

# 2020

## ANNUAL REPORT & ACCOUNTS



UBA Headquarters  
57 Marina, Lagos Nigeria



## ***We know our way around finance *in Africa****

United Bank for Africa Plc is a leading Pan-African financial Institution, offering banking services to more than twenty five million customers, across 1,000 business offices and customer touch points, in 20 African countries. With presence in New York, London and Paris, UBA is connecting people and businesses across Africa through retail, commercial and corporate banking, innovative cross-border payments and remittances, trade finance and ancillary banking services.



## Our Vision

To be the undisputed **leading and dominant financial services institution in Africa.**



## Our Mission

To be a role model for African businesses by **creating superior value for all stakeholders**, abiding by the utmost professional and ethical standards, and building an enduring institution.



## Who we are

UBA is ***"Africa's Global Bank"*** providing **Commercial Banking, Pension Custody and Related Financial Services** to its over 25 million corporate, commercial and retail customers, served through robust physical and electronic touch-points.



# CONTENTS

## 01 // Corporate Profile

Corporate Profile | 6  
Directors' Profile | 10  
Management Team Profile | 16

## 02 // Strategy & Business Review

Chairman's Statement | 26  
Chief Executive Officer's Report | 30  
Financial Commentary | 35

Sustainability and Responsibility | 44  
Corporate Social Responsibility | 50

## 03 // Sustainability & Responsibility

56 | Directors' Report  
62 | Complaints and Feedback  
66 | Corporate Governance Report  
74 | Statutory Audit Committee Report  
75 | Statement of Directors' Responsibility  
76 | Board Evaluation Report  
77 | Review of Corporate Governance Framework

## 04 // Governance

80 | Report of Independent Auditors  
84 | Statements of Comprehensive Income  
85 | Statements of Financial Position  
86 | Statements of Changes in Equity  
88 | Statements of Cash Flow  
89 | Notes to the Consolidated and Separate Financial Statements  
224 | Statements of Value Added  
225 | Five-year Financial Summary

## 05 // Financial Statements

## 06 // Investor Information

228 | Investor Information  
233 | Notice of AGM  
236 | Proxy Form  
237 | Shareholder Forms  
245 | Directors Retiring by Rotation and Seeking Re-election

## 07 // Corporate Information

248 | Leadership and Contact Details of Subsidiaries/Foreign Operations  
252 | Corporate Information  
253 | Shareholder Information



# About Us

---

Corporate Profile

Directors' Profile

Management Team Profile

# Corporate Profile

United Bank for Africa Plc (UBA) is a leading pan-African financial services group with presence in 20 African countries, as well as the United Kingdom, the United States of America and France.

UBA was incorporated in Nigeria as a limited liability company after taking over the assets of the British and French Bank Limited, which had been operating in Nigeria since 1949. The United Bank for Africa merged with Standard Trust Bank in 2005 and, from a single country operation founded in 1949 in Nigeria - Africa's largest economy, UBA has become one of the top providers of banking and other financial services on the African continent. The Bank provides services to over 25 million customers globally, through one of the most diverse service channels in Sub-Saharan Africa with over 1,000 branches and customer touch points and a robust online and mobile banking platform.

The shares of UBA are publicly traded on the premium board of the Nigerian Stock Exchange (NSE) and the Bank has a well-diversified shareholder base, which includes foreign and local institutional investors, as well as individual shareholders.



## PRODUCTS

UBA is a financial institution, offering a range of banking and pension fund custody services.



## MARKET

UBA has over 25 million customers in retail, commercial and corporate market segments spread across 23 countries, consisting of Nigeria, 19 other African countries, the United States of America, the United Kingdom and France.



## CHANNELS

UBA has one of the largest distribution networks in Africa. As at December 31, 2020, there were over 1,000 branches and customer touch points across Africa, 2,675 ATMs and over 49,000 POS machines fully deployed.



## STAFF

As at December 31, 2020, the Group had over 20,000 direct and support staff.



## ENTERPRISE

- Own the task
- Go the extra mile, solve problems
- Show initiative
- Break barriers
- Be innovative



## EXCELLENCE

- Be responsive and passionate
- Surpass customer's expectations always
- Maintain quality standards
- Be meticulous - make it simple always
- Be professional - integrity, friendly and genuine



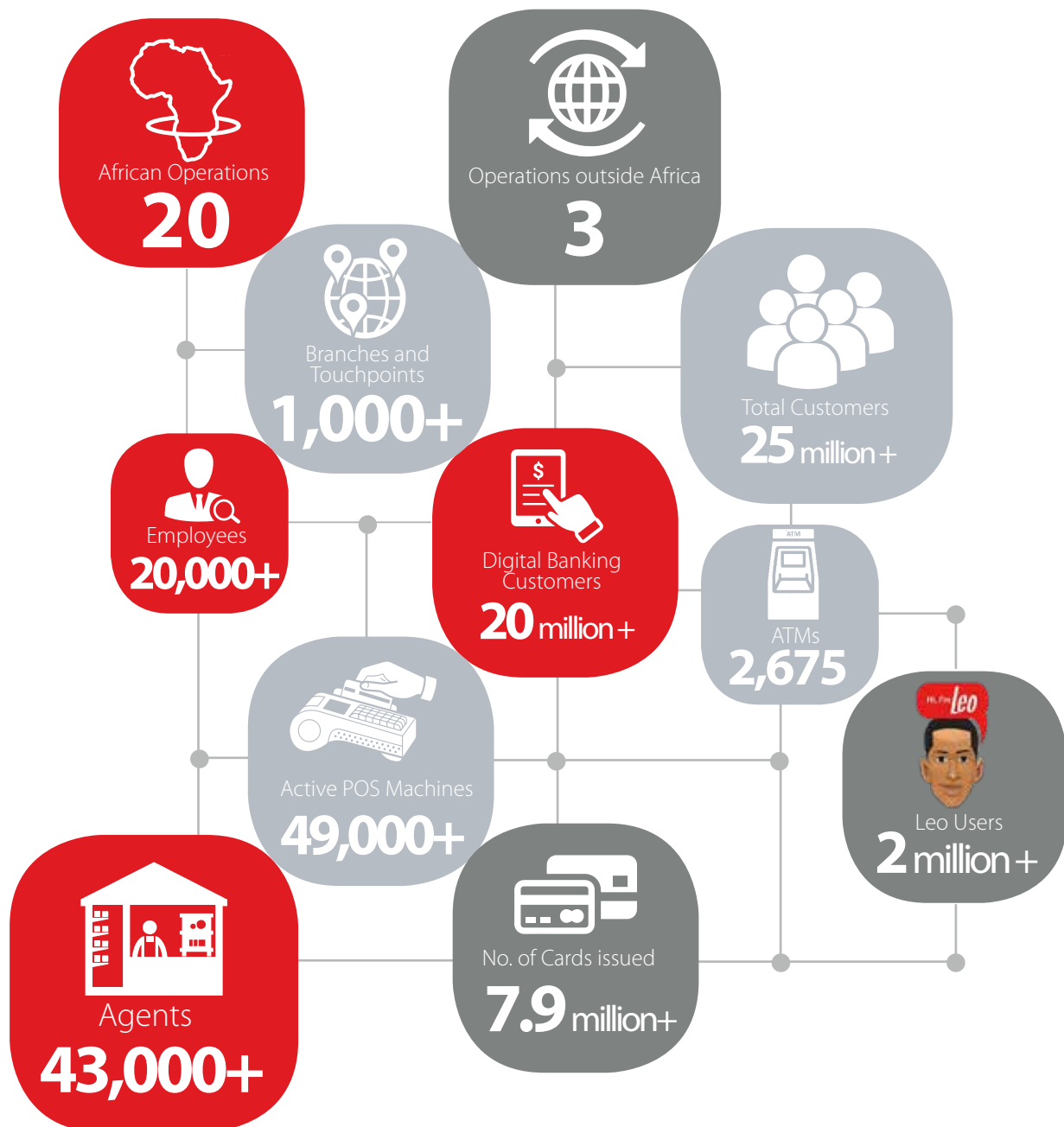
## EXECUTION

- Get it done
- Get it done now
- Get it done very well
- Always have the end in mind

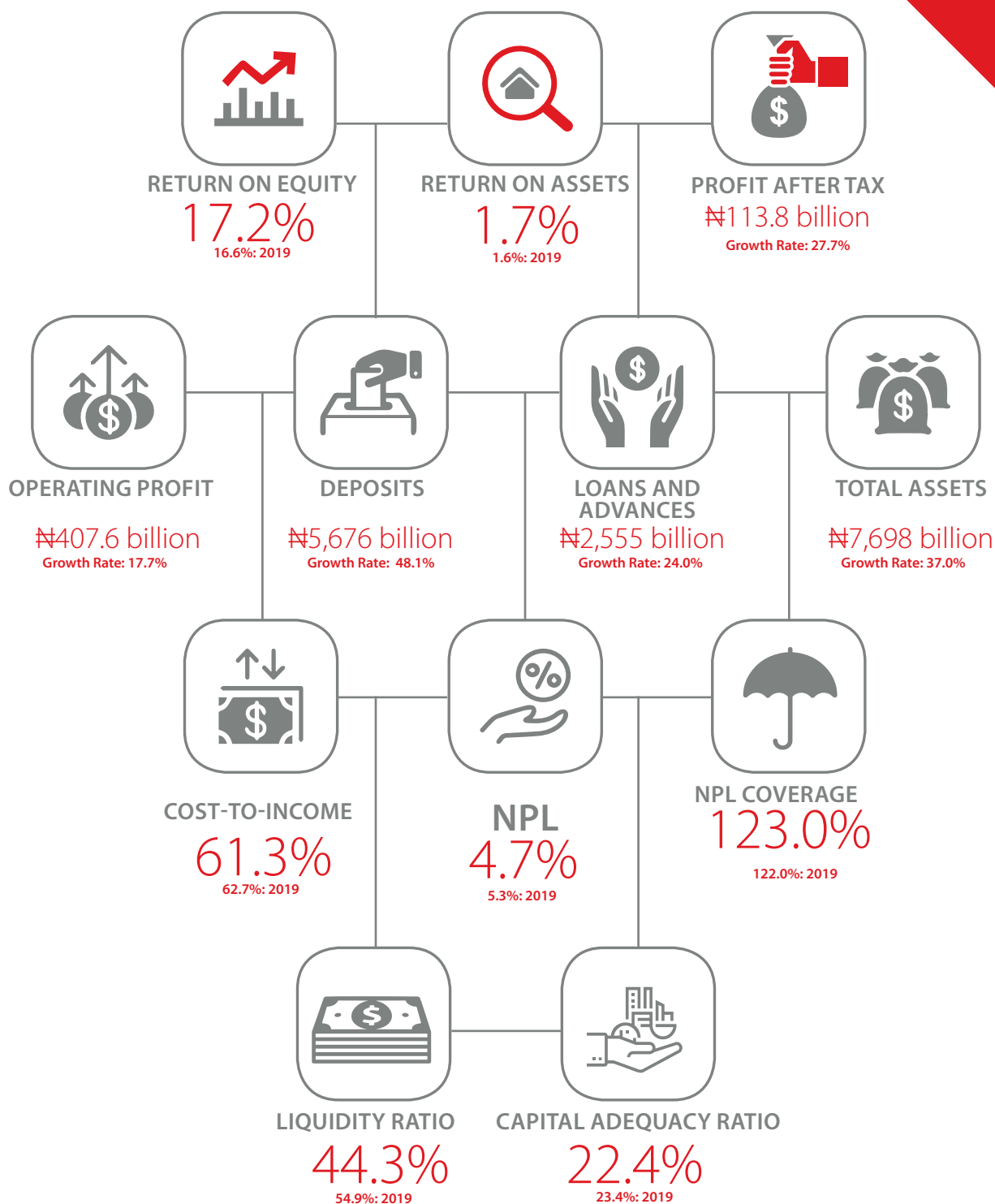


# Who WE ARE

We are focused on supporting people and businesses to succeed across Africa, Europe, and North America. Through our diverse range of products, services and channels, we help people fulfil their goals and enable businesses to prosper.



# Financial Summary

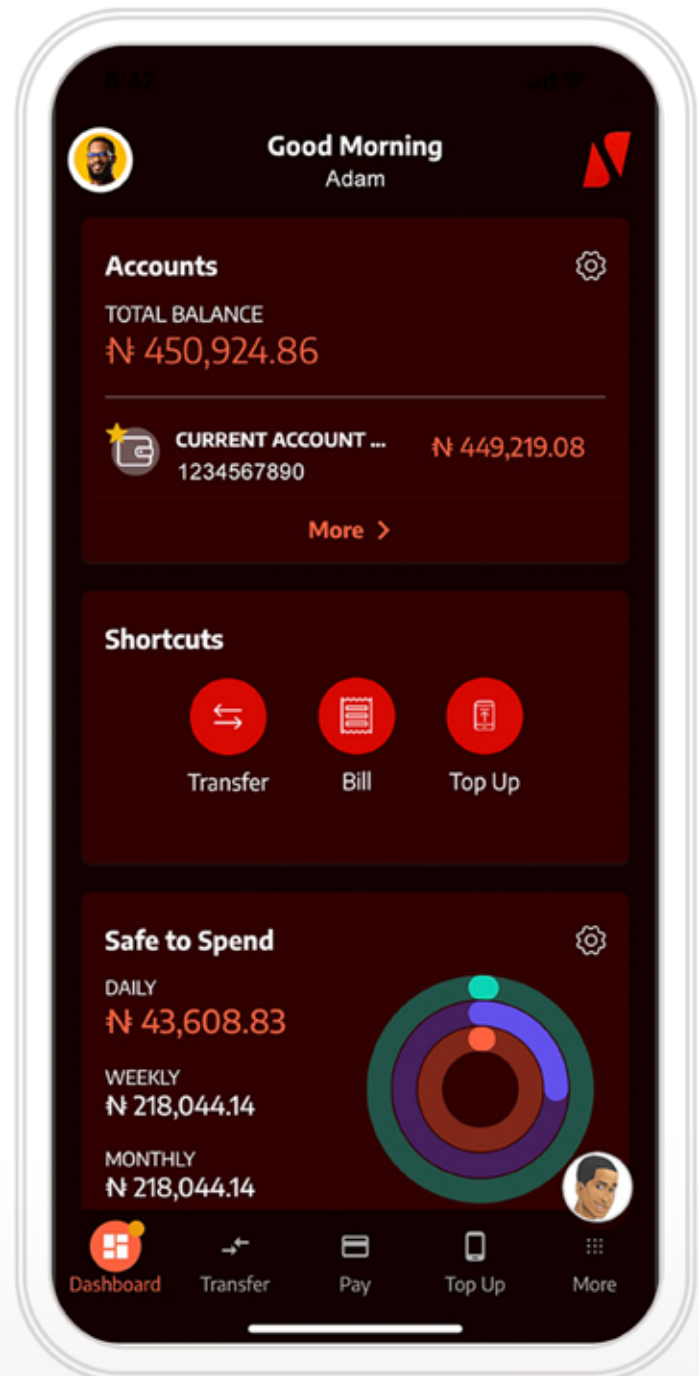




# Say hello to **The New UBA Mobile App**

It's the perfect blend of control,  
support, flexibility, and fun.

You can check your balance,  
make transfers, buy airtime, pay  
bills and save for your goals and  
more.



The New Digital Experience by UBA  
Coming soon on Internet Banking, 919 and Leo.

*#MadeForYou*

# Board of Directors



**Tony O. Elumelu,**  
**CON**  
**CHAIRMAN**

Tony O. Elumelu is one of Africa's leading investors and philanthropists.

He is the Founder and Chairman of Heirs Holdings, his family owned investment company committed to improving lives and transforming Africa, through long-term investments in strategic sectors of the African economy, including financial services, hospitality, power, energy, technology and healthcare.

Tony is the Chairman of pan-African financial services group, the United Bank for Africa (UBA), which operates in 20 countries across Africa, the United Kingdom, France, and is the only African bank with a commercial deposit taking presence in the United States. UBA provides corporate, commercial, SME and consumer banking services to more than 25 million customers globally. He also chairs Nigeria's largest quoted conglomerate, Transcorp whose subsidiaries include Transcorp Power, one of the leading producers of electricity in Nigeria and Transcorp Hotels Plc, Nigeria's foremost hospitality brand.

He is the Founder and Chairman of Heirs Oil & Gas, an upstream oil and gas company, whose assets include Nigerian oil block OML17 with a current production capacity of 27,000 barrels of oil equivalent per day and 2P reserves of 1.2 billion barrels of oil equivalent, with an additional 1 billion barrels of oil equivalent resources of further exploration potential. Heirs Oil & Gas is committed to creating resource based added value on the African continent.

Tony is the most prominent champion of entrepreneurship in Africa. In 2010, he created The Tony Elumelu Foundation (TEF), the pan-African philanthropy empowering a new generation of African entrepreneurs, catalysing economic growth, driving poverty eradication and driving job creation across all 54 African countries. Since inception, the Foundation has funded just over 10,000 entrepreneurs and created a digital ecosystem of over one million Africans, as part of a ten year, US\$100m commitment, implemented through its flagship Entrepreneurship Programme.

Self-funded, the Foundation is increasingly sharing its unique ability to identify, train, mentor and fund young entrepreneurs across Africa, with institutions such as the United Nations Development Programme, the International Committee of the Red Cross and other global development agencies. His businesses and Foundation are inspired by Tony's economic philosophy of Africapitalism, which positions the private sector, and most importantly entrepreneurs, as the catalyst for the social and economic development of the African continent.

Tony sits on a number of public and social sector boards, including the Global Advisory Council of the Harvard Kennedy School's Centre for Public Leadership, World Economic Forum Community of Chairmen and the Global Leadership Council of UNICEF's Generation Unlimited. In 2020, in recognition of his business leadership and economic empowerment of young African entrepreneurs, he was named in the Time100 Most Influential People in the World, and recognised with Belgium's oldest and highest royal order.



**Joe Keshi, OON**  
VICE CHAIRMAN

Ambassador Joe C. Keshi is currently the Vice Chairman of UBA Group. He is also the Chairman of Afrigrowth Foundation, Director General BRACED Commission, responsible for economic cooperation and integration among the core six south-south states of Nigeria. Co-chairman, Board of Patrons, Educational Cooperation Society and a member, Board of Trustees Lifestyle Medical Practitioners Association of Nigeria.

Before joining the Bank, Ambassador Keshi had a distinguished career in the diplomatic service of the Federal Republic of Nigeria ending up as the top career diplomat of the country, when he served as the head of the ministry in the capacity of the Permanent Secretary. He had also served as the Permanent Secretary, Cabinet Secretariat responsible for the meetings of the Federal Executive Council, presided over by the President.

During the course of his 35 years' diplomatic career, Ambassador Keshi served in about eight countries and various capacities,

including, Charge D 'Affairs, Embassy of Nigeria, The Netherlands, Consul General, Nigerian Consulate, Atlanta, USA, and held a number of management positions in the Ministry of Foreign Affairs of the Federal Republic of Nigeria. He was a member of various Nigerian delegation and participated in a number of bilateral, political and multinational economic negotiations including, being a member of an international team that negotiated the Peace Agreement that ended the ten years' civil war in Sierra Leone.

Ambassador Keshi earned his Bachelor of Science degree in Political Science from the University of Ibadan, Nigeria, Diploma in International Relations and Diplomacy from the Nigeria Institute of International Affairs, Lagos, Nigeria and his Master's degree in Public Administration and Development (with policy analysis, as area of policy concentration) from the Institute of Social Studies, The Hague, the Netherlands, (Erasmus University).



**Kennedy Uzoka**  
GROUP MANAGING  
DIRECTOR/CEO

Kennedy Uzoka is a renowned African business executive, with vast experience in banking, business development, financial and business advisory, strategic planning and execution as well as human resource management. He is an advocate of disruptive technology and has led many game changing innovations in the African banking industry over the past two decades of his career.

As Group Managing Director/CEO, Kennedy is responsible for the development and execution of UBA Group's business strategy, championing the vision to be the leading and dominant financial services institution in Africa. He has previously served as the Group Deputy Managing Director/CEO UBA Africa, with responsibility over the Group's subsidiaries in eighteen countries whilst also providing supervisory oversight on the Group's information technology and digital banking suites as well as the personal banking business.

A multiple award-winning student and professional, with strong customer service orientation, Kennedy sits on the Boards of reputable local and global institutions. He won the prestigious Zik Prize for Professional Leadership, chosen as a result of his outstanding contributions to the development and growth of the Banking and Financial Services Industry and unblemished

record of service as a banker of international repute. He has consistently led the Bank to set a year-on-year track record of profitability, wealth creation and innovative financial products across its operations in the African continent despite global economic challenges.

Under his leadership, UBA changed the face of e-banking on the African continent for the first time with the introduction of Leo – UBA's Chat Banker. The idea of Leo, which was birthed in 2018, was to enable customers make use of their social media accounts to carry out key banking transactions with ease. This is the first time ever that a financial institution in Africa evolved a one-stop solution to simplify the way customers transact, a key essential in today's fast-paced world with demands for quick-time transactions and response.

Kennedy holds a B.Sc. in Mechanical Engineering from the University of Benin and an MBA from the University of Lagos. He is an alumnus of the Advanced Management Program (AMP) of the Harvard Business School, Boston USA, the International Institute of Management Development (IMS) in Lausanne, Switzerland, and the London Business School, United Kingdom. Kennedy is also a Fellow of the Chartered Institute of Bankers of Nigeria (CIBN).



**Oliver Alawuba**  
DEPUTY MANAGING  
DIRECTOR, UBA AFRICA

Oliver Alawuba has over twenty years work experience in the banking industry and the academia. Oliver was at various times an Executive Director at Finbank Nigeria Plc (now FCMB Plc), MD/CEO of UBA Ghana Ltd, MD/CEO of UBA West Africa, Directorate Head, Public Sector and Personal Banking, Executive Director/Regional CEO, UBA Africa – Anglophone and Executive Director, East Bank. He is presently the Deputy Managing Director/CEO in charge of UBA Africa covering the 19 Country Subsidiaries outside Nigeria

Oliver has B.Sc and M.Sc degrees in Food Science and Technology and MBA in Banking and Finance. He is an alumnus of the AMP and SEP programmes of the prestigious Insead Business School France, and London Business School respectively.

He is also a Fellow of Nigerian Institute of Management and Honorary Senior Member of Chartered Institute of Bankers of Nigeria.



**Ayoku A. Liadi**  
DEPUTY MANAGING  
DIRECTOR, UBA NIGERIA

Prior to his recent appointment as the Deputy Managing Director, UBA Nigeria, Ayoku was an Executive Director of the bank in charge of Lagos and West between August 2016 and June 2020. He had his first degree in Business Management from the University of Nigeria, Nsukka. He is also a Chartered Accountant and a member of the Institute of Chartered Accountants of Nigeria (ICAN).

Before joining UBA Plc in 2014, he had over two decades of banking experience in Business Transformation, Relationship Management, Banking Operations, Risk Management and Financial Control. He was the Managing Director, Guaranty Trust

Bank, Sierra Leone Limited where he led the bank to win the most profitable bank in Sierra Leone in 2013, Financial Institution of the year in 2013, and The Most Customer-Focused Bank Award in 2012 by KPMG. He also had a stint at Zenith Bank and rose to the position of Deputy General Manager in 2006.

He has attended several courses in Banking, Strategy and Leadership at IMD Business School (Lausanne, Switzerland), The Kellogg School of Management (Illinois, USA), Cranfield School of Management, UK, Wits Business School, South Africa, amongst others.



**Chukwuma Nweke**  
EXECUTIVE DIRECTOR,  
GROUP CHIEF OPERATING  
OFFICER

Chukwuma Nweke holds a B.Sc degree in Accountancy and an MBA from the University of Nigeria, Nsukka. He is a Fellow of the Institute of Chartered Accountants of Nigeria (FCA) and an honorary member of the Chartered Institute of Bankers of Nigeria.

He has more than two decades of experience spanning Banking Operations, Finance, Technology, Audit, Strategy and Retail Banking & Payments.



**Uche Ike**  
EXECUTIVE DIRECTOR,  
RISK MANAGEMENT,  
GOVERNANCE AND  
COMPLIANCE

Uche Ike holds a B.Sc degree in Accountancy, and a Master of Business Administration. He is an Associate Member of the Institute of Chartered Accountants of Nigeria (ICAN). He has over two decades of banking experience spanning Operations, Internal Audit, Enterprise Risk Management, Fraud Management and Regulatory Compliance.

In his current role, he is responsible for coordinating the risk management activities of the Bank. Prior to this role, he was the General Manager of UBA New York Branch and had also previously supervised operations in the East and South Banks of UBA Nigeria.



**Puri Ibrahim**  
EXECUTIVE DIRECTOR,  
NORTH BANK, NIGERIA

Puri Ibrahim possesses a Masters of Banking and Finance degree obtained from the Bayero University, Kano and has over 29 years continuous banking experience.

He joined UBA in 2006 and has held the following roles in the Bank; Directorate Head North, Head, Wholesale Banking North, Regional Director, Abuja and Regional Bank Head, North Central and North East.

Prior to joining UBA, he worked with Savannah Bank Plc and Universal Trust Bank holding management roles such as Regional Business Controller, North and Head, Large

Corporates North. In recognition of his excellent work ethic and leadership skills, he bagged the award for Customer Service Excellence, Turnaround Manager of the Year and Most Effective Team Lead.

He has attended several trainings in and outside the country including Executive Leadership, Corporate Governance, Structured Finance, Advanced Credit Analysis, Corporate Finance and Derivatives, Marketing and Relationship Management, Negotiation Skills, etc.



**Chiugo Ndubisi**  
EXECUTIVE DIRECTOR,  
TREASURY &  
INTERNATIONAL BANKING

Chiugo Ndubisi has been involved in several transformational projects in the Nigerian banking industry, and possesses in-depth knowledge and experience in Financial Control, Mergers and Acquisition, Investor Relations, Cost Management and Business Transformation. Prior to UBA, he was an Executive Director and Chief Financial Officer of one of the top commercial banks in Nigeria. In the course of his career, Chiugo has served as a member of the Board of Trustees, Central Bank of Nigeria (CBN) Banking Industry Resolution Trust fund, as well as member of the Audit Committee of the Nigeria Interbank Settlement Systems (NIBSS).

Chiugo holds a First Class Honors degree in Engineering from the University of Nigeria Nsukka, and a Master of Business

Administration degree from the University of Lagos. A fellow of the Institute of Chartered Accountants of Nigeria (ICAN), Chartered Institute of Bankers of Nigeria (CIBN) and Chartered Institute of Taxation of Nigeria (CITN), Chiugo's career spans over 20 years in the Banking industry.

He has attended various international and local courses including the Advanced Management Program (AMP) of the Wharton Business School (University of Pennsylvania), Driving Strategic Impact Program of the Columbia Business School and the HSBC International Bankers' course in London. He is also an alumnus of the Lagos Business School (Pan-African University) Senior Management Program (SMP). Chiugo joined United Bank for Africa in May 2019.





**Owanari Duke**  
INDEPENDENT  
NON-EXECUTIVE DIRECTOR

Owanari Duke holds an LL.B degree from Ahmadu Bello University, Zaria (1983) and was called to the Nigerian Bar the following year. She is a former First Lady of Cross River State of Nigeria, an Entrepreneur, Legal Practitioner, Certified Mediation/Dispute Resolution Consultant, Business Coach, Philanthropist and specialist in SME's development and sustainable livelihood.

Owanari is the Country Director, Empretec Nigeria Foundation, a United Nations Conference on Trade and Development (UNCTAD), Private Sector Support Initiative

(PSPI) and is also the Chairman, Child Survival and Development Organisation of Nigeria (CS-DON), a maternal and childhood healthcare initiative. She is a founding partner in the law firm of Duke and Bobmanuel, and also chairs the Empretec Africa Forum, an association of all UNCTAD Empretec Centres in Africa.

Owanari is the Chairman of the Board Audit Committee, and a member of the Board Credit Committee and the Board Governance Committee.



**Samuel Oni, FCA**  
INDEPENDENT  
NON-EXECUTIVE DIRECTOR

High Chief Samuel Oni is a Chartered Accountant with a distinguished career that spanned well over 35 years. Having qualified as a Graduate Member of the Association of Chartered Certified Accountants in 1980, he held the position of Senior Accountant/Company Secretary in various establishments, including New Foods & Drinks Company Ltd. Abiola & Sons Bottling Company, and Kwara Breweries Ltd. He joined Kwara State Government and was deployed to Kwara State Agricultural Development Project as the Financial Controller.

In October, 1993, High Chief Oni, transferred his Services to the Central Bank of Nigeria (CBN) and assumed the position of an Assistant Director. He became a Commissioned Examiner and rose through the ranks in CBN and was appointed the Director of Bank Examination Department in 2003. He also served as the Director of Other Financial Institutions and Internal Audit Departments between 2005 and 2008. In 2009, he became the Director of Banking

Supervision Department where he played a prominent role during the intervention process of the CBN that restored stability in the banking system, following the Financial Crisis of 2008/2009.

He voluntarily retired from the CBN in June 2011, having completed the eight years as a Director in line with the Tenure Policy for all Directors in Government Ministries, Agencies and Parastatals. He attended both local and overseas training, workshops and seminars during his career. He holds a Master's degree in Business Administration from the University of Ilorin and is a Fellow of both the Association of Chartered Certified Accountants and the Institute of Chartered Accountants of Nigeria. He is also member of the Chartered Institute of Taxation of Nigeria and an honorary member of Chartered Institute of Bankers of Nigeria.

High Chief Oni currently serves on the Board Audit Committee and is the Chairman of the Board Risk Management Committee.



**Angela Aneke**  
NON-EXECUTIVE DIRECTOR

Angela Aneke is a board advisor, seasoned banker and strategic thinker with over 30 years' experience in financial services in the areas of financial control, strategy, transaction banking, corporate banking, retail banking and governance; acquired in key financial services institutions in several countries across Africa, having held executive management and board positions in international and regional institutions. These include Citibank, Ecobank Transnational Incorporated and United Bank for Africa Plc.

Angela holds a Bachelor of Science degree from The American University, Washington

DC, USA and became an International Associate of the American Institute of Certified Public Accountants in 1985. She also holds a Master of Business Administration from Warwick Business School, University of Warwick, UK. She has attended several courses in banking and governance including Harvard Business School's "Making Corporate Boards More Effective".

Angela currently serves on the Board Credit Committee and the Finance & General Purpose Committee of the Board. She is also the Chairman of the Board Governance Committee.



**Kayode Fasola**  
NON-EXECUTIVE DIRECTOR

Dr. Kayode Fasola is a consummate professional with over 30 years' cognate experience obtained from Management and Board positions covering banking operations, risk management, credit/financial analysis, insurance, asset management, business strategy/development, performance management and corporate governance. Dr. Fasola previously served as an Executive Director of a commercial Bank in Nigeria, and holds two Master's degrees and a Ph.D.

in Business Administration specialising in Entrepreneurial financing.

Kayode is the Chairman of the Finance & General Purpose Committee of the Board. He also serves on the Board Credit Committee and the Board Risk Management Committee.



**Erelu Angela Adebayo**  
NON-EXECUTIVE DIRECTOR

Erelu Angela Adebayo obtained a B.Sc. Hon (Social Science) from the University of Ibadan, an MBA from the University of Lagos, and a MPhil (Cantab) in Land Economy from Cambridge University.

Erelu Adebayo was previously the First Lady of Ekiti State and the Chairman of Afriland Properties Plc. She was also the first female Chairman of the Board of WEMABOD Estates. Erelu Adebayo serves on the Boards of Aliko Dangote Foundation, Meyer Paints Plc and Women at Risk International Foundation.

She is also a Council Member on the Nigerian Stock Exchange and has worked extensively on real-estate development across Nigeria. Erelu Adebayo is the Founder of Erelu Adebayo Foundation and Erelu Adebayo Children's Home.

Erelu sits on several Board Committees, including the Board Audit Committee, the Board Governance Committee and the Board Risk Management Committee.



**Abdulqadir J. Bello**  
NON-EXECUTIVE DIRECTOR

Mr. Abdulqadir J. Bello, a Chartered Accountant, has over 30 years' corporate experience in the banking sector, during which period he held several senior Management positions in various Banks. He also previously served as the Group Chief Credit Officer of UBA and thereafter as the Executive Director in charge of Risk Management for UBA Group.

Abdulqadir Bello is the Chairman of the Board Credit Committee. He also serves on the Board Risk Management Committee and the Finance & General Purpose Committee of the Board.





**Aisha Hassan Baba,  
OON**

**INDEPENDENT  
NON-EXECUTIVE DIRECTOR**

Aisha Hassan Baba, OON is the founding and Managing Partner of EBO, HASSAN BABA & CO.

Aisha was admitted to practice law in Nigeria in 1981 and in the ensuing 35 years thereafter, served in very senior and sensitive positions in both federal and state public service of the Federal Republic of Nigeria, notably as Deputy Director Public Prosecution, Director, Legal Services under the Federal Ministry of Justice, Federal Ministry of Education, Federal Ministry of Industry, Trade & Investment, Chief Executive Officer (CEO) of the Federal Legal Aid Council (now Commission), Executive Secretary, Nigerian Investment Promotion Commission, and as the Attorney General and Commissioner for Justice, Anambra State.

Aisha is a trained Legal Draftsman, contract negotiator and has worked as Co-Chair of the Committee on High Profile Federal Bills, notably the production of the final draft copy of the National Competition and Consumer Protection Bill and the National Competition and Consumer Protection Policy in 2014/15. She chaired the Committee that drafted the Nigerian Local Content in the non-oil Sector Policy 2014, led the team that designed a model Investment Protection Agreement for the Nigerian Government that was approved by the Federal Attorney General and Minister of Justice in 2014, led the team that developed a model draft Automotive Bill for the Nigerian Automotive Council (as it then was), in 2013/2014. She also steered the Federal Government's Inter-Ministerial Committee that worked with Business Recovery and Insolvency Practitioners

Association of Nigeria (BRIPAN) 2013, to finalise the draft Nigerian Insolvency Bill, advised on the legal documentation for the setting up of the Investment and Technology Promotion office (ITPO), working with UNIDO, Co-Chaired the Committee that developed the Nigerian Industrial Development Plan (NIRP) draft Bill 2014, advised on the legal Documentation of the Cotton, Textile and Garment Agreement between the Federal Government and Visco Group.

Aisha was the Lead Negotiator for the Federal Government of Nigeria in the negotiation of the IPPA between the FGN and the Kingdom of Qatar, Canada and Brazil 2012-2014, served as the Lead delegate of the Nigerian Preparatory Committee on Trade Facilitation to the Legal review of the draft Trade Facilitation Agreement to the WTO Headquarters in Geneva 2014, and chaired the Inter-Ministerial Committee set up by the Federal Government to review the Pioneer Status Administration 2014 under the Nigerian Investment Promotion Commission (NIPC).

In recognition of her diligence, passion and contribution to the public service of the Federation, Aisha was conferred with the National Productivity Order of Merit Award in 2001 and the National Honours, Officer of the Order of the Niger, (OON) in 2005. Aisha is a member of the Nigerian Bar Association, Commonwealth Bar Association, Member, Chartered Institute of Arbitrators UK.

Aisha currently serves on the Board Audit Committee, the Board Governance Committee and the Finance & General Purpose Committee of the Board.



# Affordable Banking for your business growth

Enjoy low-cost banking with the UBA SME Account

Access to loans | Insurance Premium financing | Fixed and low account charge

Free business registration | Access to UBA SME Events and Fairs

Access to UBA capacity building events and business clinics

For enquiries, please send us an email at  
[cfc@ubagroup.com](mailto:cfc@ubagroup.com)

**To open a UBA SME Account visit any branch close to you**

# Management Team



**Ugo Nwaghodoh**  
GROUP CHIEF FINANCE  
OFFICER

Ugo is a seasoned financial analyst and accountant with 26 years' experience spanning assurance, advisory, financial control, strategy and business transformation, investor relations, mergers and acquisitions, business integration and project management.

Prior to his current role, he was at different times, Group Financial Controller, Group Chief Compliance Officer and Head, Performance Management in UBA. Before joining UBA in 2004, he had worked with

Deloitte and PricewaterhouseCoopers.

Ugo holds a B.Sc. degree from the University of Ibadan, Nigeria and an M.Sc. degree in Finance and Management from Cranfield University, England. He is a Fellow of the Institute of Chartered Accountants of Nigeria, an Associate Member of the Chartered Institute of Taxation of Nigeria (CITN) and the Chartered Institute of Stockbrokers (CIS). Ugo is also a member of Cranfield Management Association.



**Bili A. Odum**  
GROUP COMPANY SECRETARY

Bili is the Group Company Secretary for UBA Group with responsibilities for Corporate Governance and the Company Secretariat.

He has held high-level strategic positions in top financial services institutions in Nigeria, with responsibilities that encompass asset management, structured finance, legal advisory, corporate governance, human resource management, administration, knowledge management and business communication.

He holds an LL.B (Hons) degree from Ambrose Alli University and was enrolled as a Solicitor and Advocate of the Supreme Court of Nigeria in 1990. He is a member of the Chartered Institute of Arbitrators (United Kingdom), the Nigerian Bar Association and the International Bar Association. Bili is an alumnus of the Lagos Business School (Chief Executive Program 18) and the New York Institute of Finance.



**Emem Usoro**  
DIRECTORATE HEAD,  
ABUJA BANK

Emem is currently the Directorate Head, Abuja Bank. Prior to joining UBA in 2011, she was a Regional Executive in a new generation bank, where she was responsible for developing the commercial business of the Bank in Victoria Island region. Upon joining UBA, Emem was the Regional Bank Head, Akwa Ibom and Cross River bank, from where she became the directorate head for Abuja bank, where she was saddled with the strategic responsibility of sustainably growing revenues, customer base and profitability of the directorate thereafter, she became the Regional Director, Strategic Business Group 2, Lagos where she was responsible for the turnaround, growth and operational excellence of the branches under her supervision.

She is a Group General Manager with over 20 years' experience largely in retail/commercial/corporate banking and public sector. She holds a B.Sc. degree in Biochemistry and an MBA from the Obafemi Awolowo University, Ile-Ife. An alumnus of the Lagos Business School and Harvard business school, Emem has attended both the General management program (GMP) and the Advanced Management Program (AMP) of the Harvard Business School.

She is a fellow of the Chartered Institute of Bankers of Nigeria (CIBN), and has strong capabilities in relationship management, effective communication, business development, financial and business advisory, strategic planning and execution. She has won several performance awards over the years of her career.



**Abiola Bawuah**  
REGIONAL CEO,  
WEST AFRICA

Abiola is the Regional CEO, West Africa, overseeing the Group's business in nine countries. She joined UBA Ghana in 2013 as Deputy Managing Director and was elevated to serve as the MD/CEO of UBA Ghana in January 2014. Abiola in March 2018 was appointed Regional CEO West Africa One, responsible for six countries prior to her current expanded role.

Prior to joining UBA, she was an Executive Director in a peer bank in Ghana, having previously held the positions of the General Manager, Marketing and Group Head, Retail Banking at the Bank. Abiola also worked at different times with other reputable banks as Head of Sales and Relationship Manager. She worked as an authorized dealing broker with Strategic African Securities and an Investment Officer with the then Bentsi-Enchi and Letsa; now Bentsi-Enchil, Letsa and Ankomah law firm. She has enormous wealth of experience in wholesale and retail banking as well as credit management.

Abiola holds a B.Sc. in Actuarial Science from the University of Lagos, Nigeria, an LL.B from the University of London, a diploma in Marketing from GIMPA and EMBA (Finance) from the University of Ghana. She is an alumnus of Harvard Business School, Columbia, University of New York, INSEAD and Institute Villa Pierrefeu in Switzerland, where she had numerous leadership training.

During her tenure as MD/CEO UBA Ghana she was recognised for her performance and won the following awards: Chartered Institute of Marketing Ghana (CIMG) Marketing Woman of the Year Award, Finance Personality of the Year Award at the Ghana Accountancy and Finance in 2016. She was listed as one of Africa's 50 Influential Women in Business by the African Report in July 2018. Abiola won the Woman of the Year 2019 award at the 5th EMY Africa Awards, July 2020.



