to encourage people to stay at home and perform their financial transactions remotely. The Bank also embarked on a series of webinars with a number of stakeholders including the Africa Centres for Disease Control and Prevention (Africa CDC), to help create mass awareness amongst the public on COVID-19 safety and preventive measures. These activities were complemented with a year-long educational campaign on radio, print and social media platforms by the Bank. Ecobank in addition collaborated with Joy FM to solicit additional funds for the private sector fund, intended for the 100-bed Infectious Disease Center, which saw the Multimedia Group contributing GHS100,000.00 worth of airtime for the campaign.

Mr. Dan Sackey (MD) and other Ecobank officials arriving at Ghana Infectious Disease Center (GIDC)

Briefing at Ghana Infectious Disease Center (GIDC)

Mr. Dan Sackey (MD) and Dr. Edward Botchway (Executive Director) presenting a cheque to the officials at the Ghana Infectious Disease Center (GIDC)

Mr. Dan Sackey (MD) and Dr. Edward Botchway (Executive Director) inspecting on- going works at Ghana Infectious Disease Center (GIDC)

Ecobank Ghana ward at Ghana Infectious Disease Center (GIDC)

Mr. Dan Sackey (MD) touring Ghana Infectious Disease Center (GIDC)

Dr. Edward Botchway (Executive Director), Mrs Rita Tsegah, Ecobank Ghana together with Ecobank's partners donating items to officers at Ashaiman School for the deaf

Display of Items presented to Ashaiman School for the Deaf by Ecobank Ghana and its partners

Ecobank Day 2020

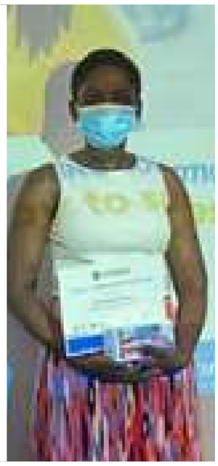
Ecobank Day celebrations remains one of the key activities carried out by the Bank annually. The 2020 Ecobank Day celebration was a continuation of an initial three-year campaign, initiated in 2019 under the overarching theme: "Together for Better Health", with the aim of raising mass awareness and helping to prevent Non-Communicable Diseases (NCDs) in Africa. On November 27th Ecobank's subsidiary companies in Ghana; Ecobank Ghana, Pan African Savings and Loans, Ecobank Development Corporation and eProcess International, jointly hosted a regional webinar with the affiliates in Guinea, Liberia, Sierra Leone and Gambia.

The topic for the webinar was "Experiences of people living with NCDs particularly diabetes, during the wake of the COVID-19 pandemic and recommendations for a multisectoral reforms". The Bank collaborated with key partners across the region, such as International Diabetes Federation, Africa NCD Network, International Federation of Red Cross and Red Crescent Societies, West African Health Organization, in a panel discussion. This virtual programme attracted over 2,000 participants across the West African Region and the subsequent outreach activities such as free diabetes screening positively impacted over 10,000 beneficiaries across Ghana.

Other Activities Included

- **World Diabetes Day**
  This groupwide celebrations was commemorated on November 11, 2020 with a Global webinar on Non-Communicable Diseases focusing on diabetes in collaboration with the NCD Alliance Global. The Ecobank Group in addition, donated USD100,000 to support the fight against diabetes globally.
- **International Women's Day**
  The 2020 International Women's Day was observed across the Ecobank group under the theme "each for equal" engaging all women employees of Ecobank in several educational and motivational activities. This included showcasing the success stories of women across the region on its social media platform.
- **World Malaria Day**
  Ecobank adopted educational posters from the National Malaria Control Programme (NMCP) and circulated them internally as well as externally in a bid to educate staff and the general public on the key measures for the prevention of malaria, especially during the COVID-19 pandemic. These campaign materials were also shared on the various social media platforms of the Bank.
- **The Children's Heart Foundation**
  Ecobank sponsored the treatment of 2 children with hole in heart condition, in partnership with the Children's Heart Foundation. This brought the total number of children sponsored over the past 6 years to 23.
- **The Northern Disaster Fund**
  Ecobank collaborated with Joy News to solicit funds in support of affected people and communities from the reported cases of floods, which rendered a number of people from 3 regions of Northern Ghana homeless. The fund raising was done on Ecobank's digital channels and supported with a seed fund of GHC50,000 from Ecobank.
- **2020 Ghana Psychology Week**
  Ecobank Ghana supported the Psychological Association of Ghana as they raised awareness on several mental health issues during their weeklong celebration. This activity was important as the COVID-19 lockdown situation gave rise to a lot of psychological problems.

- **Donation to the Tetteh Ocloo State School for The Deaf**
  Ecobank in collaboration with UNFPA and TOBINCO Pharmaceutical donated medical items and other supplies to the Tetteh Ocloo State School for the deaf in response to a call for support, by the school authorities, for the prevention of COVID-19 within the school.
- **Ecobank – UNESCO writing competition**
  Ecobank collaborated with UNESCO and engaged over 400 second cycle and tertiary students in a writing competition. Qualifying participants were rewarded with Samsung gadgets, allowances for mobile data and a sponsored registration on the Africa Business Centre for Developing Education (ABCDE), an online educational platform. This activity was intended to assist students access online learning platforms, which have now become the new norm during COVID-19 era.



- **Donation to The Adabraka Stool Authority**
  Ecobank made a cash Donation and presented PPE items to the Adabraka Atukpai Otuokpai Stool Authority in Support of the Community Fight Against COVID-19.
- **Light Up the City 2020**
  For the second year running, Ecobank, in partnership with the Accra Metropolitan Assembly (AMA), Jandel Limited and other partners, organized the end of year light up the city event in Accra, Kumasi and Takoradi as part of the 2020 year-end community outreach programmes.

Ecobank continues to renew its commitment to discharging its CSR obligations, with emphasis on local and deprived communities in the Bank's catchment areas. The Bank continues to find various ways to engage people and positively impact lives and the environment.

Sustainability Report 2021

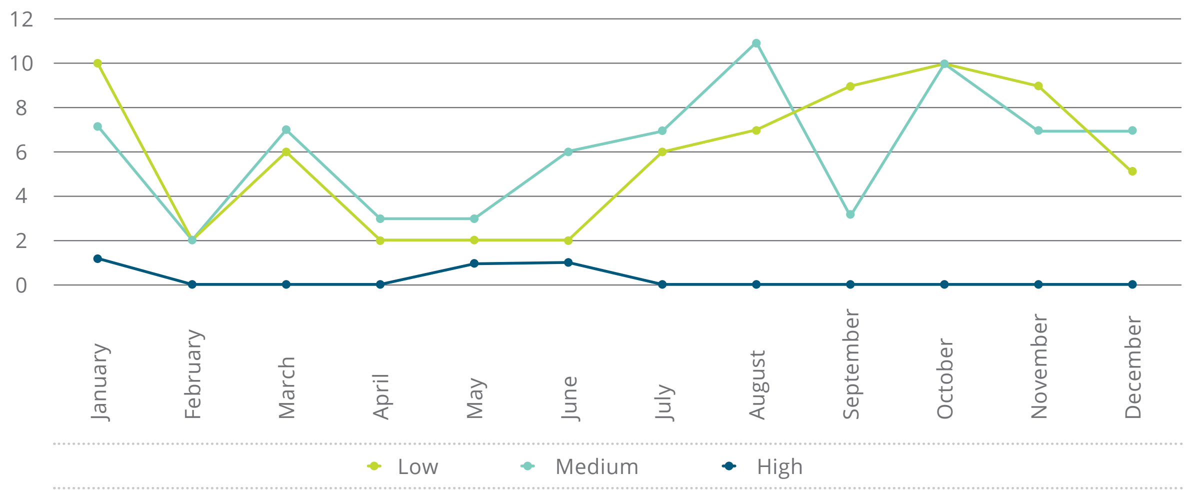
Introduction

The global community is increasingly recognizing the importance of the financial sector in shaping the global economy and in being an important player to accomplish sustainable development. Ecobank Ghana Limited has a primary aim of providing financial services to the nation's bankable population, to ensuring returns on shareholder's investment. The bank also aims at amplifying the impact of its social investment in Ghana where it operates as well as creating a safe, inclusive and empowering work environment for its employees. Ecobank's Group Credit Policy and Procedures Manual incorporates the principles and approaches to managing Environmental and Social Governance (ESG) issues. Our list of exclusive activities was reinforced in the 2020 Board approved Environmental and Social Risk Policy and Procedure Manual (ESPPM). They are augmented by the Sector Guidelines pertaining to sectors with pre-eminent Environmental, Social and Governance (ESG) risks.

NATURAL RESOURCE AND ENVIRONMENTAL PROTECTION

We cherish the environment and will pursue actions to mitigate adverse impacts by ensuring that our clients in the environmental sensitive sectors adhere to best practices in environmental stewardship. In accordance with the Ecobank's Environmental and Social Risk policy, business managers are to ensure that effective environmental management practices exist in all their activities, products and services. Ecobank Ghana finances projects only after they have been designed and maintained in a manner consistent with the Bank's Environmental & Social Risk Management Policy guidelines. In this regard, transactions involving one hundred and forty-six (146) clients were screened and categorized. For those projects categorized as Medium and High-Risk appropriate action plans and mitigants were put in place and effectively monitored. The most dominant segments were the oil and gas, manufacturing, and the mining sectors.

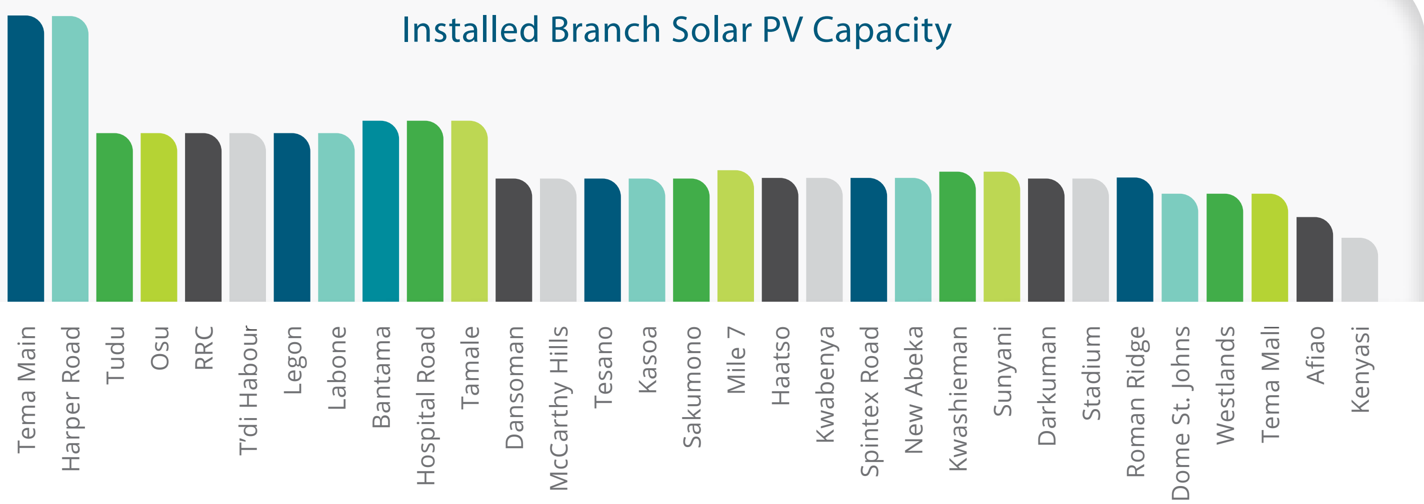
Client Transactions Screened for E & S Year 2020



In Ecobank, our Environmental & Social (E&S) risk appetite is not underpinned by the value of transactions, but the likely impact that transactions could cause to the environment and social standards. Notwithstanding, the key focus of E&S risk management is to identify, measure, evaluate, monitor, report and manage the potential E&S risks of eligible transactions.

SWITCH TO SUSTAINABLE AND MODERN ENERGY

At Ecobank we believe that renewable energy is good for the planet and for people and it is the fastest-growing source of energy in the world. All energy sources have some effect on our environment, renewable energy inclusive, however each source has its own trade-offs. This notwithstanding, the benefits over the devastating impacts of fossil fuels are incontrovertible: from the cutback of water and land use, less air and water pollution, fewer biodiversity disturbance, to no or lower greenhouse gas emissions. In line with the United Nations Sustainable Development Goal 7, Ecobank continued with the Branch Solar Project. Within the limits of coming to agreement with landlords where Ecobank operates from rented premises and the challenge of COVID 19 Ecobank Ghana's Solar Energy project continued with more branches coming on board to increase the total installed solar capacity at the branches to 1038.48 KW. The installation ranges in capacity from 15KW at the Kenyasi Branch to 81KW at the Tema Main Branch as illustrated below.



THE GREEN CLIMATE FUND (GCF) ACCREDITATION

Ecobank Ghana Limited remains the only Direct Access Entities to the GCF in Ghana and as such continues to work closely with the National Designated Authority to develop entity work program, project concept notes, full funding proposals, and requests to bolster institutional and project development capacities. In the year 2020 Ecobank in collaboration with the Ministry of Transport, Energy Commission and the Environmental Protection Agency began a process of developing various projects and programs with the aim of seeking GCF funding to execute.

In partnership with the African Development Bank (AfDB), Ecobank is participating in the execution of the Affirmative Finance Action for Women in Africa (AFAWA): Financing Climate Resilient Agricultural Practices in Ghana. The objective of the program is to improve access to affordable financing for women led businesses in the most vulnerable agro-ecological zones in Ghana and empower them to participate in low-emission Climate Resilient Agricultural (CRA) practices.

The new initiative by the AfDB is committed to mobilizing funding to address the financing gap that exists with respect to women's access to finance in Africa. This existing gap widely affects women ability to take advantage of economic opportunities and access resources that can help them start, operate, and grow their businesses. Financing practices is the first pilot initiative of the AFAWA program in Africa and aims at empowering over 400 women-led Agric-business enterprises in Ghana to have direct access to climate finance for agriculture. The program is anchored on the 'Ghana Incentive-Based Risk-Sharing System for Agricultural Lending (GIRSAL) Project', which is implementing (i) Credit Guarantee Scheme; (ii) Agricultural Insurance Facility; (iii) Technical Assistance Facility; and (iv) Digital Finance Platform to facilitate greater access to financial products and services for the agricultural sector in Ghana.

Ecobank will ensure through its environmental, social appraisal and monitoring processes that sub projects are implemented in compliance with applicable National, GCF and AfDB policies and regulatory requirements and good practices. Subsequently there is an Environmental and Social Management System that sets out the mandatory requirements of Ecobank in relation to the proposed program financing.

Promoting Environmentally Sustainable Business

In line with our sustainable banking model Ecobank is partnering with the ECOWAS Refrigerators and Air Conditioners Initiative (ECOFRIDGES) to accelerate adoption of energy-efficient and climate-friendly domestic refrigerators and room air conditioners in the residential sector. ECOFRIDGES is a joint program by the United Nations Environment Program's United for Efficiency (U4E) initiative and the Governments of Ghana and Senegal through the Energy Commission in collaboration with regional and local partners. A cornerstone of ECOFRIDGES is a financial mechanism to ensure these cooling products are affordable. UNEP U4E brings together leading experts from international organizations, private sector, and civil society groups to provide tailored technical assistance to participating governments and stakeholders.

Through the no-risk high-potential ECOFRIDGES Green On-Wage (GO) financial mechanism, Ecobank Ghana and partner local financial institutions aim to unlock USD 5 million in financing to support the purchase of well over 10,000 energy-efficient and climate-friendly cooling products to replace old existing equipment by 2022. The mechanism also includes complementary components, notably the proper collection and disposal of used appliances, product testing, policy considerations, and promotion and awareness campaigns.

Ecobank Ghana is offering a credit program through the GO mechanism to finance the up-front cost of a qualifying appliance purchased by eligible customers from participating vendors. The vendors will deliver the new domestic refrigerator or room air conditioner and facilitate the collection and disposal of old products that will be replaced. The ECOFRDGES Green On-Wage will bring energy security which will lead to saving energy cost of households and organizations in the coming years.

Progress on Sustainable Development Goals

Ecobank is committed to the Sustainable Development Goals and particularly have impressive track record in Goal 5– Gender Equality, Goal 8 – Decent Work and Economic Growth and, Goal 10 – Reduced Inequality. Ecobank remains an equal opportunity employer to promote a fair, reasonable, non-discriminatory and consistent approach in treating all employees equitably regardless of their sex, age, marital status, gender, race / nationality, disability, religion, political opinion, sexual orientation, personal lifestyle or other factors. This is supported by the gender distribution of current staff illustrated below. 53.9% of all staff are female.

Gender Breakdown of Ecobank Employees

Ghana Sustainable Banking Principles

Ecobank Ghana is committed to the Sustainable Banking Principles and have endorsed the Principles and Sector Guidance Notes. The Principles are to assist banks to respond to the emerging global megatrend issues, such as human security, anti-money laundering, socially responsible stewardship, information communication transparency and disclosure, corporate integrity, environmental and climate change. The Ghana Sustainable Banking Principles and the Sector Guidance Notes reflect a process-led initiative to take account of the environmental considerations, social inclusion and good governance in the lending decision-making by banks in Ghana. It is also a guide to the banks in mainstreaming the fundamental tenets of sustainability in their business and operations, leading to enhanced growth and increased returns.

Ecobank operations so far are largely in conformity with these principles but will work on establishing the gaps between the current Environmental and Social Government System with the principles and formulate specific time-bound corrective action plans to bridge the gaps.

Independent Auditor's Report

Our opinion

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Ecobank Ghana Limited (the "Bank") and its subsidiaries (together the "Group") as at 31 December 2020, and of the financial performance and the cash flows of the Bank standing alone and the Group for the year then ended in accordance with International Financial Reporting Standards and in the manner required by the Companies Act, 2019 (Act 992) and the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act 930).

What we have audited

We have audited the financial statements of Ecobank Ghana Limited and its subsidiaries for the year ended 31 December 2020.

The financial statements comprise:

- the separate and consolidated statements of financial position as at 31 December 2020
- the separate and consolidated statements of comprehensive income for the year then ended;
- the separate and consolidated statements of changes in equity for the year then ended;
- the separate and consolidated statements of cash flows for the year then ended; and
- the notes to the separate and consolidated financial statements, which include a summary of significant accounting policies.

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 Auditor's responsibilities for the audit of the financial statements section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) (the Code) issued by the International Ethics Standards Board for Accountants and the independence requirements of section 143 of the Companies Act, 2019 (Act 992) that are relevant to our audit of the separate and consolidated financial statements. We have fulfilled our other ethical responsibilities in accordance with the Code.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the Bank and Group's financial statements of the current period. These matters were addressed in the context of our audit of the Bank's financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How our audit addressed the key audit matter
Impairment allowance on loans and advances to customers – GHS332.2 million Gross loans and advances as at 31 December 2020 amount to GHS5.3 billion out of which an impairment allowance of GHS332. 2 million was recorded. The impairment requirements under IFRS 9 are based on Expected Credit Losses (ECL) model. The ECL model estimates the credit losses over the life of financial instruments. The amount of ECL recognised is dependent on the risk of default on the part of the counterparty taking into account: • probability-weighted outcomes based on qualitative and quantitative considerations; • forward-looking information; • loss given default; and • the time value of money. The determination of ECL is complex and requires significant management judgement in areas such as: • the criteria for assessing significant increase in credit risk (SICR); • the definition of default adopted by the Group; • methodologies adopted by the Group in modelling the probability of default (PD) and the loss given default (LGD); • exposure at default (EAD) on loans and advances; • forward looking information and the determination of multiple economic scenarios used in the ECL model. The determination of the expected credit loss is therefore considered as a key audit matter for the Group and the Bank based on the level of complexity and significant management judgement involved. The accounting policies, critical estimates and judgements and impairment charge are set out in notes 2.9.1, 5, 12 and 19 to the separate and consolidated financial statements.	We updated our understanding of the key controls within the loan origination, approval, monitoring and recovery processes and tested relevant controls. We tested the adequacy of qualitative and quantitative factors applied in assessing significant increase in credit risk. We checked that the applied definition of default used is consistent with IFRS 9 qualitative default criteria and days past due backstop indicator. We applied a risk based targeted testing approach in selecting a sample of credit facilities for detailed reviews in order to identify quantitative and qualitative factors resulting in SICR or default and compared to that management. We checked the completeness and accuracy of the respective credit exposures assessed for ECL and other inputs including collaterals. We tested the methodology used in determining the multi-scenario for 12-month and lifetime Probability of Default. We tested the reasonableness of the Loss Given Default (LGD) by reviewing collateral values along with assumptions on haircut and recovery rates and time to realisation. We checked that the projected EAD over the remaining lifetime of on-balance sheet exposures based on the behavioural life of revolving facilities was in compliance with the requirements of IFRS 9. We checked that contract specific Effective Interest Rates (EIRs) were used to discount all relevant cash flows to the reporting date. We checked the forward-looking information used in the ECL model to independent sources. We also checked the appropriateness of IFRS 9 ECL disclosures in the financial statements.

Other information

The directors are responsible for the other information. The other information comprises Corporate Information, Financial Highlights, Report of the Directors, Corporate Governance Framework, Shareholders' Information, Five Year Financial Summary and Value Added Statement, but does not include the separate and consolidated financial statements and our auditor's report thereon, which we obtained prior to the date of this auditor's report and the Chairman's Address, Sustainability Report, Corporate Social Responsibility, Managing Director's Statement and Business Review, which are expected to be made available to us after that date.

Our opinion on the separate and consolidated financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the separate and consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the 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 auditor's 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.

When we read the Chairman's Address, Sustainability Report, Corporate Social Responsibility, Managing Director's Statement and Business Review, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of the directors for the financial statements

The directors are responsible for the preparation of financial statements that give a true and fair view in accordance with International Financial Reporting Standards and in the manner required by the Companies Act, 2019 (Act 992) and the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act 930), and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the separate and consolidated financial statements, the directors are responsible for assessing the Bank's and 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 Bank and/or the Group or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for overseeing the Group's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the separate and consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's 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 separate and consolidated financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the 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 uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the separate and 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 auditor's 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 financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation; and
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated and separate financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with 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 have communicated with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards, 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 financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's 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 public interest benefits of such communication

Report on other legal and regulatory requirements

The Companies Act, 2019 (Act 992) requires that in carrying out our audit we consider and report on the following matters. We confirm that:

i) we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
ii) in our opinion proper books of account have been kept by the Bank, so far as appears from our examination of those books; and
iii) the Group's statement of financial position and Group's statement of comprehensive income are in agreement with the books of account.

In accordance with section 85(2) of the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act 930) we hereby confirm that:

i) the accounts give a true and fair view of the state of affairs of the Bank and the results of operations for the period under review;
ii) we were able to obtain all the information and explanations required for the efficient performance of our duties as auditor;
iii) the Bank's transactions were within its powers; and
iv) the Bank has, in all material respects, complied with the provisions of this Act.

With respect to the provisions of the Anti-Money Laundering Act, 2008 (Act 749) (as amended), the Anti-Terrorism Act, 2008, (Act 762) and the Regulations made under these enactments, we did not identify any instances of non-compliance based on procedures we performed.