**Patricia Aderibigbe**  
GROUP HEAD,  
HUMAN RESOURCES

Patricia is responsible for UBA Group's Human Resource function across its 20 African countries and the international subsidiaries in UK, USA & France; managing over 10,000 employees. She serves as part of the Executive Management Team of the Group and has responsibility for planning, developing and implementing group-wide initiatives that support the People strategy of the Bank. With the Bank's Customer-1st Philosophy, which applies to both external and internal customers, Employee Experience has become a central theme in the HR Transformation agenda.

Another focus of HR is to continue to engender the bank's core values of Enterprise, Execution and Excellence into the fabric of the organisation as embodied by our people – thus reinforcing the bank's meritocratic culture. This also involves embracing change and adopting a digital mindset so that the customer continues to experience UBA in new and different ways.

A dynamic and very passionate people leader, Patricia's background is firmly rooted in human resources, organizational culture

and leadership development, executive coaching as well as business operations, spanning nearly three decades, gained from working across several countries in Europe and Africa. She also has expertise in labour law and management of a large and diverse workforce across different locations.

Patricia holds two Masters Degrees in English and Literature and Employment Relations and Law from the Universities of Ibadan, and Kingston University, UK respectively. A Postgraduate degree in Personnel Management earning her membership of Chartered Institute of Personnel and Development before being ultimately admitted as a Fellow of the Institute. She is also a life member of the UK Institute of Directors, served as a member of the UK employment tribunals for several years and was board director in different countries of Europe - UK, Belgium, Italy, Spain, France until relocating to Africa.

While in Africa, Patricia Aderibigbe was the Chief Operating Officer; at HEIRS Holding limited and Tenoil Energy both in Nigeria, before joining the UBAGroup in 2016.





**Muiyiwa Akinyemi**  
DIRECTORATE HEAD,  
CORPORATE & COMMERCIAL  
BANKING

Muiyiwa is the General Manager in charge of Corporate banking businesses in the Consumer Goods, Manufacturing, Telecommunications, Power, Agriculture and Services sectors of the economy, amongst others. He is a seasoned corporate and investment banker with close to three decades cognate experience spanning financial analysis, business advisory, financial control, investment banking, capital market, wholesale banking and corporate banking in Nigeria and across Africa.

Prior to his current role, Muiyiwa was at different times, Director, Wholesale Banking, Rest of Africa; CEO, UBA Kenya; Head, Investment Banking; Head, Global

Corporates; Regional Director, Retail Banking in UBA and erstwhile Standard Trust Bank Plc. Before joining Standard Trust Bank/UBA in 1998, he had worked with one of the top commercial banks, after a stint in audit and financial services firms.

Muiyiwa holds a B.Sc. degree in Accounting from Obafemi Awolowo University, Ile-Ife, Nigeria and is an associate of the Institute of Chartered Accountants of Nigeria as well as member of various professional institutes. He has equally attended Senior Management trainings in leading global institutions, including Harvard Business School, Wits Business School, South Africa, amongst others.



**Amie Ndiaye Sow**  
REGIONAL CEO,  
CENTRAL AFRICA

Amie has over two decades banking experience, spanning business development, risk management and broader executive management functions. Prior to her current role, she was Regional CEO West Africa 2, overseeing the Group's subsidiaries in Senegal, Guinea and Mali. Amie is renowned for her wealth of experience in corporate banking, structured finance and MSMEs lending across the CEMAC sub-region.

She has strong relationships in West and East Africa and has a good knowledge of the banking sector and the broader economy of these countries. Amie has three Postgraduate degrees in Economics, Management, Banking and Insurance, and Public Finance from leading universities in Senegal, including University Cheikh Anta DIOP.



**Sampson Aneke**  
GROUP HEAD, SME BANKING

Prior to his current role, Sampson was the Head of Digital Banking Group of UBA and was also the Head of Apapa 2 of UBA Nigeria. He is a highly motivated professional with strong business value-chain drive anchored on extensive hands-on experience in payments, collections & channel services through digitized process. Sampson also serves as a Non Executive Director on the Board of UBA Cote d'Ivoire. Sampson has acquired a consolidated banking experience spanning over 26 years.

Prior to joining UBA, he worked for a top commercial bank in Nigeria where he held several senior management positions such as Divisional Head, Transaction & Electronic Banking, Group Head Collections, Divisional Head Public Sector & Collections, Regional Manager - Lagos Central Region, amongst others.

He is a Fellow of the Chartered Institute of Bankers of Nigeria (FCIB) and he qualified with Distinction in Accounting. He is also a Fellow of the Nigerian Institute of Management (FNIM), holds a B.Sc. degree in Banking & Finance from Ogun State University and MBA in Business Administration & Management from Enugu State University of Science & Technology. He is equally an Alumnus of the prestigious Lagos Business School and has attended several local and international trainings including Wharton Business School, University of Pennsylvania, VISA Business School in Orlando, USA, General Electric (GE) Leadership Summit, Crotonville, New York, Seven (7) Habits of Highly Effective People (Signature 4.0) by Franklin Covey, etc.



**Chris Ofikulu**  
DIRECTORATE HEAD, APAPA 1  
(CORPORATE)

Chris is the UBA Group's Directorate Head, Apapa 1 (Corporate), responsible for articulating & deploying business development strategies and critical resources towards delivering optimal values for the Bank. He is a Senior Executive of the Bank with over 28 years' experience in business development which cuts across major business geographies in Nigeria and markets. Before joining UBA Group, Chris had worked in one of the top commercial banks in Nigeria where he served in various capacities including Directorate Head in charge of the South Businesses and subsequently the Directorate Head, Lagos and West Businesses. Chris was also the

pioneer Managing Director of Diamond Pension Fund Custodian Limited.

Chris holds a B.Sc. (First Class) Degree in Industrial Mathematics from the University of Benin, Benin-City and an MBA (Marketing) from the University of Lagos. He is also an Alumnus of following prestigious Business Schools: The Wharton Business School, Philadelphia; IESE Business School, Barcelona and Lagos Business School. He equally attended Leadership and Corporate Governance Training in the Henley Business School, University of Reading, U.K. and Advanced Company Direction Programme, Institute of Directors, London.



**Sarata Kone**  
MD/CEO, UBA CÔTE D'IVOIRE

Managing Director of UBA Côte d'Ivoire since 2016, Sarata Kone-Thiam previously held the position of Deputy Managing Director between September 2015 and May 2016.

She has more than 22 years of experience in commercial and investment banking and occupied senior positions in major international financial groups such as HSBC and Citibank.

With her skills and know-how, Sarata has established her reputation in the Ivorian banking sector for having gradually led UBA

Côte d'Ivoire to excellent results, bringing the Bank in the top 10 banks in Côte d'Ivoire. UBA Côte d'Ivoire was awarded for 2 consecutive years "Bank of Year" in 2019 and 2020 by the Banker magazine for its performance.

An influential woman in the Ivorian financial ecosystem through her position as bank CEO, Sarata is highly appreciated for her brilliant career and natural leadership. Mrs Thiam holds a Master's degree in Economics from the University of Montreal.



**Gboyega Sadiq**  
GROUP CHIEF INTERNAL  
AUDITOR

Gboyega oversees the Internal Audit function for the Bank, having previously served as Chief Operating Officer (COO) – Nigeria North, and Group Head Operations – Lagos Bank. Prior to joining UBA, he worked in other banks where he occupied senior roles and garnered valuable experience in Operations and Control.

He holds a first class B.Sc (Honours) degree in Accounting from the Obafemi Awolowo University, Ile-Ife and is a Fellow of the Institute of Chartered Accountants of Nigeria (ICAN) as well as Honorary Senior Member of the Chartered Institute of Bankers of Nigeria (CIBN). He also holds postgraduate degrees in Economics and Public Administration.



**Aisha Na'Allah**  
REGIONAL HEAD, NORTH  
BANK 5

Aisha Na'Allah is UBA's Regional Head covering Sokoto, Kebbi and Zamfara States. She is a seasoned banker with 3 decades of experience in operations, personnel management and relationship management. Aisha has worked with one of the top commercial banks in Nigeria where she held several responsibilities in operations, personnel management, credit and marketing. She also held the position of Branch Manager prior to joining STB/UBA in 1999. Aisha also worked as a planning officer under the Sokoto State Budget and Economic Planning department. She was opportune to have been impacted positively

by some senior citizens such as Alhaji Abdu Gusau when she represented the budget department at the Sokoto state water board as a fresh graduate.

Aisha holds B.Sc (Hons) Economics and MBA from Usmanu Danfodiyo University, Sokoto. She is an Alumnus of the International Institute for Management Development (IMD) Switzerland, Lagos Business School, Institute for Personnel Management and Industrial Relations, Lagos, and a member of the Chartered Institute of Bankers (CIBN). Her special interest is in business development and mentoring.



**Sanusi Mudasiru**  
GROUP CHIEF COMPLIANCE  
OFFICER

Sanusi is currently the Group Chief Compliance Officer where he is providing top management support and strategic thinking with overall Group responsibility for regulatory compliance, policy and operational risk compliance and administrative oversight over information security risk. He has played various roles across the UBA Group and was prior to this role, the Group Chief Operating Officer for UBA Africa. He was also the pioneer COO of UBA Ghana and CEO UBA Zambia.

Sanusi is a Fellow of the Institute of Chartered Accountants of Nigeria, and holds a B.Sc degree in Accounting from Ahmadu

Bello University Zaria, where he graduated with a Second Class Upper Division. He has over 28 years of banking experience spanning Banking Operations, Financial Control, Internal Control, Customer Service and Marketing. He has attended local and international training programmes with various organizations including the Harvard Business School, USA, IMD Business School in Lausanne Switzerland, amongst others.



**Martin Che**  
REGIONAL CEO, EAST &  
SOUTHERN AFRICA

Martin has oversight responsibility for UBA Group's businesses in 10 countries within the Economic and Monetary Community of Central, Eastern and Southern Africa regions. He is a seasoned banker with 20 years' work experience; and a business development professional with skills set in credit risk, financial risk, business relationship management, management and banking operations. Prior to his current role, he was at different times, Managing Director/Chief Executive Officer, Director of Institutional Banking and Project Finance;

Regional Director of Institutional and Retail Banking, Head of Multinational and Regional Corporates, Business Office Manager and Credit Analyst. Before joining UBA Cameroon in 2008, he had a decade experience with top tier commercial banks in Cameroon.

Martin holds a B.Sc. degree from the University of Yaoundé, Cameroon and an MBA in Banking and Finance from the School of Business of the University of Wales, Bangor.





**Mike Ilobah**  
GROUP HEAD, INTERNAL  
CONTROL

Mike has had over two and half decades career in the Banking and Finance industry cutting across Business Relationship Management, Treasury and International Banking, Finance, Credit Risk Management and vast experience in Operations. Prior to his current role in the Bank, he has functioned as the Head, Global Shared Services, Group Head of Operations and Group Head, Policy & Operational Risk Compliance.

Mike holds a B.Sc degree in Banking and Finance from Olabisi Onabanjo University. He is a Fellow of both the Institute of Char-

tered Accountants and Chartered Institute Banking of Nigeria, Institute of Credit Administrators and has an ACCA Diploma in IFRS. He is an alumnus of the International Institute of Management Development (IMD) in Lausanne, Switzerland, has attended other training and seminars within and outside the country, provided technical support to some committees set up by CBN and has also been enlisted by the Chartered Institute of Bankers to provide technical support in Banking Practice and Credit Management and serve as examiner for Banking Principles and Practices.



**Bola Atta**  
GROUP HEAD, CORPORATE  
COMMUNICATIONS

Bola Atta was celebrated as one of the 100 most influential women in Nigeria in 2015. Prior to this, she had made the list of top Nigerians under 40 in 2008. She continued to win awards and was named the Best Marketing professional in West Africa in 2017. In 2020, Atta won the Best Corporate Affairs Professional of the Year for the second year in a row.

A graduate of Economics with an MBA majoring in Marketing, she has decades of experience in diverse fields ranging from Banking, Business, CSR, Communications, Publishing, Entertainment and the Media. She has worked with government agencies both in Nigeria and South Africa using her expertise in public relations and increasing her wide network within Africa. She made a mark in the Media industry on the African continent as one of the most sought-after editors in West Africa.

In 2001, Atta proposed a new channel to the board of M-Net and worked on the concept, development and programming of the channel which she successfully launched in 2003. Today, The Africa Magic channel is the most watched channel on the African continent. She moved on in the Naspers group to become the Editor of True Love West Africa magazine. In 2005, she was appointed as the first Nigerian director of one of the largest publishing conglomerates in Africa, to the board of Media24 Nigeria, an affiliate of Media24.

Atta is currently the CEO of UBA Foundation which focuses on Education, Economic Empowerment and the Environment, bettering the lives of people across the African continent.

Bola Atta is presently the Group Director for Corporate communications at UBA. She is also the Executive Producer of REDTV.



**Rao Anant**  
GROUP HEAD,  
CONSUMER LOANS

Anant Rao joined UBA in 2008, and is currently the Group Head, Consumer Lending for the UBA Group. Prior to being in the current Role, he was the Group Executive - Artificial Intelligence (AI) and Data Analytics for the UBA Group. He was at different times, Group Executive – Customer Fulfilment Centre (CFC) & Telemarketing, Group Executive - Digital and Consumer Banking, Group Head, Strategy and Business Transformation and Director, Global Shared Services Centre at UBA respectively.

Anant was also responsible for setting up of the state-of-art Global Shared Services Centre and Customer Fulfilment Centre for the UBA Group and effectively managed the transition of all the Operations processes across the Group. Anant also facilitated the creation of the Customer Fulfilment Centre from the erstwhile Customer Interaction Centre (CIC), and went on to implement the transformation of the centre into a 21st century digitally-enabled customer experience hub for the UBA Group.

Prior to UBA, Anant has had a distinguished career working for 14 years in the areas of Operations and Technology with a leading Multinational Bank in India. He delivered large transformational offshore projects for the Citigroup in EMEA and Asia Pacific Regions of the Bank. He equally managed Consumer, Corporate Banking and Technology Operations for various countries under EMEA, Asia Pacific and North America Regions. He has deep domain knowledge and diverse experience in Digital Banking, Banking Operations and Financial Technology, Outsourcing, Offshoring Operations, Business Transformation, Credit and Risk Management in the financial services industry.

Anant Rao holds a Master of Commerce and an MBA from the Sri Sathya Sai Institute of Higher Learning in Andhra Pradesh, India. He has been a Banking Operations and Technology professional for more than two decades.



**Alex Alozie**  
GROUP HEAD,  
OPERATIONS

Alex is the Group Head, Operations, overseeing the Group's Operations in Nigeria and 19 other African countries. He is responsible for delivering service across the Group by aligning the best of people, process and technology.

He is a seasoned banker who has worked in various capacities for the past 19 years spanning Branch Operations, Head office operations, International Operations, Digital Operations, Strategy and Transformational Change. He is well known for his resourcefulness and expertise in Banking Operations which has earned him recognition in the Industry including CBN commendation for contributions in the Introduction of

Cashless Initiative; SEC Commendation for his role in implementation of E-Dividend and CBN/NIBSS Award as a member of the BVN Implementation Committee.

Prior to his current position, Alex held top leadership roles in leading commercial banks in Nigeria successively as the Head Bank-wide Operations; and the Head Digital and Centralized Operations. Alex holds a B.Sc. in Economics from Abia State University and an MBA from the Metropolitan School of Business and Management. He has also attended various senior management programs at both Wharton & Columbia School of Business.



**Sola Yomi-Ajayi**  
CEO, UBA AMERICA

As the CEO of UBA America, Sola Yomi-Ajayi employs her extensive banking experience to grow UBA's business and impact in North American markets. Operating out of New York City which was the global epicenter for COVID-19, Sola led UBA America to achieve a 29% Y-O-Y increase in gross earnings as well as a 23% increase in profit before tax in 2020. This was achieved while also ensuring employee safety and a COVID free workplace.

In addition to her role as the CEO of UBA America, Sola has oversight for diverse business units across UBA Group, including Global Financial Institutions (GFIs), Embassies, Multilateral and Development Organizations (EMDOs), and Global Investor

Services (GIS). She leverages her significant experience in strategy, structured lending, transaction banking, risk management, correspondent banking, and operations to ensure the delivery of best-in-class solutions for UBA's customers across these segments.

Sola has a Bachelor of Arts from Obafemi Awolowo University, Ile-Ife, Nigeria, and a Master of Business Administration from the Aberdeen Business School, UK. She is a fellow of the Chartered Management Institute UK, a member of the Board of Trustees for the Institute of International Banking USA, and a member of the Sub-Saharan Africa Advisory Committee of the U.S. Export-Import Bank.



**Osilama Idokogi**  
GROUP HEAD, IT

Osilama is UBA's Group Head of Information Technology, with responsibilities cutting across Chief Information Officer (CIO) Organisation, Chief Technology Officer (CTO) Organisation, Enterprise Architecture (EA) and Program Management Office (PMO).

He has over 18 years of hands-on experience in creating sustainable shareholder value through the application of IT from Strategy to Implementation.

Prior to his current role, he has served the

UBA Group in various capacities including the Head, IT Enterprise Applications Support, Head, Group IT Operations, Head, IT Support Services, Head IT International Rollout, amongst other roles. Notably, he spearheaded the planning, designing and implementation of IT integration during the merger of UBA, STB and CTB in 2006.

Osilama has a B.Sc. degree in Computer Engineering (Second Class Upper) from Obafemi Awolowo University.



**Ogechi Altraide**

GROUP HEAD,  
PERSONAL BANKING

Prior to her current role, Ogechi was the Group Head, Retail Liabilities in UBA. In this role, she manages UBA's customer acquisition, agency banking, digital onboarding, and portfolio growth. She also doubles as the Head, Retail Banking, Rest of Africa. Prior to her deployment as Head, Retail Banking, Ogechi launched and drove the bank's Direct Sales Group to deepen and broaden the bank's deposit liabilities generation penetration.

Ogechi has over 25 years of financial services industry work experience that includes roles in operations, sales, branch and regional

retail, corporate banking, as well as strategic management, garnered at leading banks in the continent.

She holds a B.Sc. in Management and an MBA in Banking and Finance both from the University of Nigeria, Nsukka. Ogechi is a Certified Management Consultant and subject matter expert in retail sales and campaigns.

Ogechi who is a Non-Executive Director at UBA, Tanzania, is married with three children and spends her spare time cooking and singing classical hymns.



**Okechukwu Oko**

GROUP LEGAL COUNSEL

Okechukwu is the Group Legal Counsel of UBA. He is a seasoned Solicitor who combines legal expertise and commercial acumen to drive business and produce desired result in banking. Prior to joining UBA, he had almost two decades of core legal banking experience in top reputable commercial banks in Nigeria, where he held various senior roles including the Head legal/ Assistant Company Secretary, and Head Bank-wide Litigation/Recovery.

He holds an LL.B [Hons] degree from University of Uyo, Akwa Ibom State and was enrolled as Solicitor and Advocate of the Supreme Court of Nigeria in 1993. He is a member of the Nigeria Bar Association and alumnus of the prestigious Lagos Business school. Has attended both local and international trainings.



**Michelle Nwoga**

GROUP HEAD,  
CUSTOMER EXPERIENCE

Michelle Nwoga is the Group Head, Customer Experience for UBA with over 20 years' experience spanning Business Development, Retail and Corporate Banking, Project Management, Brand Marketing & Communication and Customer Experience.

She has responsibility for the development and implementation of all marketing and customer experience transformation strategies across all business units of the Group.

Michelle holds a B.Sc. Environmental Science and Business Management from University of Westminster, a PGD International Relations from Nottingham University and an M.Sc. Management, Marketing and Organisational

Growth from University of London.

Prior to joining UBA, she worked in a number Commercial Banks in Nigeria where she was Head Brand Management, Head Corporate Communications, Head Retail Banking and Group Head, Customer Experience & Engagement.

Michelle has been involved in several transformational projects including Retail Business Transformation and Business re-branding.

She is passionate about empowering, motivating and inspiring the youth and has participated in several mentoring programs including the Prince of Wales Trust; Mosaic.



**Kayode Ishola**

CHIEF DIGITAL OFFICER

Kayode Ishola is currently the Chief Digital Officer of the bank. He is a seasoned Information Technology specialist with more than two decades of experience in the banking industry.

He is execution-oriented and a problem-solver with deep background and experience in the fields of IT Project Management, IT Service Delivery, IT Risk Management, Core Banking Application Management and Digital Banking Transformation. He has successfully implemented key technology

projects in UBA Nigeria, United Kingdom and United States. He is a member of the Information Systems Audit and Control Association (ISACA).

He holds a B.Sc. Degree in Computer Science from the University of Ilorin. He is also an alumnus of University of Liverpool where he completed his Postgraduate education in Information Technology. He is a Fellow of Chartered Institute of Bankers of Nigeria (CIBN).



# 20 Countries One Account

With **UBA** Connect

Bank easily at any UBA Branch across  
20 African countries

## Features:

- Withdraw cash in local currencies within Africa
- Easy transfers to UBA accounts across African countries
- Deposit cash into your account at any UBA branch in Africa

Visit [www.ubagroup.com/countries](http://www.ubagroup.com/countries) to see list of locations

02



# Strategy and Business Review

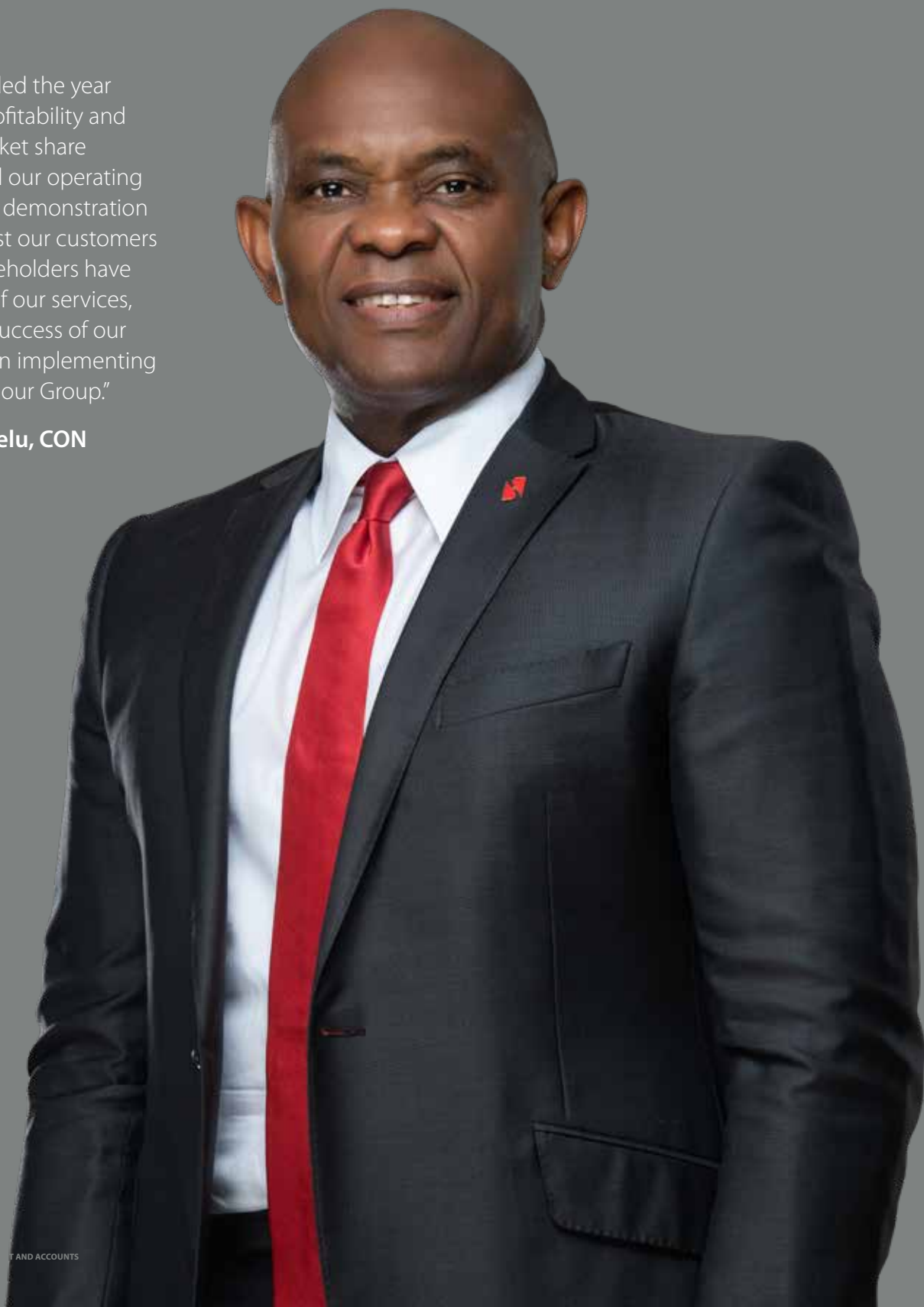
---

Chairman's Statement  
CEO's Report

# Chairman's Statement

“Our Group ended the year with record profitability and significant market share gains, across all our operating geographies, a demonstration of the high trust our customers and other stakeholders have in the quality of our services, as well as the success of our management in implementing the strategy of our Group.”

**Tony. O. Elumelu, CON**



## INTRODUCTION

### Dear Shareholders,

It is my privilege to present to you, our esteemed shareholders, the financial reports of our Group, the United Bank for Africa Plc, for the 2020 financial year.

As you are more than aware, this has been a challenging year: for business; for Africa and the world; and for all of us.

May I begin by expressing our hope that you, your families and loved ones have stayed safe. As you know, we have built an institution that is indeed built to last and to be resilient. I am very pleased to report that the business sustainability and diversification strategy, that we conceived and are implementing, has provided the firm anchor that enabled our Group, to thrive, in the midst of the devastating business environment that arose from the onset of the COVID 19 pandemic.

Our Group ended the year with record profitability and significant market share gains, across all our operating geographies, a demonstration of the

high trust our customers and other stakeholders have in the quality of our services, as well as the success of our management in implementing the strategy of our Group. This strategy propels us at the Board, working with executive management, to continue to set the bar for the highest standards of business success, corporate governance, and execution precision, to achieve unmatched customer satisfaction, deliver efficiencies and ultimately enhance shareholder value.

At the Board, we remain committed to this mandate, to ensure the continued success of our Group, in the midst of an ever-changing business environment, and also to continue to be a role model for African businesses by showcasing the best of Africa to the world.

## OPERATING ENVIRONMENT

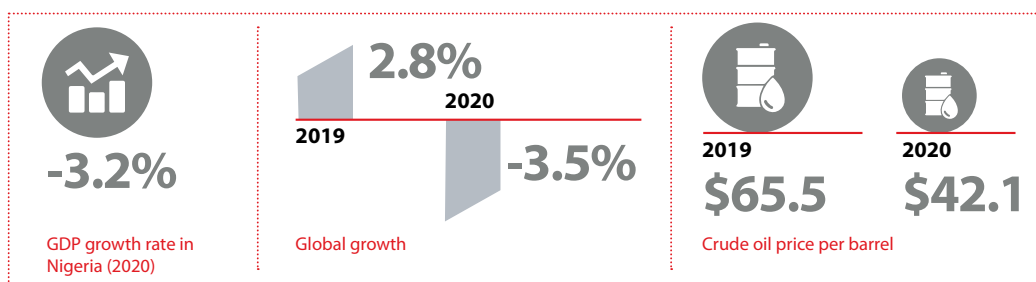
2020 was a year that tested the resilience of institutions and businesses globally. The pandemic, that shook the world, continues to have unprecedented socio-economic and

humanitarian impact. It has triggered immense changes in how we live and work, permanently altered long-standing business models, and has caused unprecedented policy responses from global governments.

Global economies continue to struggle with the recessionary forces and human cost. Central banks have responded with measures to alleviate the impact with stimulus packages and lowered interest rates. However, due to the vast scale of the economic effects of the pandemic, the impact of these measures has been limited. According to the International Monetary Fund (IMF), the global economy contracted by 3.5% in 2020 and by 4.9% in advanced economies. But thankfully, the approval of the COVID-19 vaccination programmes at the turn of the new year, provides some hope. This is expected to lead to a rebound in economic growth. The IMF has forecasted 2021 global GDP growth rate at 5.5% and at 4.2% in 2022.

In Sub-Saharan Africa, commodities markets and tourism suffered significantly, impacting exports and foreign exchange earnings. In response, most African governments

"At the Board, we remain committed to this mandate, to ensure the continued success of our Group, in the midst of an ever-changing business environment, and also to continue to be a role model for African businesses by showcasing the best of Africa to the world"





and central banks adopted fiscal policies targeted at priority sectors, to cushion the economic impact of the pandemic. However, a number of African currencies suffered currency depreciation and domestic inflation figures experienced a steep rise. The two African economic giants, Nigeria and South Africa, recorded negative GDP growth rates of negative 3.2% and negative 7.7% respectively, according to IMF. Sub-Saharan Africa as a whole reported a negative 2.9% GDP growth rate in 2020.

With the expected rebound in the global economy, Sub-Saharan Africa is expected to benefit. Commodities markets are already experiencing, what has been described as a super-cycle of price rallies. For example, oil prices have gone from a low of \$20 per barrel in 2020 to about \$65 per barrel, as at February 23, 2021. The IMF forecasts that the Sub-Saharan African economy will grow by about 3.2% in 2021 and 3.9% in 2022.

At the UBA Board, we successfully navigated these global and regional trends, testing and strengthening our business continuity plans, and continually seeking to reengineer our business operating model. Working with our executives, we spearheaded strategic investments in our digital banking and technology platforms, to further promote self-service banking, and focused on enhancing the capabilities of our people, through online capacity development programmes. We optimized our salesforce, for increased agility and market impact; refined our risk measurement models to better respond to changes in a volatile world; made adjustments to the working arrangements of staff in line with the new normal and redefined our health and safety policies to ensure our customers and staff continue to stay safe. The results are higher levels of customer service delivery and improved operational efficiencies across the group - benefits we intend to retain long after the pandemic.

## UBA FINANCIAL PERFORMANCE

Our Group recorded impressive growth across key market share and profitability indices for the 2020 financial year. Customer deposits and total assets grew by approximately 48% and 37%, to N5.7trillion and N7.7 trillion respectively. The Group's earning capacity has significantly improved, as illustrated by gross earnings, that grew by an impressive 10.8% to N620.4billion.

Overall, our Group's profitability grew by 18.5%. This is especially remarkable, considering the challenges posed by the COVID-19 pandemic. The diversity of our income base, a critical foundation of our long-term strategy, remains very strong with our African operations (ex-Nigeria) contributing approximately 55% of the profit for the year, illustrating that we are a truly pan-African bank.

I wish to assure you that we remain absolutely focused on risk management and the quality of our loan book. Notwithstanding growth in the Group's net loan portfolio,

by approximately 24%, the quality of the loan book further improved, as demonstrated by the reduction in the ratio of non-performing loans to total loans (NPL Ratio), from 5.3% in 2019 to 4.7%, in 2020. In Nigeria, the NPL Ratio equally declined from 2.4% in 2019 to 2.2%.

Despite the notable loan growth, the Group's liquidity ratio at 44.3%, and capital adequacy ratio at 22.4%, remain strong and robust.

## RETIREMENTS OF DIRECTORS AND APPOINTMENT OF NEW BOARD MEMBERS

In the course of the year 2020, four directors retired from the Board of our bank – one Non-Executive Director and three Executive Directors.

Mrs. Foluke K. Abdulrazaq, after twelve years of meritorious service to the Board of UBA Plc as a Non-Executive Director, retired from the Board on April 30, 2020. During the time she served on the Board, she was the Chairperson of the Board Credit Committee and a member of the Board Governance Committee.

On the Executive side, Mr. Victor Osadolor, retired on January 6, 2020 after a distinguished nine years of service on the Board. Until his retirement, he was the Group Deputy Managing Director, and Chief Executive, overseeing all the Group's subsidiaries across Africa.

Mr. Dan Okeke, the erstwhile Executive Director, Abuja and North Central Bank, Nigeria, retired from the Board on August 1, 2020, after nine years of excellent service on the Board, holding a series of significant roles.

Mr. Emeke Iweriebor, was an Executive Director, and Deputy Chief Executive, overseeing all the Bank's subsidiaries across Africa. He retired from the Board after an extraordinary seven years service, including a pioneering contribution to our pan African expansion. Tragically, we still remain in grief, following Emeke's untimely demise on August 29, 2020. May the Almighty God grant his soul eternal rest.

Please, join me to celebrate these great ambassadors and their enormous contributions to our Group, and to wish them the best in all their current and future endeavours.

## OUTLOOK

In 2021, economic recovery in Sub-Saharan Africa will be driven largely by the pace of reopening of global economies and the attendant impact on the consumption of African commodities. It will also depend on how African governments, with support from development agencies, develop and implement domestic vaccination programmes in order to curtail the spread of COVID-19.

It is expected that trade and financial flows to Africa will gradually recover to 2019 levels within the year, and infrastructure development projects will soon resume across the continent.

The work we have done in strengthening our governance structures groupwide, and in improving our business and operating models in 2020, positions our bank to benefit from these recovery trends and to achieve significant market share gains across our operations.

I am very optimistic for 2021 and have no doubt we are on the right path to the industry leadership that we have envisioned for UBA, in Nigeria, Africa and globally. UBA is the only pan-African bank, with offices in New York, London and Paris, complementing our twenty African country presence, that can truly claim to be Africa's global bank. We are uniquely positioned to benefit, and ensure our customers benefit, from the opportunities presented by renewed economic growth. Equally, the investments in people and technology, that we have patiently and strategically made, are ensuring we both maximise our potential and optimise our business model.

## APPRECIATION

On behalf of the Board, I would like to thank our esteemed customers for their continued patronage and the unwavering trust and confidence that you have in our Group, as demonstrated even during the pandemic. It is always our joy and duty to exceed your expectations, as we

remain committed to putting you first, in all we do.

I especially commend our staff who have worked relentlessly despite the pandemic, to ensure our customers continue to receive the best banking services possible. The results we celebrate today are due to their critical contributions to UBA. I also want to specifically applaud our executive management for the excellent and innovative leadership they provided during the entire year. Their mixture of innovation and tenacity in adversity, is unmatched.

To the Board of directors, I consider it a rare privilege to serve with such a vastly experienced and highly impactful Board. I want to thank you for the vision you have helped to create for our Group and for your tireless service in its implementation.

Lastly, and most importantly, to you our shareholders, I want to say thank you on behalf of the Board, for the opportunity to serve as the custodians of your trust, for your continued support of our Group and for your commitment to our collective vision of UBA truly being Africa's Global Bank.

Thank you.



**Tony O. Elumelu, CON**

Chairman, Board of Directors  
FRC/2013/CIBN/00000002590

# CEO's Report

“

We are committed to continuous excellent customer experience as enshrined in our Customer-First (C1st) Philosophy. We remain a reliable financial partner through highs and lows to all our stakeholders.

**Kennedy Uzoka**



## Fellow Shareholders,

2020 was a year like no other in recent history.

On Wednesday, March 11, 2020, the World Health Organization (WHO) declared the Coronavirus Disease (COVID-19) a pandemic - a disease that to date is still spreading in about 219 countries around the world simultaneously. Indeed, it was a rare occurrence which had not been experienced in more than 100 years. It impacted industries, health services, educational institutions, commerce, lifestyles, religions and world economies at large, at a speed, scale and severity that no-one could have predicted.

Whilst the pandemic situation remains fast-evolving, even as vaccine rollouts are ongoing across the globe, we at UBA have worked hard and stayed together as a strong team amidst adversity, operational challenges and security threats. I assure you that UBA remains well-positioned to respond to the challenges that may unfold. I am hopeful that we will emerge from these stressful times more resilient and stronger.

Within these unprecedented and uncertain times, we remain firmly grounded in our purpose and shared values. We are committed to continuous excellent customer experience as enshrined in our Customer-First (C1st) Philosophy. We remain a reliable financial partner through highs and lows to all our stakeholders.

The end of 2020 presents a veritable opportunity to reflect on our activities in the last 12 months, whilst looking forward gainfully to explore opportunities in the years ahead.

## Navigating the COVID-19 Challenge

As a key pillar of our society, UBA has the responsibility to assist its employees, customers and communities overcome the challenges posed by the COVID-19 outbreak. Our foremost priority has been to safeguard the health and safety of our employees and customers, also to trigger business continuity plans as may be required.

UBA displayed agility and responsiveness to the ever-changing situation. We proactively strengthened the operational and technological infrastructure needed, to ensure continuity of normal operations. During the lockdown phase implemented by governments, over 98% of our ATMs and branches were operational, whilst all the other digital banking touch points experienced almost 100% uptime. We implemented a large scale 'work from home' mandate with Virtual Private Network (VPN) connections provided to ensure business continuity. I am immensely proud of every single one of our over 20,000 employees for their commitment during this period.

We equally worked with the industry, the government and regulators to quickly mobilise a broad range of support and stimulus measures.

Your Bank, through the UBA Foundation, contributed generously to support a comprehensive Pan-African

response to the fight against the Coronavirus (COVID-19) global pandemic.

Our digital investments and progress over the past several years have helped us stay on top through the crisis and positioned us to continue to execute our strategy. I would also like to commend the Board's vision for the sustainable Information Technology investment made prior to the pandemic which eventually turned out to be the nexus of our operational resilience.

## A Tough Operating Environment

### • Global

The International Monetary Fund estimates the global economy shrank by -3.5% in 2020 - the first time since 2009.

Policymakers in developed and emerging markets alike mandated unprecedented mobility restrictions in an attempt to slow the spread of COVID-19, and also approved different forms of quantitative easing and stimulus measures in an attempt to support their respective economies in 2020.

The US Federal Reserve's (Fed) final meeting for 2020 saw it leave rates at near zero and keep its bond buying programme unchanged. The Fed announced that it will increase its holdings of US Treasuries by some \$80bn and agency mortgage-backed securities by at least \$40bn on a monthly basis. In addition, the Fed extended temporary USD swap lines as well as the repurchase facilities aimed at keeping markets liquid. Similarly, members of the Bank

"Your bank delivered strong, pre-tax earnings, generating N131.9billion, an upside of 18.5% in comparison to FY 2019. We continued to make progress against our efficiency commitments, driving our cost-to-income ratio down another 140 basis points in 2020 to 61.3%".

of England (BoE) voted to keep the official interest rate on hold at 0.1% towards the end of the year, whilst also leaving the Bank's quantitative easing bond-buying programme unchanged at £895bn after pumping an additional £150bn into the economy during the November meeting.

2020 was a volatile year for commodities, especially crude oil. Brent crude oil, the global oil benchmark, ended the year at about \$51 a barrel – a particularly strong recovery from below \$20 per barrel in April 2020, weighed down by the COVID-19 pandemic and a price war between oil giants Saudi Arabia and Russia. The recovery witnessed in oil has been largely underpinned by signs of COVID-19 vaccine breakthroughs raising optimism for a long-term rebound in fuel consumption.

## • Africa

Economies in Sub-Saharan Africa (SSA) have been hard hit by the global economic downturn in 2020. While the total number of COVID-19 infections in the region is considered low by global standards, and domestic lockdown restrictions have in many cases been less severe than in northern hemisphere countries, trade-dependent African countries had to cope with severe disruptions in international supply chains. Many of their largest export buyers and import suppliers were hard hit by the pandemic.

Like most countries, Nigeria was forced to take unprecedented steps to combat the spread of COVID-19. In an attempt to mitigate the negative impact of the pandemic and the restrictive measures on businesses and individuals, government implemented a host of extraordinary initiatives. These include the approval of a N2.3 trillion stimulus plan to boost significant sectors of the economy. Similarly, the Central Bank of Nigeria (CBN) unveiled several policy measures aimed to complementing the fiscal authorities, namely; extension of moratorium for all CBN intervention, reduction in the applicable interest rates on all CBN intervention facilities, creation of a N50 Billion Targeted Credit Facility, Credit Support for the Healthcare Industry, among others

The CBN also lowered the Monetary Policy Rate (MPR) by 100 basis points (bps) in May and by another 100bps in September, thereby taking the MPR to its lowest (11.5 %) level since 2016, in an attempt to mitigate the impact of COVID-19 on the economy, which contracted by 6.1% year-on-year (y-o-y) in Q2 20, 3.6% in Q3 20, and 1.9% for full year 2020.

Over the year, the apex bank adjusted its official exchange rate from N306.5/US\$ to 360.5/US\$ in March and again to 379.5/US\$ in August to bring it closer to the I&E rate.

Elsewhere in Africa, Zambia's rising inflation amidst the weakening of the Kwacha worsened the negative impact of COVID-19 on consumer spending growth in 2020. While Zambia's inflation slowed to 15.5% y-o-y growth in August

2020 from 16.6% y-o-y in May 2020 as bumper 2020 cereal harvest reduced price pressures, it began accelerating in September 2020 (15.7%) and reached 16.0% y-o-y in October 2020 before reaching 19.2% y-o-y in December 2020, its highest level since 2016. Investor concerns about Zambia's increasingly fragile fiscal position exacerbated downward pressure on the Kwacha, increasing imported price pressures. Earlier in October, Zambia missed the deadline to honour a payment of \$42.5 million due on a bond worth \$750 million which matures in 2022 - making it Africa's first economy to default during the coronavirus pandemic.

In Q3 20 Ghana's real GDP fell by 1.1% y-o-y. This follows a 3.2% y-o-y contraction in Q2 20, placing Ghana in a technical recession. However, the Q3 20 contraction was considerably milder than those recorded in Sub-Saharan Africa's largest economies, South Africa and Nigeria, where real GDP fell by 6.0% and 3.6% in Q3 20 respectively. The Bank of Ghana deployed both conventional and unconventional policy measures to moderate the impact of the pandemic. Amongst others, the apex bank reduced the benchmark rate by 150bps (to 14.5%) and introduced macroprudential responses such as a 2% reduction in reserve requirements.

## Strong Execution in 2020

I am delighted with our strong financial performance and the continued disciplined execution of our strategy, particularly given the context of a challenging year with the unprecedented backdrop of COVID-19.

Your bank delivered strong, pre-tax earnings, generating N131.9billion, an upside of 18.5% in comparison to FY 2019. We continued to make progress against our efficiency commitments, driving our cost-to-income ratio down another 140 basis points in 2020 to 61.3%.

Total assets stood at N7.7 trillion, a 37.0% increase from FY 2019, entrenching the Group's position among the largest institutions in the Nigerian banking landscape. Net loans and advances for the year ended at N2.6 trillion, reflecting our focus on viable segments, and re-balancing of the loans portfolio towards faster growth across business segments.

Our strong franchise combined with our investment in digital banking helped to drive above market growth in deposits. Deposits from customers rose 48.1% to hit N5.7 trillion.

With stringent risk management, credit quality and recoveries methodologies and framework in place, asset quality ratios have improved significantly as represented by lower non-performing loan ratio at 4.7% (from 5.3% in 2019). Proactive management of the funding mix between Deposits and Borrowings, resulted in the Net Interest Margin (NIM) for the year being recorded at 5.4%.

Foundational to UBA's resilience is our capital strength. With

a Capital Adequacy Ratio of 22.4%. We have the capacity to absorb the impact of an uncertain environment while retaining the flexibility to invest and grow in areas of strategic importance.

## Optimising Performance

In 2020, the Bank's primary emphasis was on driving operational efficiencies.

Towards this end, we accelerated our transformation, strengthening governance whilst simplifying the organisational structure to align with market realities.

We appointed Ayoku Liadi and Oliver Alawuba as Deputy Managing Directors (DMDs) in charge of our Nigeria and Africa businesses respectively. The breadth of expertise and experience they bring to their respective roles will provide world-class leadership across the Group.

We have continued to simplify and streamline our processes, keeping technology as the underlying driver, which has enabled us significantly move all customer service requests to a digital ecosystem from the traditional paper-based approach. Today, over 95% of our transaction counts are processed via the digital platforms.

## Customer Experience and Awards

Our philosophy of offering superior experience to customers remained unchanged in 2020.

It is gratifying to see that our commitment to our customers has been independently recognised and rewarded by numerous accolades. We were honoured with the 'Bank of the Year' and 'International Bank of the Year' awards at the BusinessDay's Bank and other Financial Institutions Awards (BAFI).

Furthermore, for the second consecutive year, six of our subsidiaries were named 'Bank of the Year 2020' by the Banker Magazine, a leading global finance news publication published by Financial Times of London - UBA Benin, UBA Cote D'Ivoire, UBA Chad, UBA Liberia, UBA Sierra Leone and UBA Zambia emerged best bank in their respective countries.

We do not take these awards for granted as we are focused on creating long-term value for all stakeholders. We remain committed to a journey of continuous improvement in order to enhance our customers' experiences, increase shareholder value, build the communities we serve and sustain an organisation of inspired people.

## Strategic Priorities for 2021

Combining disciplined execution with the Customer-First approach and a mindset of continuous improvement has enabled us to deliver superior growth rates, advance key profitability metrics, and continue to raise the bar on our financial targets.

Our primary strategy will continue to focus on providing services from our customer's standpoint (C1st Philosophy), and deliver positive customer experience that culminates in our core essence – Excellent Service...Delivered!

We will push for increased efficiency in all our activities across the group, supported with a high degree execution drive.

Our ambition is grounded in the strength of our People – their high engagement, personal integrity, sense of responsibility and commitment to positive customer experience.

## Conclusion

2020 was a powerful demonstration of what we can achieve by working together, and I am proud of our accomplishments.

Whilst the road to recovery is still being mapped out, there's no doubt as to the ultimate destination. We remain well-positioned to meet the challenges and to capture the opportunities that the future holds.

Let me thank the Chairman, members of the Board and the Executive Management team for their support at all times. I also want to acknowledge all my colleagues (employees) at all levels who have worked so hard to achieve our success. Furthermore, I would like to express my appreciation especially to the CBN and other regulatory authorities for their support always.

And to you, our shareholders, I thank you very much for your support and reaffirm our commitment to delivering consistent high-quality earnings growth in the days ahead.



**Kennedy Uzoka**

Group Managing Director/CEO  
FRC/2013/IODN/00000015087



# Financial Commentary

## Overview

The bank made significant strides towards its medium and long-term goals despite the challenged operating environment occasioned by the COVID-19 pandemic. Earnings and profit growth came in double digits, even as liquidity and capital adequacy ratios remain very strong. Most notably, we closed the year with a return on average equity of 17.2%, just above our 16.0% target and 100 basis points higher than 2019 performance. The Group also recorded impressive growth across its business segments and

operating geographies as we continued to deploy innovative solutions to our 25 million customers. Our performance for the year was driven largely by strong earnings capacity, efficient balance sheet management, increased contribution from our African (ex-Nigeria) subsidiaries, robust credit risk management, amongst other factors. A snapshot of the 2020 performance of UBA Group is presented in the table below:

### Snapshot of UBA 2020 Performance

		2020	2019	% Change
<b>Comprehensive Income &amp; Profit Trend (N' Million)</b>	Gross Earnings	620,375	559,805	10.8%
	Net Interest Income	259,467	221,875	16.9%
	Operating Income	407,645	346,293	17.7%
	Operating Expenses	249,847	217,167	15.0%
	Profit Before Tax	131,860	111,287	18.5%
	Profit After Tax	113,765	89,089	27.7%
<b>Efficiency and Return (%)</b>	Cost-to-Income Ratio	61.3%	62.7%	-140bps
	Post-Tax Return on Average Equity	17.2%	16.2%	100bps
	Post-Tax Return on Average Assets	1.71%	1.70%	10bps

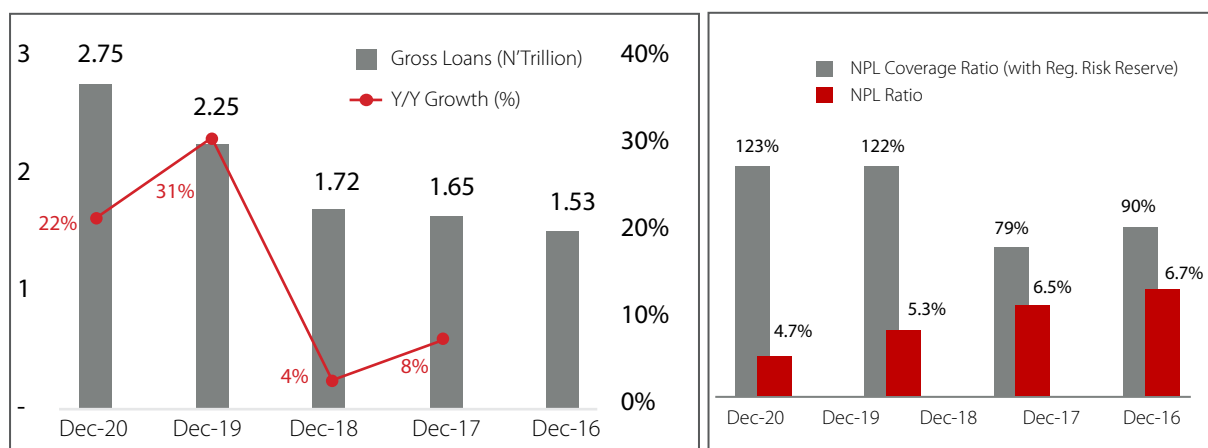
		2020	2019	% Change
<b>Financial Position (N' Million)</b>	Total Assets	7,697,980	5,604,052	37.0%
	Customer Deposits	5,676,011	3,832,884	48.1%
	Net Loans to Customers	2,554,975	2,061,147	24.0%
	Total Equity	724,148	597,978	21.1%
<b>Business Capacity and Asset Quality Ratios (%)</b>	Gross Loan-to-Deposit Ratio	47.0%	56.0%	-900bps
	Capital Adequacy Ratio (BASEL II)	22.4%	23.4%	-100bps
	Non-Performing Loan Ratio	4.7%	5.3%	- 60bps
	NPL Coverage ratio	123.0%	103.0%	2,000bps
	Cost-of-Risk	0.9%	0.9%	0bps

## Lending and Credit Quality

The Group's loan book increased by N519billion (24.2%) to N2.7trillion during the year. This growth consists of N84billion loans to individuals and N435 billion to corporate entities and other organizations. The cautious growth of risk assets during the year was motivated by the need to sustain competitive net interest margin (given the low interest rate environment) and support our customers across diverse economic sectors through the pandemic. In the course of the year, we launched 'Click Credit', our retail lending proposition which is available on all our digital platforms, and is currently gaining very impressive market acceptance.



### Trend in Gross Loans, NPL and Coverage Ratio

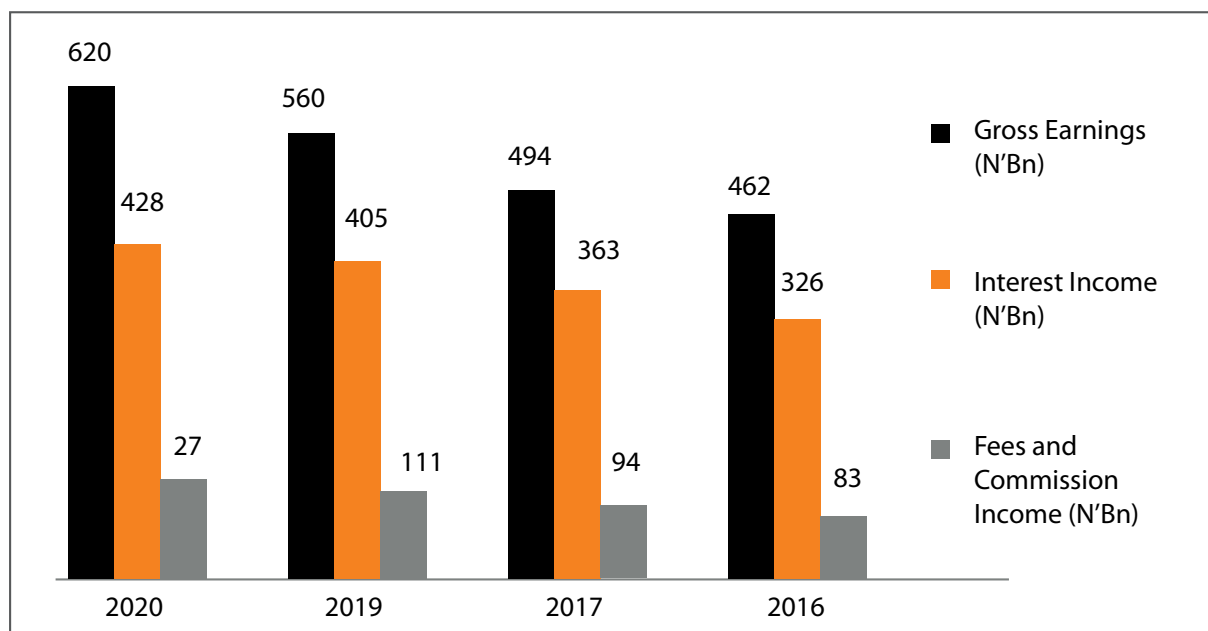


Following strict adherence to our stringent risk acceptance criteria and our robust loan monitoring architecture, the Group's NPL ratio declined to 4.7%. We took a proactive position on impairment charge for credit losses on loans, which grew by some 37.0% to N22.4billion, resulting in NPL Coverage ratio of 123%. The provisions were taken based on extensive review of all exposures, including the possible impacts of the pandemic on our customers. We however expect that the repayment capacity of our customers will improve as the economy recovers, thereby reducing the need for provisioning in the days ahead.

### Earnings

Despite subdued economic fundamentals in 2020, UBA Group delivered a double-digit (10.8%) growth in gross revenue to N620 billion. The 2020 revenue growth was largely driven by improved net interest income, non-interest income and operational efficiencies.

### Trend in Gross Earnings, Interest Income and Fees & Commission Income



UBA Group delivered a double-digit (10.8%) growth in gross revenue to N620 billion, driven by improvement in net interest income and non-funded revenues.

As the world grappled with the impact of the pandemic, governments around the world introduced various accommodating monetary and fiscal tools to revive their economies. This development ushered in a reduction in key policy rates by Central Banks in different countries including Nigeria (to 11.5%; 2019: 13.5%), Kenya (to 7%; 2019: 8.50%), Sierra Leone (to 15%; 2019: 16.5%). In the same vein, the West African Economic Monetary Union reduced its policy rate to 2%; 2019: 3.5%).

The resultant impact of the low interest rate regime, coupled with the downward review of lending rates, as well as the flattening of the yield curve translated to low asset pricing for interest-earning asset portfolios. However, we were able to navigate this tough terrain through the deployment of active and efficient balance sheet management strategies that delivered competitive margins during the year.

Despite global headwinds, the Group achieved a 17.0% y/y growth in net interest income which was driven by a 5.7% growth in interest income and a corresponding 8.0% reduction in interest expense.

## Interest Income

Interest income grew a modest 5.7% over year 2019 owing to the subdued rate environment that characterized FY2020. The growth was largely due to increase in volumes of underlying assets as corresponding yields actually declined. Yield on customer loans reduced to 9.35% (2019: 10.52%), whilst investment securities yield declined to 8.57% (2019: 11.44%). We however, remain committed to growing the loan book within the Commercial and Retail business segments, at competitive and attractive rates, as opportunities in those segments continue to expand.

The breakdown below of the Group's interest income shows that a significant 94% originated from loans to customers, and investment securities.

## Snapshot of Interest Income (N'Billions)

	2020	2019	Change
<i>Interest income from:</i>			
Cash and bank balances	12.1	14.9	-18.7%
Loans and advances to banks	9.5	3.8	150.5%
Loans and advances to customers	225.0	208.0	8.2%
Investment securities	181.2	178.2	1.7%
<b>Total</b>	<b>427.9</b>	<b>404.8</b>	<b>5.7%</b>

## Interest Expense

The Bank leveraged the low interest rate environment to reprice expensive deposits and keep the balance sheet very efficient during the year. Funding cost dropped as interest expense declined y/y by 8.0% (2019: 16.3% growth) with a resultant y/y growth in net interest income of 16.9% (2019: 7.92%). The major driver of the decline was expectedly the cost of customer deposits which trended south in response to market and regulatory dictates. Within the year, the Central Bank of Nigeria reviewed interest rates on savings deposits downwards to 1.15% (2019: 3.75%) in line with the reduction in Monetary Policy Rate. We consequently repriced our savings deposits, whilst term deposit rate was also reviewed downwards to average of about 0.5%. The combination of increased customer deposits supported by low cost of deposits enabled the Group to efficiently manage its cost of funds which declined by 113 basis point to 2.88% (2019: 4.01%).

## Snapshot of Interest Expense (N'Billions)

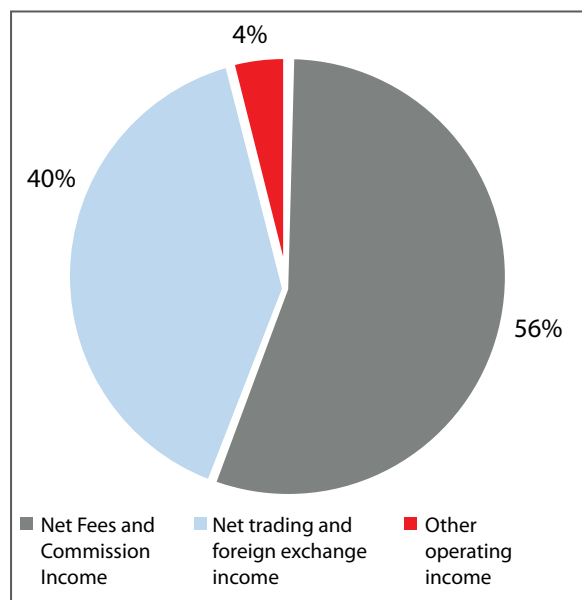
	2020	2019	Change
<i>Interest expense from:</i>			
Deposits from banks	16.2	11.0	47.4%
Deposits from customers	103.6	125.0	-17.1%
Borrowings	45.5	41.4	9.9%
Subordinated liabilities	2.5	5.2	-51.9%
Lease liabilities	0.5	0.3	87.0%
<b>Total</b>	<b>168.4</b>	<b>183.0</b>	<b>-8.0%</b>

## Non-Interest Income

Non-interest income from transactional and ancillary activities grew y/y by 19.1% to N148.2 billion. The key drivers are Net Fees and Commission (N82.6 billion) and Net Trading & FX Income (N59.5 billion). The improvement in non-interest income was propelled by the growth in volumes of transactional services, as we continue to improve on our channels, platforms and service offerings to customers. The impact of this volume growth on income, was however

muted by regulator-induced tariff reductions on the one hand in the Nigerian market and transaction charge waivers across various jurisdictions, to help cushion the effect of COVID-19 on our customers.

#### Non-Interest Income Contribution



The Group recorded 35.4% increase in income from Trade transactions, largely driven by improved FX liquidity in the Nigerian market in the last quarter of 2020.

Net Trading and FX Income grew by 58% contributing 40% of the total non-interest income; Net Fees and Commission reported a 3.3% growth at N82.6 billion (2019: N80bn), constituting 56% of total non-interest income.

#### Composition of Fee and Commission Income (N'Billions)

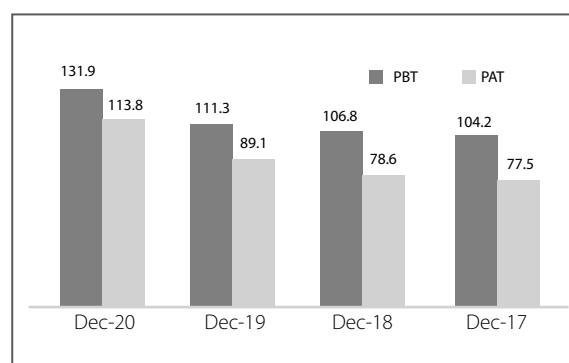
	2020	2019	Change
Credit-related fees and commissions	14.7	10.9	35.4%
Commission on turnover	2.1	1.6	35.1%
Account maintenance fee	8.5	7.2	18.3%
Electronic banking income	44.2	38.8	14.1%
Funds transfer fee	10.7	8.6	25.0%
Trade transactions income	19.1	14.1	35.4%
Remittance fee	9.2	9.1	1.4%
Commissions on transactional services	12.8	15.2	-15.6%
Pension funds custody fees	5.5	5.2	5.5%
	<b>126.9</b>	<b>110.6</b>	<b>14.8%</b>

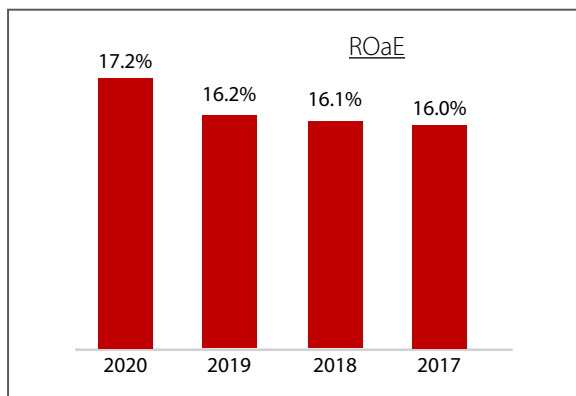
The growth in loan book also supported increased credit-related fees and commission which recorded 35.4% y/y growth. E-banking income accounted for 35% of total gross fees and commission, and grew 14.1% y/y; driven by our growing customer base and digital touch points.

#### Profitability

The Group reported a pre-tax profit of N131.86 billion in 2020, 18.49% higher than prior year. Post-tax return on average assets (ROaA) and return on average equity (ROaE) were stronger at 1.71% (2019: 1.70%) and 17.2% (2019: 16.2%) respectively.

#### Trend of Key Profitability Metrics (N'Billions)





Main drivers of profitability remain our impressive growth in earnings, coupled with improved operational efficiency. Cost of Funds moderated to 2.9%, as we grew retail deposits more aggressively, and repriced deposits in response to general decline in market rates. Consequently, Net Interest Margin settled at 5.5%, in line with our 2020 guidance.

### Operational Efficiencies

Despite inflationary and devaluation pressures, the Group's cost-to-income ratio moderated to 61.3%, largely supported by higher revenue and efficiency gains from cost optimisation initiatives. Operating expenses grew by 15% to N249.80 billion driven by increase in staff cost due to some one-off payments as the bank strives to improve staff productivity and efficiency across the Group, and the effect of inflation as well as Naira devaluation on operating expenses.

### Funding and Liquidity

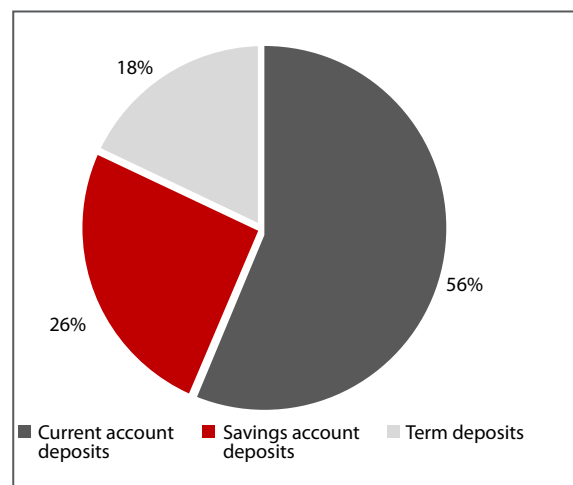
Stable customer deposit base backed by a high level of liquid assets underpin the Group's funding and liquidity profile. Our extensive network along with a customer base of over 25 million provided the right platform to support deposit liabilities generation. Customer deposits accounted for 75.5% of total funding base, even as low-cost deposits make up about 82% of total customer deposits.

#### Group Funding Mix

	2020	2019	Change
(N'Billions)			
Deposits from customers	5,676.0	3,832.9	48.1%
Borrowings	1,112.5	1,055.8	5.4%
Equity	724.1	598.0	21.1%
<b>Total</b>	<b>7,512.6</b>	<b>5,486.7</b>	<b>36.9%</b>

This funding structure has contributed largely to the improvement in the Group's cost of funding. Savings and Current account deposits constitute 82% of total deposits from customers. Notwithstanding the pandemic and its impact on the global economy, Subsidiaries's deposits have increased in size and have proven resilient to the adverse economic crisis. Furthermore, the bank has reliable access to external (foreign currency) funding if and when required.

#### Deposit Decomposition



Customer deposits accounted for 74% of total funding base, while low-cost deposits make up about 82% of total customer deposits.

The Group maintained a strong liquidity profile in 2020 with total liquid assets of over N3 trillion, representing 42% of total assets. The liquid assets comprise largely government securities (76%), current balances with banks (8.9%) and unrestricted balance with central bank (7.1%). The ratio of liquid assets to local currency deposits of 44.30% was well above the regulatory minimum of 30%

### Capital

The Group recorded a 21% increase in shareholders' funds to N724 billion on account of internal capital generation and

modest dividend pay-out. Consequently, we maintained a healthy Capital Adequacy Ratio of 22.4% against the regulatory minimum of 15%. We believe this will provide the bank adequate headroom for growth; as well as offer sufficient absorption of losses.

## Performance Across Geographies

UBA operates in 20 African countries, with operations in New York, London and a representative office in Paris. Our strategy is to position all subsidiaries to operate independently and profitably, whilst we continue to leverage scale economics derivable within the Group. Based on the Group's management and reporting structure, performance across geographies is grouped into Nigeria, Rest of Africa, and Rest of the world, and presented in the table below:

### Contribution by Geographic Segments in FY2020

	Nigeria	Rest of Africa	Rest of the World
Revenue	59%	37%	3%
PBT	38%	57%	6%
PAT	42%	52%	6%
Loans	63%	29%	8%
Deposits	61%	36%	3%
Assets	62%	34%	3%
Liabilities	64%	33%	3%

Our Nigerian business accounted for 59% and 38% of the Group's revenue and profit respectively. Performance in Nigeria was adversely impacted by a number of factors, including high effective Cash Reserve Ratio (CRR) which significantly affected our capacity to create earning assets

during the year; also, contributory are the regulatory-driven reduction of fees, commission and charges by between 40% to 70% across different income lines; as well as broad macroeconomic weakness occasioned by the 2020 recession. Consequently, our prudent risk appetite also made us focus mainly on low risk, low return earnings asset. We will continue to reposition our Nigerian business for sustainable growth, focusing on our leadership in key segments of the market, whilst aggressively exploring new opportunities guided by our customer first (C-1st) philosophy.

We note the continued improvement in the performance of our Rest of Africa operations which now accounts for 37% (28% in 2019) of the Group's revenue, and 57% (40% in 2019) of the Group's PBT. Revenue and profit for Rest of Africa's recorded 39.6% and 44.0% growth respectively to N232.0 billion and N62.8billion. We hope to sustain this growth momentum in the coming years, even as we remain committed to deriving 50% of our gross earnings and profits from our operations outside Nigeria in the mid-to- long term.

## Conclusion

UBA's performance in the year 2020 was shaped by our robust response to the challenges of banking during a pandemic, as well as the Bank's robust business model that ensured we maintain strong earnings and margins; and remain resilient under severe macroeconomic conditions. As the world continue to witness signs of recovery from the COVID-19 pandemic, led by resumption of economic activities globally, increase in consumer spending and continued progress on vaccine deployment, we have positioned our businesses for greater synergy across the Group.

### Ugo Nwaghodoh

Group Chief Finance Officer



# Affordable health care for your **kids**

- ✓ Specialist consultation
- ✓ Eye tests and surgeries
- ✓ Hospital admissions
- ✓ Intensive care units
- ✓ Routine immunization
- ✓ Physiotherapy sessions
- ✓ Dental care
- ✓ Back to school checks and more

Available to UBA Kiddies and  
Teens account holders



To open an account or subscribe for a health plan, visit  
[ubagroup.com/nigeria/discounted-health-plan](http://ubagroup.com/nigeria/discounted-health-plan)

03



# Sustainability and Responsibility

Sustainability  
Corporate Social Responsibility



# Sustainability

## Scope of the Report

This report highlights UBA's sustainability strategy, activities, and programmes during the 2020 financial year. It presents our sustainability undertakings during the period and how we integrated social and environmental priorities into our operations and businesses.

## Sustainability Strategy

As Africa's Global Bank, UBA is committed to the highest sustainability standards in our business practices and operations. We are at the forefront of consistently delivering sustainable financial services in Nigeria and across all our countries of operation. The Bank's strategic intent is to commit 1% of the group's annual profit to its Corporate Social Responsibility (CSR) activities geared towards protecting the integrity of the environment, promoting educational endeavours, and fostering economic empowerment, as well as supporting other sustainable projects. The focus is to enable activities that support the Paris Agreement and the United Nations Sustainable Development Goals (SDGs).

Our sustainability strategy ties closely to our corporate vision which is to be the undisputed leading and dominant financial services institution in Africa. This corporate vision is the backdrop for our sustainability vision which focuses on promoting excellence by building a sustainable financial institution that supports the execution of environmentally and socially responsible endeavours. The Bank's sustainability vision is wrapped tightly around UBA group's commitment to put the customer first - we see the customer as our most revered stakeholder and our employer. Therefore, our responsibility is not just to provide financial intermediation but to empower communities, connect diverse ethnicities, and to create intergenerational wealth.

Sustainability is a key component of UBA's management processes, it underpins our corporate values of Enterprise, Excellence and Execution. Our sustainability targets are clearly captured in the group's sustainability policy and framework. Our policies and frameworks are based on local and international principles and guidelines such as the Nigerian Sustainable Banking Principles (NSBP), Nigerian Stock Exchange Sustainability Disclosure Guidelines,

Equator Principles, and others. These guidelines enable the Bank's processes and serve as the compass that guides us in identifying and addressing issues critical to our stakeholders.

## Stakeholder Engagements

The aftermath of the COVID-19 pandemic has further increased the need for stakeholder engagements. Throughout this period, we maintained open dialogue, largely via virtual means with all our critical stakeholders despite the enforcement of lockdowns and pronouncement of social distancing by various governments. Our stakeholders include customers, regulators, employees; shareholders, suppliers, and the communities where we operate, including other entities that have the capacity to influence us or that can be influenced/affected by our activities and operations.

The objective of the engagement is to identify, collate, analyse, and understand the issues and concerns of our stakeholders. Through these continuous engagements we have been able to identify the best way to address their concerns and position our strategic and tactical responses on a sustainable path. These feedback mechanisms also inform our communication options, ensuring that we use the best media to communicate to all our stakeholders.

Some of the conventional approaches we use for data collection included expert opinion, surveys, focus group discussions (FGD), direct and indirect interviews and site visitation. However, given the "new normal" occasioned by the Coronavirus outbreak, we had to employ new approaches. Most of our stakeholder engagements were done through virtual meetings during the period. In response to the COVID-19 protocol put in place by the Nigeria government, UBA organised the first ever virtual annual general meeting (AGM) in the history of banking in Nigeria. This ushered in a new wave of virtual AGMs by other Nigerian banks thereby making us pacesetters in this regard. This also exemplified our role in setting the pace for others when it comes to sustainability practices across the markets we operate in.

## Progress Report on Stakeholder Engagement in 2020

The table below shows a list of our material issues in the year 2020. It also shows our commitments and responses to the identified issues.

SN	Stakeholders	Material Issues Raised	UBA Responses & Commitments
1	<b>Our Customers</b>	<ul style="list-style-type: none"> <li>Quick response to complaints</li> <li>ATM uptime and Cash Availability</li> </ul>	<ul style="list-style-type: none"> <li>Service Level Agreement (SLA) Optimization: All bank processes have clearly defined SLAs that ensure we provide our customers with exceptional experience.</li> <li>Bank wide customer experience training and team expectations clearly defined and shared.</li> <li>Upgraded our Channels (Mobile app, Internet banking) to improve system performance.</li> <li>Carried out network optimization to improve system performance.</li> </ul>
2	<b>Our Employees</b>	<ul style="list-style-type: none"> <li>Employee development and career growth</li> <li>Safety at work during COVID-19</li> <li>Women empowerment inclusion and work/life balance</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed employee onboarding process to ensure activation and engagement at entry.</li> <li>Improved efficiency of communication to make staff more responsive - using our intranet as an alternative source of information for all.</li> <li>Activated our COVID-19 business continuity protocol whereby approximately 70% of our staff worked remotely (from home) to limit exposure to coronavirus.</li> </ul>
3	<b>Our Shareholders &amp; Investors</b>	<ul style="list-style-type: none"> <li>Increased wealth creation</li> <li>ESG disclosure</li> </ul>	<ul style="list-style-type: none"> <li>We conducted a virtual AGM being the first in the history of UBA to satisfy our shareholders despite the challenges posed by COVID-19.</li> <li>We have started publishing stand-alone sustainability reports in addition to disclosures included in the annual financial reports. This is to improve our ESG disclosure.</li> </ul> <p>Additional commitments are as below:</p> <ul style="list-style-type: none"> <li>Ensure strict adherence to the Group's governance principles, annual evaluation of the board by reputable global firm of consultants.</li> <li>Timely rendition of information to all shareholders; annual reports and accounts, quarterly results, and presentations, press releases, investor roadshows and public engagement.</li> <li>Shareholders association meetings.</li> </ul>
4	<b>Our Suppliers</b>	<ul style="list-style-type: none"> <li>Fair assessment of selection process for vendors, pricing, and payment terms.</li> </ul>	<ul style="list-style-type: none"> <li>An enhanced vendor selection and assurance team to improve procurement process which includes accreditation and review of vendors and contractors.</li> <li>Centralized vendor selection process, which ensures that due diligence is carried out before, during and after the selection of vendors and award of contracts or procurement.</li> <li>Periodic/impromptu visits to vendor's sites and offices to ensure adherence to relevant environmental and social covenants agreed with the Bank and engagement on need for quality assurance.</li> <li>Periodic price checks and vendor reviews are conducted in addition to vendor rating by relevant divisions of the bank through anonymous survey.</li> </ul>

5	<b>Our Communities</b>	<ul style="list-style-type: none"> <li>Responding to the impact of COVID-19 pandemic on health, families, and economies.</li> </ul>	<ul style="list-style-type: none"> <li>UBA donated over N5.1 billion through the UBA Foundation to CSR.</li> <li>We also provide other supports such as the provision of beds for isolation and ICU facilities and provision of telemedicine platforms for direct access to medical advice by community members.</li> </ul>
6	<b>Regulators</b>	<ul style="list-style-type: none"> <li>Compliance with the CBN COVID-19 ECL impact assessment guideline.</li> <li>Disclosure of Environmental and Social performance through reporting progress on the implementation of the Nigerian Stock Exchange (NSE) Sustainability Disclosure guideline and Nigerian Sustainable Banking Principles.</li> </ul>	<ul style="list-style-type: none"> <li>We ensured prompt rendition of quarterly COVID 19 ECL impact assessment returns to the Central Bank of Nigeria (CBN).</li> <li>We submitted the bank's sustainability report to the NSE in compliance with the disclosure framework.</li> <li>We conducted numerous virtual meetings and supervisory engagements by representatives of regulatory bodies.</li> <li>Improved disclosure of Environmental and Social performance through reporting progress on the implementation of the Nigerian Sustainable Banking Principles (NSBP).</li> </ul>

## Supporting Our Stakeholders through COVID-19 Pandemic

The COVID-19 outbreak brought a lot of uncertainties and challenges for our customers, employees, businesses, and the communities we serve. It became a priority for the bank to provide support to all our stakeholders regardless of their geography.

### Customers

Our immediate priority to the challenges posed by the COVID-19 outbreak on our customers was to provide support and flexibility. This included:

- Improving our digital channels for uninterrupted service and our 24/7 online customer service centre,
- Restructuring of credit facilities for customers whose cash-flows has been impacted by the pandemic.
- We removed/reduced our transaction banking charges as part of the palliatives across some of our markets.

We also took actions to keep our branches open and safe for operations while observing all the COVID-19 precautionary measures.

### Employees

- The bank invoked its business continuity plan in response to COVID-19 outbreak. Employees were enabled to work remotely and had virtual meetings instead of face-to-face meetings.

- Several employee engagement initiatives on COVID-19 were implemented to enhance employee productivity during and post COVID-19 era. Some of these included training on how to lead remote teams and work remotely, awareness on mental health, and stress management during the sit-at-home period.
- Steps were also taken to enable our front-line employees in business offices to do their job safely and effectively during the COVID-19 pandemic.

### Communities

- UBA donated to programmes and partners that provide medical responses, food security and support to vulnerable people across Africa. Through the UBA Foundation, UBA donated N5.1 billion to CSR. This donation was geared towards supplying relief materials, critical care facilities, and financial support to Governments.
- In addition, UBA provided free telemedicine platform for citizens to have direct access to medical advice as they complied with social distancing pronouncements by various governments.

### Regulators and governments

- UBA as a member of the Coalition Against COVID-19 (CACOVID) which is a private sector task force partnering with the Federal Government, the Nigeria Centre for Disease Control (NCDC) and the World Health Organisation (WHO), provided numerous technical and operational support to combat Coronavirus (COVID-19) pandemic in Nigeria.
- As a member of the task force, UBA made direct donation



of about N500 million and facilitated the raising of over N30 billion by the coalition (CACOVID) as at June 2020.

## Suppliers

- UBA ensured that payments for services were made to its numerous vendors and suppliers to support them through the COVID-19 pandemic.
- We also activated our COVID-19 protocols for vendors, advising them on the best approach to protect themselves, their families, and employees as they conduct their activities.

## Investors

- To keep investors abreast with our operations, the bank held its 58th Annual General Meeting by proxy, using an online meeting platform, in accordance with guidelines issued by the Corporate Affairs Commission. This followed the presidential order on restriction of movement in some parts of the country.

# Sustainability in the Workplace

Human rights continue to emerge as a prominent business issue, they were once regarded the purview of government and local action, but several changes and pressures worldwide have made human right an important consideration in business operations, activities, and impact.

- In our commitment, UBA supports the 1948 United Nations Universal Declaration of Human Rights (UDHR) and shall respect all the fundamental human rights as enshrined therein, in the constitution of the Federal Republic of Nigeria and any other treaty to which Nigeria is a signatory.
- We are also committed to upholding human right standards in all our business operations including labour and working condition as well as conducting due diligence to assess the management and treatment of human right by our clients. Good labour and human resources practices are important to ensure that we retain our talented and productive workforce for our business operations.
- Our Human right policy demonstrates our respect for fundamental human right, we also maintain a well-structured governance and labour/grievance mechanism which includes the HR Clinics, HRCare with a dedicated service line, Mid-Cycle Check-in Meeting, whistle blowing and an open-door policy to encourage open communication, feedback, and discussion about

any matter of importance to employees.

## Employee Gender Diversity and Equality

- Our target is to have a minimum of 40% female representation at management and board. In 2020, UBA had 25% female representation at board level and 27% at senior management level. This emphasizes our commitment to ensure fairness and gender inclusiveness. UBA continued to comply with its equal remuneration agenda by ensuring that all staff, irrespective of gender earned equal remuneration, in keeping with the convention of the International Labour Organisation (ILO).
- At UBA, we celebrate our women every day and always. To mark the 2020 International women's day, we celebrated our women in extra special way that appreciates their valued contribution to the Bank. There was also a round table talk themed 'I Am from Equality Generation' where our female colleagues exchanged ideas on gender related topical issues.

## Work/life balance

The Bank is highly committed to ensuring that its greatest assets, the employees, maintain healthy work/life balance and more during these challenging and unprecedented times of COVID-19 outbreak. UBA continuously strive to create a positive and safe work environment that considers family life, recreation, and personal development of employees.

- Annual Wellness Checks: The bank had its annual wellness check this year in collaboration with our Health Management Organization (HMO). All employees were encouraged to participate in the exercise because staff wellbeing is of upmost importance to the bank.
- Also, we upgraded the medical scheme of all employees as a demonstration of the bank's commitment to the welfare and wellbeing of its employees.
- Quarterly Fitness Session: We introduced Virtual fitness session tagged 'E-jogging to bond' due to the COVID-19 pandemic to encourage fitness among our employees while staying safe.

## Occupational health and safety

In 2020, UBA successfully concluded an ISO 45001:2018 OHSMS Management Review. Over 3,000 employees were trained across the group on occupational health, safety and first aid procedures. It is of utmost importance to UBA to promote a safe and healthy occupational environment for its employees and customers. The Bank's policy on health,

safety and security is accessible to all employees and safety signs are placed in strategic places to keep employees and customers safe.