The engagement partner on the audit resulting in this independent auditor's report is Michael Asiedu-Antwi (ICAG/P/1138).

PricewaterhouseCoopers (ICAG/F/2021/028)
Chartered Accountants
Accra, Ghana
25 March 2021

Financial Statements

Statements of comprehensive income

(All amounts are expressed in thousands of Ghana Cedis)

		Group		Bank	
	Note	2020	2019	2020	2019
Interest income	6	1,592,692	1,270,567	1,558,569	1,233,819
Interest expense	7	(223,711)	(202,891)	(229,647)	(209,483)
Net interest income		1,368,981	1,067,676	1,328,922	1,024,336
Fee and commission income	8	274,070	305,874	266,813	298,589
Fee and commission expense	9	(18,181)	(17,725)	(18,181)	(17,724)
Net fee and commission income		255,889	288,149	248,632	280,865
Net trading income	10	175,320	188,216	175,220	188,232
Other operating income	11(a)	47,115	38,739	47,197	38,962
Dividend income	11(b)	67	2,871	6,083	12,403
Gain on sale of equipment	27(b)	1,012	36	1,012	36
		223,514	229,862	229,512	239,633
Revenue		1,848,384	1,585,687	1,807,066	1,544,834
Net impairment charge	12	(180,253)	(216,586)	(178,471)	(215,993)
Personnel expenses	13	(384,122)	(356,734)	(368,052)	(340,709)
Depreciation and amortisation	14	(50,198)	(58,228)	(47,291)	(55,336)
Finance cost on lease liabilities	25	(4,847)	(4,951)	(3,607)	(4,831)
Other operating expenses	15	(446,724)	(306,692)	(435,908)	(292,936)
Operating profit		782,240	642,496	773,737	635,029
Net income before tax		782,240	642,496	773,737	635,029
Income tax expense	16	(232,366)	(197,550)	(229,920)	(193,082)
Net income after tax		549,874	444,946	543,817	441,947

The notes on pages 46 to 132 form an integral part of these financial statements.

Statements of comprehensive income

(All amounts are expressed in thousands of Ghana Cedis)

	Note	Group 2020	Group 2019	Bank 2020	Bank 2019
Net income after tax		**549,874**	444,946	**543,817**	441,947
Other comprehensive income					
Items that may be reclassified to profit or loss					
Change in value of investment securities measured at FVOCI		**99,535**	13,514	**99,535**	13,514
Items that will never be reclassified subsequently to profit or loss					
Revaluation of land and buildings	27	**159,087**	–	**159,087**	–
Remeasurement of post-employment benefit obligations	22	**8,639**	–	**8,639**	–
Income tax relating to components of other comprehensive income	17	**(56,822)**	(3,379)	**(56,822)**	(3,379)
Other comprehensive income for the year net of tax		**210,439**	10,135	**210,439**	10,135
Total comprehensive income for the year		**760,313**	455,081	**754,256**	452,082
Profit for the year attributable to:					
Parent		**549,888**	444,849	**543,817**	441,947
Non-controlling interest		**(14)**	97	**–**	–
Comprehensive income for the year attributable to:					
Parent		**760,327**	454,984	**754,256**	452,082
Non-controlling interest		**(14)**	97	**–**	–
Earnings per share					
Basic and diluted (in Ghana pesewas)	43	**170**	141	**169**	140

The notes on page 46 to 132 form an integral part of these financial statements.

Statements of financial position

(All amounts are expressed in thousands of Ghana Cedis)

	Note	Group 2020	Group 2019	Bank 2020	Bank 2019
Assets					
Cash and balances with banks	18	**3,817,067**	2,717,101	**3,813,114**	2,705,958
Loans and advances to customers	19	**4,977,797**	5,380,308	**4,926,367**	5,318,113
Non-pledged trading assets	20(a)	**498,405**	349,617	**497,278**	349,617
Non-trading assets	20(b)	**5,301,259**	3,419,672	**5,264,698**	3,398,429
Other assets	21	**608,632**	723,244	**605,573**	764,616
Current income tax asset	16	**–**	22,165	**–**	19,091
Deferred income tax asset	17	**3,170**	4,563	**603**	4,392
Investment in subsidiaries	23(a)	**–**	–	**39,883**	38,083
Non-current assets held for sale	24	**32,670**	28,327	**32,670**	28,327
Right-of-use-assets	25(a)	**42,052**	86,142	**37,518**	75,130
Intangible assets	26	**84,771**	67,592	**84,540**	67,327
Property and equipment	27	**584,793**	430,066	**580,170**	428,491
Total assets		**15,950,616**	13,228,797	**15,882,414**	13,197,574
Liabilities					
Deposits from banks	28	**1,076,158**	1,195,805	**1,489,968**	1,195,805
Deposits from customers	29	**11,804,516**	9,728,758	**11,386,442**	9,725,040
Borrowings	30	**42,521**	58,594	**42,521**	58,594
Other liabilities	31	**485,288**	380,439	**447,371**	379,672
Current income tax liability	16	**41,841**	–	**45,237**	–
Lease liabilities	25(b)	**52,434**	80,891	**47,488**	72,567
Total liabilities		**13,502,758**	11,444,487	**13,459,027**	11,431,678
Equity and reserves					
Stated capital	32	**416,641**	416,641	**416,641**	416,641
Retained earnings	33	**1,118,918**	747,082	**1,100,646**	733,885
Statutory reserve	34	**569,058**	500,085	**563,430**	495,453
Credit risk reserve	35	**12,314**	–	**12,314**	–
Other reserves	36	**330,356**	119,917	**330,356**	119,917
Non-controlling interest	37	**571**	585	**–**	–
Total equity attributable to equity holders		**2,447,858**	1,784,310	**2,423,387**	1,765,896
Total liabilities and equity		**15,950,616**	13,228,797	**15,882,414**	13,197,574

The notes on page 46 to 132 form an integral part of these financial statements.

These financial statements were approved by the Board of Directors on 23 February 2021 and signed on its behalf by:

CHAIRMAN

MANAGING DIRECTOR

Statements of changes in equity

(All amounts are expressed in thousands of Ghana Cedis)

Group	Stated capital	Retained earnings	Statutory reserve	Credit risk reserve	Other reserves	Non-controlling interest	Total
At 1 January 2020	416,641	747,082	500,085	–	119,917	585	1,784,310
Profit for the year	–	549,888	–	–	–	(14)	549,874
Other comprehensive income, net of tax	–	–	–	–	210,439	–	210,439
Total comprehensive income for the year	–	**549,888**	–	–	**210,439**	**(14)**	**760,313**
Transactions with equity holders	–		–	–	–	–	
Dividends paid		(96,765)					(96,765)
Total contribution by and distribution to equity holders	–	(96,765)	–	–	–	–	(96,765)
Regulatory transfers							
Statutory reserve	–	(68,973)	68,973	–	–	–	–
Credit risk reserve	–	(12,314)	-	12,314	–	–	–
	–	(81,287)	68,973	12,314	-	–	-
At 31 December 2020	**416,641**	**1,118,918**	**569,058**	**12,314**	**330,356**	**571**	**2,447,858**

The notes on pages 46 to 132 form an integral part of these financial statements.

Statements of changes in equity

(All amounts are expressed in thousands of Ghana Cedis)

Group	Stated capital	Retained earnings	Statutory reserve	Credit risk reserve	Other reserves	Controlling interest	Total
At 1 January 2019	416,641	201,127	439,471	159,198	109,782	–	1,326,219
Acquisition of subsidiary	–	(1,567)	4,089	–	–	488	3,010
	416,641	199,560	443,560	159,198	109,782	488	1,329,229
Profit for the year	–	444,849	–	–	–	97	444,946
Other comprehensive income, net of tax	–	–	–	–	10,135	–	10,135
Total comprehensive income for the year	–	444,849	–	–	10,135	97	445,081
Transactions with equity holders	–	–	–	–	–	–	–
Regulatory transfers							
Statutory reserve	–	(56,525)	56,525	–	–	–	–
Credit risk reserve	–	159,198	–	(159,198)	–	–	–
	–	102,673	56,525	(159,198)	–	–	–
At 31 December 2019	416,641	747,082	500,085	–	119,917	585	1,784,310

The notes on pages 46 to 132 form an integral part of these financial statements.

Statements of changes in equity

(All amounts are expressed in thousands of Ghana Cedis)

Bank

Group	**Stated capital**	**Retained earnings**	**Statutory reserve**	**Credit risk reserve**	**Other reserves**	**Total**
At 1 January 2020	416,641	**733,885**	495,453	–	119,917	**1,765,896**
Total comprehensive income						
Profit for the year	–	543,817	–	–	–	543,817
Other comprehensive income, net of tax	–	–	–	–	210,439	210,439
Total comprehensive income for the year	–	**543,817**	–	–	**210,439**	**754,256**
Transactions with equity holders						
Dividends paid	–	(96,765)	–	–	–	(96,765)
Total contribution by and distribution to equity holders	–	(96,765)	–	–	–	(96,765)
Regulatory transfers						
Statutory reserve	–	(67,977)	67,977	–	–	–
Credit risk reserve	–	(12,314)	-	12,314	–	–
		(80,291)	67,977	12,314	–	-
At 31 December 2020	**416,641**	**1,100,646**	**563,430**	**12,314**	**330,356**	**2,423,387**

The notes on pages 46 to 132 form an integral part of these financial statements.

Statements of changes in equity

(All amounts are expressed in thousands of Ghana Cedis)

Bank

Group	**Stated capital**	**Retained earnings**	**Statutory reserve**	**Credit risk reserve**	**Other reserves**	**Total**
At 1 January 2019	416,641	**189,250**	438,943	**159,198**	109,782	**1,313,814**
Total comprehensive income						
Profit for the year	–	441,947	–	–	–	441,947
Other comprehensive income, net of tax	–	–	–	–	10,135	10,135
Total comprehensive income for the year	–	441,947	–	–	10,135	452,082
Transactions with equity holders	–	–	–	–	–	–
Regulatory transfers				–		
Statutory reserve	–	(56,510)	56,510	–	–	–
Credit risk reserve	–	159,198	–	(159,198)	–	–
		102,688	56,510		–	-
At 31 December 2019	416,641	733,885	495,453	–	119,917	1,765,896

The notes on pages 46 to 132 form an integral part of these financial statements.

Statements of cash flows

(All amounts are expressed in thousands of Ghana Cedis)

		Group		Bank	
	Note	2020	2019	2020	2019
Cash flows from operating activities					
Cash generated from operations	38	**3,503,934**	1,045,181	**3,475,497**	1,015,425
Tax paid	16	**(223,789)**	(233,621)	**(218,625)**	(227,216)
Cash flows from operating activities		**3,280,145**	811,560	**3,256,872**	788,209
Cash flow from investing activities					
Government securities – (net)	27	**(1,787,256)**	(894,314)	**(1,768,668)**	(669,580)
Proceeds from sale of property and equipment	27	**1,012**	210	**1,012**	210
Payments for property and equipment	26	**(27,177)**	(19,876)	**(23,168)**	(17,122)
Payments for intangible assets	23(a)	**(26,674)**	(44,964)	**(26,523)**	(44,509)
Increase in investments in subsidiaries		**–**	–	**(1,800)**	(4,371)
Net cash used in investing activities		**(1,840,095)**	(958,944)	(1,819,147)	**(735,372)**
Cash flow from financing activities					
Repayment of borrowed funds	30	**(16,073)**	(104,349)	**(16,073)**	(104,349)
Principal elements of lease payments	25	**(19,169)**	(18,633)	**(16,758)**	(17,027)
Dividend paid		**(96,765)**	–	**(96,765)**	–
Net cash used in financing activities		**(132,007)**	(122,982)	**(129,596)**	(121,376)
Net increase/(decrease) in cash and cash equivalents		**1,308,043**	(270,366)	**1,308,129**	(68,539)
Cash and cash equivalents at beginning of year	18	**1,721,107**	1,991,473	**1,726,085**	1,794,624
Cash and cash equivalents at end of the year	18	**3,029,150**	1,721,107	**3,034,214**	1,726,085

The notes on pages 46 to 132 form an integral part of these financial statements.

Notes

1. General information

Ecobank Ghana Limited is a limited liability company, incorporated and domiciled in Ghana. These financial statements comprise the consolidated financial statements of the Bank and its subsidiaries (together the Group) and the separate financial statements of the Bank. The Group provides retail, corporate and investment banking and other financial services in Ghana.

The Bank is listed on the Ghana Stock Exchange.

The consolidated and separate financial statements were authorised for issue in accordance with a resolution of the directors on 23 February 2021.

2. Summary of significant accounting policies

The principal accounting policies applied in the preparation of the Group's financial statements are set out below. These policies have been consistently applied, unless otherwise stated.

2.1 Basis of presentation

The Group's financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB) and the International Financial Reporting Standards Interpretations Committee (IFRIC). Additional information required by the Companies Act, 2019 (Act 992) and the Banks and Specialised Deposit-Taking Institution Act, 2016 (Act 930) have been included, where appropriate. The financial statements have been prepared under the historical cost convention, unless otherwise stated.

The Group's financial statements comprise the consolidated statement of comprehensive income, the consolidated statement of financial position, the consolidated statement of changes in equity, the consolidated statement of cash flows and related notes. The financial statements of the Bank standing alone comprise the statement of comprehensive income, the statement of financial position, the statement of changes in equity, the statement of cash flows and related notes.

Items included in the financial statements are measured using the currency of the primary economic environment in which the entities operate ("the functional currency").

The financial statements are presented in Ghana cedis, which is the Group's functional and presentation currency. The figures shown in the financial statements are stated in thousands of Ghana cedis unless otherwise stated.

The disclosures on risks from financial instruments are presented in the financial risk management section in note 3.

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires the directors to exercise judgement in the process of applying the Bank's accounting policies. Changes in assumptions may have a significant impact on the financial statements in the period the assumptions changed. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 5.

2.2 *Changes in accounting policy and disclosures*

The following standards and interpretations apply for the first time to financial reporting periods commencing on or after 1 January 2020:

a) New standards, amendments and interpretations adopted by the Group

i) Amendment to IAS 1 and IAS 8

The IASB has made amendments to IAS 1 Presentation of Financial Statements and IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors which use a consistent definition of materiality throughout International Financial Reporting Standards and the Conceptual Framework for Financial Reporting, clarify when information is material and incorporate some of the guidance in IAS 1 about immaterial information. In particular, the amendments clarify:

- that the reference to obscuring information addresses situations in which the effect is similar to omitting or misstating that information, and that an entity assesses materiality in the context of the financial statements as a whole, and
- the meaning of 'primary users of general purpose financial statements' to whom those financial statements are directed, by defining them as 'existing and potential investors, lenders and other creditors' that must rely on general purpose financial statements for much of the financial information they need.

The amendments did not have any material impact on the results or financial position of the Bank for the year ended 31 December 2020.

ii) Definition of a Business – Amendments to IFRS 3

The amended definition of a business requires an acquisition to include an input and a substantive process that together significantly contribute to the ability to create outputs. The definition of the term 'outputs' is amended to focus on goods and services provided to customers, generating investment income and other income, and it excludes returns in the form of lower costs and other economic benefits.

The amendments did not have any impact on the results or financial position of the Bank for the year ended 31 December 2020.

iii) Amendments to IFRS 7, IFRS 9 and IAS 39- Interest Rate Benchmark Reform

The amendments made to IFRS 7 Financial Instruments: Disclosures, IFRS 9 Financial Instruments and IAS 39 Financial Instruments: Recognition and Measurement provide certain reliefs in relation to interest rate benchmark reforms. The reliefs relate to hedge accounting and have the effect that the reforms should not generally cause hedge accounting to terminate. However, any hedge ineffectiveness should continue to be recorded in the income statement. Given the pervasive nature of hedges involving IBOR-based contracts, the reliefs will affect companies in all industries.

This has not had any impact on the financial statements of the Group.

b) New standards and interpretations not yet adopted

The following standards have been issued or amended by the IASB but are yet to become effective for annual periods beginning on or after January 1, 2020.

The Bank has not applied any of the new or amended standards in preparing these financial statements as it plans to adopt these standards at their respective effective dates. Commentaries on relevant new standards/ amendments are provided below.

i) Amendments to IAS 1 Classification of Liabilities as Current or Non-current

The narrow-scope amendments to IAS 1 Presentation of Financial Statements clarify that liabilities are classified as either current or non-current, depending on the rights that exist at the end of the reporting period. Classification is unaffected by the expectations of the entity or events after the reporting date (e.g. the receipt of a waver or a breach of covenant). The amendments also clarify what IAS 1 means when it refers to the 'settlement' of a liability.

The amendments could affect the classification of liabilities, particularly for entities that previously considered management's intentions to determine classification and for some liabilities that can be converted into equity. They must be applied retrospectively in accordance with the normal requirements in IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors.

In May 2020, the IASB issued an Exposure Draft proposing to defer the effective date of the amendments to 1 January 2023.

ii) Improvements to IFRS Standards 2018–2020

The following improvements were finalised in May 2020:

IFRS 9 Financial Instruments – clarifies which fees should be included in the 10% test for derecognition of financial liabilities.

IFRS 16 Leases – amendment of illustrative example 13 to remove the illustration of payments from the lessor relating to leasehold improvements, to remove any confusion about the treatment of lease incentives.

IFRS 1 First-time Adoption of International Financial Reporting Standards – allows entities that have measured their assets and liabilities at carrying amounts recorded in their parent's books to also measure any cumulative translation differences using the amounts reported by the parent. This amendment will also apply to associates and joint ventures that have taken the same IFRS 1 exemption.

IAS 41 Agriculture – removal of the requirement for entities to exclude cash flows for taxation when measuring fair value under IAS 41. This amendment is intended to align with the requirement in the standard to discount cash flows on a post-tax basis.

These amendments and clarifications are effective for reporting periods beginning on or after 1 January 2022.

iii) Amendments to IAS 37- Cost of Fulfilling a Contract

The amendment to IAS 37 clarifies that the direct costs of fulfilling a contract include both the incremental costs of fulfilling the contract and an allocation of other costs directly related to fulfilling contracts. Before recognising a separate provision for an onerous contract, the entity recognises any impairment loss that has occurred on assets used in fulfilling the contract.

iv) Amendments to IFRS 16 - Covid-19-related Rent Concessions

As a result of the COVID-19 pandemic, rent concessions have been granted to lessees. Such concessions might take a variety of forms, including payment holidays and deferral of lease payments. In May 2020, the IASB made an amendment to IFRS 16 Leases which provides lessees with an option to treat qualifying rent concessions in the same way as they would if they were not lease modifications. In many cases, this will result in accounting for the concessions as variable lease payments in the period in which they are granted.

Entities applying the practical expedients must disclose this fact, whether the expedient has been applied to all qualifying rent concessions or, if not, information about the nature of the contracts to which it has been applied, as well as the amount recognised in profit or loss arising from the rent concessions.

This amendment is effective for annual reporting periods beginning on or after 1 June 2020

2.3 Consolidation

The financial statements of subsidiaries used to prepare the consolidated financial statements were prepared as of the parent company's reporting date. The accounting policies of subsidiaries that are consolidated by the group conform to these policies.

a) *Business combinations*

Business combinations are accounted for using the acquisition method as at the acquisition date - i.e. when control is transferred to the Group. The consideration transferred in the acquisition is generally measured at fair value, as are the identifiable net assets acquired.

Any goodwill that arises is tested annually for impairment. Any gain on a bargain purchase is recognised in profit or loss immediately. Transaction costs are expensed as incurred, except if they are related to the issue of debt or equity securities.

The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in profit or loss.

Any contingent consideration payable is measured at fair value at the acquisition date. If the contingent consideration is classified as equity, then it is not remeasured, and settlement is accounted for within equity. Otherwise, subsequent changes in the fair value of the contingent consideration are recognised in profit or loss.

b) *Subsidiaries*

Subsidiaries are investees controlled by the Group. The Group controls an investee if it is exposed to, or has rights to, variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date when control ceases.

The financial statements of the subsidiary used to prepare the consolidated financial statements were prepared as of the Bank's reporting date.

c) *Loss of control*

When the Group loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary and any related non-controlling interest and other components of equity. Any resulting gain or loss is recognised in profit or loss. Any retained interest in the entity is measured at fair value with the change in carrying amount recognised in profit or loss. Any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

d) *Transactions eliminated on consolidation*

Intra-group balances and transactions and any unrealised income and expenses (except foreign currency transaction gains or losses) arising from intra-group transactions, are eliminated in preparing the consolidated financial statements. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

e) *Associates*

Associates are all entities over which the Group has significant influence but not control. Investments in associates are accounted for using the equity method of accounting. Under the equity method, the investment is initially recognised at cost, and the carrying amount is increased or decreased to recognise the investor's share of the profit or loss of the investee after the date of acquisition. If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss where appropriate.

Profits and losses resulting from transactions between the Group and its associate are recognised in the group's financial statements only to the extent of unrelated investor's interests in the associates. Unrealised losses are eliminated unless the transaction provides evidence of an impairment of the asset transferred.

f) *Separate financial statements*

In the separate financial statements, investments in subsidiaries and associates are accounted for at cost less impairment. Cost also includes direct attributable costs of investment.

2.4 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 financial statements are presented in 'Ghana cedi' (GH¢), rounded to the nearest thousand.

b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. 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 profit or loss, except when deferred in other comprehensive income. Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in profit or loss within 'finance income or costs. All other foreign exchange gains and losses are presented within 'Other (losses)/gains – net'.

Changes in the fair value of monetary securities denominated in foreign currency classified as fair value through other comprehensive income (FVOCI)/available-for-sale 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.

Translation differences on non-monetary financial assets and liabilities such as equities held at fair value through profit or loss are recognised in profit or loss as part of the fair value gain or loss. Translation differences on non-monetary financial assets, such as equities classified as fair value through other comprehensive income (FVOCI), are included in other comprehensive income.

c) Group companies

The results and financial position of all the Group entities (none of which has the currency of a hyper-inflationary economy) are measured and presented in 'Ghana cedi' (GH¢).

2.5 Interest income and expenses

Interest income and expense for all interest-bearing financial instruments are recognised within 'interest income' and 'interest expense' in profit or loss using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability and allocating interest income or interest expense over the relevant period. 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, including 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.

2.6 Fee and commission income

Fees and commissions are generally recognised on an accrual basis when the service has been provided. The Group reviews its contracts within different revenue streams to identify, separate and measure the components within the scope of IFRS 15.

Loan commitment fees for loans that are likely to be drawn down are deferred, together with related direct costs, and recognised as an adjustment to the effective interest rate on the loan.

Loan syndication fees are recognised as revenue when the syndication has been completed and the Group has retained no part of the loan package for itself or retained a part at the same effective interest rate as the other participants.

2.7 Dividend income

Dividends are recognised when the entity's right to receive payment is established.

2.8 Net trading income

Net trading income comprises gains less losses relating to trading assets and liabilities, including realised and unrealised fair value changes and foreign exchange differences, and fair value gains and losses on financial assets measured fair value through profit and loss.

2.9 Financial assets and liabilities

2.9.1 Measurement methods

Amortised cost and effective interest rate

The amortised cost is the amount at which the financial asset or financial liability is measured at initial recognition minus the principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount and, for financial assets, adjusted for any loss allowance.