With the outbreak of COVID-19, about 70% of our staff were empowered to work from home to limit their exposure to the corona virus. Furthermore, our teams were divided into Team A and Team B to facilitate social distancing.

Containment strategies were initiated by the bank for the safety of its employees, customers, and the communities. This included.

- Communication to all employees and customers on the bank's containment strategies to protect staff and customers.
- Temperature checks at the entrance of our business locations.
- Hand sanitizers placed in strategic places, soap and water were provided to improve personal hygiene and our business offices were disinfected where necessary.
- Increased frequency of cleaning of our offices especially the high-risk points – door handles, toilets, slabs, staircase railings, ATMS.
- Face mask and hand gloves were provided for employees and we also enforced wearing of mask by customers.
- Social distancing footprints used to enforce social distance intervals and line management in our offices.
- Provision of waiting areas outside the business offices where customers can wait while observing social distancing.
- Established shifts to manage the number of employees in a building.
- Sent advisory mails to customers to use our digital channels while we improved our channels for a better and uninterrupted services.
- Issued advisory mails to employees on travelling, social engagement, self-isolation in case of contact with a suspected case, incident management hotlines and national emergency numbers.
- Provide regular awareness campaigns to employees and customers on preventive measures to curtail the spread of the virus.

## Sustainability in the Market Place

Our approach to inclusion is to put every customer in a position to have unfettered access to financial services. That is what customer 1st symbolizes.

### Financial inclusion

The Bank launched its Agency Banking in 2019 and customer enrolment started in 2020. The aim is to make financial services accessible and affordable for all individuals including the under-banked and the un-banked in locations where we are underserving. UBA currently has over 43,000 Agents and intends to on-board 120,000 Agents in 2021 to ensure that we bridge the gap of exclusion. This ensures that the un-banked are introduced to financial services and the under-banked receive better financial services and gain access to credits, overdraft facilities and other benefits needed to improve their financial circumstances.

Other financial inclusion efforts include:

- Provision of over 40 business offices in different locations with ramps installed for wheelchair access to ensure that our offices are accessible to all.
- 81% of our ATMs have biometric functionalities, the biometric function will be enabled before the end of first quarter 2021, this will ensure that individuals having literacy challenges or facing difficulty with memory and lack of formal identification have access to financial services.
- UBA also established a discounted interest rate on short term and overdraft facilities for women. This is to promote women economic empowerment and improve the portion of bank's micro-SME loan portfolio to women/women owned business.

## Sustainability in the Environment

UBA integrates robust environmental management criteria in its project finance and investment decisions. Our environmental management system is consistent with relevant international standards and principles.

- In 2020, we committed over US\$105 million to renewable energy and energy efficiency activities, Power infrastructure projects, SME and women owned businesses.
- We continuously strive to be responsible in our energy consumption and remain environmentally friendly in our business activities and operations. The Bank

increased its number of ATMs powered by cleaner alternate source of energy (solar Energy) from 113 ATMs to 161 ATMs, thus reducing our CO2 emission.

- The bank had earlier introduced a carpooling initiative where employees can share ride with other members who live within same vicinity. This is to reduce our carbon emission contribution by reducing the number of travels.
- The Bank complies with environmental laws and regulations as we continuously strive to reduce our environmental footprint.
- Waste disposal is strictly handled by registered vendors in locations where we operate. We reviewed and updated the bank's battery and other carcinogenic waste disposal framework to comply with the CBN disposal guide.
- UBA launched a Paperless office initiative in 2019 which resulted in over 85% reduction in paper consumption and has implemented several initiatives and introduced several platforms to further reduce the amount of paper consumed in order to minimise our contribution to landfills.

# UBA Foundation

The UBA Foundation seeks to set standards for other CSR groups, especially as it relates to the core essence of CSR. UBA Foundation has dedicated resources to ensuring that CSR is not simply conceived as a marketing tool in the corporate world. Instead the UBA Foundation recognises CSR as it really should be - a corporate contribution towards promoting sustainable development in communities.

As the Corporate Social Responsibility arm of the UBA Group, UBA Foundation is committed to the socio-economic betterment of the communities in which the bank operates, focusing on development in the areas of Education, Environment, Economic Empowerment and Special Projects,

## Education

A highly educated and well-informed youth is critical to the future of Africa. Quality education is therefore crucial in developing the manpower needed by Africa to exploit emerging opportunities and propel the continent to higher levels of development. For this reason, the Foundation is actively involved in facilitating educational projects and bridging the literacy gap on a pan-African scale.

The education pillar is the umbrella arm of UBA Foundation that guarantees this commitment.

### Read Africa 2020

Read Africa is an initiative of the UBA Foundation geared at rekindling the dwindling reading culture amongst African youths. Children no longer read as frequently as previously. The passion for reading informative and educative books is fast eroding and the Read Africa initiative was initiated to help children love reading again. To help them go through novels and dream and to be inspired by stories they read about. The project is also aimed at promoting the talent of African authors and focuses on African stories. In year 2020, the Foundation donated well over 20,000 books to youth across the continent.

- o **Virtual Read Africa** - We launched the virtual Read Africa to celebrate the Day of the African Child but extended the access to the novel on the UBA Foundation website, for students to enjoy and continue to develop their reading skills.
- o **Read Africa Tanzania** - In Dar es Salaam, the Foundation aided by the EMDOs team led by the Unit Head, Mathias Ninga, donated literature books to St Joseph Secondary school. The donation was warmly received by the school head Mr Ambele Mwamausi and his students, and he acknowledged the bank's efforts in creating partnerships with schools and students through various initiatives.

To empower the youth and ensure quality education in secondary schools, the UBA Foundation in Tanzania donated Literature textbooks worth TZS 2,800,000 to Rising Star Secondary Schools at Mbezi Chini in Dar es salaam. The donation of the books was received by the Rising Star Secondary School Director Mrs. Fransisca Matay on behalf of the school management.



Donation of literature textbooks to students

- o **Read Africa Kenya** - On October 28, 2020 the UBA Foundation in Kenya hosted the Read Africa programme at the Mwaani Boys Secondary School and donated 208 copies of "The Fisherman" to the students in attendance.
- o **Read Africa Zambia** - On October 30, 2020 the UBA Foundation hosted the Read Africa program at the

Big Dreams Academy in Zambia

- o **Read Africa Congo Brazzaville** - As part of Read Africa program, UBA Foundation gave away 213 books to girls in Middle School and 250 chalk boxes and papers that will benefit the entire student body of CEG MFILOU in Brazzaville. This event took place on November 24th 2020.

### National Essay Competition 2020

This year marks the 10th year, the UBA Foundation will be hosting the National Essay Competition (NEC). Targeted at senior secondary school students in Africa, the NEC is organized annually, as part of the Foundation's education initiative which is aimed at promoting literacy and encouraging healthy and intellectual competition amongst secondary school students in Nigeria and across Africa. The National Essay Competition began in 2011 and since then has been replicated in several countries across the UBA Group. This year has taken an unexpected turn due to the global COVID-19 pandemic however the programme was pivoted to enable students participate virtually, in spite of the trying times. As we are unable to host the competition the way we have in the past, we have strategically leveraged our digital and traditional media channel to publicise the 2020 edition.



NEC Winner 2020 - Abasiekeme Eshiet

- o **NEC Online Application Form:** Due to the COVID-19 social distancing restrictions, we have modified the competition to include several new features. We introduced a digital submission portal in which students can submit an application form and upload scanned copies of their handwritten entries and ID on the portal. We do recognise that shifting completely to digital submission could marginalise those that do not have access to the internet, so to be inclusive, we are still accepting some essays via post.
- o **NEC Nigeria** - After receiving and assessing 11,394 essays, the UBA Foundation hosted the NEC 2020

Grand Finale virtually on November 24, producing the following winners:

Positions	Name	School
1st	Abasiekeme Eshiet	Bright Stars Model Secondary School, Uyo
2nd	Mofoluwake Adesanya	Spring Forte-Lead College, Lagos
3rd	Habeebah Abdulganiyy	International School, University of Lagos

- o **NEC Ghana** - On January 13, 2020, the UBA Foundation hosted the Grand Finale of the 2019 edition of the National Essay Competition in Accra, Ghana, producing the following winners:

Positions	Name	School
1st	Assanwaa Akpene Yankso	Wesley Girls High School
2nd	Nathaniel Mawuli Fleku	St. Mary's Seminary Senior High School, Volta
3rd	Desmond Duodu Yeboah	Opoku Ware Senior High School, Kumasi

- **NEC Senegal:** On February 24, 2020 the UBA Foundation hosted the Grand Finale of the 2019 edition of the National Essay Competition in Dakar, Senegal; producing the following winners:

Positions	Name	School
1st	Mohamed Doucour	Prytanee Militaire de Saint Louis
2nd	Mouhamed Ba	Prytanee Militaire de Saint Louis
3rd	Fatimatou Sow	Lycee Galandou Diouf

- o **NEC Guinea:** The National Essay Competition was launched in Guinea on November 26, 2020. The launch which took place at the Head Office included the presence of education stakeholders, students, influencers and journalists. The event was streamed live on Facebook.
- o **NEC Sierra Leone:** UBA Foundation launched the National Essay Competition in Sierra Leone on November 13, 2020. The launch took place at the Ministry of Basic and Senior Secondary Education (MBSSE) New England, Freetown with the MD of UBA Sierra Leone, Usman Isiaka and the David WS Banya Senior Permanent Secretary, MBSSE



## EMPOWERMENT

UBA Foundation aims to make sustainable empowerment in the lives of the needy and underprivileged by supporting entrepreneurship programmes which benefit the community at large, social entrepreneurship schemes, skills acquisition and empowerment conferences, workshops, and seminars.



### • Each One Teach One- COVID-19 Edition

- o **Benin:** Due to the COVID-19 Pandemic, plans for this years Each One Teach One in Benin took on a new shape. Board members and Senior Management took some time to share their experiences with students, young entrepreneurs and customers on Facebook Live. This event took place on October 30 and December 4, 2020.
- o **Congo Brazzaville:** As part of the Each one Teach one programme, three (3) UBA staff members volunteered to give free training in:
  - Baking
  - Risk Management in banking sector
  - Work Management and efficiency

All the training was hosted online via Microsoft Teams and was open to staff and others outside the UBA organization. The virtual Each One Teach One event took place on the 21st and 22nd of October 2020.

## ENVIRONMENT

The Foundation maintains gardens across Nigeria. Apart from the aesthetic and environmentally friendly values associated with projects in this focus area, UBA Foundation also creates employment opportunities for the youth and underprivileged.

### Gardens

- o Beautification and maintenance of CIBA Foundation-managed roundabout in Marina, Lagos
- o Upgrade and maintenance of roundabout along Okpanam Road, Asaba by Macadims B&C Projects

## SPECIAL PROJECTS



Projects that don't fall under the 3 primary areas of the Foundation (Education, Environment and Empowerment) form the Special Projects Focus Area. We believe in intervening and building capacity within the community to help them in embarking on projects that act as a catalyst to social and economic development. Some of the contributions and donations the Foundation makes to improve adverse living conditions include the following

### UBA Foundation COVID-19 donation

On March 26th 2020, the United Bank for Africa Plc (UBA) announced its financial donation through the UBA

Foundation, to support a comprehensive pan-African response to the fight against the coronavirus (COVID-19) global pandemic. The donation has provided significant and much-needed support to Nigeria and 19 other African countries, by facilitating relief materials, critical care facilities, and financial support to Governments.

### Five Cowries Arts Initiative Home Learning Kits

We collaborated with the Five Cowries to provide learning kits to children who didn't have access to the internet when the pandemic threw the world into lock down and schools remained closed. Five Cowries is an NGO that uses the Arts to maintain educational standards for youth, keep them motivated, occupied. The Home- Learning Kits which were donated across schools in Nigeria include 32 worksheets (in Yoruba, Igbo & Hausa) that are used to develop the Arts drawing, needlework, craft, puppetry, poetry, performing arts, music and creative writing) to teach the youth about core-curriculum subjects, such as English, Maths, History and Geography.



Five Cowries/UBA Learning Kits Initiative



Five Cowries/UBA Learning Kits Initiative

### Asisat Oshola Football4Girls Training Camp

The UBA Foundation supported the efforts of the Asisat Oshola Foundation to build a solar borehole for the Ikorodu community and to mentor hundreds of young girls at the Football4Girls training camp



UBAF support at Football4Girls Training Camp

### St. Pius Xth Grammar School

The UBA Foundation has officially completed construction a 300-seater school Hall that houses 3 science laboratories and construction of a 50 bed student hostel at St Pius Xth Grammar School in the Eastern part of Nigeria.

# Made for goals

Want to save for a car, a house, school or professional fees?  
The savings goal feature on the **UBA Mobile App** helps you save for the things that matter.



The New Digital Experience by UBA  
Coming soon on Internet Banking, 919 and Leo.

*#MadeforYou*



04



# Governance

---

Directors' Report

Complaints and Feedback

Corporate Governance Report

Statutory Audit Committee Report

Board Evaluation Report

Review of Corporate Governance Framework

# Directors' Report

The Directors present their report together with the audited financial statements of United Bank for Africa Plc and its subsidiaries for the year ended December 31, 2020.

## 1. Results at a Glance

	Group		Bank	
	2020 (N'Million)	2019	2020	2019
Profit before tax	131,860	111,287	58,360	70,063
Income tax expense	(18,095)	(22,198)	(1,449)	(7,313)
Profit after tax	113,765	89,089	56,911	62,750
Other comprehensive income	43,326	35,350	5,427	48,244
Total comprehensive income	157,091	124,439	62,338	110,994
Total comprehensive income attributable to:				
– Equity holders of the Bank	147,416	124,173	62,338	110,994
– Non-controlling interests	9,675	266	-	-
Total comprehensive income	157,091	124,439	62,338	110,994

## 2. Dividend

The Directors, pursuant to the powers vested in it by the provisions of Section 379 of the Companies and Allied Matters Act (CAMA) of Nigeria, propose a final dividend of N0.35 per share (December 31, 2019: N0.80 per share) from the retained earnings account as at December 31, 2020. This proposed final dividend, and the N0.17 per share interim dividend paid in September 2020 will be presented to shareholders for approval at the next Annual General Meeting. The proposed dividend is subject to withholding tax at the appropriate rate.

## 3 Legal form

United Bank for Africa Plc was incorporated in Nigeria as a limited liability company on February 23, 1961, under the Companies Ordinance [Cap 37] 1922. It took over the assets and liabilities of the British and French Bank Limited, which had carried on banking business in Nigeria since 1949. UBA merged with Standard Trust Bank Plc on August 01, 2005 and acquired Continental Trust Bank Limited on December 31, 2005.

## 4 Major activities & business review

UBA Plc is engaged in the business of banking and caters for the banking needs of Institutions, Corporate, Commercial and Consumer customer segments, providing trade services, remittance, treasury management, custody/investor services, digital and general banking services. Pension custody services are offered through its subsidiary. A comprehensive review of the business for the year and the prospects for the ensuing year are contained in the CEO's report.



## 5 Directors

Name	Designation
Mr. Tony Elumelu, CON	Chairman
Amb. Joe Keshi, OON	Vice-Chairman
Mrs. Foluke Abdulrazaq <sup>[3]</sup>	Non-Executive Director
Mrs. Owanari Duke	Independent Non-Executive Director
High Chief Samuel Oni, FCA	Independent Non-Executive Director
Ms. Angela Aneke	Non-Executive Director
Erelu Angela Adebayo	Non-Executive Director
Dr. Kayode Fasola	Non-Executive Director
Mr. Abdulqadir J. Bello	Non-Executive Director
Mrs. Aisha Hassan Baba, OON <sup>[2]</sup>	Independent Non-Executive Director
Mr. Kennedy Uzoka	Group Managing Director/CEO
Mr. Victor Osadolor <sup>[1]</sup>	Deputy Managing Director
Mr. Dan Okeke <sup>[4]</sup>	Executive Director
Mr. Emeke Iweriebor <sup>[1]</sup>	Executive Director
Mr. Uche Ike	Executive Director
Mr. Chukwuma Nweke	Executive Director
Mr. Oliver Alawuba	Deputy Managing Director
Mr. Ayoku Liadi	Deputy Managing Director
Mr. Ibrahim Puri	Executive Director
Mr. Abdoul Aziz Dia <sup>[5]</sup>	Executive Director
Mr. Chiugo Ndubisi <sup>[6]</sup>	Executive Director

[1] Retired from the Board on January 6, 2020

[2] Appointed to the Board on January 27, 2020

[3] Retired from the Board on April 30, 2020

[4] Retired from the Board on August 1, 2020

[5] Resigned from the Board on May 6, 2020

[6] Appointed to the Board on January 6, 2020

## 6 Directors' interests

The interest of directors in the issued share capital of the Bank as recorded in the register of directors' shareholding and/or as notified by the directors for the purpose of sections 275 and 276 of the Companies and Allied Matters Act and the listing requirements of the Nigerian Stock Exchange is as follows:

Name	31-Dec-20		31-Dec-19	
	Direct holding	Indirect holding	Direct holding	Indirect holding
Mr. Tony Elumelu, CON	194,669,555	2,185,934,184	190,100,234	2,114,110,884
Amb. Joe Keshi, OON	433,499	-	433,499	-
Mr. Kennedy Uzoka	37,173,909	-	37,173,909	-
Mr. Victor Osadolor	16,583,126	-	16,583,126	-
Mr. Dan Okeke	32,007,918	-	31,297,918	-
Mr. Emeke Iweriebor	8,034,071	-	7,034,071	-
Mr. Uche Ike	13,012,497	-	10,936,395	-
Mr. Chukwuma Nweke	1,059,860	-	1,059,860	-
Mr. Oliver Alawuba	593,248	-	593,248	-
Mr. Ayoku Liadi	4,080,000	-	1,080,000	-
Mr. Ibrahim Puri	4,580,254	-	981,118	-
Foluke Abdulrasaq	-	16,120,000	10,000,000	11,120,000
Mrs. Owanari Duke	86,062	-	86,062	-
Mrs. Aisha Hassan Baba, OON	-	-	-	-
High Chief Samuel Oni	2,065	-	2,065	-
Ms. Angela Aneke	-	-	-	-
Erelu Angela Adebayo	163,803	-	163,803	-
Mr. Kayode Fasola	-	-	-	-
Mr. Abdulqadir J. Bello	130,000	-	-	-
Mr. Abdoul Aziz Dia	-	-	-	-
Mr. Chiugo Ndubisi	-	-	-	-

### Details of indirect holdings

Name of Director	Company(ies)	Indirect holding	Total indirect holding
Mr. Tony O. Elumelu, CON	HH Capital Limited	140,843,816	-
	Heirs Holdings Limited	1,814,003,900	-
	Heirs Alliance Limited	231,086,468	2,185,934,184
Mrs Foluke Abdulrazaq	Bridge House College	16,120,000	16,120,000

## 7 Analysis of shareholding

The details of shareholding of the Bank as at December 31, 2020 is as stated below;

Headline		Shareholders		Holdings		
Range	Count	Commulative Count	Count (%)	Aggregate Holdings	Commulative Holdings	Aggregate Holdings (%)
1 -1,000	31,647	31,647	11.57	14,599,099	14,599,099	0.04
1,001 - 5,000	120,307	151,954	43.97	300,568,647	315,167,746	0.88
5,001 - 10,000	44,877	196,831	16.40	307,205,382	622,373,128	0.90
10,001 - 50,000	54,281	251,112	19.84	1,131,310,570	1,753,683,128	3.31
50,001 - 100,000	10,794	261,906	3.95	731,003,485	2,484,687,183	2.14
100,001 - 500,000	8,841	270,747	3.23	1,804,527,142	4,287,214,325	5.28
500,001 - 1,000,000	1,329	272,076	0.49	933,342,262	5,222,556,587	2.73
1,000,001 - 5,000,000	1,169	273,245	0.43	2,296,092,434	7,518,649,021	6.71
5,000,001 - 10,000,000	150	273,395	0.05	1,053,395,070	8,572,044,091	3.08
10,000,001 - 50,000,000	147	273,542	0.05	3,170,480,258	11,742,524,349	9.27
50,000,001 - 100,000,000	22	273,564	0.01	1,446,877,366	13,189,401,715	4.23
100,000,001 - 500,000,000	39	273,603	0.01	10,722,132,126	23,911,533,841	31.35
500,000,001 - 1,000,000,000	9	273,612	0.00	5,874,945,684	29,786,479,525	17.18
1,000,000,001 and Above	3	273,615	0.00	4,412,941,841	34,199,421,366	12.90
	<b>273,615</b>		<b>100</b>	<b>34,199,421,366</b>		<b>100.00</b>

## 8 Substantial interest in shares: shareholding of 5% and above

According to the Register of Shareholders as at December 31, 2020, no other shareholder held more than 5% of the share capital of the Bank except the following:

Shareholders	Holding	Holding (%)
Stanbic IBTC Nominees Nigeria Ltd	2,138,132,341	6.25%
Heirs Holdings Limited	1,814,003,900	5.30%

## 9 Trading in the shares of UBA

A total of 6.95 billion units of UBA shares were traded on the Nigerian Stock Exchange (NSE) in 2020, representing 20.3% of the shares outstanding. The UBA share price gained 21.0%, closing the year at N8.65 (from N7.15 as at December 31, 2019); whilst the NSE banking sector index gained 10.1% during the year ended December 31, 2020. The bullish run in the Nigerian equities market was driven by attractive valuations amidst increased systemic liquidity and low fixed income yields.

## 10 Acquisition of own shares

The Bank did not purchase its own shares during the period. Also, the Group has a Board approved Global Personal Investment Policy, which covers directors, staff, and related parties. The policy prohibits employees, directors and related individuals/companies from insider dealings on the shares of UBA Plc and related parties. The essence of the policy is to prevent the abuse of confidential non-public information that may be gained during the execution of UBA's business. In addition, the policy serves to ensure compliance with the local laws and/or regulatory requirements. In accordance with the NSE Rule Book and Amendments to the Listing Rules, UBA observes closed periods, within which affected persons/corporates are restricted from trading on the shares of the Bank. There was no case of violation within the period under review.

## 11 Donations

As a part of our commitment to the development of host communities, the environment and broader economy within which we operate, across the Group, a total of N5,103,761,859 (Five billion, One Hundred and three Million, Seven Hundred and Sixty One Thousand, Eight Hundred and Fifty Nine Naira Only) was given as grant to UBA Foundation during the 2020 financial year in support of various CSR initiatives.

## 12 Employment and employees

### Employment of Physically Challenged Persons

The Bank operates a non-discriminatory policy in the consideration of applicants for employment, including those received from physically challenged persons. The Bank's policy is that the most qualified persons are recruited for the appropriate job levels, irrespective of an applicant's state of origin, ethnicity, religion or physical condition.

### Health, Safety at Work and Welfare of Employees

The Bank maintains business premises designed with a view to guaranteeing the safety and healthy working conditions of its employees and customers alike. Employees are adequately insured against occupational and other hazards. The Bank has a comprehensive health insurance scheme for staff, through which medical needs of staff and their immediate family members are met. In addition, the Bank provides first aid in all business offices and has a medical facility at the Head Office. As a part of the investment in the welfare of staff, the Bank maintains an ultra-modern gym facility at the head-office and organizes a quarterly fitness session (tagged "jogging to bond"), held at different stadia across all its country of operations, thereby providing access to various sporting facilities and professional instructors.

Fire prevention and firefighting equipment are installed in strategic locations at all business offices, in addition to hosting a full fire service operation at the Head Office.

The Bank operates a contributory pension plan in accordance with the Pension Reform Act, wherein the Bank contributes 10% of employees' basic salary, housing and transport allowance to the designated pension fund administration chosen by each employee. As a part of the scheme, the Bank also remits employees' contribution of 8% of the relevant compensation to the same account, as provided by the Pension Reform Act 2004, as amended.

### Employee Involvement and Training

The Bank encourages participation of its employees in arriving at decisions in respect of matters affecting their well-being. To this end, the Bank provides formal and informal opportunities where employees deliberate on issues affecting the Bank and employees' interest, with a view to making inputs to decision thereon. The Bank places premium on the development of its manpower. In addition to the routine online Executive Chat, wherein employees interact with the Management to discuss issues of customer and employee satisfaction, the GMD/CEO operates an open-door policy and encourages employees to channel suggestions and complaints to him as may be required. The Human Capital Management Division also holds monthly "HR Clinic", a personalized avenue to address relevant

employee welfare and career satisfaction issues.

### Research and Development

As a part of its daily business, the Bank carries out research into new banking products and services to anticipate and meet customers' need and to ensure excellent service is delivered at all time.

### Demographics of our workforce

During the period under review, the Group employed staff across the different businesses and geographies where it operates. Below is the details of the employee demographics;

(a) Staff distribution by gender during 2020 financial year

Description	Gender	Head Count	% of Total
Group	Male	6,025	56%
	Female	4,813	44%
	<b>Total</b>	<b>10,838</b>	<b>100%</b>
Bank	Male	4,117	54%
	Female	3,199	46%
	<b>Total</b>	<b>7,316</b>	<b>100%</b>

Average gender analysis of the Bank's Board of Directors and Top Management Staff during the period:

Description	Gender	Head Count	% of Total
Board of Directors	Male	12	75%
	Female	4	25%
	<b>Total</b>	<b>16</b>	<b>100%</b>
Top Management	Male	57	79%
	Female	15	21%
	<b>Total</b>	<b>72</b>	<b>100%</b>

Detailed average gender analysis of Board of Directors and Top Management Staff during the period:

Description	Male		Female		Total
	Head Count	% of Total	Head Count	% of Total	
Non-Executive Directors	5	8%	4	21%	9
Executive Directors	7	11%	0	0%	7
General Managers	15	24%	3	16%	18
Deputy General Managers	15	24%	8	42%	23
Assistant General Managers	20	32%	4	21%	24
<b>Total</b>	<b>62</b>	<b>100.0</b>	<b>19</b>	<b>100%</b>	<b>81</b>

**(b) Group Staff distribution by nationality and location during 2020 financial year**

Nationality	Location	Head Count
Nigeria	Nigeria	7,313
	Other 19 African Countries	53
	USA	5
	United Kingdom	7
<b>UBA WEST AFRICA:</b>	Nigeria	2
Ghana, Sierra Leone, Cote D'Ivoire, Liberia, Burkina Faso, Benin, Mali, Guinea, Senegal	Other 19 Africa Countries	1,878
<b>UBA CENTRAL EAST AND SOUTHERN AFRICA:</b>	Nigeria	-
Zambia, Mozambique, Tanzania, Uganda, Kenya, Congo DRC, Cameroon, Chad, Gabon, Congo Brazzaville and Kenya	Other 19 Africa Countries	1,513
India	Nigeria	2
America	New York	36
United Kingdom	United Kingdom	27
Other Nationalities	United Kingdom	1
France	France	1
<b>Total</b>		<b>10,838</b>

**13 Property and Equipment**

Movements in property and equipment during the period are shown in note 30 of the consolidated financial statements. In the opinion of the Directors, the market value of the Bank's property and equipment is not less than the value shown in the financial statement.

**14 Events after reporting date**

There are no events after the reporting date which could have had material effect on the financial position of the Group as at December 31, 2020 and the profit and other comprehensive income for the date.

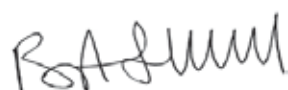
**15 Auditors**

In accordance with Section 401(2) of the Companies and Allied Matters Act 2020 and Section 20.2 of the NCCG 2018, Messrs. Ernst & Young have indicated their willingness to continue in office as External Auditors of UBA Plc.

**16 Disclosure of Customer Complaints in the Financial Statements for the Year Ended December 31, 2020**

Description	Number		Amount claimed		Amount refunded		
	2020	2019	2020 (N'Million)	2019 (N'Million)	2020 (N'Million)	2019 (N'Million)	2020 (\$)
Pending Complaints B/F	911	26,549	349	7,944			
Received Complaints	7,698	17,088	39,052	16,083			
Resolved Complaints	7,563	42,697	6,839	22,699	3,725	2,699	54,178
Unresolved Complaints Escalated to CBN for Intervention	48	29	1,062	979			
Unresolved Complaints Pending with the bank C/F	988	911	3,193	349			
% Of Complaint/Transaction Volume	0.00%	0.00%					

By the order of the Board



**Bili A. Odum**

Group Company Secretary,  
57 Marina, Lagos  
January 26, 2021  
FRC/2013/NBA/00000001954

# Complaints and Feedback

## Introduction

United Bank for Africa Plc is a customer-focused pan-African financial services group. Our aim is to deliver excellent customer service and provide high quality financial solutions to our over twenty-five million customers in the 23 countries where we operate.

At each of our multiple contact points with customers, we aim to proactively exceed their expectations. Customer feedback is thus an effective tool in our relentless effort to delight our customers at all points of interaction with the Bank.

To achieve excellent service delivery to our customers, in line with the Bank's focus, our 24/7 Customer Fulfilment Centre (CFC) has been fully empowered, fortified and repositioned to offer seamless and unparalleled service excellence to all UBA group customers and prospects alike. With emphasis on faster turnaround time to queries, prompt issues resolution, in line with the Bank's agreed SLAs, availability of multilingual IVR, self-service options and the inclusion of Artificial Intelligence (AI) in our bouquet of offerings, we are poised to deliver on our Customer 1st Mantra. Machineries have also been put in place to feel the pulse of our customers for continuous process improvement, while accepting their recommendations/feedback and relaying same to relevant stake holders for an all - round delightful service and quintessential experience.

UBA Staff globally are made to undergo an agile onboarding process that prepares them for the task of delivering value to customers across board. They are continuously trained to have a strong customer service orientation and be customer-centric in every aspect of the Bank's operations, thereby fulfilling the Bank's promise to Customers, as contained in its customer service charter. The Bank's customer service charter requires all staff to:

- Be respectful - We know 'The Customer is King' and is the purpose of our business;
- Be courteous and friendly in all our interactions

with the customer;

- Process transactions without delay and attend to enquiries promptly;
- Investigate and resolve complaints promptly;
- Listen attentively;
- Communicate honestly and proactively;
- Leverage our technical knowledge to fully support the customer's needs;
- Show appreciation at all times.

## Complaints Channels

To ensure an effective feedback process, UBA has established different channels through which customers can reach the Bank on all issues, be it enquiry, complaint, request or a feedback. These channels include:

### Customer Fulfilment Center (CFC)

A 24/7 multi-lingual customer contact center, where customers can engage us directly to resolve complaints, make enquiries and have their requests attended to. There are also other designated lines such as the Fraud Helpline - set up to provide speedy support to victims of fraud and a Premium Helpline to attend to our premium card holders. These lines are manned by highly trained customer experience experts who have been empowered to provide support to all customers who reach out to us via the channels.

### Dedicated Email Address

A dedicated e-mail address: [cfc@ubagroup.com](mailto:cfc@ubagroup.com) is available to customers 24/7 to send in their complaints/requests. This e-mail channel is manned by our highly skilled and effective correspondents that accurately deliver high quality service to UBA customers and prospects alike.



## Hotlines in the Business Offices

There are toll-free phones placed in respective Business Offices to enable customers reach out to the Customer Fulfilment Center to relay their complaints, requests and enquiries which inherently cannot be handled at the Business Office level, and this is at no cost to them.

## Social Media

The Group has continued to sustain its strong presence in the social media space and our teeming customers have found our Twitter, Instagram and Facebook engagements refreshing, responsive and supportive. Our unique style of interacting with our customers and promptly resolving their issues is winning with them and gaining us some approbations.

## E-Channels

Our e-channel platforms have been strengthened and embedded with complaint management, self-service and feedback options to enable customers dispute transactions, and initiate self-service requests in the comfort of their homes. This is so much a convenience, against the backdrop of the current realities.

## Chat Bot

The Bank's virtual assistant – Leo, also has unique features for complaint handling, self-service and feedback; among other exciting features. Leo is the first of its kind and has won several awards and plaudits the world over. Leo is available on WhatsApp and Apple Business Chat.

## Suggestion/Complaint Box

Customers' Complaint Boxes are maintained in all our Business Offices to facilitate the tracking, resolution, reporting and dissemination of customer complaints and feedback.

## Web (Live Chat)

On the UBA website ([www.ubagroup.com](http://www.ubagroup.com)), customers have the option of chatting online real time with our highly skilled Customer Experience Experts (CEEs) through the 'Live Chat' channel, Facebook, Twitter and Instagram.

## Resolution Structure

In order to ensure that customers' complaints, enquiries and requests are promptly resolved, the Bank

has put in place a dedicated complaints' management team supervised by a senior officer of the Bank, who is responsible for prompt investigation and resolution of customers' complaints within the approved timelines. The unit is manned by highly skilled personnel with rich and diverse banking experience to promptly and qualitatively resolve customers' complaints. The Bank maintains a robust customer complaints management system, which is managed by well trained staff of the Customer Fulfilment Centre and reports generated are periodically reviewed by Executive Management to see where processes can be improved to enhance the overall customer journey and experience.

The complaints management system ensures that customers' issues are promptly treated as specified within the established framework of the Bank and turnaround time. The process flow of customer complaint and resolution is as follows:

- i The Bank's touch point (Business office, CFC (Calls, Telemarketing & E-mail), Social media; Twitter, Instagram, Facebook & Live chat) that receives the customer's complaint acknowledges and registers the complaint on the Customer Contact Manager (CCM), the bank's automated complaints management system.
- ii The complaint is reviewed and it is determined if the complaint could be resolved at the first level
- iii Where the complaint can be resolved at the first level, a resolution is provided to the customer.
- iv If such complaint cannot be resolved at the first level, the touch point forwards the complaint to operations specialists at the resolution unit to resolve.
- v Upon resolution, the customer is contacted and the required feedback provided to the customer.
- vi Where the customer is not satisfied with the resolution outcome and a rejoinder is sent, more attention is given to it by the Unit Head to further analyse and resolve the issues raised and the final outcome communicated to the customer.

## Feedback on Customers' Complaints to the Bank – Monthly Complaints Dash Board

A monthly performance feedback dashboard on customers' complaints is provided to Management and relevant Departments within the Bank to address the root causes of complaints and issues raised by our customers.

The feedback dash board ensures that:

- i Improvement opportunities are quickly identified

and brought to bear

- ii The quality of customer service is improved and standardized across all the customer touch points of the Bank. Customer retention is improved through increased customer satisfaction
- iii Training and re-training is also done on a regular basis to keep abreast of the developments in the industry.

### **Investor Complaint Channels**

UBA Plc has a Complaint Framework for Investors and the Investing Public. This policy is published on the Bank's website; [www.ubagroup.com/investor-relations](http://www.ubagroup.com/investor-relations), together with the Complaint Help Channels, which are stated below.

Email: [investorrelations@ubagroup.com](mailto:investorrelations@ubagroup.com)

Telephone: +234-1-2808349

Mailing Address: Team Lead, Investor Relations &  
Investment Portfolios,  
UBA House, 57, Marina, Lagos.

Shareholders who have any complaint are enjoined to kindly contact the Investor Relations unit of the Bank for prompt resolution. Shareholders can also request copies (electronic or hard copies) of the complaint framework, which can also be downloaded on our website in the address stated above.

# The world looks brighter with a **UBA Naira Credit Card**

- Access up to ₦3 million at anytime
- Access to over 29 million locations worldwide
- Access to more than 10,000 ATMs in Nigeria
- Monthly repayment as low as 10%
- 45 days interest-free period

For enquires, please email us at [cfc@ubagroup.com](mailto:cfc@ubagroup.com) or  
call us on +234 1 280 8822, +234 700 2255 822





# Corporate Governance

United Bank for Africa Plc (UBA Plc) holds good corporate governance as one of its core values and confirms its commitment to the implementation of effective corporate governance principles in its business operations. The Board of Directors of UBA Plc endorses the principles of best practice Corporate Governance as stated in the Code of Corporate Governance for Banks and Discount Houses in Nigeria 2014 issued by the Central Bank of Nigeria (CBN), the Securities and Exchange Commission's (SEC) Code of Corporate Governance, and the Nigerian Code of Corporate Governance 2018 issued by the Financial Reporting Council (FRC), effective January 1, 2020.

The Board of Directors of UBA Plc has the overall responsibility for ensuring that the highest standards of corporate governance are maintained and adhered to by the Bank. In order to promote effective governance of the UBA Group, the following structures have been put in place for the execution of UBA Plc's Corporate Governance strategy:

1. Board of Directors
2. Board Committees
3. Executive Management Committees
4. Governance Charters

## A. The Board

The Board is adequately comprised with the appropriate mix of knowledge, skills, experience, and expertise. As at December 31, 2020, the Board consisted of sixteen (16) members which include a Non-Executive Chairman, a Non-Executive Vice Chairman, seven (7) other Non-Executive Directors (which include three (3) Independent Non-Executive Directors), and seven (7) Executive Directors (which include the GMD/CEO).

## Diversity

The Board promotes diversity in its membership for better decision-making, independent judgment and effective governance. There is an appropriate balance of skills and diversity (age, culture and gender) without compromising competence, independence, and integrity. There are currently four (4) female Directors on the Board, constituting 25% of the Board. This demonstrates commitment by the Board towards gender diversity.

## Responsibility

The Board of Directors carries out its responsibility through its standing Committees. These are the Board Audit Committee, the Board Credit Committee, the Board Governance Committee, the Board Risk Management Committee, and the Finance and General Purpose Committee. Through the workings of these committees, the Board sets broad policy guidelines and ensures the proper oversight and direction of the Bank.

The roles of Chairman and Chief Executive Officer are separated and clearly defined. The Chairman is primarily responsible for coordinating the affairs of the Board whilst the Chief Executive Officer is responsible for the running of the business and implementation of Board strategy and policy. The Chief Executive Officer is assisted in managing the business of the Bank on a day-to-day basis by the Executive Management Committee, which he chairs and comprises all Executive Directors and other critical functional heads.

The Board's primary responsibility is to increase shareholder wealth. The Board is accountable to shareholders and is responsible for the management of the relationships with its various stakeholders. Executive Management is accountable to the Board for the development and implementation of strategy and policies.

The Board regularly reviews group performance, matters

of strategic concern and any other matters it regards as material. The Board meets quarterly and additional meetings are convened as the need arises. In 2020, the Board met 7 times. The record of attendance for Board Meetings for the 2020 financial year is presented below:

### Board Meetings

Director	Number of Meetings Held	Number of Meetings Attended
Mr. Tony Elumelu, CON	7	7
Mr. Kennedy Uzoka	7	7
Mr. Victor Osadolor <sup>1</sup>	7	0
Mr. Dan Okeke <sup>2</sup>	7	4
Mr. Emeke Iweriebor <sup>1</sup>	7	0
Mr. Uche Ike	7	7
Mr. Chukwuma Nweke	7	7
Mr. Oliver Alawuba	7	7
Mr. Ayoku Liadi	7	7
Mr. Ibrahim Puri	7	7
Mr. Abdoul Aziz Dia <sup>3</sup>	7	2
Mr. Chiugo Ndubisi <sup>4</sup>	7	7
Amb. Joe Keshi, OON	7	7
Mrs. Foluke Abdulrazzaq <sup>5</sup>	7	3
Mrs. Owanari Duke	7	7
High Chief Samuel Oni, FCA	7	7
Ms. Angela Aneke	7	7
Erelu Angela Adebayo	7	7
Dr. Kayode Fasola	7	7
Mr. Abdulqadir J. Bello	7	7
Mrs. Aisha Hassan-Baba, OON <sup>6</sup>	7	6

<sup>1</sup> Retired from the Board on January 6, 2020

<sup>2</sup> Retired from the Board on August 1, 2020

<sup>3</sup> Resigned from the Board on May 6, 2020

<sup>4</sup> Appointed to the Board on January 6, 2020

<sup>5</sup> Retired from the Board on April 30, 2020

<sup>6</sup> Appointed to the Board on January 27, 2020

The Board is responsible for Strategic Direction, Policy Making, Decision Making and Oversight. The Board is also responsible for ensuring that there is an effective system of internal control and risk management across the Bank. The Board also adopts effective systems for the appointment of new Directors.