The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial asset or financial liability to the gross carrying amount of a financial asset (i.e. its amortised cost before any impairment allowance) or to the amortised cost of a financial liability. The calculation does not consider expected credit losses and includes transaction costs, premiums or discounts and fees and points paid or received that are integral to the effective interest rate, such as origination fees. For purchased or originated credit-impaired ('POCI') financial assets – assets that are credit-impaired at initial recognition – the Group calculates the credit-adjusted effective interest rate, which is calculated based on the amortised cost of the financial asset instead of its gross carrying amount and incorporates the impact of expected credit losses in estimated future cash flows.

When the Group revises the estimates of future cash flows, the carrying amount of the respective financial assets or financial liability is adjusted to reflect the new estimate discounted using the original effective interest rate. Any changes are recognised in profit or loss.

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions of the instrument. Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset.

At initial recognition, the Group measures a financial asset or financial liability at its fair value plus or minus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are incremental and directly attributable to the acquisition or issue of the financial asset or financial liability, such as fees and commissions. Transaction costs of financial assets and financial liabilities carried at fair value through profit or loss are expensed in profit or loss. Immediately after initial recognition, an expected credit loss allowance (ECL) is recognised for financial assets measured at amortised cost and investments in debt instruments measured at FVOCI, which results in an accounting loss being recognised in profit or loss when an asset is newly originated.

When the fair value of financial assets and liabilities differs from the transaction price on initial recognition, the entity recognises the difference as follows:

a) When the fair value is evidenced by a quoted price in an active market for an identical asset or liability (i.e. a Level 1 input) or based on a valuation technique that uses only data from observable markets, the difference is recognised as a gain or loss.
b) In all other cases, the differences are deferred and the timing of recognition of deferred day one profit or loss is determined individually. It is either amortised over the life of the instrument, deferred until the instrument's fair value can be determined using market observable inputs, or realised through settlement.

i) Financial assets

The Group applies IFRS 9 and classifies its financial assets in the following measurement categories:

- Fair value through profit or loss (FVPL);
- Fair value through other comprehensive income (FVOCI); or
- Amortised cost.

The classification requirements for debt and equity instruments are described below:

Debt instruments

Debt instruments are those instruments that meet the definition of a financial liability from the issuer's perspective, such as loans and investment securities.

Classification and subsequent measurement of debt instruments depend on:

- the Group's business model for managing the asset; and
- the cash flow characteristics of the asset.

Based on these factors, the Group classifies its debt instruments into one of the following three measurement categories:

Amortised cost: Assets that are held for collection of contractual cash flows where those cash flows represents solely payments of principal and interest ('SPPI'), and that are not designated at FVPL, are measured at amortised cost. The carrying amount of these assets is adjusted by any expected credit loss allowance recognised and measured. Interest income from these financial assets is included in 'Interest income' using the effective interest rate method.

Fair value through other comprehensive income (FVOCI): Financial assets that are held for collection of contractual cash flows and for selling the assets, where the assets' cash flows represent solely payments of principal and interest, and that are not designated at FVPL, are measured at fair value through other comprehensive income (FVOCI). Movements in the carrying amount 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 'other operating income'. Interest income from these financial assets is included in 'Interest income' using the effective interest rate method.

Fair value through profit or loss: Assets that do not meet the criteria for amortised cost or FVOCI are measured at fair value through profit or loss. A gain or loss on a debt investment that is subsequently measured at fair value through profit or loss and is not part of a hedging relationship is recognised in profit or loss and presented in the profit or loss statement within 'Net trading income' in the period in which it arises. Interest income from these financial assets is included in 'Interest income' using the effective interest rate method.

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 FVPL. 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 FVPL. 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 under the hold to collect category 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. The Group considers sale of financial assets that may occur in assets held with the sole objective of collecting cash flows to be infrequent if the sales is one-off during the Financial Year and/or occurs at most once during the quarter or at most three (3) times within the Financial Year.
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 and/or occurs at most once during the quarter or at most three (3) times within 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 five (5) 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.

Other reasons that may necessitate selling financial assets from the portfolio held with the sole objective of collecting cash flows category that will not constitute a change in business model:

- Selling the financial asset to realise 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 depend upon the facts and circumstances which need to be judged by management

Financial assets that are held for trading or managed and whose performance is evaluated on a fair value basis are measured at FVPL because they are neither held to collect contractual cash flows nor held both to collect contractual cash flows and to sell financial assets.

SPPI assessment: The Group assesses 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. nonrecourse asset arrangements); and
- features that modify consideration of the time value of money – e.g. periodical reset of interest rates.

Equity instruments

Equity instruments are instruments that meet the definition of equity from the issuer'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. Examples of equity instruments include basic ordinary shares.

The Group subsequently measures all equity investments at fair value through profit or loss, except where the Group's management has elected, at initial recognition, to irrevocably designate an equity investment at fair value through other comprehensive income. The Group's policy is to designate equity investments as FVOCI when those investments are held for purposes other than to generate investment returns. When this election is used, fair value gains and losses are recognised in OCI and are not subsequently reclassified to profit or loss, including on disposal. Impairment losses (and reversal of impairment losses) are not reported separately from other changes in fair value. Dividends, when representing a return on such investments, continue to be recognised in profit or loss as other income when the Group's right to receive payments is established.

ii) Impairment of financial assets

The adoption of IFRS 9 has fundamentally changed the Group's accounting for loan loss impairments by replacing IAS 39's incurred loss approach with a forward-looking expected credit loss (ECL) approach. IFRS 9 requires the Group to record an allowance for ECLs for all loans and other debt financial assets not held at FVPL, together with lease receivables loan commitments and financial guarantee contracts. No impairment loss is recognised on equity investments.

The allowance is based on the ECLs associated with the probability of default in the next twelve 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.

(iii) Modification of loans

The Group sometimes renegotiates or otherwise modifies the contractual cash flows of loans to customers. When this happens, the Group assesses whether or not the new terms are substantially different to the original terms.

The Group does this by considering, among others, the following factors:

- If the borrower is in financial difficulty, whether the modification merely reduces the contractual cash flows to amounts the borrower is expected to be able to pay.
- Significant extension of the loan term when the borrower is not in financial difficulty.
- Significant change in the interest rate.

If the terms are substantially different, the Group derecognises the original financial asset and recognises a 'new' asset at fair value and recalculates a new effective interest rate for the asset. The date of renegotiation is consequently considered to be the date of initial recognition for impairment calculation purposes, including for the purpose of determining whether a significant increase in credit risk has occurred. However, the Group also assesses whether the new financial asset recognised is deemed to be credit-impaired at initial recognition, especially in circumstances where the renegotiation was driven by the debtor being unable to make the originally agreed payments. Differences in the carrying amount are also recognised in profit or loss as a gain or loss on derecognition.

If the terms are not substantially different, the renegotiation or modification does not result in derecognition, and the Group recalculates the gross carrying amount based on the revised cash flows of the financial asset and recognises a modification gain or loss in profit or loss. The new gross carrying amount is recalculated by discounting the modified cash flows at the original effective interest rate (or credit-adjusted effective interest rate for purchased or originated credit-impaired financial assets).

(iv) Derecognition other than on a modification

Financial assets, or a portion thereof, are derecognised when the contractual rights to receive the cash flows from the assets have expired, or when they have been transferred and either (i) the Group transfers substantially all the risks and rewards of ownership, or (ii) the Group neither transfers nor retains substantially all the risks and rewards of ownership and the Group has not retained control.

Financial guarantees 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.

Loan commitments provided by the Group are measured as the amount of the loss allowance. The Group has not provided any commitment to provide loans at a below-market interest rate, or that can be settled net in cash or by delivering or issuing another financial instrument.

For loan commitments and financial guarantee contracts, the loss allowance is recognised as a provision. 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.

2.9.2 Determination of fair value

For financial instruments traded in active markets, the determination of fair values of financial instruments is based on quoted market prices or dealer price quotations. This includes listed equity securities and quoted debt instruments on major exchanges.

A financial instrument is regarded as quoted in an active market if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency, 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. Indicators 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 (for example, LIBOR yield curve, FX rates, volatilities and counterparty spreads) existing at the reporting dates.

The Bank uses widely recognised valuation models for determining fair values of non-standardised 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.

For more complex instruments, the Bank uses internally developed models, which are usually based on valuation methods and techniques generally recognised as standard within the industry. Valuation models such as present value techniques are used primarily to value derivatives transacted in the over-the-counter market, unlisted debt securities (including those with embedded derivatives) and other debt instruments for which markets were or have become illiquid. Some of the inputs to these models may not be market observable and are therefore estimated based on assumptions.

The Bank uses its own credit risk spreads in determining the current value for its derivative liabilities and all other liabilities for which it has elected the fair value option. When the Bank's credit spreads widen, the Bank recognises a gain on these liabilities because the value of the liabilities has decreased. When the Bank's credit spreads narrow, the Bank recognises a loss on these liabilities because the value of the liabilities has increased.

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

Bank 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, related controls and procedures applied, the directors believe that these valuation adjustments are necessary and appropriate to fairly state the values of financial instruments carried at fair value. 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.

In cases when the fair value of unlisted equity instruments cannot be determined reliably, the instruments are carried at cost less impairment.

The fair values of contingent liabilities and irrevocable loan commitments correspond to their carrying amounts.

2.9.3 De-recognition of financial assets and financial liabilities

Financial assets

A financial asset (or, where applicable a part of a financial asset or part of a group of similar financial assets) is derecognised where:

- the rights to receive cash flows from the asset have expired; or
- the Bank has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and
- either (a) the Bank has transferred substantially all the risks and rewards of the asset, or (b) the Bank has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control of the asset.

When the Bank has transferred its right to receive cash flows from an asset or has entered into a pass-through arrangement, and has neither transferred nor retained substantially all the risks and rewards of the asset, nor transferred control of the asset, the asset is recognised to the extent of the Bank's continuing involvement in the asset. Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Bank could be required to repay.

Financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. Where an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a de-recognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in profit or loss.

2.9.4 Reclassification of financial assets

The Group may choose to reclassify a non-derivative financial asset held for trading out of the held-for-trading category if the financial asset is no longer held for the purpose of selling it in the near-term. Financial assets other than loans and receivables are permitted to be reclassified out of the held for trading category only in rare circumstances arising from a single event that is unusual and highly unlikely to recur in the near-term.

In addition, the Group may choose to reclassify financial assets that would meet the definition of loans and receivables out of the fair value through profit or loss (FVPL)/held-for-trading or fair value through other comprehensive income (FVOCI)/available-for-sale categories if the Group has the intention and ability to hold these financial assets for the foreseeable future or until maturity at the date of reclassification.

Reclassifications are made at fair value as of the reclassification date. Fair value becomes the new cost or amortised cost as applicable, and no reversals of fair value gains or losses recorded before reclassification date are subsequently made. Effective interest rates for financial assets reclassified to loans and receivables and held-to-maturity categories are determined at the reclassification date. Further increases in estimates of cash flows adjust effective interest rates prospectively.

On reclassification of a financial asset out of the 'at fair value through profit or loss' category, all embedded derivatives are re-assessed, and if necessary, separately accounted for.

2.9.5 Impairment of financial assets

The Group assesses at each reporting date whether objective evidence of impairment exists for any financial asset. A financial asset is deemed to be impaired if there is objective evidence of impairment as a result of one or more events that has occurred after the initial recognition of the asset (loss event), and the loss event has an impact on the estimated future cash flows of the financial asset that can be reliably estimated. Evidence of impairment may include indications that the borrower is experiencing significant difficulty, default or delinquency in interest or principal payments, the probability that it will enter bankruptcy or other financial reorganisation and where observable data indicate that there is a measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults.

For money market placements and advances to customers carried at amortised cost, the Group first assesses whether objective evidence of impairment exists individually for financial assets that are individually significant, and individually or collectively for financial assets that are not individually significant (identified impairment). If the Group determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial assets with similar credit risk characteristics and collectively assesses them for impairment (unidentified impairment). Assets that are individually assessed for impairment and for which an impairment loss is or continues to be recognised are not included in a collective assessment of impairment.

Where there is objective evidence of impairment, the amount of impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account and the amount of the loss is recognised in the statement of comprehensive income.

If a loan has a variable interest rate, the discount rate for measuring impairment loss is the current effective interest rate. The calculation of the present value of the estimated future cash flows of a collateralised financial asset reflect the cash flows that may result from foreclosure costs for obtaining and selling the collateral, whether foreclosure is probable.

For the purposes of a collective evaluation of impairment, financial assets are grouped on the basis of similar risk characteristics, taking into account asset type, industry, geographical location, collateral type, past-due status and other relevant factors. These characteristics are relevant to the estimation of future cash flows for groups of such assets by being indicative of the counterparty's ability to pay all amounts due according to the contractual terms of the assets being evaluated.

Future cash flows in a group of financial assets that are collectively evaluated for impairment are estimated on the basis of the contractual cash flows of the assets in the group and historical loss experience for assets with credit risk characteristics similar to those in the group. Historical loss experience is adjusted based on current observable data to reflect the effects of current conditions that did not affect the period on which the historical loss experience is based and to remove the effects of conditions in the historical period that do not currently exist. The methodology and assumptions used for estimating future cash flows are reviewed regularly to reduce any differences between loss estimates and actual loss experience.

Where possible, the Group seeks to restructure loans rather than to take possession of collateral. This may involve extending the payment arrangements and the agreement of new loan conditions. Once the terms have been renegotiated, the loan is no longer considered past due. Management continuously reviews such renegotiated loans to ensure that all criteria are met and that future payments are likely to occur. The loans continue to be subject to an individual or collective assessment, calculated using the loan's original effective interest rate. The Group did not reclassify any renegotiated loan during the period.

2.9.6 Offsetting financial instruments

Netting, where financial assets and liabilities are offset and the net amount reported in the statement of financial position, occurs if, and 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 to realise an asset and settle the liability simultaneously. In many cases, even though master netting agreements are in place, the lack of an intention to settle on a net basis results in the related assets and liabilities being presented gross in the statement of financial position.

2.10 Collateral

The Group obtains collateral in respect of customer liabilities where this is considered appropriate. The collateral normally takes the form of cash or securities in respect of other credit instruments or a lien over the customer's assets and gives the Group a claim on these assets for both existing and future liabilities. Collateral received in the form of securities is not recorded on the statement of financial position. Collateral received in the form of cash is recorded on the statement of financial position with a corresponding liability. These items are assigned to deposits received from banks or other counterparties. Any interest payable or receivable arising is recorded as interest payable or interest income respectively except for funding costs relating to trading activities which are recorded in net trading income.

2.11 Leases

The Group's leasing activities and how these are accounted for under IFRS 16

The Group leases several branches. Rental contracts are typically made for fixed periods of 5 years but may have extension options as described 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 other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

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.

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 a rate, initially measured as at the commencement date;
- amounts expected to be payable by the Group under residual value guarantees;
- the exercise price of a purchase option if the Group is reasonably certain to exercise that option; and
- payments of penalties for terminating the lease, if the lease term reflects the group exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Bank, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions. To determine the incremental borrowing rate, the Bank:

- where possible, uses recent third-party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since third party financing was received, and
- makes adjustments specific to the lease, e.g. term, country, currency and security.

Lease payments are allocated between principal 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.

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.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life. Right-of-use buildings held by the Bank under IFRS 16 are not revalued.

Payments associated with short-term leases of equipment and vehicles and all 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 residential premises for management.

Extension and termination options are included in a number of property and equipment leases across the Bank. These are used to maximise operational flexibility in terms of managing the assets used in the Bank's operations. The majority of extension and termination options held are exercisable only by the Bank and not by the respective lessor.

2.12 Cash and cash equivalents

Cash and cash equivalents include notes and coins on hand, unrestricted balances held with the Central Bank and highly liquid financial assets with original maturities of three (3) months or less from the acquisition date that are subject to an insignificant risk of changes in their fair value and are used by the Group in the management of its short-term commitments.

Cash and cash equivalents are carried at amortised cost.

2.13 Property and equipment

i) Recognition and measurement

Except for land and buildings which are stated at revalued amounts, all other property and equipment are stated at cost less depreciation. Cost includes expenditure that is directly attributable to the acquisition of the items.

Buildings are shown at their revalued amount less subsequent depreciation. The fair values are determined every three (3) years by external, independent, professional valuers. 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.

The revaluation increase arising on the revaluation of property is credited to the revaluation surplus in shareholders' equity. Decreases that offset previous increases of the same asset are charged against the non-distributable reserve. All other decreases are charged to profit or loss.

ii) Subsequent costs

Subsequent expenditures are included in the asset's carrying amount or are recognised as a separate asset 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. The carrying amount of a replaced part is derecognised. All other repair and maintenance costs are charged to profit or loss during the financial period in which they are incurred.

iii) Depreciation

Depreciation is recognised in profit or loss on a straight line basis to write off the gross value less residual amounts over their estimated useful lives. The estimated useful lives for the current and comparative periods are as follows

Buildings	–	40 years
Motor vehicles	–	4 years
Furniture and equipment	–	5 years
Computers	–	3 years

Freehold land is not depreciated.

Depreciation methods, residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. Assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

(iv) Capital work in progress

Property and equipment under construction is stated at initial cost and depreciated from the date the asset is made available for use over its estimated useful life. Assets are transferred from capital work in progress to an appropriate class of property and equipment when commissioned and ready for its intended use.

(v) Derecognition

Property and equipment are derecognised upon disposal or when no future economic benefits are expected to flow to the Group from either their use or disposal. Gains or losses on derecognition of an item of property and equipment are determined by comparing the proceeds from disposal, if applicable, with the carrying amount of the item and are recognised directly in profit or loss.

2.14 Intangible assets

Computer software

Intangible assets comprise computer software licences. Intangible assets are recognised at cost. Intangible assets with a definite useful life are amortised using the straight-line method over their estimated useful life. At the end of each reporting period, intangible assets are reviewed for indications of impairment or changes in estimated future economic benefits. If such indications exist, the intangible assets are analysed to assess whether their carrying amount is fully recoverable. An impairment loss is recognised if the carrying amount exceeds the recoverable amount.

2.15 Non-current assets held for sale

Non-current assets are classified as held-for-sale if it is highly probable that they will be recovered primarily through sale rather than through continuing use.

Such assets are generally measured at lower of their carrying amount and fair value less costs to sell. Impairment losses on initial classification as held-for-sale and subsequent gains and losses on remeasurement are recognised in profit or loss.

Once classified as held-for-sale, property and equipment are no longer amortised or depreciated.

2.16 Impairment of non-financial assets

The carrying amounts of the Group's non-financial assets other than deferred tax assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists then the asset's recoverable amount is estimated. An impairment loss is recognised if the carrying amount of an asset or its cash generating unit (CGU) exceeds its recoverable amount.

The recoverable amount is the greater of its value in use and its fair value less costs of disposal. In assessing value in use, the estimated future cash flows are discounted to their present value using pre-tax discount rates that reflect current market assessments of the time value of money and risks specific to the asset.

A previously recognised impairment loss is reversed where there has been a change in circumstances or in the basis of estimation used to determine the recoverable value, but only to the extent that the asset's net carrying amount does not exceed the carrying amount of the asset that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

2.17 Income tax

a) Current income tax

Income tax payable on taxable profits is recognised as an expense in the period in which the profits arise. Income tax recoverable on tax allowable losses is recognised as an asset only to the extent that it is regarded as recoverable by offset against current or future taxable profits.

Current tax assets and liabilities for the current and prior years are measured at the amount expected to be recovered or paid to the Ghana Revenue Authority. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the statement of financial position date.

(b) Deferred tax

Deferred tax is provided on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and
- in respect of taxable temporary differences associated with investments in subsidiaries and associates, where the timing of the reversal of the temporary differences can be controlled and it is probable that the differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, carry forward of unused tax credits and unused tax losses to the extent that it is probable that taxable profits will be available against which the deductible temporary differences and the carry forward of unused tax credits and unused tax losses can be utilised except;

- where deferred tax asset relating to the deductible temporary differences arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of taxable temporary differences associated with investments in subsidiaries and associates, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on the tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Current tax and deferred tax relating to items recognised directly in equity are also recognised in the statement of changes in equity and not in the statement of comprehensive income.

Deferred and current tax assets and liabilities are only offset when they arise in the same tax reporting entity and the same taxation authority, and where there is both the legal right to set off current tax assets against current tax liabilities and the intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

2.18 Provisions and contingent liabilities

Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events that can be reliably estimated and it is probable that an outflow of resources will be required to settle the obligation. Restructuring provisions comprise lease termination penalties and employee termination payments. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations which are likely to result in an outflow to settle related classes 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 expenditures expected to be required to settle obligations using pre-tax rates that reflect current market assessments of the time value of money and risks specific to the obligation. The unwinding of the discount due to the passage of time should be included as part of interest expense in profit or loss.

Contingent liabilities

A contingent liability is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the group, or a present obligation that arises from past events but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or the amount of the obligation cannot be measured with sufficient reliability. If the likelihood of an outflow of resources is remote, the possible obligation is neither a provision nor a contingent liability and no disclosure is made.

2.19 Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method. Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

2.20 Employee benefits

Defined contribution plans

Obligations for contributions to defined contribution plans are recognised as an expense in profit or loss when they are due.

Termination benefits

Termination benefits are recognised as an expense when the Group is demonstrably committed, without realistic possibility of withdrawal, to a formal detailed plan to terminate employment before the normal retirement date. Termination benefits for voluntary redundancies are recognised if the Group has made an offer encouraging voluntary redundancy, it is probable that the offer will be accepted, and the number of acceptances can be estimated reliably.

Short-term benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided.

A provision is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

2.21 Stated capital

i) Ordinary shares
Ordinary shares are classified as 'stated capital' in equity.

ii) Dividend on ordinary shares
Dividends on the Group's ordinary shares are recognised in equity in the period in which they are paid or, if earlier, approved by the Group's shareholders.

2.22 Non-controlling interests

The Group recognises non-controlling interests in an acquired entity either at fair value or at the noncontrolling interest's proportionate share of the acquired entity's net identifiable assets. This decision is made on an acquisition-by-acquisition basis.

2.23 Earnings per share

The Group presents basic and diluted earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders by the number of ordinary shares outstanding during the period. The Group has no convertible notes and share options, which could potentially dilute its EPS and therefore the Group's Basic and diluted EPS are essentially the same.

2.24 Post balance sheet event

Events subsequent to the reporting date are reflected in the financial statements only to the extent that they relate to the year under consideration and the effect is material.

3. Financial risk management

The Group's business involves taking on risks in a targeted manner and managing them professionally. The core functions of the Group's risk management are to identify all key risks for the Group, measure these risks, manage the risk positions and determine capital allocations.

The Group regularly reviews its risk management policies and systems to reflect changes in markets, products and best market practices. The Group's aim is to achieve an appropriate balance between risk and return and minimise potential adverse effects on the Group's financial performance.
The Group defines risk as the possibility of losses or profits foregone, which may be caused by internal or external factors.

Risk management is carried out by the risk department under policies approved by the Board of Directors. The department identifies and evaluates financial risks in close co-operation with the Group's operating units. The Board provides guiding principles for overall risk management, as well as written policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative financial instruments and non-derivative financial instruments. In addition, internal audit is responsible for the independent review of risk management and the control environment.

The risks arising from financial instruments to which the Group is exposed are financial risks; which includes credit risk, liquidity risk and market risk (which are discussed below).

Credit risk

Credit risk is the risk of suffering financial loss, should any of the Group's customers, market counterparties fail to fulfil their contractual obligations to the Group. Credit risk arises mainly from commercial and consumer loans and advances, credit cards, and loan commitments arising from such lending activities, but can also arise from credit enhancement provided, such as 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 trading activities ('trading exposures'), including non-equity trading portfolio assets and settlement balances with market counterparties. Credit risk is the single largest risk for the Group's business; management therefore carefully manages the exposure to credit risk. Credit risk management and control are centralised in a credit risk management team, which reports to the Board of Directors and heads of each business unit regularly.

Credit concentration risk

Credit concentration risk is the risk of loss to the Group arising from excessive concentration of exposure to a single counterparty, industry sector, product or geographic area. Large exposure limits have been established under the Group's credit policy in order to avoid excessive losses from any single counterparty who is unable to fulfil its payment obligations. These risks are monitored on an ongoing basis and subject to annual or more frequent reviews when considered necessary.

Credit related commitments

Documentary and commercial letters of credit 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. 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 less risk than direct loans. These arrangements are collateralised by the underlying shipments of goods. The likelihood of loss amounts is far less than the entire commitment as most commitments to extend credit of this nature are contingent upon the customer maintaining specific cash in margin accounts. 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.

Credit limit control and mitigation

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. Limits on the level of credit risk by product, industry sector and country are approved annually by the Board of Directors.

The exposure to any one borrower including banks and brokers is further restricted by sub-limits covering on- and off-balance sheet exposures, and daily delivery risk limits in relation to trading items such as forward foreign exchange contracts. Actual exposures against limits are monitored daily.

Lending limits are reviewed in the light of changing market and economic conditions and periodic credit reviews and assessments of probability of default.

The Group also employs a range of policies and practice to mitigate credit risk.

a) Master netting arrangements

The Group further restricts its exposure to credit losses by entering into master netting arrangements with counterparties with which it undertakes a significant volume of transactions. Master netting arrangements do not generally result in an offset of assets and liabilities of the statement of financial position, as transactions are either usually settled on a gross basis or under most netting agreements the right of set off is triggered only on default. However, the credit risk associated with favourable contracts is reduced by a master netting arrangement to the extent that if a default occurs, all amounts with the counterparty are terminated and settled on a net basis.

b) Financial covenants (for credit related commitments and loan books)

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 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 (often referred to as financial covenants).

c) Collateral and other credit enhancements

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.

Collateral held as security for financial assets other than loans and advances depends on the nature of the instrument. Longer-term finance and lending to corporate entities are generally secured; revolving 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 identified for the relevant individual loans and advances.

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.

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.

d) Impairment and provisioning policies

A provision for expected credit losses is established for all financial assets, except for financial assets classified or designated as FVPL and equity securities designated as FVOCI, which are not subject to impairment assessment. Assets subject to impairment assessment include loans and advances to customers, non-trading debt securities and other financial assets. These are carried at amortised cost and presented net of the provision for expected credit losses on the consolidated and separate statements of financial position.

Off-balance sheet items subject to impairment assessment include financial guarantees and undrawn loan commitments. The provision for expected credit losses for off-balance sheet products subject to impairment assessment is separately calculated and recognised as provisions in other liabilities.

The Group measures the provision for expected credit losses at each reporting date according to a three-stage expected credit loss impairment model (outlined in note 3.1) which is based on changes in credit risk of financial assets since initial recognition.

e) Write-off policy

The Group writes off a loan balance (and any related allowances for impairment losses) when the Group determines that the loans are uncollectible. This determination is reached after considering information such as the occurrence of significant changes in the borrower's financial position such that the borrower can no longer pay the obligation, or that proceeds from collateral will not be sufficient to pay back the entire exposure.

3.1 Expected credit loss measurement

Expected credit loss impairment model

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 twelve 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 12 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.

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 (life time expected credit loss), unless there has been no significant increase in credit risk since origination.

Measuring ECL – Explanation of inputs, assumptions and estimation techniques

i) 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.

(ii) 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 and ECL are 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.

iii) Credit-impaired financial assets

At each reporting date, the Group assesses whether financial assets carried at amortised cost and debt financial assets carried at FVOCI 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. The Group defines a financial instrument as in default, which is fully aligned with the definition of credit-impaired, when it meets one of more of the following criteria:

Quantitative criteria

The borrower is more than 90 days past due on its contractual payments.

The borrower meets unlikeliness to pay criteria, which indicates that the borrower is in significant financial difficulty. These are instances where:
- The borrower is in long-term forbearance, insolvent or deceased;
- 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 Group relating to the borrower's financial difficulty,
- It is becoming probable that the borrower will enter 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.

A loan that has been renegotiated due to a deterioration in the borrower's 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.

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.

An instrument is considered to no longer be in default (i.e. to have cured) when it no longer meets any of the default criteria for a consecutive period of six months. This period of six months has been determined based on an analysis which considers the likelihood of a financial instrument returning to default status after cure using different possible cure definitions.

(iv) 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;
- 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 FVOCI: 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.

v) Write-offs

Loans and debt securities are written off (either partially or in full) when there is no realistic prospect of recovery. This is generally the case when the Group determines that the borrower does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due.

vi) 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:

- The PD represents the likelihood of a borrower defaulting on its financial obligation (as per "Definition of default and credit-impaired" 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.
- 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.

- 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:

- For amortising products and bullet repayment loans, this is based on the contractual repayments owed by the borrower over a 12month 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.
- 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.

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.

vii) 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 consider deterioration in the credit rating of obligor/counterparty based on the Group's internal rating system or External Ratings while qualitative factors consider 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.

viii) Forward-looking information incorporated in the ECL models

The assessment of significant increase in credit risk (SICR) and the calculation of ECL both incorporate forward-looking information. 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 judgement has also been applied in this process. Forecasts of these economic variables (the "base economic scenario") are provided by Ecobank Group's Economics team (as well as from other credible external sources such as Business Monitor International (BMI), International Monetary Fund (IMF), World Bank, respective Central Banks etc.) on a quarterly basis and provide the best estimate view of the economy over the next five years. After five years, to project the economic variables out for the full remaining lifetime of each instrument, a mean reversion approach has been used, which means that economic variables tend to either a long run average rate (e.g. for unemployment) or a long run average growth rate (e.g. GDP) over a period of two to five years. The impact of these economic variables on the PD, EAD and LGD has been determined by performing statistical regression analysis to understand the impact changes in these variables have had historically on default rates and on the components of LGD and EAD.

In addition to the base economic scenario, the Group's Risk Management team also provide other possible scenarios along with scenario weightings. The number of other 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. At 31 December 2020, 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 is representative of. The assessment of SICR is performed using the Lifetime PD under each of the base, and the other scenarios, multiplied by the associated scenario weighting, 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). These probability-weighted ECLs are determined by running each scenario through the relevant ECL model and multiplying it by the appropriate scenario weighting (as opposed to weighting the inputs). 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 Group's different portfolios to establish that the chosen scenarios are appropriately representative of the range of possible scenarios.

The weightings assigned to each economic scenario were as follows:

Group and Bank	**At 31 December 2020**	At 31 December 2019
Base	40.0%	50.0%
Upside	22.4%	22.7%
Downside	37.6%	27.4%

The scenarios base, upside and downside were used for all portfolios.

Sensitivity analysis

The sensitivity of the ECL provision to a 5% change in the upside and downside weightings determined for each of the economic scenarios is set out below:

Group	**Base**	**Upside**	**Downside**	**ECL GH¢'000**
At 31 December 2020				
5% increase in upside	**40%**	**27.4%**	**32.6%**	**327,130**
Base	**40%**	**22.4%**	**37.6%**	**332,215**
5% increase in downside	**40%**	**17.4%**	**42.6%**	**337,300**
At 31 December 2019				
5% increase in upside	**50%**	27.6%	22.4%	365,579
Base	**50%**	22.6%	27.4%	365,353
5% increase in downside	**50%**	17.6%	32.4%	365,127
Bank				
At 31 December 2020				
5% increase in upside	**40%**	**27.4%**	**32.6%**	**320,421**
No change	**40%**	**22.4%**	**37.6%**	**325,402**
5% increase in downside	**40%**	**17.4%**	**42.6%**	**330,383**
At 31 December 2019				
5% increase in upside	**50%**	27.6%	22.4%	360,813
No change	**50%**	22.6%	27.4%	360,590
5% increase in downside	**50%**	17.6%	32.4%	360,367

3.2 Credit risk exposure

3.2.1 Maximum exposure to credit risk

The following table shows an analysis of the credit risk exposure of financial instruments. The Group's maximum exposure to credit risk is represented by the net carrying amounts of the financial assets with the exception of financial and other guarantees issued by the Group for which the maximum exposure to credit risk is represented by the maximum amount the Group would have to pay if the guarantees are called on.

Credit risk exposures relating to on-balance sheet assets are as follows:

	Group		Bank	
	2020	2019	**2020**	2019
	GH¢'000	GH¢'000	**GH¢'000**	GH¢'000
Financial instruments subject to impairment				
Balances with banks	**3,478,669**	2,448,228	**3,477,031**	2,438,192
Non-trading assets	**5,301,259**	3,419,672	**5,264,698**	3,398,429
Loans and advances to customers	**4,977,797**	5,380,308	**4,926,367**	5,318,113
Other financial assets	**475,875**	602,060	**481,028**	647,534
	14,233,600	11,850,268	**14,149,124**	11,802,268
Financial instruments not subject to impairment				
Non-pledged trading assets	**498,405**	349,617	**497,278**	349,617
	14,732,005	12,199,885	**14,646,402**	12,151,885
Loans exposure to total exposure	**34%**	44%	**34%**	44%
Investment securities exposure to total exposure	**39%**	31%	**39%**	31%
Other assets exposure to total exposure	**3%**	5%	**3%**	5%

Credit risk exposures relating to off-balance sheet assets are as follows:

	Group		**Bank**	
	2020	2019	**2020**	2019
	GH¢'000	GH¢'000	**GH¢'000**	GH¢'000
Letters of guarantee	**1,184,757**	756,796	**1,184,757**	756,796
Letters of credit	**983,383**	964,492	**983,383**	964,492
Loan commitments	**740,465**	1,061,087	**740,465**	1,061,087
	2,908,605	2,782,375	**2,908,605**	2,782,375

3.2.2 Credit quality per class of financial instrument

The credit quality of financial asset is managed by the Group using internal credit ratings. The Group's credit exposures were categorised under IFRS 9 as follows:

- Stage 1 – At initial recognition and no significant increase in credit risk after initial recognition
- Stage 2 – Significant increase in credit risk since initial recognition
- Stage 3 – Credit impaired

The tables below show the credit quality by class of financial assets subject to impairment and the allowance for impairment losses held by the Group against those assets.

Group At 31 December 2020	Stage 1 12-month ECL GH¢'000	Stage 2 Lifetime ECL GH¢'000	Stage 3 Lifetime ECL GH¢'000	Total GH¢'000
Balances with banks	3,478,669	–	–	3,478,669
Non-trading assets	5,309,038	–	–	5,309,038
Loans and advances to customers	4,794,380	157,220	358,412	5,310,012
Other financial assets	484,430	–	–	484,430
Gross carrying amount	**14,066,517**	**157,220**	**358,412**	**14,582,149**
Loss allowance	(106,108)	(37,227)	(205,214)	(348,549)
Carrying amount	**13,960,409**	**119,993**	**153,198**	**14,233,600**
Letters of guarantee	1,184,757	–	–	1,184,757
Letters of credit	983,383	–	–	983,383
Loan commitments	740,465	–	–	740,465
Gross carrying amount	**2,908,605**	–	–	**2,908,605**
Loss allowance	(10,871)	–	–	(10,871)
Carrying amount	**2,897,734**	–	–	**2,897,734**
At 31 December 2019				
Balances with banks	2,448,228	–	–	2,448,228
Non-trading assets	3,427,760	–	–	3,427,760
Loans and advances to customers	4,916,255	364,706	425,227	5,706,188
Other financial assets	604,812	4,642	1,218	610,672
Gross carrying amount	11,397,055	369,348	426,445	12,192,848
Loss allowance	(143,850)	(41,226)	(157,506)	(342,582)
Carrying amount	11,253,205	328,122	268,939	11,850,266
Letters of guarantee	756,796	–	–	756,796
Letters of credit	964,492	–	–	964,492
Loan commitments	1,061,087	–	–	1,061,087
Gross carrying amount	2,782,375	–	–	2,782,375
Loss allowance	(22,771)	–	–	(22,771)
Carrying amount	2,759,604	–	–	2,759,604

The tables below show the credit quality by class of financial assets subject to impairment and the allowance for impairment losses held by the Bank against those assets.

Bank **At 31 December 2020**	**Stage 1 12-month ECL GH¢'000**	**Stage 2 Lifetime ECL GH¢'000**	**Stage 3 Lifetime ECL GH¢'000**	**Total GH¢'000**
Balances with banks	3,477,031	–	–	3,477,031
Non-trading assets	5,272,477	–	–	5,272,477
Loans and advances to customers	4,741,701	154,483	355,585	5,251,769
Other financial assets	489,583	–	–	489,583
Gross carrying amount	**13,980,792**	**154,483**	**355,585**	**14,490,860**
Loss allowance	(102,020)	(35,524)	(204,192)	(341,736)
Carrying amount	**13,878,772**	**118,959**	**151,393**	**14,149,124**
Letters of guarantee	1,184,757	–	–	1,184,757
Letters of credit	983,383	–	–	983,383
Loan commitments	740,465	–	–	740,465
Gross carrying amount	**2,908,605**	**–**	**–**	**2,908,605**
Loss allowance	(10,871)	–	–	(10,871)
Carrying amount	**2,897,734**	**–**	**–**	**2,897,734**
At 31 December 2019				
Balances with banks	2,438,192	–	–	2,438,192
Non-trading assets	3,406,517	–	–	3,406,517
Loans and advances to customers	4,854,404	364,498	420,329	5,639,231
Other financial assets	650,286	4,642	1,218	656,146
Gross carrying amount	11,349,399	369,140	421,547	12,140,086
Loss allowance	(141,354)	(41,182)	(155,283)	(337,819)
Carrying amount	11,208,045	327,958	266,264	11,802,267
Letters of guarantee	756,796	–	–	756,796
Letters of credit	964,492	–	–	964,492
Loan commitments	1,061,087	–	–	1,061,087
Gross carrying amount	2,782,375	–		2,782,375
Loss allowance	(22,771)	–	–	(22,771)
Carrying amount	2,759,604	–	–	2,759,604

The table below shows the analysis of the credit quality of loans and advances and allowance for impairment losses held by the Group.

Group **At 31 December 2020**	**Stage 1 12-month ECL GH¢'000**	**Stage 2 Lifetime ECL GH¢'000**	**Stage 3 Lifetime ECL GH¢'000**	**Total GH¢'000**
Overdrafts	953,333	11,408	248,926	1,213,667
Term loans	3,841,047	145,812	109,486	4,096,345
Gross carrying amount	**4,794,380**	**157,220**	**358,412**	**5,310,012**
Loss allowance	(89,774)	(37,227)	(205,214)	(332,215)
Carrying amount	**4,704,606**	**119,993**	**153,198**	**4,977,797**
Fair value of collateral	**3,151,701**	**107,674**	**244,902**	**3,504,277**
At 31 December 2019				
Overdrafts	885,287	69,650	326,016	1,280,953
Term loans	3,984,904	292,476	147,855	4,425,235
Gross carrying amount	4,870,191	362,126	473,871	5,706,188
Loss allowance	(129,527)	(40,065)	(156,288)	(325,880)
Carrying amount	4,740,664	322,061	317,583	5,380,308
Fair value of collateral	1,442,478	140,260	340,849	1,923,587

The table below shows the analysis of the credit quality of loans and advances and allowance for impairment losses held by the Bank.

Bank **At 31 December 2020**	**Stage 1** **12-month ECL** **GH¢'000**	**Stage 2** **Lifetime ECL** **GH¢'000**	**Stage 3** **Lifetime ECL** **GH¢'000**	**Total** **GH¢'000**
Overdrafts	953,123	11,408	248,926	1,213,457
Term loans	3,788,578	143,075	106,659	4,038,312
Gross carrying amount	**4,741,701**	**154,483**	**355,585**	**5,251,769**
Loss allowance	(85,686)	(35,524)	(204,192)	(325,402)
Carrying amount	**4,656,015**	**118,959**	**151,393**	**4,926,367**
Fair value of collateral	**3,151,701**	**107,674**	**244,902**	**3,504,277**
At 31 December 2019				
Overdrafts	885,287	69,650	326,016	1,280,953
Term loans	3,969,117	294,847	94,314	4,358,278
Gross carrying amount	4,854,404	364,497	420,330	5,639,231
Loss allowance	(127,032)	(40,021)	(154,065)	(321,118)
Carrying amount	4,727,372	324,476	266,265	5,318,113
Fair value of collateral	1,442,478	140,260	340,849	1,923,587

3.2.3 Loss allowance

The loan impairment provision amounts recognised in the period 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 period, and the consequent "step up" (or "step down") between 12-month and Lifetime ECL.
- Financial assets derecognised during the period and write-offs of allowances related to the assets that were written off during the period.
- Additional allowances for new financial instruments recognised during the period as well as for financial instruments derecognised during the period;
- Impact on the measurement of ECL due to changes in PDs, EADs and LGDs;

The following tables explain the changes in loss allowances between the beginning and end of the annual period for loans and advances due to these factors:

Group	Stage 1 12-month ECL GH¢'000	Stage 2 Lifetime ECL GH¢'000	Stage 3 Lifetime ECL GH¢'000	Total GH¢'000
At 1 January 2020	129,528	40,065	156,287	325,880
Transfer from Stage 1 to Stage 2	(885)	885	–	–
Transfer from Stage 2 to Stage 1	544	(544)	–	–
Transfer from Stage 3 to Stage 1	15,848	–	(15,848)	–
Maturities and write-offs	(97,507)	(38,228)	(63,961)	(199,696)
New financial assets originated	57,559	33,809	25,221	116,589
Changes in PDs, LGDs and EADs	(15,313)	1,240	103,515	89,442
At 31 December 2020	**89,774**	**37,227**	**205,214**	**332,215**
At 1 January 2019	71,714	3,362	90,364	165,440
Transfer from Stage 1 to Stage 2	(500)	500	–	–
Transfer from Stage 2 to Stage 1	1,703	(1,703)	–	–
Transfer from Stage 3 to Stage 1	42,186	–	(42,186)	–
Maturities and write-offs	(46,747)	–	(33,637)	(80,384)
New financial assets originated	60,670	37,878	15,370	113,918
Changes in PDs, LGDs and EADs	502	28	126,376	126,906
At 31 December 2019	129,528	40,065	156,287	325,880

Bank At 31 December 2020	Stage 1 12-month ECL GH¢'000	Stage 2 Lifetime ECL GH¢'000	Stage 3 Lifetime ECL GH¢'000	Total GH¢'000
At 1 January 2020	127,033	40,021	154,064	321,118
Transfer from Stage 1 to Stage 2	(885)	885	–	–
Transfer from Stage 2 to Stage 1	544	(544)	–	–
Transfer from Stage 3 to Stage 1	15,848	–	(15,848)	–
Maturities and write-offs	(97,507)	(38,228)	(63,961)	(199,696)
New financial assets originated	57,559	33,809	25,221	116,589
Changes in PDs, LGDs and EADs	(16,906)	(419)	104,716	87,391
At 31 December 2020	**85,686**	**35,524**	**204,192**	**325,402**
At 1 January 2019	71,542	3,362	90,364	165,268
Transfer from Stage 1 to Stage 2	(500)	500	–	–
Transfer from Stage 2 to Stage 1	1,703	(1,703)	–	–
Transfer from Stage 3 to Stage 1	42,186	–	(42,186)	–
Maturities and write-offs	(45,125)	–	(33,637)	(78,762)
New financial assets originated	56,715	37,834	13,537	108,086
Changes in PDs, LGDs and EADs	512	28	125,986	126,526
At 31 December 2019	127,033	40,021	154,064	321,118

The following table explains the changes in loss allowances for other financial exposures

Group and Bank	Stage 1 12-month ECL GH¢'000	Stage 2 Lifetime ECL GH¢'000	Stage 3 Lifetime ECL GH¢'000	Total GH¢'000
Other financial assets				
At 1 January 2020	6,233	1,161	1,218	8,612
Maturities and write-offs	–	(1,149)	–	(1,149)
New financial assets originated	88	–	1,004	1,092
At 31 December 2020	**6,321**	**12**	**2,222**	**8,555**
At 1 January 2019	–	119	4,336	4,455
Maturities and write-offs	–	(119)	(3,265)	(3,384)
New financial assets originated	6,233	1,161	147	7,541
At 31 December 2019	6,233	1,161	1,218	8,612
Off-balance sheet exposures				
At 1 January 2020	22,771	–	–	22,771
Maturities and derecognitions	(18,520)	–	–	(18,520)
New credit exposures	9,839	–	–	9,839
Changes in PDs, LGDs and EADs	(3,372)	–	–	(3,372)
At 31 December 2020	**10,718**	–	–	**10,718**
At 1 January 2019	50,481	–	–	50,481
Maturities and derecognitions	(47,071)	–	–	(47,071)
New credit exposures	19,370	–	–	19,370
Changes in PDs, LGDs and EADs	(9)	–	–	(9)
At 31 December 2019	22,771	–	–	22,771

3.2.4 Loans and advances renegotiated

Restructuring activities include extended payment arrangements, approved external management plans, modification and deferral of payments. 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.

Group and Bank	**2020 GH¢'000**	2019 GH¢'000
Continuing to be impaired after restructuring (included in non-performing loans)	741	113,631
Non-impaired after restructuring – (which would otherwise have been impaired)	423,750	99,798

3.2.5 Repossessed collateral

The type and carrying amount of collateral that the Group has taken possession of in the period are measured at the lower of its carrying amount and fair value less costs to sell. Repossessed collateral held by the Group as at the reporting sheet date was:

Group and Bank

	2020		2019	
	Collateral GH¢'000	**Related loan** GH¢'000	Collateral GH¢'000	Related loan GH¢'000
Commercial property	32,670	70,021	28,327	65,678

Repossessed properties are sold as soon as practicable and the proceeds used to reduce outstanding indebtedness. The Group does not use non-cash collateral for its own operations.

3.2.6 Loans and advances per Bank of Ghana Classification

Set out below is an analysis of the Bank's gross (allowance for impairment) amounts of individually impaired loans and advances by risk grade.