In accordance with extant Codes of Corporate Governance and the Bank's governance charters, the Board has, through the Board Governance

Committee, provided suitable induction programs for new members of the Board, and for existing members, continuous/ongoing training as determined by the Board Governance Committee. The training for Board members is included in the annual training plan for UBA Group which is approved by the Board at the beginning of the year with the annual budget.

As stipulated in the Board Governance & Board Committees Governance Charter, the Board has the authority to delegate matters to Directors, Board Committees and the Executive Management Committee. All Directors are aware that they may take independent professional advice at the expense of the Bank, in the furtherance of their duties. They all have access to the advice and services of the Company Secretary, who is responsible to the Board for ensuring that all governance matters are complied with and assists with professional development as required.

### Board Evaluation

Deloitte & Touché conducted the annual evaluation of the Board of Directors of UBA Plc for the year ended December 31, 2020 in compliance with Section 2.8.3. of the Code of Corporate Governance for Banks and Discount Houses in Nigeria 2014 and Principle 14 of the Nigerian Code of Corporate Governance 2018. The results of the Board Evaluation conducted by Deloitte & Touché confirmed that the Board complied with the requirements of the extant Codes of Corporate Governance in terms of its structure, composition, procedures and responsibilities during the 2020 financial year. Key Board functionaries (Board and Board Committee Chairpersons) and the Board Committees also met their responsibilities under the Codes and governance charters, during the 2020 financial year. The Report of the Board Evaluation Consultants on the Performance Evaluation of the Board of Directors of UBA Plc is included in this Annual Report.

### Corporate Governance Review

In accordance with the provisions of the Code of Corporate Governance for Banks and Discount Houses in Nigeria 2014 and the Nigerian Code of Corporate Governance 2018, Deloitte & Touché performed the annual corporate governance review of the Corporate Governance Framework of UBA Plc for the year ended December 31, 2020. The results of the review, which included an assessment of the Board's structure, composition, responsibilities, processes, procedures



and the effectiveness of the Board Committees, confirmed that the Corporate Governance Framework and Practices in UBA Plc comply with the provisions of the extant Codes of Corporate Governance. The Report of the Board Evaluation Consultants on the Review of the Corporate Governance Framework of UBA Plc is included in this Annual Report.

### Appointments & Retirements

During the financial year ending December 31, 2020, the following Directors retired/resigned from the Board:

Mr. Victor Osadolor	Deputy Managing Director
Mr. Emeke Iweriebor	Executive Director
Mr. Abdoul Aziz Dia	Executive Director
Mrs. Foluke Kafayat Abdulrazaq	Non-Executive Director
Mr. Dan Okeke	Executive Director

Subsequently, the following Directors were appointed:

Mr. Chiugo Ndubisi	Executive Director
Mrs. Aisha Hassan Baba, OON	Non-Executive Director

## B. Accountability and Audit

### Financial Reporting

The Board has presented a balanced assessment of the Company's position and prospects. The Board is mindful of its responsibilities and is satisfied that in the preparation of the Directors' Report, the Directors have complied with the requirements of the Companies & Allied Matters Act 2020. The Board has also ensured the integrity of the annual reports and accounts and all material information provided to all relevant stakeholders.

The Directors make themselves accountable to the shareholders through regular publication of the Group's financial performance and Annual Reports, and at the Annual General Meeting. The Board has ensured that the Group's reporting procedure is conveyed on the most efficient platforms in order to ensure accuracy. This procedure involves the monitoring of performance throughout the financial year, in addition to monthly reporting of key performance indicators.

Ernst & Young (EY) acted as external auditors to the Group during the 2020 financial year. The Report of the External Auditors is contained in this Annual

Report.

## C. Risk Management & Control Environment

The Group has consistently improved its internal control environment to ensure financial integrity and effective management of risks. The Board has ensured that the Group has in place, robust risk management policies and mechanisms to ensure identification of risk and effective control. The Directors review the effectiveness of the Bank's Internal control environment through regular reports and reviews at Board and Board Audit Committee meetings.

The Board approves the annual budget for the Group and ensures that a robust budgetary process is operated with adequate authorization levels put in place to regulate capital and operating expenses.

## D. Shareholder Rights

The Board of UBA Plc has always placed considerable emphasis on effective communication with its shareholders. It ensures that the rights of shareholders are always protected. Notice of meetings and all other statutory notices and information are communicated to the shareholders regularly. The Bank ensures the protection of statutory and general rights of shareholders at all times, particularly their right to vote at General Meetings. All shareholders are treated equally regardless of their equity interest or social status.

The General Meeting of Shareholders is the highest decision-making body of the Bank and meetings are conducted in a fair and transparent manner that gives shareholders the opportunity to express their opinion. The Group publishes quarterly, half-yearly and annual reports on its website as well as national newspapers. The Group also provides investor presentations and other relevant communications that provide requisite information to shareholders and the general public, especially as regards the performance, strategy and developments in the Group.

Besides, the Group maintains an Investor Relations Unit which routinely attends to shareholders' enquiries and ensures that shareholders' views are appropriately escalated to the Management and Board on a continuous basis. In addition, shareholders are encouraged to continuously communicate their opinions and recommendations whenever they see the need to do so, to either the Head of Investor Relations or the Company Secretary. Their contact



details are available on the Bank's website and on the back cover of this Annual Report.

## E. Board Committees

The Board of UBA Plc has the following Committees, namely:

1. Board Audit Committee
2. Board Credit Committee
3. Board Governance Committee
4. Board Risk Management Committee
5. Finance & General Purpose Committee

### 1 Board Audit Committee

The Board Audit Committee was set up to provide Board oversight on internal control and audit in the Group. It assists the Board of Directors in fulfilling its audit responsibilities by ensuring that effective systems of Financial and Internal controls are in place within the Group.

As at December 31, 2020, the Board Audit Committee comprises of the following Non-Executive Directors:

- a. Mrs. Owanari Duke – Chairman
- b. High Chief Samuel Oni, FCA – Member
- c. Erelu Angela Adebayo – Member
- d. Mrs. Aisha Hassan-Baba, OON – Member

The record of attendance for Board Audit Committee Meetings for the 2020 financial year is presented below:

#### Board Audit Committee Meetings

Members	Number of Meetings Held	Number of Meetings Attended by Members
Mrs. Owanari Duke	7	7
Mrs. Foluke Abdulrazaq <sup>7</sup>	7	3
High Chief Samuel Oni, FCA	7	7
Erelu Angela Adebayo	7	7
Mrs. Aisha Hassan Baba, OON <sup>8</sup>	7	4

<sup>7</sup> Stopped being a member of the Board Audit Committee from April 30, 2020

<sup>8</sup> Appointed to the Board Audit Committee on June 26, 2020

### 2 Board Credit Committee

The Board Credit Committee is responsible for approval of credit facilities in the Bank. The Board Committee also recommends credit facilities to the Board for approval. It reviews all credits granted by the Bank and meetings are held at least once a quarter. The Board Credit Committee was set up to assist the Board of Directors to discharge its responsibility to exercise due care, diligence and skill to oversee, direct and review the management of the credit portfolio of the Group. Its terms of reference include determining and setting the parameters for credit risk and asset concentration and reviewing compliance within such limits; determining and setting the lending limits, reviewing and approving the Group's credit strategy and the credit risk tolerance. The Committee reviews the Loan portfolio of the Bank and reviews and approves country risks exposure limits.

As at December 31, 2020, the current composition of the Board Credit Committee is as follows:

- a. Mr. Abdulqadir J. Bello – Chairman
- b. Mrs. Owanari Duke – Member
- c. Ms. Angela Aneke – Member
- d. Dr. Kayode Fasola – Member

The record of attendance for Board Credit Committee Meetings for the 2020 financial year is presented below:

#### Board Credit Committee Meetings

Members	Number of Meetings Held	Number of Meetings Attended by Members
Mr. Abdulqadir J. Bello	11	11
Mrs. Foluke Abdulrazaq <sup>9</sup>	11	5
Mrs. Owanari Duke	11	9
Ms. Angela Aneke <sup>10</sup>	11	5
Dr. Kayode Fasola	11	11
Mr. Abdoul Aziz Dia <sup>11</sup>	11	5

<sup>9</sup> Stopped being a member of the Board Credit Committee from April 30, 2020

<sup>10</sup> Appointed to the Board Credit Committee on June 26, 2020

<sup>11</sup> Stopped being a member of the Board Credit Committee from May 6, 2020

### 3 Board Governance Committee

The Board Governance Committee has oversight over the governance structures and practices of the Bank. The Committee has responsibility for the nomination of Directors, Board composition, nomination of Directors for appointment to the Boards of Subsidiaries, recruitment, promotion, redeployment and disengagement of senior level staff, Board & Board Committee performance evaluation, Subsidiary Governance oversight, compensation & remuneration of Directors (including Subsidiary Directors), and Board/Board Committees Inductions and Trainings. The Committee also approves the Human Resources and Governance Policies for the Group, recommends the organisation structure to the Board for approval, resolves work related issues and disputes, and evaluates the overall system of Corporate Governance for the Group.

As at December 31, 2020, the Board Governance Committee comprised of the following members:

- Ms. Angela Aneke – Chairman
- Mrs. Owanari Duke – Member
- Erelu Angela Adebayo – Member
- Mrs. Aisha Hassan Baba, OON – Member

The record of attendance for Board Governance Committee Meetings for the 2020 financial year is presented below:

#### Board Credit Committee Meetings

Members	Number of Meetings Held	Number of Meetings Attended by Members
Ms. Angela Aneke	14	14
Mrs. Foluke Abdulrazaq <sup>12</sup>	14	6
Mrs. Owanari Duke	14	14
Erelu Angela Adebayo	14	14
Mr. Abdulqadir J. Bello <sup>13</sup>	14	6
Mrs. Aisha Hassan Baba, OON <sup>14</sup>	14	8

<sup>12</sup> Stopped being a member of the Board Governance Committee from April 30, 2020

<sup>13</sup> Stopped being a member of the Board Governance Committee from June 26, 2020

<sup>14</sup> Appointed to the Board Governance Committee on June 26, 2020

### 4 Board Risk Management Committee

As at December 31, 2020, the Board Risk Management Committee comprised of the following Directors:

- High Chief Samuel Oni, FCA – Chairman
- Erelu Angela Adebayo – Member
- Dr. Kayode Fasola – Member
- Mr. Abdulqadir Bello – Member
- Mr. Kennedy Uzoka – Member
- Mr. Chukwuma Nweke – Member
- Mr. Uche Ike – Member

Meetings are held at least once a quarter and the responsibilities of the Committee include to review and recommend risk management strategies, policies and risk tolerance for the Board's approval; to review management's periodic reports on risk exposure, risk portfolio composition and risk management activities; and to consider and examine such other matters as the Board requires, the Committee considers appropriate, or which are brought to its attention, and make recommendations or reports to the Board accordingly.

The record of attendance for Board Risk Management Committee Meetings for the 2020 financial year is presented below:

#### Board Risk Management Committee Meetings

Members	Number of Meetings Held	Number of Meetings Attended by Members
High Chief Samuel Oni, FCA	7	7
Erelu Angela Adebayo	7	7
Dr. Kayode Fasola	7	7
Mr. Abdulqadir J. Bello <sup>15</sup>	7	4
Mr. Kennedy Uzoka	7	7
Mr. Chukwuma Nweke	7	7
Mr. Uche Ike	7	7

<sup>15</sup> Appointed to the Board Risk Management Committee on June 26, 2020

### 5 Finance & General Purpose Committee

The purpose of the Finance & General Purpose Committee is to, amongst other things; discharge the Board's responsibilities with regard to strategic direction and budgeting and to provide oversight on

financial matters and the performance of the Group.

As at December 31, 2020, the Finance & General Purpose Committee comprised of the following members:

- a. Dr. Kayode Fasola – Chairman
- b. Ms. Angela Aneke – Member
- c. Mr. Abdulqadir J. Bello – Member
- d. Mrs. Aisha Hassan-Baba, OON – Member
- e. Mr. Kennedy Uzoka – Member
- f. Mr. Chukwuma Nweke – Member
- g. Mr. Chiugo Ndubisi – Member

The record of attendance for Finance & General Purpose Committee Meetings for the 2020 financial year is presented below:

#### Finance & General Purpose Committee Meetings

Members	Number of Meetings Held	Number of Meetings Attended by Members
Dr. Kayode Fasola	8	8
Ms. Angela Aneke	8	8
Mr. Abdulqadir J. Bello	8	8
Mrs. Aisha Hassan Baba, OON <sup>16</sup>	8	5
Mr. Kennedy Uzoka	8	8
Mr. Chukwuma Nweke	8	8
Mr. Uche Ike <sup>17</sup>	8	3
Mr. Abdoul Aziz Dia <sup>18</sup>	8	3
Mr. Chiugo Ndubisi <sup>19</sup>	8	5

<sup>16</sup> Appointed to the Finance & General Purpose Committee on June 26, 2020

<sup>17</sup> Stopped being a member of the Finance & General Purpose Committee from June 26, 2020

<sup>18</sup> Stopped being a member of the Finance & General Purpose Committee from May 6, 2020

<sup>19</sup> Appointed to the Finance & General Purpose Committee on June 26, 2020

## F Executive Management Committees

In addition to the Board Committees, there are Management Committees which ensure effective and good corporate governance at the managerial level. These are Committees comprising of senior management of the Bank. The Committees are also risk-driven, as they are basically set up to identify, analyse, synthesize and make recommendations on risks arising from day to day activities of the Bank. They also ensure that risk limits as contained in the

Board and Regulatory policies are complied with at all times. They provide inputs for the respective Board Committees and also ensure that recommendations of the Board Committees are effectively and efficiently implemented. They meet as frequently as issues occur to immediately take actions and decisions within the confines of their delegated authorities. Some of these Executive Management Committees include the Assets and Liabilities Committee (ALCO), the Executive Credit Committee (ECC), the IT Risk Committee (ITRC), the Risk Management Committee (RMC), the Procurement Committee (PC), the Criticized Assets Committee (CAC), and the Executive Management Committee (EMC).

## G. Statutory Audit Committee

The Statutory Audit Committee was set up in accordance with the provisions of the Companies and Allied Matters Act 2020. It comprises of a mixture of Non-Executive Directors and ordinary shareholders elected at the Annual General Meeting.

Its Terms of Reference include the monitoring of processes designed to ensure compliance by the Group in all respects with legal and regulatory requirements, including disclosure, controls and procedures and the impact (or potential impact) of developments related thereto. It evaluates annually, the independence and performance of the External Auditors. The Committee also reviews with Management and the External Auditors the annual audited financial statement before its submission to the Board.

The Members of the Statutory Audit Committee in 2020 are as follows:

- a. Mr. Feyi Ogoji – Chairman/Shareholder
- b. Mr. Matthew Esonanor – Shareholder
- c. Alhaji Al-Kassim Umar – Shareholder
- d. Mrs. Owanari Duke – Non-Executive Director
- e. Ms. Angela Aneke – Non-Executive Director
- f. Dr. Kayode Fasola – Non-Executive Director

The record of attendance for the Statutory Audit Committee for the year ended December 31, 2020 is presented below:

## Statutory Audit Committee Meetings

Members	Number of Meetings Held	Number of Meetings Attended by Members
Mr. Feyi Ogoji	3	3
Mr. Matthew Esonanor	3	3
Alhaji Alkassim Umar	3	3
Mrs. Owanari Duke	3	3
Ms. Angela Aneke	3	3
Dr. Kayode Fasola	3	3

## H. Meetings Management

in view of current business realities, particularly the advancement of digital technology and the global impact of the COVID-19 pandemic, the Board approved for all Board, Board Committee and Executive Management meetings in 2020 to hold virtually via either Microsoft Teams or Zoom. Towards this purpose, the Board also approved a Virtual Meeting & Communication Technology Framework to promote effective virtual meetings, provide broad guidelines for implementation of processes involving technology aided communication, and ensure compliance with all relevant COVID-19 Related Directives and Safety Protocols & Guidelines.

The Board has also complied strictly with the requirements of the Federal & State Governments and the CAC Guidelines for the convening and conduct of the Bank's Annual General Meetings.

## I Directors' Compensation

Package	Type	Description	Timing
Basic salary	Fixed	This is part of gross salary package for Executive Directors only. It reflects the banking industry competitive salary package and the extent to which the Bank's objectives have been met for the financial year	Paid monthly during the financial year
13th month salary	Fixed	This is part of gross salary package for Executive Directors only It reflects the banking industry competitive salary package and the extent to which the Bank's objectives have been met for the financial year	Paid in a month during the financial year
Directors fees	Fixed	This is paid quarterly to Non-Executive Directors only	Paid quarterly
Sitting allowances	Fixed	Sitting allowances are paid to the Non-Executive Directors only for attending Board and Board Committee meetings	Paid after each meeting

## Details of Training Attended by Directors

Training Programme	Training Objective	Date
Digital Awareness & Adoption Programmes for Board: "Use of MS Teams & Zoom as Collaborative Tools"	This is aimed at enabling Directors to effectively participate in business meetings and other collaborative engagements.	3rd June 2020 23rd June 2020 25th June 2020
Asset and Liability Management Training for Executives and Key Officers (ICAP Training Solutions, SA)	The course emphasizes practical advantages and disadvantages of risk measurement and management tools and techniques, using samples of best practice risk reports.  The programme gives delegates a thorough understanding of managing interest rate & liquidity risk and exploring best practice in risk reporting, contingency planning and regulatory compliance.	25th - 26th Sept. 2020 2nd - 3rd Oct. 2020 9th - 10th Oct 2020 16th - 17th Oct 2020
CBN-FITC Continuous Education for Bank Directors	The training gives an in-depth understanding on the importance of effective board risk governance and risk management as well as an overview of different components of a governance operating model.  It will also help participants understand the Imperatives to Future Board Success.	12th - 13th November 2020
UBA Group Board Audit Committee Trainings	The programme helps participants understand <ul style="list-style-type: none"> <li>• The annual risk-based internal audit planning process</li> <li>• The guidance from the Basel Committee on Banking Supervision for assessing the effectiveness of the internal audit function</li> <li>• UBA's Fraud Risk Management Framework</li> <li>• The role in oversight of the organization's governance, risk management, and internal control practices, etc.</li> </ul>	- 24th September 2020

## Group Board & Board Committee Meeting Dates

Meetings	Board	Board Audit Committee	Board Credit Committee	Board Governance Committee	Board Risk Management Committee	Finance & General Purpose Committee
Meeting 1	6-Jan-20	3-Mar-20	20-Jan-20	9-Jan-20	18-Feb-20	7-Feb-20
Meeting 2	27-Jan-20	4-Mar-20	12-Feb-20	27-Jan-20	19-Feb-20	11-Feb-20
Meeting 3	16-Apr-20	31-Mar-20	13-Feb-20	5-Feb-20	2-Apr-20	14-Apr-20
Meeting 4	6-Jul-20	4-Aug-20	3-Apr-20	6-Feb-20	22-Jul-20	16-Jul-20
Meeting 5	13-Aug-20	1-Sep-20	6-Apr-20	1-Apr-20	22-Oct-20	11-Aug-20
Meeting 6	22-Oct-20	30-Sep-20	22-Jun-20	8-Apr-20	25-Nov-20	20-Oct-20
Meeting 7	14-Dec-20	20-Nov-20	28-Jul-20	10-Jul-20	29-Dec-20	23-Nov-20
Meeting 8	N/A	N/A	9-Oct-20	26-Aug-20	N/A	30-Dec-20
Meeting 9	N/A	N/A	4-Dec-20	16-Sep-20	N/A	N/A
Meeting 10	N/A	N/A	10-Dec-20	24-Sep-20	N/A	N/A
Meeting 11	N/A	N/A	22-Dec-20	6-Oct-20	N/A	N/A
Meeting 12	N/A	N/A	N/A	2-Dec-20	N/A	N/A
Meeting 13	N/A	N/A	N/A	9-Dec-20	N/A	N/A
Meeting 14	N/A	N/A	N/A	23-Dec-20	N/A	N/A

# Report of the Statutory Audit Committee

To members of United Bank for Africa Plc

In accordance with the provision of Section 404[7] of the Companies and Allied Matters Act of the Federation of Nigeria 2020, we the members of the Audit Committee hereby report as follows:

- (i) We confirm that we have seen the Audit Plan & Scope, and the Management Letter on the Audit of the UBA Group Consolidated & Separate Financial Statements for the year ended December 31 2020, and the responses to the said letter.
- (ii) In our opinion, the Plan & Scope of the Audit for the year ended December 31, 2020 were adequate. We have reviewed the Auditors' findings and we are satisfied with the Management responses thereon.
- (iii) We also confirm that the accounting and reporting policies of the Bank are in accordance with legal requirements and ethical practices.
- (iv) As required by the provisions of the Central Bank of Nigeria Circular BSD/1/2004 dated February 18, 2004 on Disclosure of Insider-Related Credits in Financial Statements", we reviewed the insider-related credits of the Bank and found them to be as analysed in the Group Consolidated & Separate Financial Statements for the year ended December 31 2020.



**MR. FEYI OGOJI (FCA)**

FRC/2016/ICAN/00000015438

January 26, 2021

Chairman, Statutory Audit Committee

## **Members of the Audit committee are:**

- a. Mr. Feyi Ogoji – Chairman/Shareholder
- b. Mr. Matthew Esonanor – Shareholder
- c. Alhaji Al-Kassim Umar – Shareholder
- d. Ms. Angela Aneke – Non-Executive Director
- e. Mrs. Owanari Duke – Independent Non-Executive Director
- f. Dr. Kayode Fasola – Non-Executive Director



# Statement of Directors' Responsibilities

## IN RELATION TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31 2020

In accordance with the provisions of Sections 334 and 335 of the Companies and Allied Matters Act and Sections 24 and 28 of the Banks and Other Financial Institutions Act, the Directors are responsible for the preparation of the financial statements which give a true and fair view of the state of affairs of the Bank and of the profit or loss for the year ended December 31 2020 and in so doing they ensure that:

- (i) Proper accounting records are maintained;
- (ii) Applicable accounting standards are followed;
- (iii) Suitable accounting policies are adopted and consistently applied;
- (iv) Judgments and estimates made are reasonable and prudent;
- (v) The going concern basis is used, unless it is inappropriate to presume that the Bank will continue in business; and
- (vi) Internal control procedures are instituted which as far as reasonably possible, safeguard the assets of the Bank and prevent and detect fraud and other irregularities.

The Directors accept responsibility for the preparation of the financial statements that give a true and fair view in accordance with the International Financial Reporting standards (IFRS) as issued by the International Accounting Standards Board and in the manner required by the Companies and Allied Matters Act, the Financial Reporting Council of Nigeria Act 2011, the Banks and Other Financial Institutions Act, the Central Bank of Nigeria Prudential guidelines and other relevant regulations issued by the Central Bank of Nigeria.

The Directors accept responsibility for the maintenance of accounting records that may be relied upon in the preparation of the financial statements as well as adequate systems of financial control.

Nothing has come to the attention of the Directors to indicate that the Group will not remain a going concern for at least twelve months from the date of this statement.

SIGNED ON BEHALF OF THE DIRECTORS:



**Kennedy Uzoka**

FRC/2013/IODN/00000015087

January 26, 2021



## Report of the Independent Consultants

on the Performance Evaluation of the Board of Directors of United Bank for Africa Plc

Deloitte & Touche has performed the annual evaluation of the Board of Directors of UBA Plc for the year ended December 31, 2020. The scope of the review included an assessment of the Board's structure and composition, its responsibilities, processes, procedures and the effectiveness of Board Committees. The review was performed in compliance with Section 2.8.3 of the Code of Corporate Governance for Banks and Discount Houses ("CBN Code") issued by the Central Bank of Nigeria ("CBN").

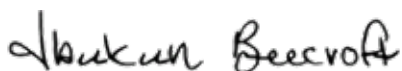
We evaluated the performance of the Board in line with regulatory requirements under the CBN Code and Nigerian Code of Corporate Governance ("NCCG"). Our approach involved a review of the Board framework in UBA Plc, relevant governance documents, policies and procedures. The report of our evaluation was premised on desk review of governance documents, interview sessions with Directors and survey responses received from the Directors.

The result of our evaluation has shown that the Board complies with the provisions of the extant Codes of Corporate Governance in terms of its structure, composition, procedures and responsibilities. We also ascertained that the key Board functionaries (Board and Board Committee Chairpersons) and the Board Committees met their responsibilities under the Codes and governance charters in UBA Plc. The report further highlights details of our review activities, observations and some recommendations for the Board's action.

It should be noted that the matters raised in this report are only those that came to our attention during the course of our review. The evaluation is limited in nature, and does not necessarily disclose all significant matters about the company or reveal any irregularities. As such, we do not express any opinion on the activities reported. The report should be read in conjunction with the Corporate Governance Section of the Annual Report.

Yours faithfully,

**For: Deloitte and Touche**



**Ibukun Beecroft**

FRC/2020/ICAN/00000020765

Partner

**Deloitte.**

Deloitte & Touche  
Civic Towers, Plot GA 1  
Ozumba Mbadiwe Avenue  
Victoria Island, Lagos Nigeria.  
Tel: +234 1 2717800  
Fax: +234 1 2717801  
[www.deloitte.com/ng](http://www.deloitte.com/ng)

# Report of the Independent Consultants

on the Review of Corporate Governance Framework of United Bank for Africa Plc.

Deloitte & Touche has performed the annual corporate governance review of the Corporate Governance framework in UBA Plc for the year ended December 31, 2020. The scope of the review included an assessment of the Board's structure and composition, its responsibilities, processes, procedures and the effectiveness of Board Committees. The review was performed in compliance with Section 11.2.9.5 and Principle 15 of the Nigerian Code of Corporate Governance ("NCCG").

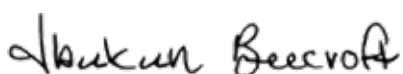
We evaluated the performance of the Board in line with regulatory requirements under the Nigerian Code of Corporate Governance ("NCCG") and Central Bank of Nigeria Code of Corporate Governance for Banks and Discount Houses ("CBN Code"). Our approach involved a review of the Corporate Governance framework in UBA Plc, governance charters and policies and management framework in UBA Plc. The report of our evaluation was premised on desk review of governance policies, charters and minutes, as well as interview sessions with Directors and select Executive Management staff.

The result of our evaluation has shown that the Corporate Governance framework and practices in UBA Plc complies with the provisions of the extant Codes of Corporate Governance. The report further highlights details of our review activities, observations and some recommendations for the Board and Executive Management's action.

It should be noted that the matters raised in this report are only those that came to our attention during the course of our review. The evaluation is limited in nature, and does not necessarily disclose all significant matters about the company or reveal any irregularities. As such, we do not express any opinion on the activities reported.

Yours faithfully,

**For: Deloitte and Touche**



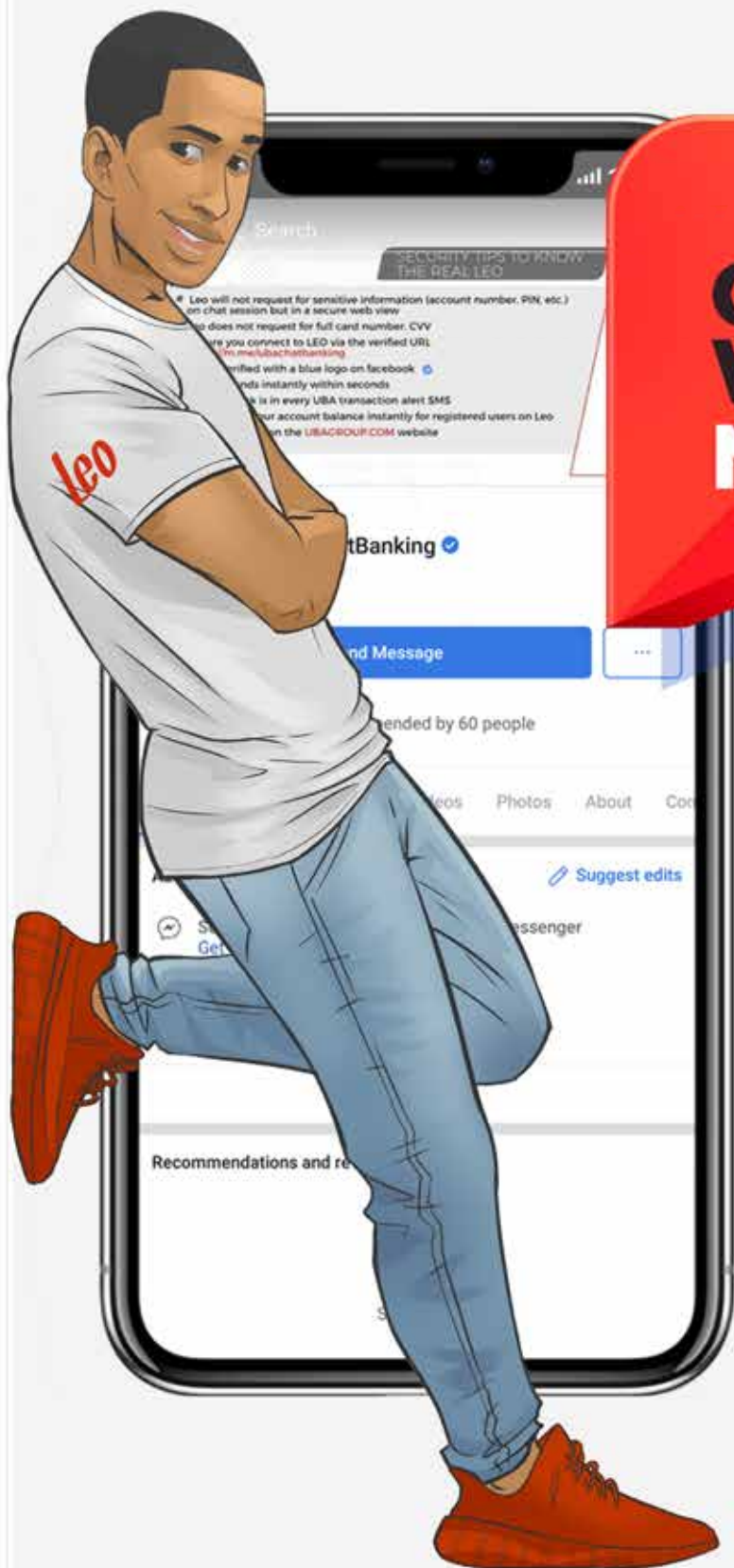
**Ibukun Beecroft**

FRC/2020/ICAN/00000020765

Partner



Deloitte & Touche  
Civic Towers, Plot GA 1  
Ozumba Mbadiwe Avenue  
Victoria Island, Lagos Nigeria.  
Tel: +234 1 2717800  
Fax: +234 1 2717801  
[www.deloitte.com/ng](http://www.deloitte.com/ng)



**CHAT  
WITH  
ME.**

With Leo, you can

- Open an account
- Send Money
- Buy Airtime
- Check Account Balance
- Pay Bills and a lot more...

To start, simply say hi on FB messenger or WhatsApp.

It's that easy.



Chat on +234 903 001 0007



<https://m.me/ubachatbanking>



[ubagroup.com/apple-business-chat](https://ubagroup.com/apple-business-chat)

05



# Financial Statements

---

Report of Independent Auditors  
Statements of Comprehensive Income  
Statements of Financial Position  
Statements of Changes in Equity  
Statements of Cash Flow  
Notes to the Consolidated and Separate  
Financial Statements  
Statements of Value Added  
Five-year Financial Summary

# Independent Auditor's Report

**TO THE SHAREHOLDERS OF UNITED BANK FOR AFRICA PLC**

## **Report on the Audit of the Consolidated and Separate Financial Statements**

### **Opinion**

We have audited the consolidated and separate financial statements of United Bank for Africa Plc ("the Bank") and its subsidiaries (together "the Group") and the Bank set out on pages 84 to 226, which comprise the consolidated and separate statements of financial position as at December 31, 2020, and the consolidated and separate statements of comprehensive income, the consolidated and separate statements of changes in equity and the consolidated and separate statements of cash flows for the year then ended, and notes to the consolidated and separate financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated and separate financial statements give true and fair view of the consolidated and separate financial position of the Group and the Bank as at December 31, 2020, and their consolidated and separate financial performance and consolidated and separate cash flows for the year then ended in accordance with International Financial Reporting Standards, and the relevant provisions of the Companies and Allied matters Act, 2020, the Banks and Other Financial Institutions Act, 2020, the Financial Reporting Council of Nigeria Act No. 6, 2011 and the Central Bank of Nigeria circulars.

### **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 Consolidated and Separate Financial Statements section of our report. We are independent of the Group and the Bank in accordance with the International

Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and other independence requirements applicable to performing the audit of the Group and the Bank. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code, and in accordance with other ethical requirements applicable to performing the audit of the Group and the Bank. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Key Audit Matters**

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of our audit of the consolidated and separate financial statement as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated and separate financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated and separate financial statements.

The Key Audit Matter applies equally to the audit of the consolidated and separate financial statements.



Key Audit Matter	How the matter was addressed in the audit
<p>Expected Credit Loss (ECL) assessment on financial assets and off-balance sheet exposures</p> <p>Financial assets and off-balance sheet exposures are subject to impairment assessment using the expected credit loss model (ECL) under the International Financial Reporting Standards (IFRS) 9 – Financial Instruments.</p> <p>The ECL involves the application of judgement and estimation in determining inputs for ECL calculation such as:</p> <ul style="list-style-type: none"> <li>• Determining criteria for significant increase in credit risk (SICR) for staging purpose.</li> <li>• Determining the relationship between the quantitative factors such as default and qualitative factors such as macro-economic variables.</li> <li>• Incorporating forward looking information in the model building process</li> <li>• Factors incorporated in determining the Probability of Default (PD), the Loss Given Default (LGD), the Recovery Rate and the Exposure at Default (EAD).</li> <li>• Factors considered in cash flow estimation including timing and amount.</li> <li>• Factors considered in collateral valuation.</li> </ul> <p>This is considered a key audit matter in the consolidated and separate financial statements given the significance of the amount, and the complexity and judgement involved in the process, which required considerable audit time and expertise.</p> <p>See notes 3.28, 4.2, 12 and 25 to the consolidated and separate financial statements for further information.</p>	<p>Our audit approach was a combination of both control and substantive procedures.</p> <ul style="list-style-type: none"> <li>• We reviewed the IFRS 9 model prepared by the management for computation of impairment of financial assets and off-balance sheet exposures in line with the requirements of IFRS 9.</li> <li>• We gained an understanding of how the Probability of Default (PD) and Loss Given Default (LGDs) and Exposure at Default (EAD) were derived by the system by performing a walkthrough using live data.</li> <li>• For loans classified under stages 1 and 2, we selected material loans and reviewed the repayment history for possible repayment default. We challenged the various factors considered in classifying the loans within stages 1 and 2 and in the measurement of ECL.</li> <li>• For stage 3 loans, we reviewed all assumptions considered in the estimation of recovery cash flow, the discount factor, and the timing of realization. In instances where we were not satisfied with the assumption used by the management in its cash flow estimation and discounting, we reviewed management assumptions by re-computing the cash flows to determine the recoverable amounts.</li> <li>• We tested the historical accuracy of the data and performed detailed procedures on the completeness and accuracy of the information used.</li> <li>• Other areas of complexities which include incorporating forward looking information such as macro-economic indicators like inflation, monetary policy rate (MPR), exchange rate, etc. were equally challenged for reasonableness taking into consideration available information in the public domain.</li> <li>• For off-balance sheet exposure, we assessed the assumptions and inputs in determining the credit conversion factor by reviewing historical trends.</li> </ul>

### Other Matter

The consolidated and separate financial statements of the Group and the Bank for the year ended December 31, 2019 were audited by another auditor who expressed an unqualified opinion on those financial statements on 28 February 2020.

### Other Information

The directors are responsible for the other information. The other information comprises the information

included in the pages 56 to 75 and 224 to 226 document titled "United Bank for Africa Plc Consolidated and Separate Financial Statements for the year ended December 31, 2020", which includes the Directors' Report, the Report of the Statutory Audit Committee, Complaints and Feedback, Corporate Governance Report, Statement of Directors' Responsibilities, Value Added Statement and Five-Year Financial Summary, which we obtained prior to the date of this report, and the Annual Report and the Corporate Governance Report as required by the Central Bank of Nigeria, which is expected to be made available to us after that date. Other information does not include the

consolidated or the separate financial statements and our auditor's report thereon.

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

In connection with our audit of the consolidated and separate 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 consolidated and separate 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 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.

### **Responsibilities of the Directors for the Consolidated and Separate Financial Statements**

The Directors are responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with International Financial Reporting Standards as issued by the International Accounting Standard Board, and the relevant provisions of the Companies and Allied Matters Act, 2020, the Banks and Other Financial Institutions Act, 2020, the Financial Reporting Council of Nigeria Act No. 6, 2011 and the Central Bank of Nigeria circulars, and for such internal control as the Directors determine is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, the Directors are responsible for assessing the Group and the Bank's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group and the Bank or to cease operations, or have no realistic alternative but to do so.

### **Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements**

Our objectives are to obtain reasonable assurance about whether the consolidated and separate 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 consolidated and separate 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 consolidated and separate 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 and Bank'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 and Bank'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 consolidated and separate 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 and/or the Bank to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether

the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- 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 directions, 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 to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the consolidated and separate 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.

**Anthony Oputa**

FRC/2013/ICAN/00000000980

For: Ernst & Young

Lagos, Nigeria

12 February 2021

## Report on other legal and regulatory requirements

In accordance with the requirement of Fifth Schedule of the Companies and Allied Matters Act 2020, we confirm that:

- We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit;
- In our opinion, proper books of account have been kept by the Group and the Bank, in so far as it appears from our examination of those books;
- The Group and the Bank's consolidated and separate statements of financial position and consolidated and separate statements comprehensive income are in agreement with the books of account.
- In our opinion, the consolidated and separate financial statements have been prepared in accordance with the provisions of the Companies and Allied Matters Act, 2020 so as to give a true and fair view of the state of affairs and financial performance of the Bank and its subsidiaries.

In compliance with the Banks and Other Financial Institutions Act, 2020 and circulars issued by the Central Bank of Nigeria:

- The information required by the Central Bank of Nigeria Circular BSD/1/2004 on insider related credits is disclosed in Note 42 to the consolidated and separate financial statements.
- As disclosed in Note 45 to the consolidated and separate financial statements, the Bank contravene certain circulars of the Central Bank of Nigeria.