	Group		Bank	
At 31 December	**2020 GH¢'000**	2019 GH¢'000	**2020 GH¢'000**	2019 GH¢'000
Current	4,778,395	5,275,214	4,733,249	5,213,341
Olem	196,773	104,649	192,694	104,441
Substandard	30,011	4,563	27,053	3,571
Doubtful	53,069	120,303	51,632	119,451
Loss	251,764	201,459	247,141	198,427
	5,310,012	5,706,188	5,251,769	5,639,231

3.3 Market risk

Market risk is the risk of loss arising from adverse changes in market conditions (interest rates, exchange rates and equity prices) during the year. Positions that expose the Group to market risk can be trading or non-trading related. Trading risk comprises positions that the Group holds as part of its trading or market-making activities, whereas non-trading risk includes discretionary positions that the Group undertake for liquidity.

3.3.1 Risk identification

The Group identifies market risk through daily monitoring of levels and profit or loss balances of trading and non-trading positions. The Market Risk Controller together with the risk department monitor daily trading activities to ensure that risk exposures taken are within approved limits and overall risk tolerance levels set by the Board. In addition, Assets and Liabilities Committee (ALCO) members, the Treasurer, the Chief Finance Officer and the Country Risk Manager monitor market risk factors that affect the value of trading and non-trading positions as well as income streams on non-trading portfolios on a daily basis. They also track liquidity indicators to ensure that Group subsidiaries meet their financial obligations at all times.

3.3.2 Interest rate risk

Interest rate risk is the exposure of current and future earnings and capital to adverse changes in the level of interest rates. Exposure to interest rate risk can result from a variety of factors, including:

i) Differences between the timing of market interest rate changes and the timing of cash flows (repricing risk);
ii) Changes in the market interest rates producing different effects on yields on similar instruments with different maturities (yield curve risk); and
iii) Changes in the level of market interest rates producing different effects on rates received or paid on instruments with similar repricing characteristics (basis risk).

The Asset and Liability Management ("ALM") process, managed through ALCO, is used to manage interest rate risk associated with the non-trading book. Gap analysis is used in measuring interest rate risk. It compares the values of interest rate sensitive assets and liabilities that mature or are re-priced at various time periods in the future. Subjective judgement/assumptions are made about the behaviour of assets and liabilities which do not have specific contractual maturity or re-pricing dates.

Interest rate risk evaluates potential volatility to net interest income caused by changes in market interest rates and represents the most significant market risk exposure to the Group's non-trading book.

The Group uses gap analysis to measure its exposure to interest rate risk. Through this analysis, it compares the values of interest rate sensitive assets and liabilities that mature or reprice at various time periods in the future. The Group may make judgmental assumptions about the behaviour of assets and liabilities which do not have specific contractual maturity or repricing dates.

The table below summarises the repricing profiles of the Group's financial instruments and other assets and liabilities at 31 December 2020. Items are allocated to time periods with reference to the earlier of the next contractual interest rate re-pricing and maturity dates.

Group	Up to 1month GH¢'000	1-3months GH¢'000	3-12months GH¢'000	Over 1 year GH¢'000	Non-interest bearing GH¢'000	Total GH¢'000
At 31 December 2020						
Assets						
Cash and bank balances	102,611	535,699	–	–	3,178,757	3,817,067
Government securities	263,235	1,305,879	2,518,883	1,701,371	–	5,789,368
Loans and advances to customers	404,521	1,400,079	1,648,969	1,524,228	–	4,977,797
Other financial assets	–	–	–	–	475,875	475,875
Total financial assets	**770,367**	**3,241,657**	**4,167,852**	**3,225,599**	**3,654,632**	**15,060,107**
Liabilities						
Deposits from banks	1,076,158	–	–	–	–	1,076,158
Customer deposits	1,811,136	62,183	86,980	236,643	9,607,574	11,804,516
Borrowings	–	–	42,521	–	–	42,521
Other liabilities	–	–	–	–	485,288	485,288
Total financial liabilities	**2,887,294**	**62,183**	**129,501**	**236,643**	**10,092,862**	**13,408,483**
Total interest re-pricing gap	**(2,116,927)**	**3,179,474**	**4,038,351**	**2,988,956**	**(6,438,230)**	**1,651,624**
At 31 December 2019						
Assets						
Cash and bank balances	260,602	771,438	–	–	1,685,061	2,717,101
Government securities	49,831	66,695	515,758	3,126,709	–	3,758,993
Loans and advances to customers	964,905	472,212	950,700	2,992,491	–	5,380,308
Other financial assets	–	–	–	–	602,060	602,060
Total financial assets	1,275,338	1,310,345	1,466,458	6,119,200	2,287,121	12,458,462
Liabilities						
Deposits from banks	1,195,805	–	–	–	–	1,195,805
Customer deposits	3,060,980	923,024	1,173,463	353,495	4,217,796	9,728,758
Borrowings	–	–	763	57,831	–	58,594
Other liabilities	–	–	–	–	380,439	380,439
Total financial liabilities	4,256,785	923,024	1,174,226	411,326	4,598,235	11,363,596
Total interest re-pricing gap	(2,981,447)	387,321	292,232	5,707,874	(2,311,114)	1,094,866

Bank At 31 December 2020	Up to 1 month GH¢'000	1-3 months GH¢'000	3-12 months GH¢'000	Over 1 year GH¢'000	Non-interest bearing GH¢'000	Total GH¢'000
Assets						
Cash and bank balances	102,611	535,699	–	-	3,174,804	3,813,114
Government securities	263,235	366,405	3,458,357	1,663,683	–	5,751,680
Loans and advances to customers	704,768	1,231,592	1,477,910	1,512,097	–	4,926,367
Other financial assets	–	–	–	–	481,028	481,028
Total financial assets	**1,070,614**	**2,133,696**	**4,936,267**	**3,175,780**	**3,655,832**	**14,972,189**
Liabilities						
Deposits from banks	1,489,968	–	–	–	–	1,489,968
Customer deposits	1,751,866	56,987	82,980	236,643	9,257,966	11,386,442
Borrowings	–	–	42,521	–	–	42,521
Other liabilities	–	–	–	–	447,371	447,371
Total financial liabilities	**3,241,834**	**56,987**	**125,501**	**236,643**	**9,705,337**	**13,366,302**
Total interest re-pricing gap	**(2,171,220)**	**2,076,709**	**4,810,766**	**2,939,137**	**(6,049,505)**	**1,605,887**
At 31 December 2019						
Assets						
Cash and bank balances	269,340	751,557	–	–	1,685,061	2,705,958
Government securities	80,379	52,314	515,593	3,089,464	-	3,737,750
Loans and advances to customers	959,849	469,737	945,717	2,942,810	-	5,318,113
Other financial assets	–	–	–	–	647,534	647,534
Total financial assets	1,309,568	1,273,608	1,461,310	6,032,274	2,332,595	12,409,355
Liabilities						
Deposits from banks	1,195,805	–	–	–	–	1,195,805
Customer deposits	3,052,492	920,464	1,170,209	352,515	4,229,360	9,725,040
Borrowings	–	–	763	57,831	–	58,594
Other liabilities	–	–	–	–	379,672	379,672
Total financial liabilities	4,248,297	920,464	1,170,972	410,346	4,609,032	11,359,111
Total interest re-pricing gap	(2,938,729)	353,144	290,338	5,621,928	(2,276,437)	1,050,244

3.3.3 Foreign exchange risk

Foreign exchange risk is measured through the statement of comprehensive income. The Group takes on exposure to the effects of fluctuations in the prevailing foreign currency exchange rates on its financial position and cash flows. Management sets limits on the level of exposure by currency and in total for both overnight and intra-day positions. The table below summarises the Group's exposure by currency exchange rates on its financial position and cash flows.

At 31 December 2020

Group

	EUR GH¢'000	USD GH¢'000	GBP GH¢'000	GH¢ GH¢'000	Others GH¢'000	Total GH¢'000
Assets						
Cash and balances with banks	459,004	1,909,387	129,942	1,306,003	12,731	3,817,067
Government securities	–	1,652,676	–	4,136,692	–	5,789,368
Loans and advances to customers	59,050	1,643,473	8	3,275,266	–	4,977,797
Other assets	2,851	37,050	–	435,499	475	475,875
Total	**520,905**	**5,242,586**	**129,950**	**9,153,460**	**13,206**	**15,060,107**
Liabilities						
Deposits from banks	–	289,450	–	786,708	–	1,076,158
Customer deposits	398,049	4,799,290	109,532	6,494,596	3,049	11,804,516
Borrowings	–	42,521	–	–	–	42,521
Other liabilities	3,978	49,580	475	431,210	45	485,288
Total	**402,027**	**5,180,841**	**110,007**	**7,712,514**	**3,094**	**13,408,483**
Net on balance sheet exposure	**118,878**	**61,745**	**19,943**	**1,440,946**	**10,112**	**1,651,624**
Increase in currency rate (cedi depreciation)	**13.73%**	**4.09%**	**7.62%**	–	**4.09%**	
Effect on profit before tax	**(16,322)**	**(2,525)**	**(1,520)**	–	**(414)**	**(20,781)**

At 31 December 2019

Group

	EUR GH¢'000	USD GH¢'000	GBP GH¢'000	GH¢ GH¢'000	Others GH¢'000	Total GH¢'000
Assets						
Cash and balances with banks	225,360	1,117,508	67,030	692,023	615,180	2,717,101
Government securities	–	440,858	–	3,318,135	–	3,758,993
Loans and advances to customers	40,458	1,935,407	5	3,404,438	–	5,380,308
Other assets	19	35,791	213	566,037	–	602,060
Total	**265,837**	**3,529,564**	**67,248**	**7,980,633**	**615,180**	**12,458,462**
Liabilities						
Deposits from banks	34,471	555,332	381	604,343	1,278	1,195,805
Customer deposits	319,063	4,223,329	94,296	5,088,470	3,600	9,728,758
Borrowings	–	58,594	–	–	–	58,594
Other liabilities	1,285	74,291	230	304,633	–	380,439
Total	**354,819**	**4,911,546**	**94,907**	**5,997,446**	**4,878**	**11,363,596**
Net on balance sheet exposure	**(88,982)**	**(1,381,982)**	**(27,659)**	**1,983,187**	**610,302**	**1,094,866**
Increase in currency rate (cedi depreciation)	3%	3%	3%	–	3%	3%
Effect on profit before tax	2,669	41,459	830	–	(309)	44,649

At 31 December 2020

Bank

	EUR GH¢'000	USD GH¢'000	GBP GH¢'000	GH¢ GH¢'000	Others GH¢'000	Total GH¢'000
Assets						
Cash and balances with banks	459,004	1,909,387	129,942	1,301,993	12,788	3,813,114
Government securities	–	1,652,676	–	4,099,004	–	5,751,680
Loans and advances to customers	59,050	1,643,473	8	3,223,836	–	4,926,367
Other assets	2,851	37,050	–	440,651	476	481,028
Total	**520,905**	**5,242,586**	**129,950**	**9,065,484**	**13,264**	**14,972,189**
Liabilities						
Deposits from banks	–	289,450	–	1,200,518	–	1,489,968
Customer deposits	398,049	4,799,290	109,532	6,076,518	3,053	11,386,442
Borrowings	–	42,521	–	–	–	42,521
Other liabilities	3,978	49,500	475	393,373	45	447,371
Total	**402,027**	**5,180,761**	**110,007**	**7,670,409**	**3,098**	**13,366,302**
Net on balance sheet exposure	**118,878**	**61,825**	**19,943**	**1,395,075**	**10,166**	**1,605,887**
Changes in currency rate (cedi depreciation)	**13.73%**	**4.09%**	**7.62%**	–	**4.09%**	
Increase/(decrease) in profit before tax	**(16,322)**	**(2,529)**	**(1,520)**	–	**(416)**	**(20,787)**

At 31 December 2019

Bank

	EUR GH¢'000	USD GH¢'000	GBP GH¢'000	GH¢ GH¢'000	Others GH¢'000	Total GH¢'000
Assets						
Cash and balances with banks	225,360	1,117,526	67,030	680,862	615,180	2,705,958
Government securities	–	440,858	–	3,296,892	–	3,737,750
Loans and advances to customers	40,458	1,935,407	5	3,342,243	–	5,318,113
Other assets	19	35,736	213	611,566	–	647,534
Total	**265,837**	**3,529,527**	**67,248**	**7,931,563**	**615,180**	**12,409,355**
Liabilities						
Deposits from banks	34,471	555,332	381	604,343	1,278	1,195,805
Customer deposits	319,063	4,223,362	94,296	5,084,719	3,600	9,725,040
Borrowings	–	58,594	–	–	–	58,594
Other liabilities	1,285	74,371	230	303,786	–	379,672
Total	**354,819**	**4,911,659**	**94,907**	**5,992,848**	**4,878**	**11,359,111**
Net on balance sheet exposure	**(88,982)**	**(1,382,132)**	**(27,659)**	**1,938,715**	**610,302**	**1,050,244**
Changes in currency rate (cedi depreciation)	**3%**	**3%**	**3%**	–	**3%**	
Increase/(decrease) in profit before tax	**2,669**	**41,464**	**830**	–	**(309)**	**44,654**

3.3.4 Market risk measurement techniques

The Group applies the 'value at risk' methodology (VAR) to its trading portfolio, to estimate exposure to market risk of positions held and maximum losses expected, based on a number of assumptions for various changes in market conditions. The Board sets limits on the value of risk that may be accepted for the Group, which are monitored on a daily basis by Group Treasury.

VAR is a statistically based estimate of the potential loss on the current portfolio from adverse market movements. It expresses the 'maximum' amount the Group might lose, but only to a certain level of confidence (98%).

There is therefore a specified statistical probability (2%) that actual loss could be greater than the VAR estimate. The VAR model assumes a certain 'holding period' until positions can be closed (10 days). It also assumes that market movements occurring over this holding period will follow a similar pattern to those that have occurred over the preceeding10-day period in the past.

The Group's assessment of past movements is based on data for the past five years. The Group applies these historical changes in rates, prices, indices, etc. directly to its current positions – a method known as historical simulation. Actual outcomes are monitored regularly to test the validity of assumptions and parameters/ factors used in the VAR calculation.

The use of this approach does not prevent losses outside of these limits in the event of more significant market movements. The table below shows a summary statistics of VAR for the Group's trading portfolio during 2020 and 2019.

Group and Bank

	2020 Low GH¢'000	Average GH¢'000	High GH¢'000	2019 Low GH¢'000	Average GH¢'000	High GH¢'000
Foreign exchange risk	81	184	261	38	76	134
Interest rate risk	1,049	6,422	13,590	256	634	1,430

3.3.5 Risk monitoring and control

The Risk Management department is responsible for reviewing exposure to market risk. The Treasury department monitors interest rate and liquidity risks through daily, weekly, and monthly reviews of the structure and pricing of assets and liabilities. Assets and Liability Committee (ALCO) meetings are also held monthly.

The Group analyses the impact of unlikely, but not impossible events by means of scenario analysis, which enables management gain a better understanding of risks that it could be exposed to in extreme conditions. Both historical and hypothetical events are tested.

3.3.6 Risk reporting

Reports on the Group's positions are reviewed daily by the Internal Audit and Compliance Unit. Reports include foreign currency positions and liquidity positions in all currencies. Variations to expectations are reviewed and corrected if need be.

3.4 Liquidity risk

Liquidity risk is the risk that the Group will not be able to meet payment obligations associated with financial liabilities when they fall due and replace funds when they are withdrawn. The consequence may be the failure to meet obligations to repay depositors and fulfil commitments to lend. It is the policy of the Group to maintain adequate liquidity at all times and to be in a position to meet all obligations, repay depositors, fulfil commitments to lend and meet any other commitments as and when they fall due.

The management of liquidity risk is governed by the Group's liquidity policy. Responsibility for the management of liquidity risk lies with the Bank's Assets and Liability Management Committee (ALCO), which is chaired by an Executive Director. ALCO is responsible for both statutory and prudential liquidity as well as compliance with regulatory requirements.

The primary objective of liquidity risk management is to provide a planning mechanism for unanticipated changes in demand or needs for liquidity created by customer behaviour or abnormal market conditions. ALCO emphasises the maximisation and preservation of customer deposits and other funding sources. ALCO also monitors deposit rates, levels, trends and significant changes.

Liquidity is managed on a short to medium-term basis. In the short term, the focus is on ensuring that cash flow demands can be met as and when required. The focus, in the medium term, is on ensuring that the balance sheet remains structurally sound and aligned to the Group's strategy.

A substantial portion of the Group's assets are funded by customer deposits made up of current and savings accounts and other deposits. These customer deposits, which are widely diversified by type and maturity, represent a stable source of surplus funds. Lending is normally funded by liability in the same currency.

The Group also maintains significant levels of marketable securities to meet compliance with prudential investment of surplus funds. ALCO oversees structural foreign currency and interest rate exposures that arise within the Group. These responsibilities are coordinated by ALCO during monthly meetings. The Group places low reliance on interbank funding and foreign markets.

The table below presents the cash flows payable under non-derivative financial liabilities and assets held for managing liquidity risk by remaining contractual maturities at the reporting date. The amounts disclosed in the table are the contractual undiscounted cash flows, whereas the Group manages the inherent liquidity risk based on expected undiscounted cash inflows.

Group

At 31 December 2020	Up to 1 month GH¢'000	1-3 months GH¢'000	3-12 months GH¢'000	Over 1 year GH¢'000	Total GH¢'000
Liabilities					
Deposits from banks	1,076,158	–	–	–	1,076,158
Customer deposits	11,418,710	62,183	86,980	236,643	11,804,516
Other liabilities	485,288	–	–	–	485,288
Borrowings	–	–	42,521	–	42,521
	12,980,156	**62,183**	**129,501**	**236,643**	**13,408,483**
Assets					
Cash and balances with banks	3,817,067	–	–	–	3,817,067
Government securities	252,939	1,316,175	2,518,883	1,701,371	5,789,368
Loans and advances to customers	326,705	1,322,264	1,571,154	1,757,674	4,977,797
Other assets	475,875	–	–	–	475,875
Assets held for managing liquidity risk	**4,872,586**	**2,638,439**	**4,090,037**	**3,459,045**	**15,060,107**
Liquidity gap	**8,107,570**	**(2,576,256)**	**(3,960,536)**	**(3,222,402)**	**(1,651,624)**
At 31 December 2019					
Liabilities					
Deposits from banks	739,429	429,968	34,846	–	1,204,243
Customer deposits	7,280,980	934,444	1,230,482	372,726	9,818,632
Other liabilities	380,439	–	–	–	380,439
Borrowings	–	–	763	58,142	58,905
	8,400,848	1,364,412	1,266,091	430,868	11,462,219
Assets					
Cash and balances with banks	1,945,663	771,438	–	–	2,717,101
Government securities	49,831	66,695	515,758	3,126,709	3,758,993
Loans and advances to customers	964,905	472,212	950,700	2,992,491	5,380,308
Other assets	602,060	–	–	–	602,060
Assets held for managing liquidity risk	3,562,459	1,310,345	1,466,458	6,119,200	12,458,462
Liquidity gap	(4,838,389)	(54,067)	200,367	5,688,332	996,243

Bank

At 31 December 2020	Up to 1 month GH¢'000	1-3 months GH¢'000	3-12 months GH¢'000	Over 1 year GH¢'000	Total GH¢'000
Liabilities					
Deposits from banks	1,489,968	–	–	–	1,489,968
Customer deposits	11,009,832	56,987	82,980	236,643	11,386,442
Other liabilities	22,369	111,843	134,211	178,949	447,372
Borrowings	-	-	42,521	-	42,521
	12,522,169	**168,830**	**259,712**	**415,592**	**13,366,303**
Assets					
Cash and balances with banks	3,277,415	535,699	–	–	3,813,114
Government securities	252,939	1,316,175	2,518,883	1,663,683	5,751,680
Loans and advances to customers	475,543	1,231,592	1,477,910	1,741,322	4,926,367
Other financial assets	481,028	–	–	–	481,028
Assets held for managing liquidity risk	**4,486,925**	**3,083,466**	**3,996,793**	**3,405,005**	**14,972,189**
Liquidity gap	**8,035,244**	**(2,914,636)**	**(3,737,081)**	**(2,989,413)**	**(1,605,886)**
At 31 December 2019					
Liabilities					
Deposits from banks	739,429	429,968	34,846	–	1,204,243
Customer deposits	7,284,107	931,852	1,227,069	371,693	9,814,721
Other liabilities	387,092	–	–	–	387,092
Borrowings	–	–	763	58,142	58,905
	8,410,628	1,361,820	1,262,678	429,835	11,464,961
Assets					
Cash and balances with banks	2,975,298	751,557	–	–	2,705,958
Government securities	80,379	52,314	515,593	3,089,464	3,737,750
Loans and advances to customers	959,849	469,737	945,717	2,942,810	5,318,113
Other financial assets	647,534	–	–	–	647,534
Assets held for managing liquidity risk	4,663,060	1,273,608	1,461,310	6,032,274	12,409,355
Liquidity gap	(3,747,568)	(88,212)	198,632	5,602,439	944,394

3.5 Country analysis

The assets and liabilities of the Group held inside and outside Ghana are analysed below:

Group

	In Ghana 2020 GH¢'000	Outside Ghana 2020 GH¢'000	In Ghana 2019 GH¢'000	Outside Ghana 2019 GH¢'000
Assets				
Cash and bank balances	1,945,957	1,871,110	1,670,907	1,046,194
Investment securities	5,789,368	–	3,758,993	–
Loans and advances to customers	4,977,797	–	5,380,308	–
Total assets	12,713,122	1,871,110	10,810,208	1,046,194
Liabilities				
Deposits from banks	268,674	807,484	227,836	967,969
Customer deposits	11,804,516	–	9,728,758	–
Borrowings	–	42,521	–	58,594
Total liabilities	12,073,190	850,005	9,956,594	1,026,563

Bank

	In Ghana 2020 GH¢'000	Outside Ghana 2020 GH¢'000	In Ghana 2019 GH¢'000	Outside Ghana 2019 GH¢'000
Assets				
Cash and bank balances	1,942,004	1,871,110	1,659,764	1,046,194
Investment securities	5,751,680	–	3,737,750	–
Loans and advances to customers	4,926,367	–	5,318,113	–
Total assets	12,620,051	1,871,110	10,715,627	1,046,194
Liabilities				
Deposits from banks	682,484	807,484	227,836	967,969
Customer deposits	11,386,442	–	9,725,040	–
Borrowings	–	42,521	–	58,594
Total liabilities	12,068,926	850,005	9,952,876	1,026,563

3.6 Fair value of financial assets and liabilities

The fair values of financial assets and financial liabilities that are traded in active markets are based on quoted market prices or dealer price quotations. For all other financial instruments, the Group determines fair values using other valuation techniques.

For financial instruments that trade infrequently and have little price transparency, fair value is less objective, and requires varying degrees of judgement depending on liquidity, concentration, uncertainty of market factors, pricing assumptions and other risks affecting the specific instrument.

a) Valuation models

The Group measures fair values using the following fair value hierarchy, which reflects the significance of inputs used in making the measurements.

- Level 1: inputs that are quoted market prices (unadjusted) in active markets for identical instruments.
- Level 2: inputs other than quoted prices included within Level 1 that are observable either directly (i.e. as prices) or indirectly (i.e. derived from prices). This category includes instruments valued using quoted market prices in active markets for similar instruments, quoted prices for identical or similar instruments in markets that are considered less than active, or other valuation techniques in which all significant inputs are directly or indirectly observable from market data.
- Level 3: inputs that are unobservable. This category includes all instruments for which the valuation technique includes inputs not based on observable data and the unobservable inputs have a significant effect on the instrument's valuation. This category includes instruments that are valued based on quoted prices for similar instruments for which significant unobservable adjustments or assumptions are required to reflect differences between the instruments.

Valuation techniques include net present value and discounted cash flow models, comparison with similar instruments for which market observable prices exist and other valuation models. Assumptions and inputs used in valuation techniques include riskfree and benchmark interest rates, credit spreads and other premiums used in estimating discount rates and foreign currency exchange rates and expected price volatilities and correlations.

The objective of valuation techniques is to arrive at a fair value measurement that reflects the price that would be received to sell the asset or paid to transfer the liability in an orderly transaction between market participants at the measurement date.

The Group uses widely recognised valuation models for determining the fair value of common and more simple financial instruments that use only observable market data and require little management judgment and estimation.

Availability of observable market prices and model inputs reduces the need for management judgement and estimation and also reduces the uncertainty associated with determining fair values. Availability of observable market prices and inputs varies depending on the products and markets and is prone to changes based on specific events and general conditions in the financial markets.

b) Financial instruments measured at fair value – fair value hierarchy

The following table analyses financial assets measured at fair value at the reporting date, by the level in the fair value hierarchy into which the fair value measurement is categorised. The amounts are based on the values recognised in the statement of financial position.

Group

At 31 December 2020	**Level 1 GH¢'000**	**Level 2 GH¢'000**	**Level 3 GH¢'000**	**Total fair value GH¢'000**
Non-pledged trading assets	–	488,109	–	488,109
Government securities	–	4,034,278	–	4,034,278
Equity securities	–	–	10,296	10,296
	–	**4,522,387**	**10,296**	**4,532,683**

Bank

Non-pledged trading assets	–	486,982	–	486,982
Government securities	–	4,034,278	–	4,034,278
Equity securities	–	–	10,296	10,296
	–	**4,521,260**	**10,296**	**4,531,556**

At 31 December 2019
Group and Bank

Government securities	–	2,460,924	–	2,460,924
Equity securities	–	–	10,296	10,296
	–	2,460,924	10,296	2,471,220

The movement in level 3 instruments can be found in note 20(e).

c) Financial instruments not measured at fair value

The following table sets out the fair values of financial instruments not measured at fair value in the statement of financial position, analysed by reference to levels in the fair value hierarchy into which each fair value measurement is categorised:

Group

At 31 December 2020	Level 1 GH¢'000	Level 2 GH¢'000	Level 3 GH¢'000	Total fair value GH¢'000	Total carrying amount GH¢'000
Government securities	–	1,238,199	–	1,238,199	1,266,981
Loans and advances to customers	–	–	4,480,731	4,480,731	4,977,797
Cash and balances with banks	–	–	3,773,907	3,773,907	3,817,124
Other assets	–	–	475,875	475,875	475,875
	–	1,238,199	8,730,513	9,968,712	10,537,777
Deposits from banks	–	–	1,076,158	1,076,158	1,076,158
Customer deposits	–	–	11,792,812	11,792,812	11,804,520
Borrowings	–	–	41,203	41,203	42,521
Other liabilities	–	–	485,228	485,228	485,228
	–	–	**13,395,401**	**13,395,401**	**13,408,427**
At 31 December 2019	–				
Government securities	–	1,331,204	–	1,331,204	1,298,069
Loans and advances to customers	–	–	5,864,536	5,864,536	5,380,308
Cash and balances with banks	–	–	2,717,101	2,717,101	2,717,101
Other assets	–	–	602,060	602,060	602,060
	–	1,331,204	9,183,697	10,514,901	9,997,538
Deposits from banks	–	–	1,877,781	1,877,781	1,195,805
Customer deposits	–	–	9,603,196	9,603,196	9,728,758
Borrowings	–	–	49,067	49,067	58,594
Other liabilities	–	–	378,166	378,166	380,439
	–	–	11,908,210	11,908,210	11,363,596

Bank

At 31 December 2020	Level 1 GH¢'000	Level 2 GH¢'000	Level 3 GH¢'000	Total fair value GH¢'000	Total carrying amount GH¢'000
Government securities	–	1,220,393	–	1,220,393	1,230,420
Loans and advances to customers	–	–	4,434,309	4,434,309	4,926,367
Cash and balances with banks	–	–	3,773,907	3,773,907	3,813,114
Other assets	–	–	481,028	481,028	481,028
	–	**1,220,393**	**8,689,244**	**9,909,637**	**10,450,929**
Deposits from banks	–	–	1,076,158	1,076,158	1,489,968
Customer deposits	–	–	11,792,812	11,792,812	11,386,442
Borrowings	–	–	41,203	41,203	42,521
Other liabilities	–	–	447,371	447,371	447,371
	–	–	**13,357,544**	**13,357,544**	**13,366,302**
At 31 December 2019	–				
Government securities	–	1,309,419	–	1,309,419	1,276,826
Loans and advances to customers	–	–	5,796,743	5,796,743	5,318,113
Cash and balances with banks	–	–	2,711,715	2,711,715	2,705,958
Other assets	–	–	647,534	647,534	647,534
	–	1,309,419	9,155,992	10,465,411	9,948,431
Deposits from banks	–	–	1,877,781	1,877,781	1,195,805
Customer deposits	–	–	9,684,453	9,684,453	9,725,040
Borrowings	–	–	49,067	49,067	58,594
Other liabilities	–	–	378,726	378,726	379,672
	–	–	11,990,027	11,990,027	11,359,111

There were no transfers of financial instruments between levels during the year.

The fair value of government securities is based on market prices or broker/dealer price quotations. Where this information is not available, fair value is determined using quoted market prices for securities with similar credit, maturity and yield characteristics.

Where applicable, the fair value of loans and advances to customers is based on observable market transactions. Where observable market transactions are not available, fair value is estimated using valuation models such as discounted cash flow techniques which represents the discounted amount of estimated future cash flows expected to be received. Expected cash flows are discounted at current market rates to determine the fair value. For collateral-dependent impaired loans, the fair value is measured based on the value of the underlying collateral.

The fair value of advances to and from banks is based on discounted cash flow techniques applying the rates of similar maturities and terms.

The fair value of term deposits by customers is estimated using discounted cash flow techniques, applying the rates that are offered for deposits of similar maturities and terms. The fair value of deposits payable on demand is the amount payable at the reporting date.

Fair values of borrowings are estimated using discounted cash flow techniques, applying rates that are offered for borrowings of similar maturities and terms.

3.7 Fair value of non-financial assets and liabilities

Land and buildings

An external, independent valuation company, having appropriate recognised professional qualifications and recent experience in the location and category of property being valued, values the Group's property. The fair values are based on market values, being the estimated amount for which a property could be exchanged on the date of the valuation between a willing buyer and a willing seller in an arm's length transaction after proper marketing wherein the parties had each acted knowledgeably, prudently and without compulsion.

Group and Bank

	Level 1 GH¢'000	Level 2 GH¢'000	Level 3 GH¢'000
2020			
Land and building	–	–	**546,862**
2019			
Land and building	–	–	393,146

There were no transfers of assets between any levels during the year.

4. Capital management

The Group's objectives when managing capital include:

- Complying with capital requirements set by the Bank of Ghana
- Safeguarding the Group's ability to continue as a going concern to enable it to continue providing returns for shareholders and benefits for other stakeholders
- Maintaining a strong capital base to support the development of its business

Implementation of Basel

Bank of Ghana (BoG) in June 2019 rolled out the Capital Requirements Directive (CRD) which requires banks to implement Pillar 1 principles of Basel II. Banks commenced the implementation of the directive from 1 July 2019 with an effective compliance date of 1 January 2020.

The Capital Requirement Directive (CRD) has four main parts. The first part provides principles for capital management and the constituents of eligible regulatory capital. The second, third and fourth parts provide guidance on the role of the board in the management of credit, operational and market risk respectively. Guidelines for the computation of credit risk weighted asset, operational and market risk capital charges are also detailed in the CRD document.

Capital adequacy and the use of regulatory capital are monitored daily by management, employing techniques based on guidelines developed by the Basel Committee as implemented by Bank of Ghana for supervisory purposes. The required information is filed with Bank of Ghana on a monthly basis. Bank of Ghana requires each bank to:

a) hold a minimum regulatory capital of GH¢400 million; and
b) maintain a ratio of total regulatory capital to risk-weighted assets above a required minimum of 13%.

The Group's regulatory capital is divided into two tiers:

- **Common Equity Tier 1 capital**: includes ordinary (common) shares issued by the bank that meet the criteria for classification as ordinary shares for regulatory purposes, retained earnings, statutory reserves and disclosed reserves after deducting specified assets such as intangibles and certain classes of investments.
- **Common Equity Tier 2 capital**: includes qualifying subordinated loan capital, property revaluation reserves and unrealised gains arising on the fair valuation of instruments held as hold to collect and sell.

The risk-weighted assets are measured using the standardised approach to reflect an estimate of credit, market and operational risks associated with each counterparty for on and off-balance sheet exposures.

The Bank of Ghana Capital Requirements Directive (CRD or 'the Directive') issued under Section 92(1) of the Banks and Specialised Deposit-taking Institutions Act 2016 (Act 930) ('the BSDI Act') and Section 4(d) of the Bank of Ghana Act 2002 (Act 612) prescribes a risk-based capital adequacy requirement effective 1 January 2020. The tables below summarise the composition of regulatory capital adequacy ratios of the Group and Bank.

	Group 2020 GH¢'000	Bank 2020 GH¢'000
Tier 1 Capital		
Paid up Capital (Ordinary Shares)	416,641	416,641
Statutory reserves	569,058	563,430
Retained earnings	1,124,258	1,112,959
Minority interest	328	–
Common Equity Tier 1 capital before adjustments	2,110,285	2,093,030
Regulatory adjustments to Tier 1 capital	(201,938)	(238,141)
Total qualifying tier 1 capital	1,908,347	1,854,889
Tier 2 Capital		
Property revaluation reserves	118,043	118,043
Other reserves	109,669	109,669
Total qualifying tier 2 capital restricted to 2% of total risk weighted assets	217,185	215,877
Total regulatory capital	2,125,532	2,070,766
Risk profile		
Total credit risk-weighted asset	7,737,342	7,687,788
Total operational risk-weighted asset	3,073,973	3,058,092
Total market risk-weighted asset	47,958	47,958
Total risk-weighted assets	**10,859,273**	**10,793,838**
Capital adequacy ratio	**19.57%**	**19.18%**

The Group complied with all external capital requirements.

The tables below summarise the composition of regulatory capital adequacy ratios of the Group and Bank in line with the capital adequacy requirements of Section 23(1) of the Banking Act, 2004 (Act 673).

	Group 2019 GH¢'000	Bank 2019 GH¢'000
Tier 1 Capital		
Paid up Capital (Ordinary Shares)	416,641	416,641
Statutory reserves	500,085	495,453
Retained earnings	747,082	733,885
Common Equity Tier 1 capital before adjustments	1,663,808	1,645,979
Regulatory adjustments to Tier 1 capital	(265,684)	(264,429)
Total qualifying tier 1 capital	1,398,124	1,381,550
Tier 2 Capital		
Property revaluation reserves	54,891	54,891
Other reserves	10,135	10,135
Total qualifying tier 2 capital	65,026	65,026
Total regulatory capital	1,463,150	1,446,576
Risk profile		
Total credit risk-weighted asset	5,158,153	5,107,955
Total operational risk-weighted asset	2,776,735	2,632,347
Total market risk-weighted asset	44,102	44,102
Total risk-weighted assets	7,978,990	7,784,404
Capital adequacy ratio	18.34%	18.58%

The Group complied with all external capital requirements.

5. Critical accounting estimates and judgments

The Group's financial statements and financial results are influenced by accounting policies, assumptions, estimates and management judgement, which necessarily have to be made in the course of preparing the financial statements.

The Group makes estimates and assumptions that affect reported amounts of assets and liabilities. All estimates and assumptions required in conformity with IFRS are based on best estimates undertaken in accordance with applicable standards. Estimates and judgements are evaluated on a continuous basis, based on experience and other factors, including expectations regarding future events.

a) Impairment losses on loans and advances

The Group reviews its loan portfolio to assess impairment at least on a quarterly basis. In determining whether an impairment loss should be recorded in profit or loss, the Group considers observable data that may indicate measurable decreases in estimated future cash flows from a portfolio of loans before decreases can be identified with individual loans in that portfolio. This evidence may include observable data indicating adverse changes in the payment status of borrowers in a group, or economic conditions that correlate with defaults on assets in a group. Management uses estimates based on historical loss experience for assets with similar credit risk characteristics and objective evidence

b) Fair value of financial instruments

The fair value of financial instruments where no active market exists or where quoted prices are not otherwise available are determined using valuation techniques. In these cases, fair values are estimated from observable data in respect of similar financial instruments or using models. Models are calibrated to ensure that outputs reflect actual data and comparative market prices.

c) Income taxes

Significant estimates are required in determining provisions for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for anticipated tax liabilities based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences are adjusted in the period in which such determination is made.

d) Leases

In determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

(All amounts are expressed in thousands of Ghana Cedis)

	Group 2020	Group 2019	Bank 2020	Bank 2019

6. Interest income

	Group 2020	Group 2019	Bank 2020	Bank 2019
Placements and short-term funds	59,343	64,639	58,481	64,996
Government securities – Non-trading	462,097	252,735	459,130	242,248
Government securities – Trading	71,160	96,057	71,160	96,057
Loans and advances	1,000,092	857,136	969,798	830,518
	1,592,692	1,270,567	1,558,569	1,233,819

7. Interest expense

	Group 2020	Group 2019	Bank 2020	Bank 2019
Demand deposits	76,605	57,395	158,845	146,847
Time deposits	96,499	103,004	24,953	22,591
Borrowed funds	8,649	9,545	7,352	9,544
Savings account	41,958	32,947	38,497	30,501
	223,711	202,891	229,647	209,483

8. Fee and commission income

	Group 2020	Group 2019	Bank 2020	Bank 2019
Trade finance fees	54,110	59,476	54,110	59,476
Credit related fees and commissions	51,456	101,381	48,229	101,274
Cash management	104,333	88,972	100,336	82,541
Other fees and commissions	64,171	56,045	64,138	55,298
	274,070	305,874	266,813	298,589

9. Fee and commission expense

	Group 2020	Group 2019	Bank 2020	Bank 2019
Transaction and interchange	18,181	17,725	18,181	17,724

10. Net trading income

	Group 2020	Group 2019	Bank 2020	Bank 2019
Foreign exchange:				
– translation gains less losses	(12,700)	3,347	(12,788)	3,378
– transaction gains less losses	131,241	165,967	131,229	165,967
Fair value gains less losses	56,779	18,902	56,779	18,887
	175,320	188,216	175,220	188,232

(All amounts are expressed in thousands of Ghana Cedis)

11(a). Other operating income

	Group 2020	Group 2019	Bank 2020	Bank 2019
Finance lease	–	11,408	–	11,408
Other revenue	47,115	27,331	47,197	27,554
	47,115	38,739	47,197	38,962

11(b). Dividend income

	Group 2020	Group 2019	Bank 2020	Bank 2019
Dividend income	67	2,871	6,083	12,403

12. Net impairment charge

	Group 2020	Group 2019	Bank 2020	Bank 2019
Changes in impairment charges:				
Loans and advances to customers (Note19)	216,114	274,427	213,965	269,837
Investment securities (Note 20)	(309)	8,088	(309)	8,088
Other Assets (Note 21)	(57)	4,157	(57)	4,157
Contingent Liabilities (Note 39)	(12,053)	(27,710)	(12,053)	(27,710)
Recoveries on loans previously written off	(23,442)	(42,376)	(23,075)	(38,379)
	180,253	216,586	178,471	215,993

13. Personnel expenses

	Group 2020	Group 2019	Bank 2020	Bank 2019
Personnel expenses comprise:				
Wages and salaries	224,406	204,884	216,599	190,327
Social security fund contribution	17,585	16,534	16,642	16,495
Other allowances	142,131	135,316	134,811	133,887
	384,122	356,734	368,052	340,709

The number of persons employed by the Group and the Bank at the end of the year was 1,636 (2019:1,741) and 1,317 (2019: 1,386) respectively.

14. Depreciation and amortisation

	Group 2020	Group 2019	Bank 2020	Bank 2019
Right-of-use assets (Note 25)	13,509	21,621	11,748	20,101
Amortisation (Note 26)	9,495	3,955	9,310	3,765
Depreciation (Note 27)	27,194	32,652	26,233	31,470
	50,198	58,228	47,291	55,336

(All amounts are expressed in thousands of Ghana Cedis)

15. Other operating expenses

	Group 2020	Group 2019	Bank 2020	Bank 2019
Technology and communication	**165,693**	93,126	**163,729**	93,126
Business promotion	**10,113**	11,114	**9,832**	11,114
Advertising	**7,428**	3,935	**7,393**	3,935
Training	**1,634**	4,394	**1,572**	4,394
Auditor's remuneration	**1,604**	1,289	**1,180**	1,022
Directors' emoluments	**1,869**	2,082	**1,869**	1,905
Corporate social responsibility (Note 45)	**2,123**	751	**2,123**	751
Other expenses	**256,260**	190,001	**248,210**	176,689
	446,724	306,692	**435,908**	292,936

Other expenses include rent, utilities, legal fees, deposits protection insurance premium, cash transportation, stationary & supplies repairs and maintenance etc.

16. Current income tax

	Group 2020	Group 2019	Bank 2020	Bank 2019
Income tax expense				
Current income tax expense	**248,533**	172,340	**244,266**	168,571
National Fiscal Stabilisation Levy	**39,262**	32,614	**38,687**	31,751
Deferred income tax release (Note 17)	**(55,429)**	(7,404)	**(53,033)**	(7,240)
		197,550		193,082

The tax on the Group's and the Bank's profit before tax differs from the theoretical amount that would arise using the basic tax rate as follows:

	Group 2020	Group 2019	Bank 2020	Bank 2019
Profit before tax	**782,240**	642,496	**773,737**	635,029
Corporate tax rate at 25% (2019: 25%). Tax using the bank's domestic tax rate (25%)	**195,560**	160,624	**193,434**	158,757
Non-deductible	**9,704**	7,710	**8,036**	5,945
Tax exempt income	**(12,160)**	(3,398)	**(10,237)**	(3,371)
National Fiscal Stabilisation Levy	**39,262**	32,614	**38,687**	31,751
Income tax expense	**232,366**	197,550	**229,920**	193,082
Effective tax rates		31%		30%

(All amounts are expressed in thousands of Ghana Cedis)

The movement on corporate tax payable was as follows:

Group

Year of assessment	**At 1 1 January**	**Tax charge**	**Payment**	**At 31 December**
Upto 2019	(16,461)	–	–	(16,461)
2020	–	248,533	(190,772)	57,761
	(16,461)	248,533	(190,772)	41,300
NFSLup to 2019	(5,704)	–	–	(5,704)
NFSL 2020	–	39,262	(33,017)	6,245
	(22,165)	**287,795**	**(223,789)**	**41,841**

Bank

Year of assessment				
Up to 2019	(13,563)	–	–	(13,563)
2020	–	244,266	(186,280)	57,986
	(13,563)	244,266	(186,280)	44,423
NFSL up to 2019	(5,528)	–	–	(5,528)
NFSL 2020	–	38,687	(32,345)	6,342
	(19,091)	**282,953**	**(218,625)**	**45,237**

Under the NFSL Act, 2009 (Act 185) a 5% levy is charged on profit before tax and payable quarterly. The levy is not allowable for tax deduction.

17. Deferred income tax

	Group			Bank		
		Movement			Movement	
Year ended 31 December 2020	**At 1 January**	**during the year**	**At 31 December**	**At 1 January**	**during the year**	**At 31 December**
Gross values						
Recognised in OCI						
Revaluation of property	36,594	32,783	**69,377**	36,594	32,783	**69,377**
FV gains on FVOCI						
Investment securities	3,379	24,039	**27,418**	3,379	24,039	**27,418**
At 31 December 2020	39,973	56,822	**96,795**	39,973	56,822	**96,795**

(All amounts are expressed in thousands of Ghana Cedis)

	Group			Bank		
		Movement			Movement	
Year ended 31 December 2020	**At 1 January**	**during the year**	**At 31 December**	**At 1 January**	**during the year**	**At 31 December**
Recognised in OCI	39,973	56,822	**96,795**	39,973	56,822	96,795
Recognised in profit or loss						
Other provisions	(7,037)	(8,182)	**(15,219)**	(6,907)	(8,131)	(15,038)
Provision for loan impairment	(46,951)	(47,423)	**(94,374)**	(47,596)	(45,075)	(92,671)
Accelerated tax depreciation	9,452	176	**9,628**	10,138	173	**10,311**
	(44,536)	(55,429)	**(99,965)**	(44,365)	(53,033)	(97,398)
Net deferred tax (asset)/ liability	**(4,563)**	**1,393**	**(3,170)**	**(4,392)**	**3,789**	**(603)**
Year ended 31 December 2019						
Gross values						
Recognised in OCI						
Revaluation of property	36,594	–	36,594	36,594	–	36,594
FV gains on FVOCI						
Investment securities	–	3,379	3,379	-	3,379	3,379
At 31 December 2019	36,594	3,379	39,973	36,594	3,379	39,973
Recognised in profit or loss						
Other provisions	(7,549)	512	(7,037)	(7,548)	641	(6,907)
Provision for loan impairment	(37,856)	(9,095)	(46,951)	(37,856)	(9,740)	(47,596)
Accelerated tax depreciation	8,273	1,179	9,452	8,279	1,859	10,138
	(37,132)	(7,404)	(44,536)	(37,125)	(7,240)	(44,365)
Net deferred tax asset	(538)	(4,025)	(4,563)	(531)	(3,861)	(4,392)

(All amounts are expressed in thousands of Ghana Cedis)

18. Cash and balances with banks

	Group		Bank	
	2020	2019	**2020**	2019
Cash on hand	**338,398**	268,873	**336,083**	267,766
Unrestricted balances with banks	**1,918,874**	742,676	**1,926,253**	755,362
Restricted balances with the Central Bank	**919,932**	972,504	**910,915**	972,504
Money market placements	**639,863**	733,048	**639,863**	710,326
	3,817,067	2,717,101	**3,813,114**	2,705,958

For the purposes of the statement of cash flow, cash and cash equivalents comprise the following:

	Group		Bank	
	2020	2019	**2020**	2019
Cash on hand	**338,398**	268,873	**336,083**	267,766
Unrestricted balances with banks	**1,918,874**	742,676	**1,926,253**	755,362
Money market placements	**639,863**	696,712	**639,863**	692,256
Investment securities maturing within 91 days of acquisition	**132,015**	12,846	**132,015**	10,701
As shown in the statement of cash flows	**3,029,150**	1,721,107	**3,034,214**	1,726,085

(All amounts are expressed in thousands of Ghana Cedis)