# United Bank for Africa

## Consolidated and Separate Statements of Comprehensive Income

For the year ended December 31, 2020

In millions of Nigerian Naira	Notes	Group		Bank	
		2020	2019	2020	2019
Interest income	10	427,862	404,830	274,975	307,433
Interest income on amortised cost and FVOCI securities		422,655	390,304	269,918	292,907
Interest income on FVTPL securities		5,207	14,526	5,057	14,526
Interest expense	11	(168,395)	(182,955)	(116,748)	(156,580)
<b>Net interest income</b>		<b>259,467</b>	<b>221,875</b>	<b>158,227</b>	<b>150,853</b>
Impairment charge for credit losses on Loans	12a	(22,443)	(16,336)	(14,146)	(14,695)
Net impairment charge on other financial assets	12b	(4,566)	(1,916)	(7,718)	(1,674)
<b>Net interest income after impairment on financial and non-financial instruments</b>		<b>232,458</b>	<b>203,623</b>	<b>136,363</b>	<b>134,484</b>
Fees and commission income	13	126,943	110,561	58,802	59,136
Fees and commission expense	14	(44,335)	(30,557)	(28,660)	(22,556)
<b>Net fee and commission income</b>		<b>82,608</b>	<b>80,004</b>	<b>30,142</b>	<b>36,580</b>
Net trading and foreign exchange income	15	59,450	37,627	40,266	19,081
Other operating income	16	6,120	6,787	7,433	20,950
Employee benefit expenses	17	(87,545)	(75,099)	(47,178)	(43,774)
Depreciation and amortisation	18	(20,005)	(15,490)	(15,036)	(11,772)
Other operating expenses	19	(142,297)	(126,578)	(93,630)	(85,486)
Share of profit of equity-accounted investee	28(a)	1,071	413	-	-
<b>Profit before income tax</b>		<b>131,860</b>	<b>111,287</b>	<b>58,360</b>	<b>70,063</b>
Income tax expense	20	(18,095)	(22,198)	(1,449)	(7,313)
<b>Profit for the year</b>		<b>113,765</b>	<b>89,089</b>	<b>56,911</b>	<b>62,750</b>
<b>Other comprehensive income</b>					
<b>Items that will be reclassified to Profit or loss:</b>					
Exchange differences on translation of foreign operations		37,926	(12,958)	-	-
<b>Fair value changes on investments in debt securities at fair value through other comprehensive income (FVOCI):</b>					
Net change in fair value during the year		5,102	44,942	5,044	44,914
Net amount transferred to profit or loss		(10,577)	(5,893)	(10,492)	(5,893)
		<b>32,451</b>	<b>26,091</b>	<b>(5,448)</b>	<b>39,021</b>
<b>Items that will not be reclassified to Profit or loss:</b>					
Fair value changes on equity investments designated at FVOCI		10,875	9,259	10,875	9,223
		10,875	9,259	10,875	9,223
<b>Other comprehensive income for the year, net of tax</b>		<b>43,326</b>	<b>35,350</b>	<b>5,427</b>	<b>48,244</b>
<b>Total comprehensive income for the year</b>		<b>157,091</b>	<b>124,439</b>	<b>62,338</b>	<b>110,994</b>
<b>Profit for the year attributable to:</b>					
Owners of Parent		109,327	86,220	56,911	62,750
Non-controlling interests		4,438	2,869	-	-
<b>Profit for the year</b>		<b>113,765</b>	<b>89,089</b>	<b>56,911</b>	<b>62,750</b>
<b>Total comprehensive income attributable to:</b>					
Owners of Parent		147,416	124,173	62,338	110,994
Non-controlling interests		9,675	266	-	-
<b>Total comprehensive income for the year</b>		<b>157,091</b>	<b>124,439</b>	<b>62,338</b>	<b>110,994</b>
<b>Earnings per share attributable to owners of the parent</b>					
<b>Basic and diluted earnings per share (Naira)</b>	<b>21</b>	<b>3.20</b>	<b>2.52</b>	<b>1.66</b>	<b>1.83</b>

The accompanying notes to the financial statements are an integral part of these consolidated and separate financial statements.

# United Bank for Africa Consolidated and Separate Statements of Financial Position

As at December 31, 2020


FINANCIAL STATEMENTS

In millions of Nigerian Naira	Notes	Group		Bank	
		31 Dec.20	31 Dec.19	31 Dec.20	31 Dec.19
<b>ASSETS</b>					
Cash and bank balances	22	1,874,618	1,396,228	1,436,822	1,182,554
Financial assets at fair value through profit or loss	23	214,400	102,388	171,058	102,388
Derivative assets	33(a)	53,148	48,131	53,148	48,131
Loans and advances to banks	24	77,419	108,211	65,058	99,849
Loans and advances to customers	25	2,554,975	2,061,147	1,812,536	1,503,380
Investment securities:					
- At fair value through other comprehensive income	26	1,421,527	901,048	1,233,684	772,658
- At amortised cost	26	1,159,264	670,502	71,479	73,556
Other assets	27	115,432	139,885	96,524	111,607
Investment in equity-accounted investee	28	4,504	4,143	2,715	2,715
Investment in subsidiaries	29	-	-	103,275	103,275
Property and equipment	30	153,191	128,499	123,435	107,448
Intangible assets	31	28,900	17,671	16,237	7,070
Deferred tax assets	32	40,602	43,054	21,862	21,862
<b>TOTAL ASSETS</b>		<b>7,697,980</b>	<b>5,620,907</b>	<b>5,207,833</b>	<b>4,136,493</b>
<b>LIABILITIES</b>					
Deposits from banks	34	418,157	267,070	121,815	92,717
Deposits from customers	35	5,676,011	3,832,884	3,824,143	2,764,388
Derivative liabilities	33(b)	508	852	508	852
Other liabilities	36	157,827	107,255	93,669	57,150
Current income tax payable	20	9,982	9,164	1,478	722
Borrowings	37	694,355	758,682	688,280	744,094
Subordinated liabilities	38	-	30,048	-	30,048
Deferred tax liability	32	16,992	16,974	-	-
<b>TOTAL LIABILITIES</b>		<b>6,973,832</b>	<b>5,022,929</b>	<b>4,729,893</b>	<b>3,689,971</b>
<b>EQUITY</b>					
Share capital	39	17,100	17,100	17,100	17,100
Share premium	39	98,715	98,715	98,715	98,715
Retained earnings	39	255,059	184,685	95,480	90,090
Other reserves	39	324,194	278,073	266,645	240,617
EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT		695,068	578,573	477,940	446,522
Non-controlling interests		29,080	19,405	-	-
<b>TOTAL EQUITY</b>		<b>724,148</b>	<b>597,978</b>	<b>477,940</b>	<b>446,522</b>
<b>TOTAL LIABILITIES AND EQUITY</b>		<b>7,697,980</b>	<b>5,620,907</b>	<b>5,207,833</b>	<b>4,136,493</b>

The accompanying notes to the financial statements are an integral part of these consolidated and separate financial statements.

The consolidated and separate financial statements were approved by the Board of Directors and authorized for issue on 26 January 2021 and signed on its behalf by:

  
**Ugo A. Nwaghodoh**  
Group Chief Finance Officer  
FRC/2012/ICAN/00000000272

  
**Tony O. Elumelu, CON**  
Chairman, Board of Directors  
FRC/2013/CIBN/000000002590

  
**Kennedy Uzoka**  
Group Managing Director/CEO  
FRC/2013/IODN/00000015087

# United Bank for Africa

## Consolidated and Separate Statements of Changes in Equity

For the year ended December 31, 2020

(i) Group

In millions of Nigerian naira	Attributable to equity holders of the parent							Non-controlling interests	Total equity	
	Share capital	Share premium	Foreign operations translation reserve	Regulatory credit risk reserve	Fair value reserve	Statutory reserve	Retained earnings			Total
At 1 January 2019	17,100	98,715	18,178	21,521	69,099	90,783	168,073	483,469	19,139	502,608
Profit for the year	-	-	-	-	-	-	86,220	86,220	2,869	89,089
Exchange differences on translation of foreign operations	-	-	(10,355)	-	-	-	-	(10,355)	(2,603)	(12,958)
Fair value change in debt instruments classified as FVOCI	-	-	-	-	44,942	-	-	44,942	-	44,942
Fair value change in equity instruments classified as FVOCI	-	-	-	-	9,259	-	-	9,259	-	9,259
Net amount transferred to profit or loss	-	-	-	-	(5,893)	-	-	(5,893)	-	(5,893)
<b>Total comprehensive income for the year</b>	-	-	<b>(10,355)</b>	-	<b>48,309</b>	-	<b>86,220</b>	<b>124,173</b>	<b>266</b>	<b>124,440</b>
Transfer between reserves	-	-	-	29,073	-	11,465	(40,538)	-	-	-
<b>Transactions with owners</b>										
Dividends paid	-	-	-	-	-	-	(29,070)	(29,070)	-	(29,070)
<b>Balance at December 31, 2019</b>	<b>17,100</b>	<b>98,715</b>	<b>7,823</b>	<b>50,594</b>	<b>117,408</b>	<b>102,248</b>	<b>184,685</b>	<b>578,573</b>	<b>19,405</b>	<b>597,978</b>
At 1 January 2020	17,100	98,715	7,823	50,594	117,408	102,248	184,685	578,573	19,405	597,978
Profit for the year	-	-	-	-	-	-	109,327	109,327	4,438	113,765
Exchange differences on translation of foreign operations	-	-	32,689	-	-	-	-	32,689	5,237	37,926
Fair value change in debt instruments classified as FVOCI	-	-	-	-	5,102	-	-	5,102	-	5,102
Fair value change in equity instruments classified as FVOCI	-	-	-	-	10,875	-	2,254	13,128	-	13,128
Net amount transferred to profit or loss	-	-	-	-	(10,577)	-	-	(10,577)	-	(10,577)
<b>Total comprehensive income for the year</b>	-	-	<b>32,689</b>	-	<b>5,399</b>	-	<b>111,581</b>	<b>149,669</b>	<b>9,675</b>	<b>159,344</b>
Transfer between reserves	-	-	-	(5,098)	-	13,131	(8,033)	-	-	-
<b>Transactions with owners</b>										
Dividends paid	-	-	-	-	-	-	(33,174)	(33,174)	-	(33,174)
Balance at December 31, 2020	17,100	98,715	40,512	45,496	122,807	115,379	255,059	695,068	29,080	724,148

The accompanying notes to the financial statements are an integral part of these consolidated and separate financial statements.



# United Bank for Africa

## Consolidated and Separate Statements of Changes in Equity

For the year ended December 31, 2020

### (ii) Bank

<i>In millions of Nigerian naira</i>	Share Capital	Share premium	Regulatory credit risk reserve	Fair value reserve	Statutory reserve	Retained earnings	Total
<b>At 1 January 2019</b>	<b>17,100</b>	<b>98,715</b>	<b>15,212</b>	<b>69,751</b>	<b>74,603</b>	<b>89,217</b>	<b>364,598</b>
Profit for the year	-	-	-	-	-	62,750	<b>62,750</b>
Fair value change in debt instruments classified as FVOCI	-	-	-	44,914	-	-	<b>44,914</b>
Fair value change in equity instruments classified as FVOCI	-	-	-	9,223	-	-	<b>9,223</b>
Net amount transferred to profit or loss	-	-	-	(5,893)	-	-	<b>(5,893)</b>
<b>Total comprehensive income for the year</b>	-	-	-	48,244	-	62,750	<b>110,994</b>
Transfer between reserves	-	-	21,342	-	11,465	(32,807)	-
<b>Transactions with owners</b>							
Dividends paid	-	-	-	-	-	(29,070)	<b>(29,070)</b>
<b>Balance at December 31, 2019</b>	<b>17,100</b>	<b>98,715</b>	<b>36,554</b>	<b>117,995</b>	<b>86,068</b>	<b>90,090</b>	<b>446,522</b>
<b>At 1 January 2020</b>	<b>17,100</b>	<b>98,715</b>	<b>36,554</b>	<b>117,995</b>	<b>86,068</b>	<b>90,090</b>	<b>446,522</b>
Profit for the year	-	-	-	-	-	56,911	<b>56,911</b>
Exchange differences on translation of foreign operations	-	-	-	-	-	-	-
Fair value change in debt instruments classified as FVOCI	-	-	-	5,044	-	-	<b>5,044</b>
Fair value change in equity instruments classified as FVOCI	-	-	-	10,875	-	2,254	<b>13,128</b>
Net amount transferred to profit or loss	-	-	-	(10,492)	-	-	<b>(10,492)</b>
<b>Total comprehensive income for the period</b>	-	-	-	5,427	-	59,165	<b>64,591</b>
Transfer between reserves	-	-	9,219	-	11,383	(20,602)	-
<b>Transactions with owners</b>							
Dividends paid	-	-	-	-	-	(33,173)	<b>(33,173)</b>
<b>Balance at December 31, 2020</b>	<b>17,100</b>	<b>98,715</b>	<b>45,773</b>	<b>123,421</b>	<b>97,451</b>	<b>95,480</b>	<b>477,940</b>

The accompanying notes to the financial statements are an integral part of these consolidated and separate financial statements

# United Bank for Africa Plc

## Consolidated and Separate Statements of Cash Flows

For the year ended December 31, 2020

In millions of Nigerian Naira	Notes	Group		Bank	
		2020	2019	2020	2019
<b>Cash flows from operating activities</b>					
<b>Profit before income tax</b>		<b>131,860</b>	<b>111,287</b>	<b>58,360</b>	<b>70,063</b>
<b>Adjustments for:</b>					
Depreciation of property and equipment	18	14,970	11,980	10,755	8,842
Amortisation of intangible assets	18	2,972	1,627	2,634	1,325
Depreciation of right-of-use assets	18	2,063	1,883	1,647	1,605
Impairment charge on loans to customers	12	19,366	14,160	8,250	11,098
Impairment charge/(reversal) on investment securities	12	385	254	385	217
Impairment charge/(reversal) on off-balance sheet items	12	1,598	(2,076)	1,301	(1,617)
Impairment charge on loans to banks	12	49	2,741	61	2,675
Write-off of loans and advances	12	6,152	1,689	5,966	1,095
Impairment reversal on other assets	12	2,583	3,738	6,081	3,074
Net fair value gain on derivative financial instruments	15	(5,361)	(12,594)	(5,361)	(12,594)
Foreign currency revaluation (gain)/loss	15	(6,174)	10,171	(5,654)	12,080
Dividend income	16	(2,943)	(3,305)	(6,410)	(20,190)
Net gain/loss on disposal of property and equipment	16	163	(251)	168	(16)
Write-off of property and equipment	30	37	74	36	13
Net amount transferred to the profit or loss		(10,577)	(5,893)	(10,492)	(5,893)
Net interest income		(259,467)	(221,875)	(158,227)	(150,853)
Share of profit of equity-accounted investee	28	(1,071)	(413)	-	-
		<b>(103,395)</b>	<b>(86,803)</b>	<b>(90,500)</b>	<b>(79,076)</b>
<b>Changes in operating assets and liabilities</b>					
Change in financial assets at FVTPL		(54,984)	(70,209)	(11,642)	(70,208)
Change in cash reserve balance with CBN		(271,780)	(268,425)	(256,116)	(264,410)
Change in loans and advances to banks		30,729	(95,155)	34,726	(87,008)
Change in loans and advances to customers		(519,039)	(361,711)	(317,500)	(301,772)
Change in other assets		67,121	(102,377)	14,656	(77,119)
Change in deposits from banks		151,087	92,234	29,098	62,215
Change in deposits from customers		1,843,127	483,764	1,059,755	340,280
Change in placement with banks		37,538	(22,722)	37,538	(3,822)
Change in other liabilities and provisions	36	49,127	(10,864)	35,297	(24,884)
Interest received		427,862	404,830	274,975	307,433
Interest paid on deposit from banks and customers		(119,868)	(138,064)	(74,408)	(111,785)
Income tax paid	20(c)	(14,688)	(23,182)	(693)	(7,297)
<b>Net cash generated from/ (used in) operating activities</b>		<b>1,522,837</b>	<b>(198,684)</b>	<b>735,114</b>	<b>(317,453)</b>
<b>Cash flows from investing activities</b>					
Proceeds from sale/redemption of investment securities		3,543,327	3,089,704	3,651,112	3,155,680
Purchase of investment securities		(4,598,133)	(2,956,816)	(4,100,967)	(2,939,081)
Purchase of property and equipment	30	(33,426)	(23,271)	(26,588)	(17,692)
Addition to right of use assets	30	(7,759)	(3,242)	(2,011)	(2,769)
Purchase of intangible assets	31	(14,933)	(1,846)	(12,093)	(1,683)
Proceeds from disposal of property and equipment		1,040	522	247	270
Proceeds from disposal of intangible assets		379	11	293	12
Proceeds from disposal of investment in subsidiaries		-	-	-	502
Dividend received		2,943	3,305	6,410	20,190
<b>Net cash (used in)/generated from investing activities</b>		<b>(1,106,177)</b>	<b>108,367</b>	<b>(483,597)</b>	<b>215,429</b>
<b>Cash flows from financing activities</b>					
Interest paid on borrowings and subordinated liabilities		(58,580)	(55,120)	(58,255)	(54,795)
Proceeds from borrowings	37	487,475	140,708	472,887	126,120
Repayment of borrowings	37	(582,713)	(64,062)	(556,315)	(37,664)
Payments of principal on leases		(495)	(1,000)	(191)	(988)
Payments of interest on leases		(227)	(99)	(217)	(96)
Repayment of subordinated liabilities		(30,058)	-	(30,058)	-
Dividend paid to owners of the parent		(33,174)	(29,070)	(33,173)	(29,070)
<b>Net cash (used in)/generated from financing activities</b>		<b>(217,772)</b>	<b>(8,643)</b>	<b>(205,322)</b>	<b>3,507</b>
<b>Increase/ decrease in cash and cash equivalents</b>		<b>198,888</b>	<b>(96,869)</b>	<b>46,195</b>	<b>(98,517)</b>
Effects of exchange rate changes on cash and cash equivalents		102,288	(5,905)	46,523	10,381
Cash and cash equivalents at beginning of year	22	559,471	662,245	361,927	450,063
Effect of exchange rate fluctuations on cash held					
<b>Cash and cash equivalents at end of year</b>	<b>22</b>	<b>860,647</b>	<b>559,471</b>	<b>454,645</b>	<b>361,927</b>

The accompanying notes to the financial statements are an integral part of these consolidated and separate financial statements.

# United Bank for Africa Plc

## Notes to Financial Statements

For the year ended December 31, 2020

### 1 GENERAL INFORMATION

United Bank for Africa Plc. (the 'Bank'; UBA) is a Nigerian registered company incorporated on 23 February 1961 to take over the business of British and French Bank Limited (BFB). UBA listed its shares on the Nigerian Stock Exchange (NSE) in 1970 and became the first Nigerian bank to subsequently undertake an Initial Public Offering (IPO). The Bank's registered address is at 57 Marina, Lagos, Nigeria.

The consolidated and separate financial statements of the Group for the year ended December 31, 2020 comprise the Bank (Parent) and its subsidiaries (together referred to as the "Group" and individually referred to as "Group entities"). The Bank and its subsidiaries are primarily involved in corporate, commercial and retail banking, trade services, cash management, treasury and custodial services.

The consolidated and separate financial statements for the year ended December 31, 2020 were approved and authorised for issue by the Board of Directors on 26 January 2021.

### 2 BASIS OF PREPARATION

These consolidated and separate financial statements comply and have been prepared in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board (IASB) and interpretations issued by the IFRS Interpretations Committee (IFRS IC), and in the manner required by the Companies and Allied Matters Act of Nigeria, the Financial Reporting Council of Nigeria Act, 2011, and the Banks and other Financial Institutions Act of Nigeria and relevant Central Bank of Nigeria circulars.

### 3 SIGNIFICANT ACCOUNTING POLICIES

#### 3.1 BASIS OF MEASUREMENT

These financial statements have been prepared on a historical cost basis, except for the following:

- Derivative financial instruments which are measured at fair value.
- Financial assets measured at fair value through profit or loss.
- Financial instruments measured at fair value through other comprehensive income.

#### 3.2 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 Nigerian Naira (N) which is the Bank's functional currency and the Group's presentation currency.

#### 3.3 USE OF ESTIMATES AND JUDGEMENTS

The preparation of financial statements requires the directors to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, incomes and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgments about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods, if the revision affects both current and future periods.

#### 3.4 BASIS OF CONSOLIDATION

##### (a) Subsidiaries

Subsidiaries (including structured entities) are entities controlled by the Group. Control exists when the Group has rights to variable returns from its involvement in an entity and has the ability to affect those returns through its power over the entity. The Group also assesses existence of control where it does not have more than 50% of the voting power but is able to govern the financial and operating policies by virtue of de-facto control. Subsidiaries are fully consolidated from the date in which control is transferred to the Group. They are deconsolidated from the date control ceases.

The accounting policies of subsidiaries have been changed, where necessary, to align with the policies adopted by the Group. Losses applicable to the non-controlling interests in a subsidiary are allocated to the non-controlling interests.

In the separate financial statements, investments in subsidiaries are carried at cost less impairment.

##### (b) Business combinations

Business combinations are accounted for using the acquisition method.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 3.4 BASIS OF CONSOLIDATION (CONTINUED)

The Group measures goodwill at the acquisition date as the total of:

- the fair value of the consideration transferred; plus
- the amount of any non-controlling interest in the acquiree; plus if the business combination is achieved in stages, the fair value of the existing equity interest in the acquiree;
- less the net amount (generally fair value) of the identifiable assets acquired and liabilities assumed.

When this total is negative, a bargain purchase gain is recognised in the income statement.

Non-controlling interests are measured at their proportionate share of the acquiree's identifiable net assets at the acquisition date. Changes in the Group's interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

Costs related to the acquisition, other than those associated with the issue of debt or equity securities that the Group incurs in connection with a business combination are expensed as incurred.

If the business combination is achieved in stages, the acquisition date carrying value of any previously held equity interest in the acquiree is re-measured to fair value at the acquisition date and any gains or losses arising from such re-measurement are recognised in profit or loss.

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

#### (c) Disposal of subsidiaries

When the Group ceases to have control, any retained interest in the entity is remeasured to its fair value at the date when control is lost, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, 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 any unrealised gains or losses or incomes and expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements. Unrealised gains arising from transactions with associates are eliminated to the extent of the Group's interest in the entity. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

#### (e) Changes in ownership interests in subsidiaries without change of control

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions. The difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals of non-controlling interests are also recorded in equity.

#### (f) Associates

Associates are all entities over which the group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. 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. The group's investment in associates includes goodwill identified on acquisition. In the separate financial statements, investments in associates are carried at cost less impairment.

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 the income statement where appropriate.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 3.4 BASIS OF CONSOLIDATION (CONTINUED)

The Group's share of post-acquisition profit or loss is recognised in the income statement and its share of post-acquisition movements in other comprehensive income is recognised in other comprehensive income with a corresponding adjustment to the carrying amount of the investment. When the group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the group does not recognise further losses unless it has incurred legal or constructive obligations or made payments on behalf of the associate.

The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognises the amount adjacent to 'share of profit/(loss)' of associates in the income statement.

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. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the Group.

Dilution gains and losses arising on investments in associates are recognised in the profit or loss.

### 3.5 FOREIGN CURRENCY TRANSACTIONS AND BALANCES

#### (a) Foreign currency transactions

Foreign currency transactions are recorded at the rate of exchange on the date of the transaction. At the reporting date, monetary assets and liabilities denominated in foreign currencies are reported using the closing exchange rate. Exchange differences arising on the settlement of transactions at rates different from those at the date of the transaction, as well as unrealized foreign exchange differences on unsettled foreign currency monetary assets and liabilities, are recognized in the income statement.

Unrealized exchange differences on non-monetary financial assets are a component of the change in their entire fair value. For non-monetary financial assets measured at fair value through profit or loss, unrealized exchange differences are recognized in profit or loss. For non-monetary financial assets measured at fair value through other comprehensive income, unrealized exchange differences are recorded in other comprehensive income until the asset is sold or becomes impaired.

#### (b) Foreign operations

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on acquisition, are translated to Nigerian Naira at exchange rates at each reporting date. The income and expenses of foreign operations are translated to Nigerian Naira at average rates.

Foreign currency differences are recognised in other comprehensive income, and presented in the foreign currency translation reserve in equity. However, if the operation is a non-wholly-owned subsidiary, then the relevant proportionate share of the translation difference is allocated to the non-controlling interest. When a foreign operation is disposed of such that control, significant influence or joint control is lost, the cumulative amount in the translation reserve related to that foreign operation is re-classified to profit or loss as part of the gain or loss on disposal.

### 3.6 INTEREST INCOME AND INTEREST EXPENSE

Interest income and expense for all interest bearing financial instruments are calculated by applying the effective interest rate to the gross carrying amount for non-credit impaired financial assets and are recognised within 'interest income' and 'interest expense' in the profit or loss. The effective interest rate is the rate that exactly discounts the estimated future cash payments and receipts through the expected life of the financial asset or liability (or, where appropriate, a shorter period) to the net carrying amount of the financial asset or liability. For credit-impaired financial assets subsequent to initial recognition, interest income is calculated by applying the credit-adjusted effective interest rate to the amortised cost of the financial asset.

The calculation of the effective interest rate includes all transaction costs and fees paid or received that are an integral part of the effective interest rate. Transaction costs include incremental costs that are directly attributable to the acquisition or issue of a financial asset or liability.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 3.7 FEES AND COMMISSIONS INCOME AND EXPENSES

Fees and commission income and expenses that are integral to the effective interest rate on a financial asset or liability are included in the measurement of the effective interest rate. Other fees and commission income, including account servicing fees, investment management and other fiduciary activity fees, sales commission, placement fees and syndication fees, are recognised at a point in time, or over time as the performance obligations are satisfied.

## 3.8 NET TRADING AND FOREIGN EXCHANGE INCOME

Net trading and foreign exchange income comprises gains less losses related to trading assets and liabilities, and includes all realised and unrealised fair value changes and foreign exchange differences. Net gains or losses on derivative financial instruments measured at fair value through profit or loss are also included in net trading income.

## 3.9 DIVIDEND INCOME

Dividend income is recognised when the right to receive income is established. Dividends are reflected as a component of other operating income and recognised gross of the associated withholding tax. The withholding tax expense is included as a component of taxation charge for the relevant period.

## 3.10 INCOME TAX

Income tax expense comprises current and deferred tax. Income tax expense is recognised in the profit or loss except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity.

Current income tax liability is the expected tax payable on taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the following temporary differences: the initial recognition of goodwill, the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit, and differences relating to investments in subsidiaries to the extent that they probably will not reverse in the foreseeable future. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on laws that have been enacted or substantively enacted by the reporting date.

Deferred income tax liabilities are provided on taxable temporary differences arising from investments in subsidiaries, associates and joint arrangements, except for deferred income tax liability where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred income tax assets are recognised on deductible temporary differences arising from investments in subsidiaries, associates and joint arrangements only to the extent that it is probable the temporary difference will reverse in the future and there is sufficient taxable profit available against which the temporary difference can be utilised."

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities against current tax assets, and they relate to taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

## 3.11 CASH AND BANK BALANCES

Cash and bank balances include notes and coins on hand, current balances with other banks, balances held with central banks and placements with banks which are used by the Group in the management of its short-term commitments.

Cash and cash equivalents as referred to in the statement of cash flow comprises cash on hand, non-restricted current accounts with central banks and amounts due from banks on demand or with an original maturity of three months or less.

Cash and bank balances are carried at amortised cost in the statement of financial position.

## 3.12 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

These are the assets the Group acquires principally for the purpose of selling in the near term, or holds as part of a portfolio that is



# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

managed together for short-term profit or position taking. They are measured at fair value with changes in fair value recognised as part of net trading and foreign exchange income in profit or loss.

## 3.13 DERIVATIVE FINANCIAL INSTRUMENTS

Derivatives are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at their fair value. Fair values are obtained from quoted market prices in active markets, including recent market transactions, and valuation techniques. Derivatives are carried as assets when their fair value are positive and as liabilities when their fair value are negative. All changes in fair value are recognized as part of net trading and foreign exchange income in profit or loss.

## 3.14 PROPERTY AND EQUIPMENT

### (a) Recognition and measurement

Items of property and equipment are carried at cost less accumulated depreciation and impairment losses. Cost includes expenditures that are directly attributable to the acquisition of the asset. When parts of an item of property and equipment have different useful lives, they are accounted for as separate items (major components) of property and equipment.

### (b) Subsequent costs

The cost of replacing part of an item of property and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group and its cost can be measured reliably. The costs of the day-to-day servicing of property and equipment are recognised in profit or loss as incurred.

### (c) Depreciation

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each part of an item of property and equipment since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset. Leased assets are depreciated over the shorter of the lease term and their useful lives. Depreciation begins when an asset is available for use and ceases at the earlier of the date that the asset is derecognised or classified as held for sale in accordance with IFRS 5 Non-current Assets Held for Sale and Discontinued Operations.

The estimated useful lives for the current and comparative period are as follows:

Land	-	Not depreciated
Buildings	-	50 years
Leasehold improvements	-	Over the shorter of the useful life of item or the lease period
Aircraft	-	Between 16 and 20 years, depending on the component
Motor vehicles	-	5 years
Furniture and Fittings	-	5 years
Computer hardware	-	5 years
Equipment	-	5 years
Work in progress	-	Not depreciated
Lifts*	-	10 years

\* In the financial statements, lifts are not treated as a separate class of property and equipment. They are included as part of Buildings.

Work in progress represents costs incurred on assets that are not available for use. On becoming available for use, the related amounts are transferred to the appropriate category of property and equipment.

Depreciation methods, useful lives and residual values are reassessed at each reporting date and adjusted if appropriate. Changes in the expected useful life are accounted for by changing the amortisation period or methodology, as appropriate, and treated as changes in accounting estimates.

### (d) De-recognition

An item of property and equipment is derecognised on disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on de-recognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the year the asset is derecognised.

## 3.15 INTANGIBLE ASSETS

### (a) Goodwill

Goodwill represents the excess of consideration over the Group's interest in net fair value of net identifiable assets, liabilities and contingent liabilities of the acquired subsidiaries at the date of acquisition. When the excess is negative, it is recognised immediately in profit or loss. Goodwill is measured at cost less accumulated impairment losses.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 3 SIGNIFICANT ACCOUNTING POLICIES CONTINUED

### 3.15 INTANGIBLE ASSETS

#### (a) Goodwill continued

##### Subsequent measurement

Goodwill is allocated to cash-generating units or groups of cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose. Goodwill is tested annually as well as whenever a trigger event has been observed for impairment by comparing the present value of the expected future cash flows from a cash generating unit with the carrying value of its net assets, including attributable goodwill. Impairment losses on goodwill are not reversed.

#### (b) Software

Software acquired by the Group is stated at cost less accumulated amortisation and accumulated impairment losses.

Expenditure on internally developed software is recognised as an asset when the Group is able to demonstrate its intention and ability to complete the development and use the software in a manner that will generate future economic benefits, and can reliably measure the costs to complete the development. The capitalised costs of internally developed software include all costs directly attributable to developing the software, and are amortised over its useful life. Internally developed software is stated at capitalised cost less accumulated amortisation and impairment.

Subsequent expenditure on software assets is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure is expensed as incurred.

Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful life not exceeding five years, from the date that it is available for use. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at each reporting date. Changes in the expected useful life, or the expected pattern of consumption of future economic benefits embodied in the asset, are accounted for by changing the amortisation period or methodology, as appropriate, which are then treated as changes in accounting estimates.

### 3.16 IMPAIRMENT OF NON-FINANCIAL ASSETS

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Group estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or CGU's fair value less costs to sell and its value in use. Where the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded subsidiaries or other available fair value indicators.

For assets excluding goodwill, an assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such indication exists, the Group estimates the asset's or CGU's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceeds the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the income statement. Impairment losses relating to goodwill are not reversed in future periods.

### 3.17 REPOSSESSED COLLATERAL

Reposessed collateral represents financial and non-financial assets acquired by the Group in settlement of overdue loans. The assets are initially recognised at fair value when acquired and included in the relevant assets depending on the nature and the Group's intention in respect of recovery of these assets; and are subsequently remeasured and accounted for in accordance with the accounting policies for these categories of assets. In situation property is reposessed following the foreclosure on loans that are in default, reposessed properties are measured at the lower of carrying amount and fair value less costs to sell and reported within 'Other assets'. Where reposessed collateral results in acquiring control over a business, the business combination is accounted for using the acquisition method of accounting with fair value of the settled loan representing the cost of acquisition (refer to the accounting policy for consolidation). Accounting policy for associates is applied to reposessed shares where the Group obtains significant influence, but not control. The cost of the associate is the fair value of the loan settled by reposessing the pledged shares.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 3.18 DEBT SECURITIES ISSUED

The Group classifies debt and equity as financial liabilities or equity instruments in accordance with the substance of the contractual terms of the instrument.

Debt securities issued are initially measured at fair value plus transaction costs, and subsequently measured at their amortised cost using the effective interest method, except where the Group chooses to carry the liabilities at fair value through profit or loss.

### 3.19 PROVISIONS

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

A provision for restructuring is recognised when the Group has approved a detailed and formal restructuring plan, and the restructuring either has commenced or has been announced publicly. Future operating costs are not provided for.

A provision for onerous contracts is recognised when the expected benefits to be derived by the Group from a contract are lower than the unavoidable cost of meeting its obligations under the contract. The provision is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract. Before a provision is established, the Group recognises any impairment loss on the assets associated with that contract.

### 3.20 FINANCIAL GUARANTEE CONTRACTS

Financial guarantee contracts are contracts that require the Group (issuer) to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

Financial guarantee liabilities are initially recognised at their fair value, which is the premium received, and then amortised over the life of the financial guarantee. Subsequent to initial recognition, the financial guarantee liability is measured at the higher of the expected credit loss provision and the unamortised premium. Financial guarantees are included within other liabilities.

### 3.21 EMPLOYEE BENEFITS

#### Post-employment benefits

##### *Defined contribution plans*

The Group operates defined contribution pension scheme. A defined contribution plan is a pension plan under which the Group makes fixed contributions on contractual basis. The group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. Obligations for contributions to defined contribution plans are recognised as an expense in profit or loss when they are due.

##### *Termination benefits*

The Group recognises termination benefits as an expense when the Group is demonstrably committed, without realistic possibility of withdrawal, to a formal detailed plan to either terminate employment before the normal retirement date, or to provide termination benefits as a result of an offer made to encourage voluntary redundancy. The Group settles termination benefits within twelve months and are accounted for as short-term benefits.

##### *Short term employee benefits*

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term employee benefits 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.

### 3.22 SHARE CAPITAL AND RESERVES

#### (a) Share issue costs

Incremental costs directly attributable to the issue of an equity instrument are deducted from the initial measurement of the equity instruments.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 3.22 SHARE CAPITAL AND RESERVES

#### (b) 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.

#### (c) Treasury shares

Where the Group or any member of the Group purchases the Group's shares, the consideration paid is deducted from the shareholders' equity as treasury shares until they are cancelled. Where such shares are subsequently sold or reissued, any consideration received is included in shareholders' equity.

### 3.23 EARNINGS PER SHARE

The Group presents basic earnings per share (EPS) for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Group by the weighted average number of ordinary shares outstanding during the period.

Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding for the effects of all dilutive potential ordinary shares.

### 3.24 FIDUCIARY ACTIVITIES

The Group commonly acts as trustees in other fiduciary capacities that result in the holding or placing of assets on behalf of individuals, trusts, retirement benefit plans and other institutions. These assets and incomes arising thereon are excluded from these financial statements, as they are not assets of the Group.

### 3.25 STOCK OF CONSUMABLES

Stock of consumables comprise materials to be consumed in the process of rendering of services as well as banking accessories held for subsequent issuance to customers. They are measured at the lower of cost and net realisable value. Cost comprises costs of purchase and other costs incurred in bringing the items of stock to their present location and condition. Net realisable value is the estimated issuance price. When items of stock are issued to customers, their carrying amount is recognised as an expense in the period in which the related revenue is recognised.

### 3.26 SEGMENT REPORTING

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components, whose operating results are reviewed regularly by the Executive Management Committee headed by the Chief Executive Officer, and the Board of Directors, to make decisions about resources allocated to each segment and assess its performance, and for which discrete financial information is available. All costs that are directly traceable to the operating segments are allocated to the segment concerned, while indirect costs are allocated based on the benefits derived from such cost.

### 3.27 IFRS 15: REVENUE FROM CONTRACTS WITH CUSTOMERS

IFRS 15 - Revenue from Contracts with Customers defines principles for recognising revenue and is applicable to all contracts with customers. However, interest and fee income integral to financial instruments and leases will continue to fall outside the scope of IFRS 15 and will be accounted for using the other applicable standards (e.g., IFRS 9, and IFRS 16 Leases).

Revenue under IFRS 15 is recognised as goods and services are transferred, to the extent that the transferor anticipates entitlement to goods and services. The standard also specifies a comprehensive set of disclosure requirements regarding the nature, extent and timing as well as any uncertainty of revenue and the corresponding cash flows with customers.

Adoption of this standard does not have any significant impact on the Group.

### 3.28 IFRS 9: FINANCIAL INSTRUMENTS

#### a. Initial recognition, classification and measurement of financial assets

Regular-way purchases and sales of financial assets are recognized on the settlement date. Financial assets, which include both debt and equity securities are measured at initial recognition at fair value, and are classified and subsequently measured at fair value through profit or loss (FVTPL), fair value through other comprehensive income (FVOCI) or amortised cost. Subsequent classification and measurement for debt securities is based on the business model for managing the financial instruments and the contractual cash flow characteristics of the instruments.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 3.28 IFRS 9: FINANCIAL INSTRUMENTS (CONTINUED)

#### a. Initial recognition, classification and measurement of financial assets (continued)

Debt instruments are measured at amortised cost if both of the following conditions are met and the asset is not designated as FVTPL: (a) the asset is held within a business model that is Hold-to-Collect (HTC) as described below, and (b) the contractual terms of the instrument give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding (SPPI). Debt instruments are measured at FVOCI if both of the following conditions are met and the asset is not designated as FVTPL: (a) the asset is held within a business model that is Hold-to-Collect-and-Sell (HTC&S) as described below, and (b) the contractual terms of the instrument give rise, on specified dates, to cash flows that are SPPI.

All other debt instruments are measured at FVTPL.

The Group has irrevocably elected to measure equity instruments at FVOCI as no equity instrument is held for trading purposes.

#### b. Business model assessment

The Group determines the business models at the level that best reflects how portfolios of financial assets are managed to achieve the Group's business objectives. Judgment is used in determining the business models, which is supported by relevant, objective evidence including:

- How the economic activities of our businesses generate benefits, for example through trading revenue, enhancing yields or other costs and how such economic activities are evaluated and reported to key management personnel;
- The significant risks affecting the performance of our businesses, for example, market risk, credit risk, or other risks and the activities undertaken to manage those risks; and
- Historical and future expectations of sales of the loans or securities portfolios managed as part of a business model.

The Group's business models fall into three categories, which are indicative of the key strategies used to generate returns:

- Hold-to-Collect (HTC): The objective of this business model is to hold financial assets to collect contractual principal and interest cash flows. Sales are incidental to this objective and are expected to be insignificant or infrequent.
- Hold-to-Collect-and-Sell (HTC&S): Both collecting contractual cash flows and sales are integral to achieving the objective of the business model.
- Other fair value business models: These business models are neither HTC nor HTC&S, and primarily represent business models where assets are held-for-trading or managed on a fair value basis.

#### c. SPPI assessment

Instruments held within a HTC or HTC&S business model are assessed to determine if their contractual cash flows are comprised of solely payments of principal and interest (SPPI). SPPI payments are those which would typically be expected from basic lending arrangements. Principal amounts include par repayments from lending and financing arrangements, and interest primarily relates to basic lending returns, including compensation for credit risk and the time value of money associated with the principal amount outstanding over a period of time. Interest can also include other basic lending risks and costs (for example, liquidity risk, servicing or administrative costs) associated with holding the financial asset for a period of time, and a profit margin.

Where the contractual terms introduce exposure to risk or variability of cash flows that are inconsistent with a basic lending arrangement, the related financial asset is classified and measured at FVTPL.

#### d. Investment securities

Investment securities include all securities classified as FVOCI and amortised cost. All investment securities are initially recorded at fair value and subsequently measured according to the respective classification.

Investment securities carried at amortised cost are measured using the effective interest method, and are presented net of any allowance for credit losses, calculated in accordance with the Group's policy for allowance for credit losses, as described below. Interest income, including the amortization of premiums and discounts on securities measured at amortised cost are recorded in interest income. Impairment gains or losses recognized on amortised cost securities are recorded in Allowance for credit losses. When a debt instrument measured at amortised cost is sold, the difference between the sale proceeds and the amortised cost of the security at the time of the sale is recorded as a fixed income securities income in Net trading and foreign exchange income.

Debt securities carried at FVOCI are measured at fair value with unrealized gains and losses arising from changes in fair value included in fair value reserve in equity. Impairment gains and losses are included in allowance for credit losses and correspondingly reduce the accumulated changes in fair value included in fair value reserve. When a debt instrument measured at FVOCI is sold, the cumulative gain or loss is reclassified from fair value reserve to net trading and foreign exchange income. Equity securities carried at FVOCI are measured at fair value. Unrealized gains and losses arising from changes in fair value are recorded in fair value reserve and not subsequently reclassified to profit or loss when realized. Dividends from FVOCI equity securities are recognized in other operating income. The Group accounts for all securities using settlement date accounting and changes in fair value between the trade date

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 3.28 IFRS 9: FINANCIAL INSTRUMENTS (CONTINUED)

and settlement date are reflected in income for securities measured at FVTPL, and changes in the fair value of securities measured at FVOCI between the trade and settlement dates are recorded in OCI except for changes in foreign exchange rates on debt securities, which are recorded in net trading and foreign exchange income.