19. Loans and advances to customers

	Group		Bank	
	2020	2019	**2020**	2019
Overdrafts	**1,213,667**	1,280,953	**1,213,457**	1,280,953
Staff loans	**83,607**	197,427	**81,315**	197,425
Finance leases	**33,140**	50,902	**33,140**	50,902
Mortgage loans	**63,861**	205,785	**63,861**	205,785
Term loans	**3,915,737**	3,971,121	**3,859,996**	3,904,166
Gross loans and advances to customers	**5,310,012**	5,706,188	**5,251,769**	5,639,231
Allowances for impairment	**(332,215)**	(325,880)	**(325,402)**	(321,118)
Net loans and advances to customers	**4,977,797**	5,380,308	**4,926,367**	5,318,113
The movement on impairment allowance on loans and advances is as follows:				
At 1 January	**325,880**	165,440	**321,118**	165,268
Amounts written off as uncollectible	**(209,779)**	(113,987)	**(209,681)**	(113,987)
Change in impairment	**216,114**	274,427	**213,965**	269,837
At 31 December	**332,215**	325,880	**325,402**	321,118
Analysis of gross loans by industry				
Construction	**373,665**	293,310	**373,665**	293,310
Agriculture, forestry and fishing	**330,813**	250,899	**330,813**	250,899
Mining and quarrying	**178,036**	207,415	**178,036**	207,415
Manufacturing	**711,116**	282,803	**711,116**	282,803
Electricity, gas and water	**418,441**	690,126	**418,441**	690,126
Commerce and finance	**1,026,376**	520,461	**1,018,134**	489,461
Transport, storage and communication	**554,999**	717,293	**554,999**	717,293
Services	**1,716,566**	2,743,881	**1,666,565**	2,707,924
	5,310,012	5,706,188	**5,251,769**	5,639,231
Loan loss provision ratio	**6.26%**	5.71%	**6.20%**	5.69%
Composition of 50 largest exposures to gross loans	**67.47%**	69.99%	**68.22%**	70.76%

(All amounts are expressed in thousands of Ghana Cedis)

20. Investment securities

	Group		Bank	
	2020	2019	**2020**	2019
a) Non pledged trading assets				
Government securities	**488,109**	339,321	**486,982**	339,321
Equity securities	**10,296**	10,296	**10,296**	10,296
	498,405	349,617	**497,278**	349,617
b) Non-trading assets				
Government securities	**5,057,039**	3,249,524	**5,020,478**	3,228,281
Pledged assets	**244,220**	170,148	**244,220**	170,148
	5,301,259	3,419,672	**5,264,698**	3,398,429
c) Details of government securities				
At 1 January	**3,758,993**	3,117,039	**3,737,750**	3,070,262
Additions	**39,624,208**	15,169,433	**39,595,404**	12,526,369
Redeemed on maturity	**(37,705,318)**	(14,533,855)	**(37,692,959)**	(11,865,257)
Gains from changes in fair value	**119,264**	14,464	**119,264**	14,464
Allowance for impairment	**(7,779)**	(8,088)	**(7,779)**	(8,088)
At 31 December	**5,789,368**	3,758,993	**5,751,680**	3,737,750
d) Classification of government securities				
Government securities – Non-pledged trading				
Hold to sell (FVPL)	**488,109**	339,321	**486,982**	339,321
Government securities – Non-trading				
Hold to collect (Amortised cost)	**1,274,760**	1,306,157	**1,238,199**	1,284,914
Hold to collect and sell (FVOCI)	**4,034,278**	2,121,603	**4,034,278**	2,121,603
	5,309,038	3,427,760	**5,272,477**	3,406,517
Allowance for impairment	**(7,779)**	(8,088)	**(7,779)**	(8,088)
	5,789,368	3,758,993	**5,751,680**	3,737,750
e) Equity securities				
At 1 January	**10,296**	7,309	**10,296**	7,309
Fair value gain	**–**	2,987	**–**	2,987
At 31 December	**10,296**	10,296	**10,296**	10,296

Investments in unlisted equity securities are non-current.

(All amounts are expressed in thousands of Ghana Cedis)

21. Other assets

	Group		Bank	
	2020	2019	**2020**	2019
Financial assets	**475,875**	602,060	**481,028**	647,534
Non-financial assets	**132,757**	121,184	**124,545**	117,082
	608,632	723,244	**605,573**	764,616
Financial assets				
Fees receivable	**92,581**	265,182	**92,034**	264,689
Due from affiliates	**74,705**	168,656	**74,705**	168,656
Sundry receivables	**317,144**	176,834	**322,844**	222,801
	484,430	610,672	**489,583**	656,146
Allowance for impairment	**(8,555)**	(8,612)	**(8,555)**	(8,612)
	475,875	602,060	**481,028**	647,534
Non-financial assets				
Prepayments	**132,757**	121,184	**124,545**	117,082

The movement in impairment allowance on other financial assets is as follows:

	Group		Bank	
	2020	2019	**2020**	2019
At 1 January	**8,612**	4,455	**8,612**	4,455
Change in impairment	**(57)**	4,157	**(57)**	4,157
At 31 December	**8,555**	8,612	**8,555**	8,612

22. Employee benefit obligation

The group has defined benefit plan of death scheme, post-employment medical benefit scheme and gratuity scheme.

Death scheme

The bank makes payment in respect of post-mortem, mortuary, transportation of corpse, coffin, and cash donation to the spouse and family of the deceased in the event of death of a serving employee.

Post-employment medical benefit

The bank provides medical benefit for former staff members who have served for a minimum of 15years and their dependants below the age of 21 years who have exited from Ecobank Ghana. The medical benefit is for a period of one year after leaving the Bank.

Gratuity scheme

The bank pays one and a half month's salary for each year of service, the total of which shall not exceed 24months gross salary and relocation allowance to staff who have served for minimum of 15years or 10years and has opted for early retirement.

A full and independent actuarial valuation was carried out at the end of the year using the Projected Unit Credit Method in accordance with IAS 19 revised by

	Group 2020	Bank 2020
Change in liability At 1 January	32,118	32,118
Service cost	2,916	2,916
Interest cost on plan liabilities	9,012	9,012
Employers contribution	7,898	7,898
Total amount recognised in profit or loss	19,826	19,826
Actuarial gain (recognised in other comprehensive income)	(8,639)	(8,639)
Benefits paid	(2,026)	(2,026)
Net defined benefit liability as at 31 December	41,279	41,279
The major assumption used by the actuaries are as follows;		
Discount rate	21%	21%
Inflation rate	9%	9%
Medical inflation rate	12%	12%
Mortality loading rate	10%	10%
Salary increment rate	9.5%	9.5%

23(a). Investment in subsidiaries

	Ordinary shares %	2020	2019
Ecobank Investment Managers Limited	100	11,250	11,350
Ecobank Leasing Company Limited	100	1,000	1,000
Ecobank Venture Capital Fund 1 Company Limited	100	16,421	16,421
Ecobank Capital Advisors Limited	100	-	100
Pan African Savings and Loans Company Limited	95.02	11,212	9,212
		39,883	38,083

The subsidiaries are incorporated and domiciled in Ghana.

23(b). Investment in associate

In 2019, the Bank increased its stake in Pan African Savings and Loans Company Limited, a company incorporated in Ghana which provides microfinance to small and medium-sized enterprises to 94% during the year and obtained controlling interest in the entity. The entity is therefore treated as a subsidiary and consolidated in the financial statements.

	Group		Bank	
	2020	2019	2020	2019
At 1 January	-	9,849	-	4,841
Share of associate profit	-	-	-	-
Derecognition of associate on acquisition of control	-	(9,849)	-	(4,841)
At 31 December	-	-	-	-

(All amounts are expressed in thousands of Ghana Cedis)

24. Non-current assets held for sale

	Group		Bank	
	2020	2019	**2020**	2019
At 1 January	**28,327**	26,375	**28,327**	26,375
Transfer from property and equipment	**4,343**	–	**4,343**	–
Addition	**–**	1,952	**–**	1,952
At 31 December	**32,670**	28,327	**32,670**	28,327

25. Leases

The statement of financial position shows the following amounts in relation to leases:

		Group		Bank	
		2020	2019	**2020**	2019
a)	Right of use assets				
	Buildings	**42,052**	86,142	**37,518**	75,130
b)	Lease liabilities				
	Current	**5,258**	19,079	**2,508**	17,116
	Non-current	**47,176**	61,812	**44,980**	55,451
		52,434	80,891	**47,488**	72,567

Additions to right of use for Group and Bank in 2020 was GH¢10,456,858 and GH¢10,314,134 respectively. (2019: Group - GH¢ 2,589,000 and Bank - GH¢ 1,369,559).

Derecognition of leases for Group and Bank in 2020 was GH¢ 14,903,224 and GH¢ 12,393,490 respectively (2019: Nil).

The statement of comprehensive income shows the following amounts relating to leases:

	Group		Bank	
	2020	2019	**2020**	2019
Depreciation charge of right-of-use assets	**13,509**	21,621	**11,748**	20,101
Interest expense	**4,847**	4,951	**3,607**	4,831
Principal elements of lease payments	**19,169**	18,633	**16,758**	17,027

(All amounts are expressed in thousands of Ghana Cedis)

26. Intangible assets

Group

At 31 December 2020

Cost	Software	Capital work in progress	Total
At 1 January 2020	45,462	61,397	106,859
Additions	26,674	–	26,674
Transfer	61,397	(61,397)	–
At 31 December 2020	133,533	–	133,533
Accumulated amortisation			
At 1 January 2020	39,267	–	39,267
Amortisation expense	9,495	–	9,495
At 31 December 2020	48,762	–	48,762
Net book amount	**84,771**	–	**84,771**

(All amounts are expressed in thousands of Ghana Cedis)

	Software	Capital work in progress	Total
Group			
At 31 December 2019			
Cost			
At 1 January 2019	44,270	17,625	61,895
Additions	1,192	43,772	44,964
At 31 December 2019	45,462	61,397	106,859
Accumulated amortisation			
At 1 January 2019	35,312	–	35,312
Amortisation expense	3,955	–	3,955
At 31 December 2019	39,267	–	39,267
Net book amount	6,195	61,397	67,592
Bank			
At 31 December 2020			
Cost			
At 1 January 2020	45,007	61,397	106,404
Additions	26,523	–	26,523
Transfer	61,397	(61,397)	–
At 31 December 2020	132,927	–	132,927
Accumulated amortisation			
At 1 January 2020	39,077	–	39,077
Amortisation expense	9,310	–	9,310
At 31 December 2020	48,387	–	48,387
Net book amount	84,540	–	84,540
Bank			
At 31 December 2019			
Cost			
At 1 January 2019	44,270	17,625	61,895
Additions	737	43,772	44,509
At 31 December 2019	45,007	61,397	106,404
Accumulated amortisation			
At 1 January 2019	35,312	–	35,312
Amortisation expense	3,765	–	3,765
At 31 December 2019	39,077	–	39,077
Net book amount	5,930	61,397	67,327

(All amounts are expressed in thousands of Ghana Cedis)

27. Property and equipment

Group	Land & buildings	Furniture & equipment	Computers	Motor vehicles	Work in progress	Total
Cost						
At 1 January 2020	414,410	83,783	67,373	23,783	5,788	595,137
Additions	5,757	6,570	5,875	8,425	550	27,177
Transfers	1,860	833	628	–	(3,321)	–
Disposals	–	–	(141)	(4,820)	–	(4,961)
Transfer to non-current assets held for sale	(4,343)	–	–	–	–	(4,343)
Revaluation	127,717	–	–	–	–	127,717
At 31 December 2020	545,401	91,186	73,735	27,388	3,017	740,727
Accumulated depreciation						
At 1 January 2020	21,264	66,077	57,635	20,095	–	165,071
Charge for the year	10,318	7,865	6,765	2,246	–	27,194
Released on disposals	–	–	(141)	(4,820)	–	(4,961)
Revaluation	(31,370)	–	–	–	–	(31,370)
At 31 December 2020	212	73,942	64,259	17,521	–	155,934
Net book amount At 31 December 2020	**545,189**	**17,244**	**9,476**	**9,867**	**3,017**	**584,793**
At 31 December 2019						
Cost						
At 1 January 2019	414,410	82,597	67,180	21,701	1,147	587,035
Additions	–	6,518	6,030	2,687	4,641	19,876
Disposals	–	(5,332)	(5,837)	(605)	–	(11,774)
At 31 December 2019	414,410	83,783	67,373	23,783	5,788	595,137
Accumulated depreciation						
At 1 January 2019	11,363	62,695	53,442	16,519	–	144,019
Charge for the year	9,901	8,714	10,030	4,007	–	32,652
Released on disposals	–	(5,332)	(5,837)	(431)	–	(11,600)
At 31 December 2019	21,264	66,077	57,635	20,095	–	165,071
Net book amount At 31 December 2019	393,146	17,706	9,738	3,688	5,788	430,066

(All amounts are expressed in thousands of Ghana Cedis)

Bank	Land & buildings	Furniture & equipment	Computers	Motor vehicles	Work in progress	Total
Cost						
At 1 January 2020	414,410	82,201	65,406	23,414	5,689	591,120
Additions	2,306	6,329	5,549	8,433	551	23,168
Transfers	1,860	833	530	–	(3,223)	–
Disposals	–	–	(141)	(4,820)	–	(4,961)
Transfer to non-current assets held for sale	(4,343)	–	–	–	–	(4,343)
Revaluation	127,717	–	–	–	–	127,717
At 31 December 2020	541,950	89,363	71,344	27,027	3,017	732,701
Accumulated depreciation						
At 1 January 2020	21,264	64,829	56,601	19,935	–	162,629
Charge for the year	10,106	7,659	6,320	2,148	–	26,233
Disposals	–	–	(141)	(4,820)	–	(4,961)
Revaluation	(31,370)	–	–	–	–	(31,370)
At 31 December 2020	–	72,488	62,780	17,263	–	152,531
Net book amount At 31 December 2020	**541,950**	**16,875**	**8,564**	**9,764**	**3,017**	**580,170**
At 31 December 2019						
Cost						
At 1 January 2019	414,410	82,412	65,694	21,702	1,048	585,266
Additions	–	5,123	5,041	2,317	4,641	17,122
Disposals	–	(5,334)	(5,329)	(605)	–	(11,268)
At 31 December 2019	414,410	82,201	65,406	23,414	5,689	591,120
Accumulated depreciation						
At 1 January 2019	11,363	62,023	52,349	16,518	–	142,253
Charge for the year	9,901	8,140	9,581	3,848	–	31,470
Released on disposals	–	(5,334)	(5,329)	(431)	–	(11,094)
At 31 December 2019	21,264	64,829	56,601	19,935	–	162,629
Net book amount At 31 December 2019	393,146	17,372	8,805	3,479	5,689	428,491

(All amounts are expressed in thousands of Ghana Cedis)

a) Cost component of revalued property

If land and buildings were stated on the historical cost basis, the amounts would be as follows:

	Group		Bank	
	2020	2019	**2020**	2019
Cost	**86,603**	86,603	**86,603**	86,603
Accumulated depreciation	**(19,897)**	(9,996)	**(19,897)**	(9,996)
Net book amount	**66,706**	76,607	**66,706**	76,607

b) Disposal of property and equipment

	Group 2020	Group 2019	Bank 2020	Bank 2019
Gross value	**4,961**	11,774	**4,961**	11,268
Accumulated depreciation	**(4,961)**	(11,600)	**(4,961)**	(11,094)
Net book amount	**-**	174	**-**	174
Sales proceeds	**(1,012)**	(210)	**(1,012)**	(210)
Gain on disposal of property and equipment	**(1,012)**	(36)	**(1,012)**	(36)

28. Deposits from banks

	Group 2020	Group 2019	Bank 2020	Bank 2019
Money market deposits from local banks and financial institutions	**1,004,100**	676,789	**1,417,910**	676,789
Money market deposits from foreign banks	**72,058**	519,016	**72,058**	519,016
	1,076,158	1,195,805	**1,489,968**	1,195,805

29. Deposits from customers

	Group 2020	Group 2019	Bank 2020	Bank 2019
Current accounts	**8,739,872**	7,158,379	**8,738,577**	7,454,585
Cash collateral	**746,369**	681,516	**389,255**	681,516
Savings account	**1,812,046**	1,297,592	**1,752,381**	1,297,592
Time deposit	**506,229**	591,271	**506,229**	291,347
Private placements	**-**	-	**-**	-
	11,804,516	9,728,758	**11,386,442**	9,725,040
Current	**10,260,163**	8,455,971	**10,247,377**	8,752,177
Non-current	**1,544,353**	1,272,787	**1,139,065**	972,863
	11,804,516	9,728,758	**11,386,442**	9,725,040

The twenty largest depositors constituted 24.41% (2019: 28.32%) of the total deposits at the year-end.

(All amounts are expressed in thousands of Ghana Cedis)

30. Borrowings

2020 – Group and Bank

	At 1 January	Repayment	At 31 December
European Investment Bank	58,594	(16,073)	42,521
	58,594	**(16,073)**	**42,521**
Current			**42,521**
			42,521

2019 – Group and Bank

	At 1 January	**Interest**	**Repayment**	**Exchange differences**	**At 31 December**
International Finance Corporation	96,781	5,667	(102,448)	–	–
Ghana Export – Import Bank	147	1	(148)	–	–
European Investment Bank	66,015	3,871	(1,753)	(9,539)	58,594
	162,943	9,539	(104,349)	(9,539)	58,594
Current					19,744
Non-current					38,850
					58,594

31. Other liabilities

		Group		**Bank**
	2020	2019	**2020**	2019
Bankers drafts and managers cheques	**9,822**	10,506	**9,822**	10,506
Point of sale terminals	**1,817**	726	**1,817**	726
Accruals	**233,534**	177,788	**232,099**	177,179
Payables and sundry liabilities	**153,639**	158,557	**117,157**	158,399
Provisions	**86,476**	32,862	**86,476**	32,862
	485,288	380,439	**447,371**	379,672
Provisions comprise:				
Legal proceedings	**74,948**	10,091	**74,948**	10,091
Impairment allowance on off balance sheet contracts	**10,718**	22,771	**10,718**	22,771
Specific operational loss	**810**	–	**810**	–
	86,476	32,862	**86,476**	32,862

(All amounts are expressed in thousands of Ghana Cedis)

32. Stated capital

	No. of shares		Proceeds	
	2020	2019	**2020**	**2019**
Bank				
Authorised:				
Ordinary shares of no-par value	**500,000,000**	500,000,000		
Issued and fully paid				
Ordinary shares of no-par value	**322,551,209**	322,551,209	**416,641**	416,641

There is no liability and no call or instalment unpaid on any share. There is no share in treasury.

33. Retained earnings

The amount in retained earnings represents profits retained after appropriations. The balance is available for distribution to shareholders.

34. Statutory reserve

Statutory reserve represents cumulative amounts set aside from annual profits after tax in accordance with the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act 930). The movements are included in the statements of changes in equity.

35. Credit risk reserve

Credit risk reserve is the amount set aside from retained earnings to meet the minimum regulatory requirements in respect of allowance for credit losses for loans and advances to customers in accordance with the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act 930). The movement in credit risk reserve is included in the statement of changes in equity.

	Group		Bank	
	2020	2019	**2020**	2019
Bank of Ghana provision	**344,529**	159,198	**337,716**	159,198
IFRS allowances for impairment on loans (Note 19)	**(332,215)**	(325,880)	**(325,402)**	(321,118)
Credit risk reserve At 31 December	**12,314**	–	**12,314**	–

(All amounts are expressed in thousands of Ghana Cedis)

36. Other reserves

The following table shows a breakdown of 'other reserves' and the movements in these reserves during the year.

Group and Bank	Revaluation surplus	Financial other at FVOCI	Post employment benefit obligation	Total reserves
At 1 January 2020	109,782	10,135	–	119,917
Revaluation (gross)	159,087	99,535	8,639	267,261
Deferred income tax charge	(30,623)	(24,039)	(2,160)	(56,822)
At 31 December 2020	**238,246**	**85,631**	**6,479**	**330,356**

Group and Bank				
At 1 January 2019	109,782	-	–	109,782
Revaluation (gross)	–	13,514	–	13,514
Deferred income tax charge	–	(3,379)	–	(3,379)
At 31 December 2019	109,782	10,135	–	119,917

37. Non-controlling interest

The Bank increased its stake in Pan African Savings and Loans Company Limited to 95.02% during the year and obtained controlling interest in the entity. Non-controlling interest is attributable to the 4.98% stake in the Company which is held by other shareholders.

Summarised statement of financial position	2020	2019
Assets		
Cash and bank balances	**41,116**	25,383
Loans and advances to customers	**58,320**	50,981
Other current and non-current assets	**14,705**	18,849
Total assets	**114,141**	95,213
Liabilities		
Deposits from customers	**90,173**	71,229
Other current and non-current liabilities	**8,076**	10,146
Total liabilities	**98,249**	81,375
Net assets	**15,892**	13,838
Accumulated non-controlling interest	**571**	585
Summarised statement of comprehensive income		
Revenue	**31,762**	35,742
(Loss)/profit after tax	**(273)**	1,616
Other comprehensive income	**–**	–
Total comprehensive income	**(273)**	1,616
(Loss)/profit allocated to non-controlling interest	**(14)**	97

(All amounts are expressed in thousands of Ghana Cedis)

38. Cash generated from operations

	Group		Bank	
	2020	2019	**2020**	2019
Profit before tax	**782,240**	642,496	**773,737**	635,029
Depreciation and amortisation	**50,198**	58,228	**47,291**	55,336
Impairment	**(6,084)**	140,890	**(8,135)**	140,385
Unrealised (gains)/losses on leases- net	**1,543**	2,983	**1,543**	2,983
Gain on disposal of property and equipment	**(1,012)**	(36)	**(1,012)**	(36)
IFRS 16 initial impact	**-**	(21,081)	**-**	(18,359)
Derecognition of leases	**14,903**	-	**12,393**	-
Interest expense on leases	**4,847**	4,951	**3,607**	4,831
Changes in operating assets and liabilities				
Loans and advances	**396,176**	(1,387,152)	**387,462**	(1,350,810)
Other assets	**114,669**	(494,697)	**159,100**	(524,266)
Other liabilities	**101,435**	(737,617)	**64,285**	(734,075)
Deposits from banks	**(119,647)**	991,310	**294,163**	991,310
Deposits from customers	**2,075,758**	2,119,917	**1,661,402**	2,097,957
Non-current assets held for sale	**-**	(1,952)	**-**	(1,952)
Decrease in investments in associate	**-**	9,849	**-**	-
Mandatory reserves	**52,572**	(443,200)	**61,589**	(443,200)
Placements	**36,336**	160,292	**18,072**	160,292
Cash generated from operations	**3,503,934**	1,045,181	**3,475,497**	1,015,425

39. Contingent liabilities and commitments

Legal proceedings

There are legal proceedings against the Bank. Except as indicated in note 31, there are no contingent liabilities as at 31 December 2020 associated with legal actions as professional advice indicates that it is unlikely that any significant loss will arise (2019: Nil).

Capital commitments

At the reporting date, the Group and the Bank had no capital commitments (2019: Nil) in respect of authorised and contracted projects.