#### e. Fair value option

A financial instrument with a reliably measurable fair value can be designated as FVTPL (the fair value option) on its initial recognition even if the financial instrument was not acquired or incurred principally for the purpose of selling or repurchasing. The fair value option can be used for financial assets if it eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise from measuring assets or liabilities, or recognizing related gains and losses on a different basis (an "accounting mismatch"). The fair value option can be elected for financial liabilities if: (i) the election eliminates an accounting mismatch; (ii) the financial liability is part of a portfolio that is managed on a fair value basis, in accordance with a documented risk management or investment strategy; or (iii) there is an embedded derivative in the financial or non-financial host contract and the derivative is not closely related to the host contract. These instruments cannot be reclassified out of the FVTPL category while they are held or issued.

Financial assets designated as FVTPL are recorded at fair value and any unrealized gains or losses arising due to changes in fair value are included in net trading and foreign exchange income.

Financial liabilities designated as FVTPL are recorded at fair value and fair value changes attributable to changes in the Group's own credit risk are recorded in OCI. Own credit risk amounts recognized in OCI are not reclassified subsequently to net income. The remaining fair value changes not attributable to changes in the Group's own credit risk are recorded in Other operating income. Upon initial recognition, if it is determined that presenting the effects of own credit risk changes in OCI would create or enlarge an accounting mismatch in net income, the full fair value change in debt securities designated as FVTPL is recognized in net income. To make that determination, the Group assess whether to expect that the effects of changes in the liability's credit risk will be offset in profit or loss by a change in the fair value of another financial instrument measured at FVTPL. Such an expectation is based on an economic relationship between the characteristics of the liability and the characteristics of the other financial instrument. The determination is made at initial recognition and is not reassessed. To determine the fair value adjustments on debt instruments designated at FVTPL, the Group calculates the present value of the instruments based on the contractual cash flows over the term of the arrangement by using our effective funding rate at the beginning and end of the period.

Financial assets are reclassified when and only when the business model for managing those assets changes. The reclassification takes place from the start of the first reporting period following the change. Such changes are expected to be very infrequent and none occurred during the period.

#### f. Loans

Loans are debt instruments recognized initially at fair value and are subsequently measured in accordance with the classification of financial assets policy provided above. Loans are carried at amortised cost using the effective interest method, which represents the gross carrying amount less allowance for credit losses.

Interest on loans is recognized in interest income using the effective interest method. The estimated future cash flows used in this calculation include those determined by the contractual term of the asset and all fees that are considered to be integral to the effective interest rate. Also included in this amount are transaction costs and all other premiums or discounts.

Fees that relate to activities such as originating, restructuring or renegotiating loans are deferred and recognized as Interest income over the expected term of such loans using the effective interest method. Where there is a reasonable expectation that a loan will be originated, commitment and standby fees are also recognized as interest income over the expected term of the resulting loans using the effective interest method. Otherwise, such fees are recorded as other liabilities and amortised into Other operating income over the commitment or standby period.

Impairment losses on loans are recognized at each balance sheet date in accordance with the three-stage impairment model outlined below.

#### g. Allowance for credit losses

An allowance for credit losses (ACL) is established for all financial assets, except for financial assets classified or designated as FVTPL and equity securities, which are not subject to impairment assessment. Assets subject to impairment assessment include loans, overdrafts, debt securities, interest receivable and other financial assets. These are carried at amortised cost and presented net of ACL on the Consolidated Statement of Financial Position. ACL on loans is presented in Allowance for credit losses - loans and advances.



# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 3.28 IFRS 9: FINANCIAL INSTRUMENTS (CONTINUED)

#### g. Allowance for credit losses

ACL on debt securities measured at FVOCI is presented in profit or loss with the corresponding entry to other comprehensive income. ACL on other financial assets is calculated using the 'general approach' and presented in 'Allowance for impairment on account receivable.

Off-balance sheet items subject to impairment assessment include financial guarantees and undrawn loan commitments. For all other off-balance sheet products subject to impairment assessment, ACL is separately calculated and included in Other Liabilities – Provisions. The Credit Conversion Factor (CCF) is used to determine the credit exposure equivalent of the off balance sheet exposure including the open or undrawn limits. The undrawn portion of the approved limit that would have been drawn at the time of default are converted to exposure at default (EAD), this is in addition to the other off-balance sheet exposures like bonds and guarantees, letters of credit etc. In determining the CCF, the bank considers the behavioural cash flow, collateral type and the collateral value securing the facility, time to discover and prevent further drawing during the time of increased credit risk, time lag to convert the collateral to cash, the recovery strategy and cost are also considered. CCF is applied on the off balance exposures to determine the EAD and then subsequently the expected credit loss (ECL).

The ACL is measured at each reporting date according to a three-stage expected credit loss impairment model which is based on changes in credit risk of financial assets since initial recognition:

#### 1) Performing financial assets:

- Stage 1 – From initial recognition of a financial asset to the reporting date, where the asset has not experienced a significant increase in credit risk relative to its initial recognition, a loss allowance is recognized equal to the credit losses expected to result from defaults occurring over the 12 months following the reporting date. Interest income is calculated on the gross carrying amount of these financial assets.

#### 2) Underperforming financial assets:

- Stage 2 – Following a significant increase in credit risk relative to the initial recognition of the financial asset, a loss allowance is recognized equal to the credit losses expected over the remaining lifetime of the asset. Interest income is calculated on the gross carrying amount of these financial assets.

#### 3) Impaired financial assets

- Stage 3 – When a financial asset is considered to be credit-impaired, a loss allowance is recognized equal to credit losses expected over the remaining lifetime of the asset. The Stage 3 expected credit loss impairment model is based on changes in credit quality since initial recognition. Interest revenue is calculated based on the carrying amount of the asset, net of the loss allowance, rather than on its gross carrying amount.

The ACL is a discounted probability-weighted estimate of the cash shortfalls expected to result from defaults over the relevant time horizon. For loan commitments, credit loss estimates consider the portion of the commitment that is expected to be drawn over the relevant time period. For financial guarantees, credit loss estimates are based on the expected payments required under the guarantee contract.

Increases or decreases in the required ACL attributable to purchases and new originations, derecognitions or maturities, and remeasurements due to changes in loss expectations or stage migrations are recorded in Provision for credit losses. Write-offs and recoveries of amounts previously written off are recorded against ACL.

The ACL represents an unbiased estimate of expected credit losses on our financial assets as at the balance sheet date. Judgment is required in making assumptions and estimations when calculating the ACL, including movements between the three stages and the application of forward looking information. The underlying assumptions and estimates may result in changes to the provisions from period to period that significantly affect our results of operations.

#### h. Measurement of expected credit losses

Expected credit losses are based on a range of possible outcomes and consider all available reasonable and supportable information including internal and external ratings, historical credit loss experience, and expectations about future cash flows. The measurement of expected credit losses is based primarily on the product of the instrument's probability of default (PD), loss given default (LGD) and exposure at default (EAD) discounted to the reporting date. Stage 1 estimates project PD, LGD and EAD over a maximum period of 12 months while Stage 2 estimates project PD, LGD and EAD over the remaining lifetime of the instrument.

An expected credit loss estimate is produced for each individual exposure. Relevant parameters are modelled on a collective basis

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 3.28 IFRS 9: FINANCIAL INSTRUMENTS (CONTINUED)

#### g. Allowance for credit losses

using portfolio segmentation (corporates, retail, public sector and commercial) that allows for appropriate incorporation of forward looking information.

Expected credit losses are discounted to the reporting period date using the effective interest rate.

#### i. Expected life

For instruments in Stage 2 or Stage 3, loss allowances reflect expected credit losses over the expected remaining lifetime of the instrument. For most instruments, the expected life is limited to the remaining contractual life.

An exemption is provided for certain instruments with the following characteristics: (a) the instrument includes both a loan and undrawn commitment component; (b) the Group has the contractual ability to demand repayment and cancel the undrawn commitment; and (c) the Group's exposure to credit losses is not limited to the contractual notice period. For products in scope of this exemption, the expected life may exceed the remaining contractual life and is the period over which exposure to credit losses is not mitigated by normal credit risk management actions. This period varies by product and risk category and is estimated based on the historical experience with similar exposures and consideration of credit risk management actions taken as part of regular credit review cycle. Products in scope of this exemption include credit cards, overdraft balances and certain revolving lines of credit. Determining the instruments in scope for this exemption and estimating the appropriate remaining life based on our historical experience and credit risk mitigation practices requires significant judgment.

#### j. Assessment of significant increase in credit risk

The assessment of significant increase in credit risk requires significant judgment. The Bank's process to assess changes in credit risk is based on the use 'backstop' indicators. Instruments which are more than 30 days past due may be credit-impaired. There is a rebuttable presumption that the credit risk has increased significantly if contractual payments are more than 30 days past due; this presumption is applied unless the Bank has reasonable and supportable information demonstrating that the credit risk has not increased significantly since initial recognition.

The following are considered as exception:

1. Outstanding obligation is a result of an amount being disputed between the bank and obligor where the dispute is not more than 90 days.
2. Outstanding obligation is an insignificant amount compared to the total amount due. Any amount not more than 10% of the total amount due is considered insignificant. Only applicable where there is no significant increase in credit risk and analysed on a case by case basis.

The assessment is generally performed at the instrument level and it is performed at least on quarterly basis. If any of the factors above indicate that a significant increase in credit risk has occurred, the instrument is moved from Stage 1 to Stage 2. The assessments for significant increases in credit risk since initial recognition and credit-impairment are performed independently at each reporting period. Assets can move in both directions through the stages of the impairment model. After a financial asset has migrated to Stage 2, if it is no longer considered that credit risk has significantly increased relative to initial recognition in a subsequent reporting period, it will move back to Stage 1 after 90 days.

Similarly, an asset that is in Stage 3 will move back to Stage 2 if it is no longer considered to be credit-impaired after 90 days. An asset will not move back from stage 3 to stage 1 until after a minimum of 180 days, if it is no longer considered to be credit impaired.

For certain instruments with low credit risk as at the reporting date, it is presumed that credit risk has not increased significantly relative to initial recognition. Credit risk is considered to be low if the instrument has a low risk of default, and the borrower has the ability to fulfil their contractual obligations both in the near term and in the longer term, including periods of adverse changes in the economic or business environment.

#### k. Use of forward-looking information

The measurement of expected credit losses for each stage and the assessment of significant increase in credit risk considers information about past events and current conditions as well as reasonable and supportable projections of future events and economic conditions. The estimation and application of forward-looking information requires significant judgment.

The PD, LGD and EAD inputs used to estimate Stage 1 and Stage 2 credit loss allowances are modelled based on the

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 3.28 IFRS 9: FINANCIAL INSTRUMENTS - (CONTINUED)

#### k. Use of forward-looking information (Continued)

macroeconomic variables (or changes in macroeconomic variables) that are most closely correlated with credit losses in the relevant portfolio. Each macroeconomic scenario used in the expected credit loss calculation includes a projection of all relevant macroeconomic variables applying scenario weights. Macroeconomic variables used in the expected credit loss models include GDP growth rate, foreign exchange rates, inflation rate, crude oil prices and population growth rate.

The estimation of expected credit losses in Stage 1 and Stage 2 is a discounted probability-weighted estimate that considers a minimum of three future macroeconomic scenarios. The base case scenario is based on macroeconomic forecasts published by relevant government agencies. Upside and downside scenarios vary relative to our base case scenario based on reasonably possible alternative macroeconomic conditions. Additional and more severe downside scenarios are designed to capture material non-linearity of potential credit losses in portfolios. Scenario design, including the identification of additional downside scenarios, occurs at least on an annual basis and more frequently if conditions warrant.

Scenarios are designed to capture a wide range of possible outcomes and weighted according to the best estimate of the relative likelihood of the range of outcomes that each scenario represents. Scenario weights take into account historical frequency, current trends, and forward-looking conditions and are updated on a quarterly basis. All scenarios considered are applied to all portfolios subject to expected credit losses with the same probabilities.

The assessment of significant increases in credit risk is based on changes in probability-weighted forward-looking lifetime PD as at the reporting date, using the same macroeconomic scenarios as the calculation of expected credit losses.

#### l. Definition of default

A default is considered to have occurred with regard to a particular obligor when either or both of the following events have taken place.

- The bank considers that the obligor is unlikely to pay its credit obligations in full, without recourse by the bank to actions such as realising security (if held).
- The obligor is past due more than 90 days on any material credit obligation to the bank (principal or interest). Overdrafts will be considered as being past due once the customer has breached an advised limit or been advised of a limit smaller than current outstanding.
- Interest payments equal to 90 days or more have been capitalized, rescheduled, rolled over into a new loan (except where facilities have been reclassified).

The elements to be taken as indications of unlikelihood to pay include:

- The bank sells the credit obligation at a material credit-related economic loss.
- The bank consents to a distressed restructuring of the credit obligation where this is likely to result in a diminished financial obligation caused by the material forgiveness, or postponement, of principal, interest or (where relevant) fees.
- The bank has filed for the obligor's bankruptcy or a similar order in respect of the obligor's credit obligation to the banking group.

The following are considered as exceptions:

a. Outstanding obligation is a result of an amount being disputed between the bank and obligor where the dispute is not more than 150 days;

b. In the case of specialized loans, default is defined as where the obligor is past due more than 180 days on any material credit obligation to the bank (principal or interest). This is consistent with CBN guidelines on IFRS 9. In addition, it is consistent with the Bank's historical default pattern on this category of loans. The specialized loans to which this is applicable are Project Financing, Object Financing, Income Producing Real Estate, Commercial Real Estate and Mortgage Loans.

c. Outstanding obligation is an insignificant amount compared to the total amount due. Any amount not more than 10% of amount due is considered insignificant. Only applicable where there is no significant increase in credit risk and analysed on a case by case basis.

d. Exposure is still in default due to a new debit when the initial debit has been cleared. Usually occurs when the debit that initiated the initial days past due has been paid but the days past due continues to reflect a debit.

#### m. Credit-impaired financial assets (Stage 3)

Financial assets are assessed for credit-impairment at each balance sheet date and more frequently when circumstances warrant further assessment. Evidence of credit-impairment may include indications that the borrower is experiencing significant financial difficulty, probability of bankruptcy or other financial reorganization, as well as a measurable decrease in the estimated future cash flows evidenced by the adverse changes in the payments status of the borrower or economic conditions that correlate with defaults.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 3.28 IFRS 9: FINANCIAL INSTRUMENTS (CONTINUED)

#### m. Credit-impaired financial assets (Stage 3) - (Continued)

A loan is considered for transfer from stage 2 to stage 1 where there is significant improvement in credit risk and from stage 3 to stage 2 (declassified) where the facility is no longer in default. Factors that are considered in such backward transitioning include the following:

- i) Declassification of the exposure by all the licensed private credit bureaux or the credit risk management system;
- ii) Improvement of relevant credit risk drivers for an individual obligor (or pool of obligors);
- iii) Evidence of full repayment of principal or interest.

Generally, the above are to represent an improvement in credit risk to warrant consideration for a backward transition of loans. Where there is evidence of significant reduction in credit risk, the following probationary periods should apply before a loan may be moved to a lower stage (indicating lower risk):

- Transfer from Stage 2 to 1:- 90 days
- Transfer from Stage 3 to 2:- 90 days
- Transfer from Stage 3 to Stage 1:- 180 days

When a financial asset has been identified as credit-impaired, expected credit losses are measured as the difference between the asset's gross carrying amount and the present value of estimated future cash flows discounted at the instrument's original effective interest rate. For impaired financial assets with drawn and undrawn components, expected credit losses also reflect any credit losses related to the portion of the loan commitment that is expected to be drawn down over the remaining life of the instrument. When a financial asset is credit-impaired, interest ceases to be recognised on the regular accrual basis, which accrues income based on the gross carrying amount of the asset. Rather, interest income is calculated by applying the original effective interest rate to the amortised cost of the asset, which is the gross carrying amount less the related ACL. Following impairment, interest income is recognized on the unwinding of the discount from the initial recognition of impairment.

#### n. Write-off of loans

Loans and the related ACL are written off, either partially or in full, when there is no realistic prospect of recovery. Where loans are secured, they are generally written off after receipt of any proceeds from the realization of collateral. In circumstances where the net realizable value of any collateral has been determined and there is no reasonable expectation of further recovery, write off may be earlier. Written-off loans are derecognised from the Group's books. However, the Group continues enforcement activities on all written-off loans until full recovery is achieved or such time when it is objectively evident that recovery is no longer feasible.

#### o. Modifications

The credit risk of a financial asset will not necessarily decrease merely as a result of a modification of the contractual cash flows. If the contractual cash flows on a financial asset have been renegotiated or modified and the financial asset was not derecognised, the Bank assesses whether there has been a significant increase in the credit risk of the financial by comparing:

- (1) the risk of a default occurring at the reporting date (based on the modified contractual terms); and
- (2) the risk of a default occurring at initial recognition (based on the original, unmodified contractual terms).

A modification will however lead to derecognition of existing loan and recognition of a new loan i.e. substantial modification if:

- the discounted present value of the cash flows under the new terms, including any fees received net of any fees paid and discounted using the original effective interest rate, is at least 10 per cent different from the discounted present value of the remaining cash flows of the original financial asset.

The following will be applicable to modified financial assets:

- The modification of a distressed asset is treated as an originated credit-impaired asset requiring recognition of life-time ECL after modification.
- The cumulative changes in lifetime expected credit losses since initial recognition is recognized as a loss allowance for purchase or originated credit-impaired financial asset at the reporting date.
- The general impairment model does not apply to purchased or originated credit-impaired assets."

The following situations (qualitative) may however not lead to a derecognition of the loan:

- Change in interest rate arising from a change in MPR which is the benchmark rate that drives borrowing rates in Nigeria;
  - Change in financial asset's tenor (increase or decrease);
  - Change in installment amount to higher or lower amount;
  - Change in the annuity repayment pattern, for example, from monthly to quarterly, half-yearly or yearly
  - Change in the applicable financial asset fee
- Modification gain or loss is included as part of allowance for credit loss for each financial year.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 3.28 IFRS 9: FINANCIAL INSTRUMENTS (CONTINUED)

#### p. Classification and measurement of financial liabilities

The Group recognizes financial liabilities when it first becomes a party to the contractual rights and obligations in the relevant contracts.

Under IFRS 9, financial liabilities are either classified as financial liabilities at amortised cost or financial liabilities at FVTPL.

The Group classifies its financial liabilities as measured at amortised cost, except for:

i. Financial liabilities at FVTPL: this classification is applied to derivatives, financial liabilities held for trading (e.g. short positions in the trading booking) and other financial liabilities designated as such at initial recognition. A financial liability is classified as held for trading if it is a part of a portfolio of specific financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking.

Gains or losses from financial liabilities designated at fair value through profit or loss are presented partially in other comprehensive income (the amount of change in the fair value of the financial liability that is attributable to changes in the Group's own credit risk, which is determined as the amount that is not attributable to changes in market conditions that give rise to market risk) and partially profit or loss (the remaining amount of change in the fair value of the liability). This is unless such a presentation would create, or enlarge, an accounting mismatch, in which case the gains and losses attributable to changes in the Group's credit risk are also presented in profit or loss;

ii. Financial guarantee contracts and commitments.

Financial liabilities that are not classified at fair value through profit or loss are measured at amortised cost using the effective interest rate method. Financial liabilities measured at amortised cost are deposits from banks or customers, borrowings, and subordinated liabilities.

#### q. De-recognition of financial instruments

The Group derecognizes a financial asset only when the contractual rights to the cash flows from the asset expire or when the Group transfers the right to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial assets are transferred, or has assumed an obligation to pay those cash flows to one or more recipients, subject to certain criteria.

Any interest in transferred financial assets that is created or retained by the Group is recognised as a separate asset or liability.

The Group may enter into transactions whereby it transfers assets, but retains either all risks and rewards of the transferred assets or a portion of them. If all or substantially all risks and rewards are retained, then the transferred assets are not derecognised. In transactions where the Group neither retains nor transfers substantially all the risks and rewards of ownership of a financial asset, it derecognises the asset if control over the asset is lost.

The rights and obligations retained in the transfer are recognised separately as assets and liabilities as appropriate. In transfers where control over the asset is retained, the Group continues to recognise the asset to the extent of its continuing involvement, determined by the extent to which it is exposed to changes in the value of the transferred asset.

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled or expired.

### 3.29 IFRS 16 LEASES

At contract inception the Group assesses whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

#### Group as a lessee

The Group adopts a single measurement approach and recognizes right to use of assets and lease liability at commencement date of a lease contract.

Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 3.29 IFRS 16 LEASES (CONTINUED)

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including insubstance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

#### Group is the lessor

When assets are leased to a third party under finance lease terms, the present value of the lease income is recognised as a receivable. The difference between the gross receivable and the present value of the receivable is recognised as unearned finance income. Lease income is recognised over the term of the lease using the net investment method (before tax), which reflects a constant periodic rate of return.

#### Changes in accounting policies

Except for the following new standards, the Group has consistently applied the accounting policies as set out in Notes 3.1 - 3.29 to all periods presented in these consolidated and separate financial statements. The Group has adopted these new amendments with initial date of application of January 1, 2020.

#### a) Amendments to IFRS 3: Definition of a Business

The amendment to IFRS 3 clarifies that to be considered a business, an integrated set of activities and assets must include, at a minimum, an input and a substantive process that together significantly contribute to the ability to create output. Furthermore, it clarifies that a business can exist without including all of the inputs and processes needed to create outputs. These amendments had no impact on the consolidated financial statements of the Group.

#### b) Amendments to IFRS 7, IFRS 9 and IAS 39: Interest Rate Benchmark Reform

The amendments to IFRS 9 and IAS 39 Financial Instruments: Recognition and Measurement provide a number of reliefs, which apply to all hedging relationships that are directly affected by interest rate benchmark reform. A hedging relationship is affected if the reform gives rise to uncertainties about the timing and or amount of benchmark-based cash flows of the hedged item or the hedging instrument. These amendments had no impact on the consolidated financial statements of the Group as it does not have any interest rate hedge relationships.

#### c) Amendments to IAS 1 and IAS 8: Definition of Material

The amendments provide a new definition of material that states "information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity." The amendments clarify that materiality will depend on the nature or magnitude of information, either individually or in combination with other information, in the context of the financial statements. A misstatement of information is material if it could reasonably be expected to influence decisions made by the primary users. These amendments had no impact on the consolidated financial statements, nor is there expected to be any future impact to the Group.

#### d) The Conceptual Framework for Financial Reporting

The revised Conceptual Framework for Financial Reporting (the Conceptual Framework) which was issued in 2018 sets out fundamental concepts for financial reporting that guides the Board in developing IFRS standards. The framework will also help preparers develop consistent accounting policies if there is no applicable standard in place and to assist all parties to understand and interpret the standards. The revised Conceptual Framework sets out the following:

The objective of general purpose financial reporting, the qualitative characteristics of useful financial information; a description of the reporting entity ; element of financial statements, recognition & derecognition, measurement, presentation and disclosure, concept of capital and capital maintenance.

The changes to the Conceptual Framework may affect the application of IFRS in situations where no standard applies to a particular transaction or event. The Conceptual Framework, is effective for annual periods beginning on or after 1 January 2020.

### 3.30 STANDARDS AND INTERPRETATIONS ISSUED/AMENDED BUT NOT YET EFFECTIVE

The standards listed below have been issued or amended by the IASB but are yet to become effective for annual periods beginning on or after 1 January 2020. The Group has not applied the following new or amended standards in preparing



# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 3.30 STANDARDS AND INTERPRETATIONS ISSUED/ AMENDED BUT NOT YET EFFECTIVE (CONTINUED)

these consolidated and separate financial statements as it plans to adopt these standards at their respective effective dates. Commentaries on these new standards/amendments are provided below.

#### a) IFRS 17 - Insurance Contracts

IFRS 17 was issued in May 2017 and applies to annual reporting periods beginning on or after 1 January 2023. The new IFRS 17 standard establishes the principles for the recognition, measurement, presentation and disclosure of Insurance contracts within the scope of the Standard. It also requires similar principles for reinsurance contracts held and issued investment contracts with discretionary participation features. The standard brings a greater degree of comparability and transparency about an insurer's financial health and the profitability of new and in-force insurance business.

IFRS 17 introduces a general measurement model that measures groups of insurance contracts based on fulfilment cash flows (comprising probability-weighted current estimates of future cash flows and an explicit entity-specific adjustment for risk) and a contractual service margin. The premium allocation approach (PAA) is a simplified measurement model that may be applied when certain conditions are fulfilled. Under the PAA approach, the liability for remaining coverage will be initially recognised as the premiums, if any, received at initial recognition, minus any insurance acquisition cash flows. The general measurement model has specific modifications applicable to accounting for reinsurance contracts, direct participating contracts and investment contracts with discretionary participation features.

This standard does not impact the Group in anyway as the Bank and its subsidiary companies do not engage in insurance business.

#### (b) Amendment to IAS 1

This amendment relates to classification of Liabilities as Current or Non-current which will provide a more general approach to the classification of liabilities under IAS 1 based on the contractual arrangements in place at the balance sheet date.

The amendment only affect the presentation of liabilities in the statement of financial position and not the amount or timing of recognition of any asset, liability income or expenses, or the information that entities disclose about those items. The amendment will

- clarify that classification of liabilities as current or non-current should be based on rights that are in existence at the end of the balance sheet date,
- clarify that classification is unaffected by expectations about whether an entity will exercise its right to defer settlement of a liability and make clear that settlement refers to the transfer to the counterparty of cash, equity instruments, other assets or services.

The Group does not anticipate early adopting the standard and is currently evaluating its impact.

The amendments are effective for annual reporting periods beginning on or after 1 January 2022 and are to be applied retrospectively. Earlier application is permitted.

#### (c) Property, Plant and Equipment: Proceeds before Intended Use – Amendments to IAS 16

The standard prohibits entity to deduct proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management from the cost of an item of property, plant and equipment. Entities are however allowed to recognize the proceeds from selling such items, and the cost of producing those items, in profit or loss.

The Group does not anticipate early adopting the standard and is currently evaluating its impact.

The amendment is effective for annual periods beginning on or after 1 January 2022. Early adoption is permitted

#### (d) Onerous Contracts – Costs of Fulfilling a Contract – Amendments to IAS 37

The standard specify that the cost of fulfilling a contract comprises the costs that relate directly to the contract. the standard further states that costs that relate directly to a contract can either be incremental costs of fulfilling that contract (examples would be direct labour, materials) or an allocation of other costs that relate directly to fulfilling contracts (an example would be the allocation of the depreciation charge for an item of property, plant and equipment used in fulfilling the contract).

The Group does not anticipate early adopting the standard and is currently evaluating its impact.

The amendment is effective for annual periods beginning on or after 1 January 2022. Early adoption is permitted

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 3 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### 3.31 ROUNDING OFF AMOUNTS

All amounts disclosed in the financial statements and notes have been rounded off to the nearest million Nigerian Naira (NGN) unless otherwise stated.

## 4 FINANCIAL RISK MANAGEMENT

### 4.1 INTRODUCTION AND OVERVIEW

Given the scale and scope of its operations as well as the diversity of the geographies within which it operates, United Bank for Africa Plc (UBA Plc) has adopted an enterprise wide, integrated approach to risk management. The key objectives are as follow:

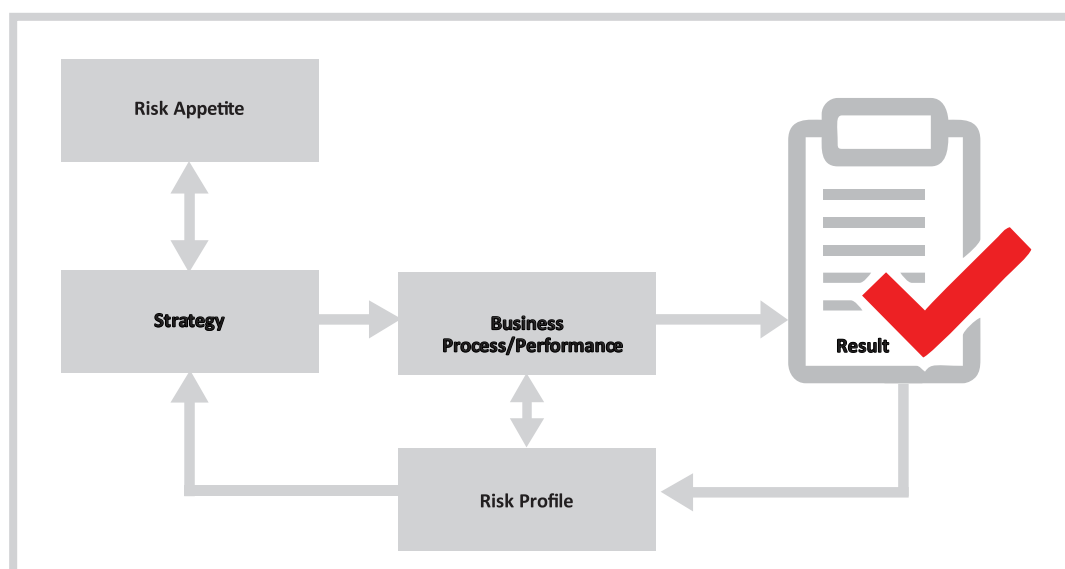
1. meet and exceed best practice global standards as defined by local and international regulatory bodies. The Group intend to achieve this by adhering to the principles of the Basel II Accords as adopted by the Central Bank of Nigeria (CBN);
2. ensure sustainable profitability and enterprise value protection by maintaining growth within appropriate risk-control boundaries; and
3. enhance corporate governance by involving the Board and Senior Management in setting the tone for the risk management agenda.

The key elements of the ERM framework are intended to enhance risk identification, measurement, control and reporting.

#### (a) Risk Management Strategy

UBA's risk management strategy is based on an embedded risk management process from the strategy formulation level to the business unit decision making. The strategic risk management objectives include:

- Evaluation of the strategic risks faced by the Group in the continuously evolving environment;
- Allocate resources in line with strategic objectives and risks;
- Determine the tolerable risk profile and formulate the acceptable risk appetite for the Group;
- Establish adequate risk management and internal control systems to support the business and the risk appetite; and
- Establish proper feedback mechanism as input into the strategic risk management process.



#### (b) Risk Management Culture

There is a commitment to ensuring that risk management is enshrined as a culture in the Group, from the Board of Directors to the individual business unit. There is considerable effort to infuse the risk/reward evaluation in the decision making process in order to ensure that there is proper assessment of risk dimension in process design, performance appraisal, limit establishment, portfolio creation, monitoring activities and audit process. The aim is also to encourage a culture of constant re-evaluation of risk profile and prompt risk mitigation action, where required.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.1 INTRODUCTION AND OVERVIEW (CONTINUED)

#### (b) Risk Management Culture -Continued

In order to do this, there is proper dissemination of information and policies, development of frameworks, and staff training to ensure that all staff are adequately aware of their roles in the risk management process of the Group. As part of the risk culture, the Bank aim to ensure the following:

- General understanding and uniform application of risk management principles;
- Strong and visible commitment from senior management;
- Clearly defined responsibility and accountability;
- Central oversight of risk management across the enterprise;
- Central oversight of corporate governance across the enterprise;
- Ownership of risk management is at all levels; and
- Clearly defined risk appetite.

#### (c) Role and responsibilities

The key players in the risk management framework and their responsibilities are as follows:

##### Board of Directors

The ultimate responsibility for risk management in UBA lies with the Board of Directors. The responsibilities of the Board with respect to risk management include, but are not limited to:

- Ensuring an appropriate corporate governance framework is developed and operated;
- Providing guidelines regarding the management of risk elements in the Group;
- Approving Group risk management policies;
- Determination of the Group's risk appetite;
- Ensuring that management controls and reporting procedures are satisfactory and reliable;
- Approving large credit exposures beyond the limit of the Board Credit Committee; and
- Approving capital demand plans based on risk budgets.

##### Board Committees

The Board of Directors has established various Board-level risk committees, to support its risk oversight roles and responsibilities. These committees review and advise on numerous risk matters requiring Board approvals.

The Board Risk Management Committee has direct oversight for the Bank's overall risk management framework. The Board Credit Committee considers and approves large exposure underwriting decisions within its authority and recommends those above its limit to the Board for consideration. The Board Audit and Governance Committee assists the Board with regard to internal controls, audit assessments and compliance matters.

A list of various Board committees and their assigned responsibilities is contained in the corporate governance report.

##### Management Committees

Key Management Committees include:

#### (i) Executive Management Committee (EMC)

The EMC is responsible for the following, among others, and is accountable to the Board:

- Executing strategy once approved by the Board;
- Overall performance of the Group;
- Managing the Group's risks; and
- Day-to-day oversight for the Group.

All non-credit product approvals must go to the EMC which shall review and approve or recommend for approval to the appropriate Board Committees in line with the Bank's advised Approval Limits. Above the EMC approval limits, Non-Credit products are approved by the Board's Finance and General Purpose Committee (F&GPC).

All new business activity irrespective of capital commitment must be approved by the F & GPC through the EMC."

#### (ii) Executive Credit Committee (ECC)

The Committee's main objective is to develop and maintain a sound credit risk portfolio for the Group and to oversee the development and deployment of credit risk practices across the Group. They also:

Its principal activities and functions are:

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.1 INTRODUCTION AND OVERVIEW (CONTINUED)

#### (c) Role and responsibilities - (Continued)

- Set frameworks and guidelines for credit risk management for the Group
- Review and recommend all Credit related policies for the Group to the BCC for approval
- Monitor implementation and compliance with credit policy paying particular attention to the following:
  - Credit concentration
  - Credit portfolio quality
- Review credit requests and recommend those above its limit to BCC for approval
- Ensure the Group's Non Performing Loans portfolio is within the acceptable ratio
- Review all major credit audit issues with a view to adopting learning points for enhancement to the credit process

#### (iii) Group Asset and Liability Committee

The Group Asset and Liability Committee (GALCO), is a sub-committee of the EMC whose decisions are reported to the Finance & General Purpose Committee. GALCO has responsibility for managing UBA Group's balance sheet as well as traded and non-traded market risks.

In playing this role, GALCO does the following:-

- Recommend balance sheet management policies, frameworks and procedures to the Board Risk Management Committee through EMC for approval"
- Recommend Treasury policies, frameworks and procedures to the Finance and General Purpose Committee (F & GPC) through EMC for approval
- Manage the Group's balance sheet and ensure compliance with regulatory and statutory ratios and requirements
- Develop an optimal structure of the Group's balance sheet to optimize risk-reward through a review of:
  - Liquidity Gap Analysis
  - Maximum Cumulative Outflow (MCO)
  - Stress Test
  - Wholesale Borrowing Guidelines
  - Contingency Liquidity Plan
- Review Liquidity, Interest Rate and Currency Risks and approve risk mitigation proposals subject to ratification by EMC
- Set pricing strategies for the Group on assets and liabilities (pool rate, asset and/or liability composition) subject to ratification by EMC

#### (iv) Criticized Assets Committee

The Criticized Assets Committee is a management committee which reviews Past Due Obligations (PDOs) and

- Develops the framework to reduce the Group's portfolio of risk assets on watch-list as well as delinquent accounts
- Monitor implementation of strategies developed for recoveries and reduction of loan delinquencies
- Ratifies proposed classification of accounts and provisioning levels
- Recommends write-offs for approval through the EMC to the Board

#### (v) Group Risk Management Committee

The responsibilities of the Group Risk Management Committee are as follows:

- (a) To support the EMC in the discharge of its risk management responsibilities which includes but is not limited to the management of risk, determining risk tolerance levels, risk appetite, risk monitoring, risk assurance and risk disclosures for the Group.
- (b) To review, assess and make recommendations on the integrity and adequacy of the overall risk management function of the Group.
- (c) To review, assess and make recommendations to the Executive Management Committee regarding policies relating to risk management.
- (d) To review risk limits and periodic risk and compliance reports and make recommendations to the Executive Management Committee.
- (e) Recommend risk approval limits to Executive Management Committee.
- (f) To review and recommend on an annual basis the update of the risk management policies, frameworks and procedures of the Group.
- (g) Advise Executive Management Committee on any emerging risks that the Group is or could be exposed to and recommend mitigation actions.
- (h) Monitor overall risk management framework to ensure that the framework is uniformly applied in all the entities in the Group.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.1 INTRODUCTION AND OVERVIEW (CONTINUED)

#### (c) Role and responsibilities -Continued

- (i) Review IT Risk Management and make recommendations in accordance with the risk appetite of the Group.
  - (j) Monitor the Basel II Accord Capital Framework implementation and compliance program in the Group.
  - (k) Periodic review of the Risk Assets Portfolio and Limits in line with internal and regulatory benchmarks.
- (l) Review and recommend yearly Risk Management staffing model and manpower development programs.

Group Chief Risk Officer

The Group Chief Risk Officer has oversight for the effective and efficient governance of all risk functions in the Group. He is responsible for development and implementation of Group's risk management frameworks, policies and processes across the entire risk spectrum.

#### (d) Central Risk Management Functions

Each risk function including Credit, Market, Operational and IT Risk has direct responsibility for the development and management of risk management activities. The responsibilities of divisional functions with respect to risk include:

- Develop and maintain policies, frameworks and risk management methodologies
- Provide guidance on the management of risks and ensure implementation of risk policies and strategies
- Provide recommendations for improvement of risk management
- Provide consolidated risk reports to the various Board and management committees such as EMC, ECC and/or Board of Directors
- Provide assurance that risk management policies and strategies are operating effectively to achieve the Group's business objectives.

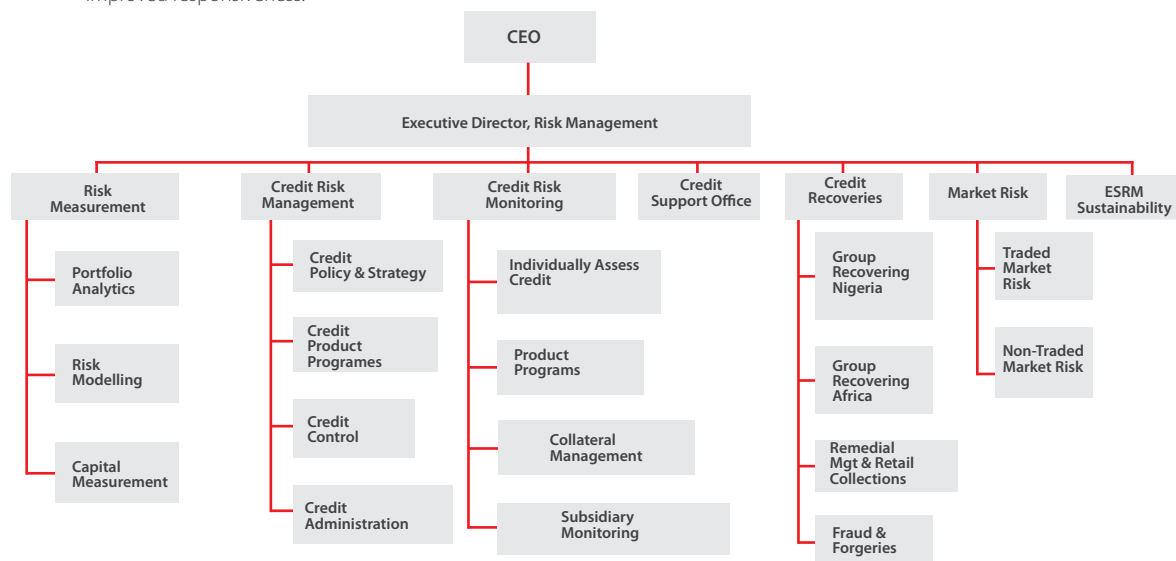
At a strategic level, our risk management objectives are as follows:

- To identify, assess, control, report and manage the Group's material risks and optimize risk/return decisions
- To ensure business growth plans are properly supported by effective risk infrastructure
- To manage the risk profile to ensure that specific financial deliverables remain possible under a range of adverse business conditions

#### (e) Risk Management Structure

The Group has in place an independent Risk Management Directorate which is essential to UBA's growth and earnings sustainability.