(All amounts are expressed in thousands of Ghana Cedis)

Off balance sheet items

The contractual amounts of the Group's and Bank's off-balance sheet financial instruments that commit it to extend credit to customers, guarantees and other facilities are as follows:

	Group		Bank	
	2020	2019	**2020**	2019
Letters of guarantee	**1,184,757**	756,796	**1,184,757**	756,796
Letters of credit	**983,383**	964,492	**983,383**	964,492
Loan commitments	**740,465**	1,061,087	**740,465**	1,061,087
Gross off balance sheet exposure	**2,908,605**	2,782,375	**2,908,605**	2,782,375
Provision for expected credit loss	**(10,871)**	(22,771)	**(10,871)**	(22,771)
Net off balance sheet exposure	**2,897,734**	2,759,604	**2,897,734**	2,759,604

The movement on impairment allowance on off balance sheet items are as follows;

	Group		Bank	
	2020	2019	**2020**	2019
At 1 January	**22,771**	50,481	**22,771**	50,481
Change in impairment	**(12,053)**	(27,710)	**(12,053)**	(27,710)
At 31 December	**10,718**	22,771	**10,718**	22,771

(All amounts are expressed in thousands of Ghana Cedis)

(All amounts are expressed in thousands of Ghana Cedis)

40. Related party transactions

Parties are considered to be related if one party has control or significant influence over the other party or is a member of its key management personnel. The Bank is a subsidiary of Ecobank Transnational Incorporation (ETI).

	2020	2019
a) Transactions carried out with related parties		
Interest income on placements		
Placements with ETI affiliates	10,771	23,439
Placements with subsidiaries	273	–
	11,044	23,439
Interest on loans to subsidiaries	1,296	2,034
	12,340	25,473
Interest expense on borrowings		
Borrowings from ETI	4,330	1,084
Borrowings from ETI affiliates	9,040	9,303
Borrowings from subsidiaries	82,730	89,311
	96,100	99,698
b) Due from related parties		
Placements with ETI affiliates	28,843	263,316
Placements with subsidiaries	25,267	-
Loans to subsidiaries	7,493	10,953
Expenses paid on behalf of ETI affiliates	62,708	61,481
	124,311	335,750
c) Due to related parties		
Borrowings from ETI affiliates	289,450	127,275
Borrowings from subsidiaries	386,633	313,136
Expenses incurred on behalf of affiliates	79,784	48,958
	755,867	489,369

d) Transactions with Directors

Emoluments, pensions and other compensation of directors was GH¢1.869 million. Remuneration paid to non-executive directors in the form of fees, allowances and other related expenses are disclosed in Note 15.

e) Loans to Non-Executive Directors and key management personnel

At the reporting date, loan balances due from non-executive directors and key management personnel were GH¢1.317 million and GH¢ 2.850 million respectively (2019: GH¢ 1.586 million and GH¢ 4.526 million).

(All amounts are expressed in thousands of Ghana Cedis)

41. Regulatory disclosures

(i) Non-performing loans ratio

The percentage of gross non-performing loans (“substandard to loss”) was 6.20% (2019: 5.7%)

(ii) Compliance with statutory liquidity requirement

a) Default in Statutory Liquidity-1
b) Default in Statutory Liquidity-Sanction GH¢ 27

(iii) Capital adequacy ratio

The capital adequacy ratio at the end of December 2020 was calculated as stated below:

Group	– 19.57%	(2019: 18.34%)
Bank	– 19.18%	(2019: 18.58%)

(iv) Liquid ratio

The key measure used by the Bank or Group for managing liquidity risk is the ratio of net liquid assets to deposits from customers. For this purpose, net liquid assets are considered as including cash and cash equivalents and investment grade debt securities for which there is an active and liquid market less any deposits from banks, debt securities issued, other borrowings and commitments maturing within the next month. The Bank’s ratio of net liquid assets to deposits from customers at the reporting date was 104.84% (2019: 87.85%).

42. Business segments

The Group’s operating segments are reported in a manner consistent with internal reporting to management, which has responsibility for allocating resources and measuring performance of operating segments. The Group’s operating segments offer different products and services and are managed separately based on the Group’s management and internal reporting structure. The three operating segments as described below:

a) Consumer banking – This focuses on individual who are grouped into premier, advantage (personal banking) and classic & youth banking (direct banking)
b) Commercial Banking – This is Business Banking and Medium Local Corporates with the following sub-segments SMEs, Medium Local corporates and Non-government public sector (schools, faith, NGOs & professional bodies)
c) Corporate banking – Specialises in serving the public sector, multinational institutions, financial institutions/international organisations and the Regional Corporate segment of the market.
d) Other – This is comprised of fixed income trading, currencies and commodities and custody business.

Management monitors the operating results of these business units separately for the purposes of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss. All transactions between business segments are conducted on an arm’s length basis, with intra-segment revenue and costs being eliminated on consolidation. Income and expenses directly associated with each segment are included in determining business segment performance in accordance with IFRS 8.

(All amounts are expressed in thousands of Ghana Cedis)

	Consumer Banking	Commercial Banking	Corporate Banking	Other	Total
At 31 December 2020					
Net interest income	441,372	224,812	389,753	313,044	1,368,981
Net fee and commission income	76,810	79,810	90,603	8,666	255,889
Net trading income	27,709	51,227	45,321	51,063	175,320
Other operating income	24,585	2,067	21,108	367	48,127
Other revenue	–	–	–	67	67
Revenue	570,476	357,916	546,785	373,207	1,848,384
Net impairment loss on financial assets	(27,293)	9,365	(119,792)	(42,533)	(180,253)
Net operating income	543,183	367,281	426,993	330,674	1,668,131
Staff expenses	(108,220)	(96,461)	(121,933)	(57,508)	(384,122)
Depreciation and amortisation	(18,266)	(12,487)	(19,106)	(339)	(50,198)
Other operating expenses	(163,547)	(122,108)	(115,922)	(49,994)	(451,571)
Operating Profit	253,150	136,225	170,032	222,833	782,240
Share of profit of associate (net of tax)					
Profit before tax	253,150	136,225	170,032	222,833	782,240
Tax expense	(75,945)	(40,868)	(51,009)	(64,544)	(232,366)
Profit for the year	177,205	95,357	119,023	158,289	549,874
Segment loans	913,188	709,555	3,355,054	–	4,977,797
Segment Deposits	4,985,188	2,842,054	3,977,274	–	11,804,516

The Group's operations are based in Ghana. There are no separately distinguishable geographical segments.

43. Earnings per share

Basic and diluted earnings per share is calculated by dividing the net profit attributable to equity holders of the Bank by the weighted average number of ordinary shares in issue during the year.

	Group		Bank	
	2020	2019	**2020**	2019
Profit attributable to equity holders of the Bank	**549,888**	444,849	**543,817**	441,947
Weighted average number of ordinary shares	**322,551**	322,551	**322,551**	322,551
Basic earnings per share (expressed in Ghana pesewas per share)	**170**	141	**169**	140
Diluted earnings per share (expressed in Ghana pesewas per share)	**170**	141	**169**	140

There is no potential dilution on basic earnings per share.

44. Dividend per share

At the forthcoming meeting of shareholders, the directors will recommend a dividend payment GH¢0.55 per share (2019: GH¢ 0.30).

(All amounts are expressed in thousands of Ghana Cedis)

45. Corporate social responsibility

Ecobank recognises the role communities play in ensuring the Group remains in business. Giving back to these communities is a core objective for the Group at both the corporate and individual levels. During the year, the Group continued with its corporate social responsibility (CSR) programs with a key focus on education, health, financial inclusion and others. A total of GH¢ 2.123 million (2019: GH¢751,000) was committed to CSR activities in the year.

46. Non-compliance with sections of the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act 930)

During the year, the Central Bank imposed penalties on the Bank for breaching certain Sections of Act 930. The total amount of fine was GH¢ 2,594,491.

During the year, the Bank's exposure to connected persons in one instance was 14% of the Bank's net owned funds, in breach of the 10% requirement under Section 62(2).

The Bank's subsidiary Pan African Savings and Loans Company Limited breached the 10% requirement under Section 29(2), between April 2020 and November 2020.

Shareholders' Information

Number of shareholders

The Bank's shareholders are distributed as follows:

	2020		2019	
Category	No. of Holders	% of Shares Held	No. of Holders	% of Shares Held
1 – 1000	12,153	1.08	12,141	1.08
1001 – 5000	1,135	0.67	1,150	0.68
5001 – 10,000	154	0.32	159	0.33
10,000 and over	215	97.93	210	97.91
Total	**13,657**	**100**	**13,660**	**100**

Directors' shareholding

The Directors named below held the following number of shares in the Bank at 31 December 2020:

	No. of shares	% holding
Terence Ronald Darko	88,000	0.027
Daniel Nii Kwei Kumah Sackey	32,777	0.010
Edward Nartey Botchway	2,516	0.001
Total	**123,293**	**0.038**

APPENDIX II

Twenty largest shareholders

No.	Name	No. of Shares	%age
1	ECOBANK TRANSNATIONAL INCORPORATED	222,342,927	68.93
2	SOCIAL SECURITY AND NATIONAL INSURANCE TRUST	52,280,644	16.21
3	COFIPA-SA COMPAGNIE AFRICAINE DE FINANCEMENT ET DE PARTICIP TION-HOLDING	7,587,168	2.35
4	AFRICAN TIGER HOLDING LIMITED	4,847,783	1.50
5	GHANA REINSURANCE COMPANY LTD GENERAL BUSINESS	4,291,309	1.33
6	SCGN/JPMC RE DUET AFRICA OPPORTUNITIES MASTER FUND , IC GTI:AEX26	4,118,364	1.28
7	SCGN/CITIBANK LONDON HOLBERG RURIK VERDIPAPIRFONDET	1,274,770	0.40
8	SCGN / ENTERPRISE LIFE ASS. CO. POLICY HOLDERS	1,189,146	0.37
9	TEACHERS FUND	1,149,560	0.36
10	SCGN/JP MORGAN CHASE DUET GAMLA LIV AFRICA OPPORTUNITIES FUND IC	1,100,000	0.34
11	ZBGC/CEDAR PROVIDENT FUND	961,057	0.30
12	ZBGC/CEDAR PENSION FUND	944,549	0.29
13	EDC/TEACHERS EQUITY FUND	841,151	0.26
14	SCGN/ENTERPRISE TIER 2 OCCUPATIONAL PENSION SCHEME	802,491	0.25
15	ZBGC/AXIS PENSION PLAN	528,273	0.16
16	SECURE PENSIONS OCCUPATIONAL MASTER TRUST SCHEME	502,682	0.16
17	HFCN/ COCOBOD TIER 3 PENSION SCHEME - ALLOCA ICAM	444,533	0.14
18	ENTERPRISE TIER 2 OCCUPATIONAL PENSION SCHEME	385,026	0.12
19	SCGN/'EPACK INVESTMENT	361,200	0.11
20	GES OCCUPATIONAL PENSION- IC ASSET MANAGERS	350,620	0.11
	Others	16,247,956	5.04
	Total	**322,551,209**	**100**

Five-year Financial Summary

(All amounts are expressed in thousands of Ghana Cedis)

Group	2020	2019	2018	2017	2016
	GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Income statement					
Revenue	**1,848,384**	1,585,687	1,307,498	1,116,845	1,206,657
Profit before tax	**782,240**	642,496	506,251	358,383	462,676
Profit after tax	**549,888**	444,849	339,968	253,645	327,896
Dividend paid	**96,765**	–	–	–	240,447
Statement of financial position					
Loans and advances to customers	**4,977,797**	5,380,308	4,149,511	2,685,468	3,480,544
Customer deposits	**11,804,516**	9,728,758	7,608,841	6,541,648	5,416,916
Total assets	**15,950,616**	13,228,797	10,454,765	9,098,038	8,056,870
Shareholder equity	**2,447,858**	1,784,310	1,326,219	1,036,825	964,076
Statistics					
Dividend per share in pesewas	**55**	30	–	–	82
Earnings per share in pesewas	**170**	141	110	87	112
ROAE (%)	**26**	25	30	25	35
ROAA (%)	**3.8**	3.4	4.0	3.0	4.4

Value Added Statement

For the year ended 31 December	Group 2020 GH¢'000	Group 2019 GH¢'000	Bank 2020 GH¢'000	Bank 2019 GH¢'000
Interest earned and other operating income	1,416,096	1,106,415	1,376,120	1,063,298
Direct cost of services	(451,571)	(311,643)	(439,516)	(297,767)
Value added by banking services	964,525	794,772	936,604	765,531
Non-banking income	432,287	479,175	430,947	481,537
Impairments	(180,253)	(216,586)	(178,471)	(215,993)
Value added	1,216,559	1,057,361	1,189,080	1,031,075
To employees				
Directors (without executives)	1,869	2,252	1,869	2,252
Employees (including directors)	382,253	354,482	366,184	338,458
To Government				
Income tax	232,366	197,550	229,920	193,082
To providers of capital				
Dividends to shareholders	-	-	-	-
To expansion and growth				
Depreciation	40,704	54,463	37,981	51,571
Amortisation	9,495	3,765	9,309	3,765
Retained earnings	549,874	444,849	543,817	441,947

Proxy Form

I/WE, ...being
A Member of the above-named Company hereby appoint .... or failing him/her the Chairman of the Meeting as my/our Proxy to vote on my/our behalf at the Annual General Meeting (AGM) of the Company to be held on 4th June,2021 at 10:30 am prompt....................................... **2021 at 10:30 am prompt**.

DATED THE .... **DAY OF**...................................... **2021**

....
MEMBER

This Form is to be used in favour of/against the Resolution set out in the Agenda.

ORDINARY RESOLUTIONS

	FOR	AGAINST
1. **TO ADOPT ACCOUNTS**	☐	☐
2. **TO DECLARE** a Dividend	☐	☐
3. **TO AUTHORISE** Directors to fix remuneration of the Auditors.	☐	☐

Please indicate with an "X" in the spaces above how you wish your vote to be cast. Unless otherwise instructed, the Proxy will vote as he thinks fit.

If executed by a body corporate, this Proxy Form should be completed by the signature of a duly authorized Officer and should be accompanied by a resolution in accordance with Section 11 of Schedule 8 of the Companies Act, 2019 (Act 992).

To be valid, this Proxy Form must be filled up, signed and lodged (together with any authority under which it is signed) with the Registrars at Ghana Commercial Bank, Registrar's Office, Thorpe Road, High Street, Accra not later than 3.00pm on Wednesday the 2nd day of June, 2021.

Draft Resolutions

Draft resolutions of annual general meeting of Ecobank Ghana Limited

Ordinary Resolutions

1. The General Meeting hereby adopts the Statement of Accounts of the company for the year ended the 31st day of December, 2020 together with the reports of the Directors and auditors thereon.

2. TThe General Meeting hereby approves the payment of dividend of GHS 0.55 per share and totaling GHS177,403,164.95 on the 25th of June, 2021 to members listed on the share register as of 14th May, 2021

3. The General Meeting hereby authorizes the Directors to fix the remuneration of the Auditors.

Holding Company and Subsidiaries

Group Office: Ecobank Transnational Incorporated
2, Avenue Sylvanus Olympio
B.P. 3261, Lomé – Togo
Tél. : (228) 221 03 03 / 221 31 68
Fax : (228) 221 51 19

1. Bénin
Rue du Gouverneur Bayol
01 B.P. 1280, Cotonou – Bénin
Tél. : (229) 21 31 30 69 / 21 31 40 23
Fax : (229) 21 31 33 85

2. Burkina Faso
49, Rue de l'Hôtel de Ville
01 B.P. 145
Ouagadougou 01 – Burkina Faso
Tél. : (226) 50 33 33 33 / 50 49 64 00
Fax : (226) 50 31 89 81

3. Burundi
6, Rue de la Science
B.P. 270, Bujumbura – Burundi
Tél. : (257) 22 22 63 51
Fax : (257) 22 22 54 37

4. Cameroun
Boulevard de la Liberté
B.P. 582
Douala – Cameroun
Tél. : (237) 33 43 82 51 – 53
(237) 33 43 84 88 – 89
Fax : (237) 33 43 86 09

5. Centrafrique
Place de la République
B.P. 910
Bangui – République Centrafricaine
Tél. : (236) 21 61 00 42
Fax : (236) 21 61 61 36

6. Cape Verde
Praça Infante D. Henrique, Nº 18
C.P. 374 / c Praia
Santiago – Cabo Verde
Tel: (238) 260 36 60
Fax: (238) 261 10 90

7. Congo
Rond point de la Coupole
B.P. 2485, Brazzaville – Congo
Tél. : (242) 600 04 04 / 547 00 35

8. Congo (République Démocratique)
Immeuble Future Tower
3642 Boulevard du 30 Juin
B.P. 7515, Kinshasa
Gombe – RD Congo
Tél. : (243) 99 60 16 000
Fax : (243) 99 60 17 070

9. Côte d'Ivoire
Immeuble Alliance
Avenue Terrasson de Fougères
01 B.P. 4107 – Abidjan 01
Côte d'Ivoire
Tél. : (225) 20 31 92 00
Fax : (225) 20 21 88 16

10. Gabon
214, avenue Bouet, 9ème Étage
B.P. 12111, Libreville – Gabon
Tél. : (241) 76 20 71 / 76 20 73
Fax : (241) 76 20 75

11. The Gambia
42 Kairaba Avenue
P.O. Box 3466
Serrekunda – The Gambia
Tel: (220) 439 90 31 – 33
Fax: (220) 439 90 34

12. Ghana
19 Seventh Avenue Ridge West
P.O. Box 16746
Accra North – Ghana
Tel: (233) 0302 68 11 66 – 67
Fax: (233) 0302 68 04 28

13. Guinée
Immeuble Al Iman
Avenue de la République
B.P. 5687
Conakry – Guinée
Tél. : (224) 30 45 57 77 / 76
Fax : (224) 30 45 42 41

14. Guinée-Bissau
Avenue Amilcar Cabral
B.P. 126, Bissau – Guinée-Bissau
Tél. : (245) 320 73 60 – 61
Fax : (245) 320 73 63

15. Kenya
Ecobank Towers
Muindi Mbingu Street
P.O. Box 49584, Code 00100
Nairobi – Kenya
Tel: (254) 20 288 3000
Fax: (254) 20 224 9670

16. Liberia
Ashmun and Randall Street
P.O. Box 4825
1000 Monrovia 10 – Liberia
Tel: (231) 727 72 77 / 697 44 94 – 6
Fax: (231) 701 22 90

17. Malawi
Ecobank House
Corner Victoria Avenue
and Henderson Street
Private Bag 389, Chichiri
Blantyre 3 – Malawi
Tel: (265) 01 822 099 / 808 / 681
Fax: (265) 01 820 583

18. Mali
Place de la Nation
Quartier du Fleuve
B.P. E1272
Bamako – Mali
Tél. : (223) 20 70 06 00
Fax : (223) 20 23 33 05

19. Niger
Angle Boulevard de la Liberté
et Rue des Bâtisseurs
B.P. 13804, Niamey – Niger
Tél. : (227) 20 73 71 81 – 83
Fax : (227) 20 73 72 03 – 04

20. Nigeria
Plot 21, Ahmadu Bello Way
P.O. Box 72688, Victoria Island
Lagos – Nigeria
Tel: (234) 1 2710391 – 5
Fax: (234) 1 2616568

21. Rwanda
Plot 314, Avenue de la Paix
P.O. Box 3268
Kigali – Rwanda
Tel: (250) 252 503580 – 8
Fax: (250) 252 50132

22. São Tomé e Principe
Edifício HB, Travessa do Pelourinho
C.P. 316
São Tomé – São Tomé e Príncipe
Tél. : (239) 222 21 41 / 222 50 02
Fax : (239) 222 26 72

23. Sénégal
8, Avenue Léopold Sédar Senghor
B.P. 9095
Centre Douanes
Dakar – Sénégal
Tél. : (221) 33 849 20 00
Fax: (221) 33 823 47 07

24. Sierra Leone
7 Lightfoot Boston Street
P.O. Box 1007
Freetown – Sierra Leone
Tel: (232) 22 221 704 / 227 801
Fax: (232) 22 290 450

25. Tanzania
Plot Nº 502 / 157 and 971 / 157
Uhuru Street, Mnazi Mmoja
Central Area
Dar-es-Salaam – Tanzania
Tel: (255) 22 213 7447
Fax: (255) 22 213 7446

26. Tchad
Avenue Charles de Gaulle
B.P. 87
N'Djaména – Tchad
Tél. : (235) 2252 43 14 / 21
Fax : (235) 2252 23 45

27. Togo
20, Avenue Sylvanus Olympio
B.P. 3302
Lomé – Togo
Tél. : (228) 221 72 14
Fax : (228) 221 42 37

28. Uganda
Plot 4, Parliament Avenue
P.O. Box 7368
Kampala – Uganda
Tel: (256) 417 700 100/ 102
Fax: (256) 312 266 079

29. Zambia
22768 Thabo Mbeki Road
P.O. Box 30705
Lusaka – Zambia
Tel: (260) 211 250 056 – 7
(260) 211 250 202 – 4
Fax: (260) 211 250 171

30. Zimbabwe
Sam Levy's Office Park
2 Piers Road, Box BW1464,
Borrowdale, Harare, Zimbabwe
Tel: (263-4) 851642-9 , 852252-69
Fax: (263-4) 851630/9
Tollfree: 0803 2 800 000

31. EBI SA Groupe Ecobank
Les Collines de l'Arche, Immeuble
Concorde F, 76 route de la Demi-Lune
92057 Paris La Défense Cedex
France
Tél. : (33) 1 70 92 21 00
Fax : (33) 1 70 92 20 90

32. Ecobank Dubai
Representative Office
Level 26d, Jumeirah Emirates Towers
Shaikh Zayed Road, P.O. Box 29926
Dubai – UAE
Tel: (971) 4 327 6996
Fax: (971) 4 327 6990

33. Ecobank Development Corporation (EDC)
2, Avenue Sylvanus Olympio
B.P. 3261, Lomé – Togo
Tél. : (233) 21 25 17 23
Fax : (233) 21 25 17 34

34. EDC Investment Corporation
Immeuble Alliance, 4ème étage
Avenue Terrasson de Fougères
01 B.P. 4107 – Abidjan 01
Côte d'Ivoire
Tél. : (225) 20 21 10 44 / 20 31 92 24
Fax : (225) 20 21 10 46

35. EDC Stockbrokers Limited
5 Second Ridge Link, North Ridge
P.O. Box 16746
Accra North – Ghana
Tel: (233) 21 25 17 23 / 24
Fax: (233) 21 25 17 20

36. EDC Securities Limited
Plot 21, Ahmadu Bello Way
P.O. Box 72688, Victoria Island
Lagos – Nigeria
Tel: (234) 1 761 3833 / 761 3703
Fax: (234) 1 271 4860

37. EDC Asset Management
Immeuble Alliance, 4ème étage
Avenue Terrasson de Fougères
01 B.P. 4107 – Abidjan 01
Côte d'Ivoire
Tél. : (225) 20 22 26 68

38. eProcess International SA
20, Avenue Sylvanus Olympio
B.P. 4385
Lomé – Togo
Tél. : (228) 222 23 70
Fax : (228) 222 24 34

39. EBI SA, Representative Office
2nd Floor, 20 Old Broad Street
London EC2N 1DP United Kingdom

Ecobank

The Pan African Bank

Ecobank Ghana Ltd
2 Morocco Lane
Off Independence Avenue – Accra Ghana
www.ecobank.com