In response to the dynamic risk environment, the risk management structure has been flattened to ensure increased oversight and improved responsiveness.



# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.1 INTRODUCTION AND OVERVIEW (CONTINUED)

#### (f) Risk Management Policies

The principal risk policies cover the Group's main risk types, assigning responsibility for the management of specific risks and setting out requirements for control frameworks for all risk types. Fundamental to the delivery of the Group's risk management objectives are a series of methodologies that allow it to measure, model, price, stress-test, mitigate and report the risks that arise from its activities.

#### (i) Risk Appetite

A key responsibility of the Board is the determination of the organization's risk appetite. This is codified in a Risk Appetite framework which considers the level of risk that the Group is willing to take in pursuit of its business objectives. This is expressed as the Group's appetite for earnings volatility across all businesses from a credit, marketing and liquidity risk perspective.

Risk appetite is institutionalized by establishing scale of activities through clearly defined target market criteria, product risk acceptance criteria, portfolio limits as well as risk-return requirements.

#### (ii) Approval Authority

The Board of Directors also set internal approval limits which are reviewed from time to time as the circumstances of the Group demands. These are at all times guided by maximum regulatory limit as applicable.

#### (iii) Risk concentration

Concentrations arise when a number of counterparties are engaged in similar business activities, or activities in the same geographical region, or have similar economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentrations indicate the relative sensitivity of the Group's performance to developments affecting a particular industry or geographical location.

In order to avoid excessive concentrations of risk, the Group's policies and procedures include specific guidelines to focus on maintaining a diversified portfolio. Identified concentrations of credit risks are controlled and managed accordingly. The Group applies a concentration risk management framework that sets exposure limits as a function of capital across all dimensions of its asset portfolio including geography, sector, obligor, product etc. This is closely monitored to ensure diversification of risk.

### 4.2 CREDIT RISK

#### (a) Overview

Credit risk is the potential for financial loss resulting from the failure of a borrower or counterparty to honour its financial or contractual obligations. Credit represent a significant part of the overall risk exposure of the Group and is largely represented by the loans and advances on the books of the Group. The Group has several policies and frameworks in place for managing credit risk across the Group.

#### (i) Credit Risk Management (CRM)

The Credit Risk Management division acts as the custodian of Group credit policies and recommends reviews based on regulatory changes and other developments in the operating environment. It develops and implements the Group credit risk management framework, as well as a portfolio management strategy towards achieving a diversified, high quality asset mix to minimize delinquencies. In addition, CRM ensures appropriate control measures are taken in the documentation and administration of approved loans.

#### (ii) Credit Risk Governance

The Board through Board Credit Committee (BCC) is responsible for the overall governance of credit risk and the management of the credit portfolio of the Group. It reviews and recommends credit policies to the Board. The Executive Credit Committee (ECC) sets frameworks and guidelines for credit risk management for the Group and reviews and recommends for approval to the BCC all credit related policies for the Group. ECC monitors implementation and compliance with credit policy paying particular attention to the following:

- a. Credit concentration
- b. Credit portfolio performance
- c. Credit quality

With regards to approval of credit facilities, the ECC approves facilities that are above the limit of the GMD, while the BCC approves credit facilities that are above the limit of the ECC. The Board of Directors is the overall approving authority, approving credit facilities that are above the limit of the BCC.



# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4.2 CREDIT RISK (CONTINUED)

### (a) Overview (Continued)

- (iii) **Credit Monitoring**  
Credit monitoring runs as a separate group of risk management to improve oversight of loan performance. Its primary function is to continuously monitor the bank's loan portfolio to ensure ongoing portfolio performance and achievement of portfolio quality targets. Credit Monitoring ensures all loans are booked in line with the Group's policy. They also identify exceptions which may prevent the loan from being paid in a timely manner. Observed Credit exceptions are escalated for possible resolution, sanction implementation and management attention. The group takes proactive steps to ensure follow up on accounts showing signs of delinquency.
- (iv) **Credit Concentration Management**  
The Group has a Credit Concentration Risk Management policy which provides a framework within which lending decisions can be made so as to ensure an adequate level of diversification of the Group's credit portfolio. The policy provides risk-based limits that restrict lending activities to within the Group's desired risk appetite and tolerance.  
The Group ensures that:
- It manages its portfolio by ensuring adequate diversification across industries, segments and jurisdictions to maintain high portfolio quality and liquidity
  - Provides risk based concentration limits to ensure that exposures to single obligors, sectors and countries are contained within acceptable risk appetite.
- (v) **Credit Risk Measurement**  
In measuring credit risk of loans and advances to various counterparties, the Group considers the credit worthiness and financial capacity of the obligor to pay or meet contractual obligations, current exposures to the counter party/obligor and its likely future developments, credit history of the counterparty/obligor; and the likely recovery ratio in case of default obligations-value of collateral and other ways out. Our credit exposure comprises wholesale and retail loans and advances and debt securities. The Group's policy is to lend principally on the basis of our customers' repayment capacity through quantitative and qualitative evaluation. However we strive to ensure that our loans are backed by collateral to reflect the risk of the obligors and the nature of the facility. In the estimation of credit risk, the Group estimates the following parameters:
- Probability of Default (PD)
  - Loss Given Default (LGD)
  - Exposure at Default
- Probability of Default**  
This is the probability that an obligor or counterparty will default over a given period, usually one year. To measure expected credit loss, we develop a 12-month PD or equivalent (used in Stage 1 provisioning) and a lifetime PD or equivalent (used for Stages 2 and 3 provisioning). The PD is used to reflect the current expectation of default and considers available reasonable and supportive forwarding-looking information.
- Loss Given Default**  
LGD is defined as the portion of the loan determined to be irrecoverable at the time of loan default (1 – recovery rate). Our methods for estimating LGD includes both quantitative and qualitative factors which are adjusted for forward looking information to measure lifetime expected credit losses.
- Exposure at default**  
This represents the amount that is outstanding at the point of default. Its estimation includes the drawn amount and expected utilization of the undrawn commitment at default.
- (vi) **General Risk Rating Process**  
The Group adopts a two-dimensional approach to the assessment of credit risk in the Risk Rating Process for all obligors. Obligor are assigned an Obligor Risk Rating (ORR) while a Facility Risk Rating (FRRs) is assigned to facilities. However certain obligors, retail and commercial loans applicants that do not have a risk rating, must access credit through product programmes while those that have credit ratings can access through the individually assessed credit window. Scoring system is used for consumer loans whereby loans that achieve a predetermined minimum score are approved. Inputs used to determine obligor risk ratings (ORRs) are derived based on quantitative and qualitative factors. The quantitative factors are primarily based on a metrics that uses information on the obligor's financial position while the qualitative factors include:

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4.2 CREDIT RISK (CONTINUED)

### (a) Overview (Continued)

#### (vi) General Risk Rating Process (Continued)

- Management quality
- Industry risks
- Company profile
- Economic factors

The integrity of the Group's portfolio management process is dependent on accurate and timely risk ratings. Deterioration in credit risks is quickly identified and communicated to facilitate prompt action. The rating is reviewed on a periodic basis and this is reflected in the management of such portfolio. The default also leads to prevention of further drawdown while steps are taken to recover the outstanding balance and/or realise the collateral.

Deterioration in credit risk are identified based on factors such as

- Ratings downgrade
- Missed payments
- Non-compliance with loan covenants
- Deterioration of quality/value of collateral

#### (vii) Credit Rating of Counterparty/Obligor

All risk rating processes are reviewed and validated periodically to ensure relevance to business realities, and relate to loans and advances to customers, loans and advances to banks, financial assets held for trading and investment securities. External ratings may also be obtained where such is available. The Risk Rating buckets and definitions are as highlighted below:

UBA Risk Buckets and Definition

Description	Rating Bucket	Range of Scores	Risk Range	Risk Range Description
Extremely Low Risk	AAA	1.00 - 1.99	90% - 100%	Low Risk Range
Very Low Risk	AA	2.00 - 2.99	80% - 89%	
Low Risk	A	3.00 - 3.99	70% - 79%	
Acceptable Risk	BBB	4.00 - 4.99	60% - 69%	Acceptance Risk Range
Moderately High Risk	BB	5.00 - 5.99	50% - 59%	
High Risk	B	6.00 - 6.99	40% - 49%	High Risk Range
Very High Risk	CCC	7.00 - 7.99	30% - 39%	
Extremely high Risk	CC	8.00 - 8.99	0% - 29%	Unacceptable Risk Range
High Likelihood Default	C	9.00 - 9.99	Below 0%	
Default	D	Above 9.99	Below 0%	

The risk ratings are a primary tool in the review and decision making in the credit process. The Group does not lend on unsecured basis to obligors that are below investment grade (BB and above). The Group will not lend to obligors in the unacceptable risk range.

#### (viii) Remedial Management Process

This process is managed by the Group Remedial & Recovery Division (GRRD). Depending on the severity of classification, the Group undertakes remedial corrective action geared towards ensuring performance of weak credits. Early attention, including substantive discussions with borrowers, is required to correct deficiencies.

Remedial process covers the evaluation, analysis or restructuring of credit facilities for existing PDOs. It may include new extensions of credit and/or restructuring of terms. Some of the possible actions are summarised as follows:

- Rate/Payment modification or longer-term payment relief - adjusting interest rates or payment frequency;
- Ageing/Extension: Modifying the length of the loan;
- Cash Out: Refinancing a loan at a higher principal amount in order to get additional funds for other uses;
- Short Sale – Loan is discounted to prevent imminent foreclosure; and
- Deed in lieu – Voluntary conveyance of interest in property to the Bank

The process calls for full information gathering, together with financial and risk analysis leading up to the approval decision. Analysis and standards vary according to business product, market, transaction characteristics and environmental issues. In all

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4.2 CREDIT RISK (CONTINUED)

### (a) Overview (Continued)

cases, we strive to achieve good judgment, in ensuring that all relevant issues have been addressed in each situation.

#### (ix) *Work out and recovery*

The Remedial Management & Credit Recovery Division ("RMCRD") is the collections arm of Credit Risk Management that evaluates, monitors and supervises the re-structuring, repayments and collections of all past due obligations that have been prudential classified and show early warning signs of default. The division has a three level governance structure:

Level 1 is an oversight and supervisory function performed by the Divisional Head through the Regional Heads;  
Level 2 is a supervisory and management function performed by the Regional Heads through the Zonal Heads; and  
Level 3 is an operational function performed by the Zonal Head in conjunction with the Recovery/Remedial officers from the regional bank offices.

RMCRD maintains effective governance and control over its entire process and adopts a standard methodology consisting of five steps.

Risk Management and Credit Recovery Division methodology

Steps	Activities
1. Identification	Identification of past due obligations due for recovery, collections and remedial action Identification of strategies to be adopted Identification of the least cost alternative of achieving timely collections within resource constraints
2. Assessment & Implementation	Accurate review and professional assessment of credit records Implementation of identified strategies Update the database
3. Management & Monitoring	Proffer professional work-out situations to aid prompt settlement Review identified strategies for adequacy in managing past due obligations Proffer solutions that will aid the credit decision making process
4. Controlling	Establish key control processes, practices and reporting requirements on a case-by-case basis. Ensure work-out situations align with UBA's strategic framework Proffer solutions that will aid the credit decision making process
5. Reporting	Communicate learning points from case profiles on past due obligations in order to improve the quality of lending practices Report cases of imminent crystallisation of default Present remedial actions to reduce and/or mitigate default

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4.2 CREDIT RISK (CONTINUED)

### (b) Credit risk Exposure

(i) Maximum exposure to credit risk before collateral held or other credit enhancements

The following table shows the maximum exposure to credit risk by class of financial asset. 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:

	Maximum exposure		Maximum exposure	
	Group		Bank	
	Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
<i>In millions of Nigerian Naira</i>				
<b>Cash and bank balances</b>				
Current balances with banks	291,225	192,522	176,665	168,775
Unrestricted balances with Central Banks	231,533	113,574	65,930	5,688
Money market placements	126,832	153,355	51,237	117,646
Restricted balances with central banks	1,103,888	832,108	1,072,094	815,978
<b>Financial assets at fair value through profit or loss</b>				
Treasury bills	176,172	35,631	168,035	35,631
Promissory notes	75	59,038	75	59,038
Bonds	38,153	7,719	2,948	7,719
<b>Derivative assets</b>	53,148	48,131	53,148	48,131
<b>Loans and advances to banks:</b>				
Term Loan	77,419	108,211	65,058	99,849
<b>Loans and advances to individuals</b>				
Overdraft	19,890	16,812	10,250	8,867
Term loan	161,184	88,960	55,346	36,068
<b>Loans and advances to corporate entities and others</b>				
Overdraft	558,760	426,036	367,645	280,503
Term Loan	1,813,652	1,526,409	1,377,804	1,175,012
Others	1,489	2,930	1,491	2,930
<b>Investment securities at fair value through other comprehensive income:</b>				
Treasury bills	1,142,908	678,243	1,101,232	634,209
Bonds	150,822	108,697	5,592	24,931
<b>Investment securities at amortised cost:</b>				
Treasury bills	716,448	461,353	-	-
Bonds	442,816	209,149	71,479	73,556
<b>Other assets</b>	87,430	111,912	85,694	98,197
<b>Total</b>	<b>7,193,844</b>	<b>5,180,790</b>	<b>4,731,723</b>	<b>3,692,728</b>
Loans exposure to total exposure	37%	42%	40%	43%
Debt securities exposure to total exposure	37%	30%	29%	23%
Other financial assets exposure to total exposure	26%	28%	32%	34%

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

	Group		Bank	
	Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
<i>In millions of Nigerian Naira</i>				
Performance bonds and guarantees	170,988	48,692	163,793	47,019
Letters of credits	687,841	595,896	194,880	299,756
	<b>858,829</b>	<b>644,588</b>	<b>358,673</b>	<b>346,775</b>
Bonds and guarantee exposure to total exposure	20%	8%	46%	14%
Letters of credit exposure to total off-balance sheet exposure	80%	92%	54%	86%
Credit risk exposures relating to loan commitment are as follows:				
Loan commitment to corporate entities and others				
Term Loan	95,030	87,028	95,030	87,028
	<b>95,030</b>	<b>87,028</b>	<b>95,030</b>	<b>87,028</b>

There are no loan commitments to individuals.

The credit risk exposure as at period end is representative of the average exposure in the period.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.2 CREDIT RISK (CONTINUED)

#### (b) Credit risk Exposure - (continued)

#### (ii) Credit concentration - location

The Group monitors concentrations of credit risk by sector, geographic location and industry. Concentration by location for loans and advances is measured based on the location of the Group entity holding the asset, which has a high correlation with the location of the borrower. Concentration by location for investment securities is measured based on the location of the issuer of the security. The amounts stated are net of impairment allowances.

An analysis of concentrations of credit risk at the reporting date is shown below:

December 31, 2020

In millions of Nigerian Naira	Group				Bank			
	Nigeria	Rest of Africa	Rest of the world	Total	Nigeria	Rest of Africa	Rest of the world	Total
<b>Financial assets</b>								
Cash and bank balances:								
- Current balances with banks	-	127,087	164,138	291,225	-	12,527	164,138	176,665
- Unrestricted balances with Central Banks	65,930	165,603	-	231,533	65,930	-	-	65,930
- Money market placements	22,209	10,220	94,403	126,832	22,209	10,220	18,809	51,237
- Restricted balances with central banks	1,072,094	31,794	-	1,103,888	1,072,094	-	-	1,072,094
<b>Financial assets at FVTPL:</b>								
- Treasury bills	168,035	8,137	-	176,172	168,035	-	-	168,035
- Promissory notes	75	-	-	75	75	-	-	75
- Government bonds	2,948	35,205	-	38,153	2,948	-	-	2,948
<b>Derivative assets</b>	38,221	-	14,927	53,148	38,221	-	14,927	53,148
<b>Loans and advances to banks</b>								
- Corporates	77,419	-	-	77,419	65,058	-	-	65,058
<b>Loans and advances to customers:</b>								
Individuals:								
- Overdrafts	16,818	3,072	-	19,890	10,250	-	-	10,250
- Term loans	114,645	46,539	-	161,184	55,346	-	-	55,346
Corporates:								
- Overdrafts	275,637	283,123	-	558,760	275,637	92,008	-	367,645
- Term loans	1,291,488	522,164	-	1,813,652	1,291,488	86,316	-	1,377,804
- Others	1,489	-	-	1,489	1,491	-	-	1,491
<b>Investment securities:</b>								
At amortised cost								
- Treasury bills	-	716,448	-	716,448	-	-	-	-
- Promissory notes	-	-	-	-	-	-	-	-
- Bonds	69,618	362,023	11,175	442,816	62,315	-	9,164	71,479
At FVOCI								
- Treasury bills	1,101,232	41,676	-	1,142,908	1,101,232	-	-	1,101,232
- Bonds	5,592	145,230	-	150,822	5,592	-	-	5,592
<b>Other assets</b>	61,396	25,620	414	87,430	61,396	24,298	-	85,694
<b>Total financial assets</b>	<b>4,384,846</b>	<b>2,523,941</b>	<b>285,057</b>	<b>7,193,844</b>	<b>4,299,316</b>	<b>225,369</b>	<b>207,038</b>	<b>4,731,723</b>
<b>Commitments and guarantees</b>								
- Performance bonds and guarantees	163,793	7,195	-	170,988	163,793	-	-	163,793
- Letters of credits	194,880	451,462	41,499	687,841	194,880	-	-	194,880
- Loan commitments	95,030	-	-	95,030	95,030	-	-	95,030
<b>Total commitments and guarantees</b>	<b>453,703</b>	<b>458,657</b>	<b>41,499</b>	<b>953,859</b>	<b>453,703</b>	<b>-</b>	<b>-</b>	<b>453,703</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.2 CREDIT RISK (CONTINUED)

#### (b) Credit risk Exposure (continued)

#### (ii) Credit concentration - location (continued)

December 31, 2019

In millions of Nigerian Naira	Group				Bank			
	Nigeria	Rest of Africa	Rest of the world	Total	Nigeria	Rest of Africa	Rest of the world	Total
<b>Financial assets</b>								
Cash and bank balances:								
- Current balances with banks	-	36,274	156,248	192,522	-	12,527	156,248	168,775
- Unrestricted balances with Central Banks	5,688	107,886	-	113,574	5,688	-	-	5,688
- Money market placements	44,417	30,660	78,278	153,355	44,417	30,660	42,569	117,646
- Restricted balances with central banks	815,978	16,130	-	832,108	815,978	-	-	815,978
<b>Financial assets at FVTPL:</b>								
- Treasury bills	35,631	-	-	35,631	35,631	-	-	35,631
- Promissory notes	59,038	-	-	59,038	59,038	-	-	59,038
- Government bonds	7,719	-	-	7,719	7,719	-	-	7,719
<b>Derivative assets</b>	38,221	-	9,910	48,131	38,221	-	9,910	48,131
<b>Loans and advances to banks</b>								
- Corporates	31,013	65,328	11,870	108,211	31,013	65,328	3,508	99,849
<b>Loans and advances to customers:</b>								
Individuals:								
- Overdrafts	8,867	7,945	-	16,812	8,867	-	-	8,867
- Term loans	36,068	52,892	-	88,960	36,068	-	-	36,068
Corporates:								
- Overdrafts	219,461	206,575	-	426,036	219,461	61,042	-	280,503
- Term loans	1,139,181	387,228	-	1,526,409	1,139,181	35,831	-	1,175,012
- Others	2,930	-	-	2,930	2,930	-	-	2,930
<b>Investment securities:</b>								
At amortised cost								
- Treasury bills	-	461,353	-	461,353	-	-	-	-
- Bonds	-	-	-	-	-	-	-	-
- Promissory notes	64,392	133,691	11,066	209,149	64,392	-	9,164	73,556
At FVOCI								
- Treasury bills	634,209	44,034	-	678,243	634,209	-	-	634,209
- Bonds	24,931	83,766	-	108,697	24,931	-	-	24,931
<b>Other assets</b>	72,315	39,476	121	111,912	72,315	25,882	-	98,197
<b>Total financial assets</b>	<b>3,240,059</b>	<b>1,673,238</b>	<b>267,493</b>	<b>5,180,790</b>	<b>3,240,059</b>	<b>231,270</b>	<b>221,399</b>	<b>3,692,728</b>
<b>Commitments and guarantees</b>								
- Performance bonds and guarantees	47,019	1,673	-	48,692	47,019	-	-	47,019
- Letters of credits	299,756	255,559	40,581	595,896	299,756	-	-	299,756
- Loan commitments	87,028	-	-	87,028	87,028	-	-	87,028
<b>Total commitments and guarantees</b>	<b>433,803</b>	<b>257,232</b>	<b>40,581</b>	<b>731,616</b>	<b>433,803</b>	<b>-</b>	<b>-</b>	<b>433,803</b>



# Notes to Financial Statements (Continued)

## For the year ended December 31, 2020

### 4 FINANCIAL RISK MANAGEMENT - CONTINUED

#### 4.2 CREDIT RISK (CONTINUED)

##### (iii) Credit concentration - Industry

The following table analyses the Group's credit exposure at carrying amounts (without taking into account any collateral held or other credit support), as categorised by the industry sectors of the Group's counterparties. The amounts stated are net of impairment allowances.

Group	Agriculture	Construction and Real Estate	Education	Finance and Insurance	General	General Commerce	Governments	Information and Communication	Manufacturing	Oil and Gas	Power and Energy	Transportation and Storage	Total
<i>In millions of Nigerian Naira</i>													
<b>December 31, 2020</b>													
<b>Cash and bank balances:</b>													
- Current balances with banks	-	-	-	291,225	-	-	-	-	-	-	-	-	291,225
- Unrestricted balances with Central Banks	-	-	-	231,533	-	-	-	-	-	-	-	-	231,533
- Money market placements	-	-	-	126,832	-	-	-	-	-	-	-	-	126,832
- Restricted balances with central banks	-	-	-	1,103,888	-	-	-	-	-	-	-	-	1,103,888
<b>Financial assets at FVTPL:</b>													
- Treasury bills	-	-	-	-	-	-	176,172	-	-	-	-	-	176,172
- Promissory notes	-	-	-	-	-	-	-	-	-	75	-	-	75
- Government bonds	-	-	-	-	-	-	38,153	-	-	-	-	-	38,153
<b>Derivative assets</b>													
-	-	-	-	53,148	-	-	-	-	-	-	-	-	53,148
<b>Loans and advances to banks</b>													
-	-	-	-	77,419	-	-	-	-	-	-	-	-	77,419
<b>Loans and advances to customers:</b>													
Individuals													
- Overdrafts	-	-	-	-	19,890	-	-	-	-	-	-	-	19,890
- Term loans	-	-	-	-	161,184	-	-	-	-	-	-	-	161,184
Corporates													
- Overdrafts	23,458	10,089	2,022	14,356	1,378	92,785	99,514	15,868	110,949	172,393	10,024	5,925	558,760
- Term loans	58,757	113,650	22,673	114,001	23,020	146,235	416,269	150,280	201,221	326,395	232,919	6,230	1,813,652
- Others	-	-	-	-	-	769	-	-	713	-	-	6	1,489
<b>Investment securities:</b>													
At Amortised cost													
- Treasury bills	-	-	-	-	-	-	1,142,908	-	-	-	-	-	1,142,908
- Bonds	-	-	-	10,577	-	-	140,245	-	-	-	-	-	150,822
At FVOCI													
- Treasury bills	-	-	-	-	-	-	716,448	-	-	-	-	-	716,448
- Bonds	-	-	-	-	-	-	442,816	-	-	-	-	-	442,816
<b>Other assets</b>													
-	-	-	-	32,644	54,786	-	-	-	-	-	-	-	87,430
<b>Total financial assets</b>	<b>82,215</b>	<b>123,739</b>	<b>24,695</b>	<b>2,055,623</b>	<b>260,258</b>	<b>241,790</b>	<b>3,172,525</b>	<b>166,148</b>	<b>312,884</b>	<b>498,863</b>	<b>242,943</b>	<b>12,161</b>	<b>7,193,844</b>
<b>Commitments and guarantees</b>													
- Performance bonds and guarantees	-	63,719	200	26,316	500	36,823	1,620	961	5,181	23,135	11,712	821	170,988
- Letters of credits	-	62	-	-	25	33,843	706	13,444	535,296	104,198	268	-	687,841
- Loan Commitments	-	-	-	-	-	-	-	10,880	-	84,150	-	-	95,030
<b>Total commitments and guarantees</b>	<b>-</b>	<b>63,781</b>	<b>200</b>	<b>26,316</b>	<b>525</b>	<b>70,666</b>	<b>2,326</b>	<b>25,285</b>	<b>540,477</b>	<b>211,483</b>	<b>11,980</b>	<b>821</b>	<b>953,859</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT - CONTINUED

### 4.2 CREDIT RISK (CONTINUED)

#### (iii) Credit concentration - Industry

T

Bank	Agriculture	Construction and Real Estate	Education	Finance and Insurance	General	General Commerce	Governments	Information and Communication	Manufacturing	Oil and Gas	Power and Energy	Transportation and Storage	Total
<i>In millions of Nigerian Naira</i>													
<b>December 31, 2020</b>													
<b>Financial assets</b>													
<i>In millions of Nigerian Naira</i>													
Cash and bank balances:													
- Current balances with banks	-	-	-	176,665	-	-	-	-	-	-	-	-	176,665
- Unrestricted balances with Central Banks	-	-	-	65,930	-	-	-	-	-	-	-	-	65,930
- Money market placements	-	-	-	51,237	-	-	-	-	-	-	-	-	51,237
<b>- Restricted balances with central banks</b>	-	-	-	1,072,094	-	-	-	-	-	-	-	-	1,072,094
Financial assets at FVTPL:													
- Treasury bills	-	-	-	-	-	-	168,035	-	-	-	-	-	168,035
- Promissory notes	-	-	-	-	-	-	-	-	-	75	-	-	75
<b>- Government bonds</b>	-	-	-	-	-	-	2,948	-	-	-	-	-	2,948
<b>Derivative assets</b>	-	-	-	53,148	-	-	-	-	-	-	-	-	53,148
<b>Loans and advances to banks</b>	-	-	-	65,058	-	-	-	-	-	-	-	-	65,058
Loans and advances to customers:													
Individuals													
- Overdrafts	-	-	-	-	10,250	-	-	-	-	-	-	-	10,250
- Term loans	-	-	-	-	55,346	-	-	-	-	-	-	-	55,346
Corporates													
- Overdrafts	5,782	3,835	1,118	11,317	1,378	36,491	73,196	7,437	96,577	126,920	3,513	82	367,645
- Term loans	45,275	90,913	124,900	106,212	23,410	247,213	133,734	105,119	182,025	246,040	181,445	3,927	1,377,804
<b>- Others</b>	-	-	-	-	-	769	-	-	721	-	-	-	1,491
Investment securities:													
At amortised cost													
- Treasury bills	-	-	-	-	-	-	-	-	-	-	-	-	-
- Bonds	-	-	-	367	-	-	66,112	-	5,000	-	-	-	71,479
At FVOCI													
- Treasury bills	-	-	-	-	-	-	1,101,232	-	-	-	-	-	1,101,232
- Bonds	-	-	-	-	-	-	5,592	-	-	-	-	-	5,592
<b>Other assets</b>	-	-	-	41,382	44,312	-	-	-	-	-	-	-	85,694
<b>Total financial assets</b>	<b>51,056</b>	<b>94,748</b>	<b>13,608</b>	<b>1,643,410</b>	<b>134,696</b>	<b>284,474</b>	<b>1,550,849</b>	<b>112,557</b>	<b>284,323</b>	<b>373,035</b>	<b>184,959</b>	<b>4,008</b>	<b>4,731,723</b>
<b>Commitments and guarantees</b>													
- Performance bonds and guarantees	-	56,524	200	263,16	500	36,823	1,620	961	5,181	23,135	11,712	821	163,793
- Letters of credits	-	62	-	-	25	33,844	706	13,444	140,926	5,606	268	-	194,880
- Loan Commitments	-	-	-	-	-	-	-	10,880	-	84,150	-	-	95,030
<b>Total commitments and guarantees</b>	<b>-</b>	<b>56,586</b>	<b>200</b>	<b>263,16</b>	<b>525</b>	<b>70,667</b>	<b>2,326</b>	<b>25,285</b>	<b>146,107</b>	<b>112,891</b>	<b>11,980</b>	<b>821</b>	<b>453,703</b>

# Notes to Financial Statements (Continued)

## For the year ended December 31, 2020

### 4 FINANCIAL RISK MANAGEMENT - CONTINUED

#### 4.2 CREDIT RISK (CONTINUED)

##### (iii) Credit concentration - Industry

Group	Agriculture and Real Estate	Construction	Education	Finance and Insurance	General	General Commerce	Governments	Information and Communication	Manufacturing	Oil and Gas	Power and Energy	Transportation and Storage	Total
<i>In millions of Nigerian Naira</i>													
<b>December 31, 2019</b>													
<b>Cash and bank balances:</b>													
- Current balances with banks	-	-	-	191,845	-	-	-	-	-	-	-	-	191,845
- Unrestricted balances with Central Banks	-	-	-	97,063	-	-	-	-	-	-	-	-	97,063
- Money market placements	-	-	-	189,997	-	-	-	-	-	-	-	-	189,997
- Restricted balances with central banks	-	-	-	851,132	-	-	-	-	-	-	-	-	851,132
<b>Financial assets at FVTPL:</b>													
- Treasury bills	-	-	-	-	-	-	43,737	-	-	-	-	-	43,737
- Promissory notes	-	-	-	-	-	-	58,963	-	-	75	-	-	59,038
- Government bonds	-	-	-	-	-	-	42,923	-	-	-	-	-	42,923
<b>Derivative assets</b>													
- Loans and advances to banks	-	-	-	48,131	-	-	-	-	-	-	-	-	48,131
- Loans and advances to customers:	-	-	-	108,211	-	-	-	-	-	-	-	-	108,211
Individuals													
- Overdrafts	-	-	-	-	16,812	-	-	-	-	-	-	-	16,812
- Term loans	-	-	-	-	88,960	-	-	-	-	-	-	-	88,960
Corporates													
- Overdrafts	12,835	7,406	2,395	4,195	5,408	92,126	59,046	3,589	97,851	128,618	8,885	3,682	426,036
- Term loans	46,771	77,496	14,264	100,747	19,141	193,240	274,374	129,527	208,524	242,387	202,994	16,945	1,526,409
- Others	-	-	-	-	-	-	-	-	2,930	-	-	-	2,930
<b>Investment securities:</b>													
At Amortised cost													
- Treasury bills	-	-	-	-	-	-	461,353	-	-	-	-	-	461,353
- Bonds	-	-	-	10,577	-	-	198,572	-	-	-	-	-	209,149
At FVOCI													
- Treasury bills	-	-	-	-	-	-	659,989	-	-	-	-	-	659,989
- Bonds	-	-	-	-	-	-	86,524	-	-	-	-	-	86,524
<b>Other assets</b>													
-	-	-	-	32,613	84,152	-	-	-	-	-	-	-	116,765
<b>Total financial assets</b>	<b>59,606</b>	<b>84,902</b>	<b>16,659</b>	<b>1,634,511</b>	<b>214,473</b>	<b>285,366</b>	<b>1,885,481</b>	<b>133,116</b>	<b>309,305</b>	<b>371,080</b>	<b>211,879</b>	<b>20,627</b>	<b>5,227,004</b>
<b>Commitments and guarantees</b>													
- Performance bonds and guarantees	1,813	13,667	-	3,824	7,359	2,838	1,092	50	6,587	5,850	4,943	669	48,692
- Letters of credits	11,933	103,561	-	-	79,154	26,231	-	2,135	282,129	85,629	5,124	-	595,896
- Loan commitments	-	-	-	-	-	-	-	18,198	-	-	68,830	-	87,028
<b>Total commitments and guarantees</b>	<b>13,746</b>	<b>117,228</b>	<b>-</b>	<b>3,824</b>	<b>86,513</b>	<b>29,069</b>	<b>1,092</b>	<b>20,383</b>	<b>288,716</b>	<b>91,479</b>	<b>78,897</b>	<b>669</b>	<b>731,616</b>

# Notes to Financial Statements (Continued)

## For the year ended December 31, 2020

### 4 FINANCIAL RISK MANAGEMENT - CONTINUED

#### 4.2 CREDIT RISK (CONTINUED)

##### (iii) Credit concentration - Industry

The following table analyses the Group's credit exposure at carrying amounts (without taking into account any collateral held or other credit support), as categorised by the industry sectors of the Group's counterparties. The amounts stated are net of impairment allowances.

Bank	Agriculture and Real Estate	Construction and Real Estate	Education	Finance and Insurance	General	General Commerce	Governments	Information and Communication	Manufacturing	Oil and Gas	Power and Energy	Transportation and Storage	Total
<i>In millions of Nigerian Naira</i>													
<b>December 31, 2019</b>													
<b>Financial assets</b>													
Cash and bank balances:													
- Current balances with banks	-	-	-	168,775	-	-	-	-	-	-	-	-	168,775
- Unrestricted balances with Central Banks	-	-	-	5,688	-	-	-	-	-	-	-	-	5,688
- Money market placements	-	-	-	117,646	-	-	-	-	-	-	-	-	117,646
- Restricted balances with central banks	-	-	-	815,978	-	-	-	-	-	-	-	-	815,978
<b>Financial assets at FVTPL:</b>													
- Treasury bills	-	-	-	-	-	-	35,631	-	-	-	-	-	35,631
- Promissory notes	-	-	-	-	-	-	58,963	-	-	75	-	-	59,038
- Government bonds	-	-	-	-	-	-	7,719	-	-	-	-	-	7,719
<b>Derivative assets</b>													
-	-	-	-	48,131	-	-	-	-	-	-	-	-	48,131
-	-	-	-	99,849	-	-	-	-	-	-	-	-	99,849
<b>Loans and advances to banks</b>													
Individuals													
- Overdrafts	-	-	-	-	8,867	-	-	-	-	-	-	-	8,867
- Term loans	-	1,379	-	-	34,689	-	-	-	-	-	-	-	36,068
Corporates													
- Overdrafts	7,408	4,880	1,886	422	5,408	61,425	38,126	583	70,442	78,702	6,907	4,315	280,503
- Term loans	28,930	47,902	12,189	93,436	19,141	171,265	133,086	105,075	187,657	189,627	173,762	12,942	1,175,012
- Others	-	-	-	-	-	-	-	-	2,930	-	-	-	2,930
<b>Investment securities:</b>													
At Amortised cost													
- Treasury bills	-	-	-	-	-	-	-	-	-	-	-	-	-
- Bonds	-	-	-	-	-	-	-	-	-	-	-	-	-
At FVOCI													
- Treasury bills	-	-	-	-	-	-	634,209	-	-	-	-	-	634,209
- Bonds	-	-	-	-	-	-	24,931	-	-	-	-	-	24,931
<b>Other assets</b>													
-	-	-	-	54,977	43,220	-	-	-	-	-	-	-	98,197
<b>Total financial assets</b>	<b>36,338</b>	<b>54,161</b>	<b>14,075</b>	<b>1,415,479</b>	<b>111,325</b>	<b>232,690</b>	<b>995,644</b>	<b>105,658</b>	<b>261,029</b>	<b>268,404</b>	<b>180,669</b>	<b>17,256</b>	<b>3,692,728</b>
<b>Commitments and guarantees</b>													
- Performance bonds and guarantees	1,813	13,667	-	3,824	7,359	2,838	1,092	50	5,044	5,850	4,943	539	47,019
- Letters of credits	11,933	103,561	-	-	79,154	3,893	-	2,135	91,135	7,945	-	-	299,756
- Loan commitments	-	-	-	-	-	-	-	18,198	-	-	68,630	-	87,028
<b>Total commitments and guarantees</b>	<b>13,746</b>	<b>117,228</b>	<b>-</b>	<b>3,824</b>	<b>86,513</b>	<b>6,731</b>	<b>1,092</b>	<b>20,383</b>	<b>96,179</b>	<b>13,795</b>	<b>73,773</b>	<b>539</b>	<b>433,803</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT - CONTINUED

### 4.2 CREDIT RISK (CONTINUED)

#### (c) Credit Quality

The Group manages the credit quality of its financial assets using internal credit ratings. It is the Group's policy to maintain accurate and consistent risk ratings across the credit portfolio. This facilitates focused management of the applicable risks and the comparison of credit exposures across all lines of business, geographic regions and products. The rating system is supported by a variety of financial analytics, combined with processed market information to provide the main inputs for the measurement of counterparty risk. All internal risk ratings are tailored to the various categories and are derived in accordance with the Group's rating policy. The attributable risk ratings are assessed and updated regularly.

The credit quality of the Group's loans and advances are categorized as follows:

##### **Stage 1 Loans and Advances:**

These are loans and advances that have not deteriorated significantly in credit quality since initial recognition or that have low credit risk (where the optional simplification is applied) at the reporting date.

##### **Stage 2 Loans and Advances:**

These are loans and advances that have deteriorated significantly in credit quality since initial recognition but do not have objective evidence of a credit loss event.

##### **Stage 3 Loans and Advances:**

These are loans and advances that have objective evidence of a credit loss event. Stage 3 allocation is driven by either the identification of credit impairment or an exposure being classified as defaulted.

##### **Impaired loans and securities**

Impaired loans and securities are loans and securities for which the Group determines that it is probable that it will be unable to collect all principal and interest due according to the contractual terms of the loan / securities agreement(s). These are loans and securities specifically impaired.

##### **Loans with renegotiated terms**

The contractual terms of a loan may be modified for a number of reasons including changing market conditions, customer retention and other factors not related to a current or potential credit deterioration of the customer. The Group renegotiates loans to customers to maximise collection opportunities and minimise the risk of default. The revised terms of renegotiated facilities usually include extended maturity, changing timing of interest payments and amendments to the terms of the loan agreement. As at December 31, 2020, the carrying amount of loans with renegotiated terms was N453 billion (December 2019: N77 billion). There are no other financial assets with renegotiated terms as at December 31, 2020 (December 2019: nil).

##### **Impairment assessment under IFRS**

The Group assesses its impairment for the purpose of IFRS reporting using the 'forward-looking' Expected Credit Loss (ECL) model in line with provisions of IFRS 9 - Financial Instrument.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.2 CREDIT RISK (CONTINUED)

#### (c) Credit Quality (Continued)

(i) The table below shows the credit quality by class of asset for all financial assets exposed to credit risk.

December 31, 2020	Group				Bank			
In millions of Nigerian Naira	Stage 1 - 12-month ECL	Stage 2 - Lifetime ECL	Stage 3 - Lifetime ECL	Total	Stage 1 - 12-month ECL	Stage 2 - Lifetime ECL	Stage 3 - Lifetime ECL	Total
<b>Cash and bank balances:</b>								
- Current balances with banks	291,225	-	-	291,225	176,665	-	-	176,665
- Unrestricted balances with Central Banks	231,533	-	-	231,533	65,930	-	-	65,930
- Money market placements	126,832	-	-	126,832	51,237	-	-	51,237
- Restricted balances with central banks	1,103,888	-	-	1,103,888	1,072,094	-	-	1,072,094
<b>Financial assets at FVTPL:</b>								
- Treasury bills	176,172	-	-	176,172	168,035	-	-	168,035
- Promissory notes	75	-	-	75	75	-	-	75
- Government bonds	38,153	-	-	38,153	2,948	-	-	2,948
<b>Derivative assets</b>	53,148	-	-	53,148	53,148	-	-	53,148
<b>Loans and advances to banks</b>	79,394	-	-	79,394	67,020	-	-	67,020
<b>Loans and advances to customers</b>								
Individuals								
- Overdrafts	3,740	3,527	25,942	33,209	1,617	247	17,859	19,723
- Term loans	159,941	4,602	2,641	167,184	56,127	2,488	1,142	59,757
Corporates								
- Overdrafts	488,976	26,708	85,075	600,759	352,925	5,897	24,206	383,028
- Term loans	1,613,532	234,976	15,143	1,863,651	1,197,491	213,218	122	1,410,831
- Others	1,519	-	-	1,519	1,519	-	0	1,519
<b>Investment securities:</b>								
At Amortised Cost								
- Treasury bills	716,448	-	-	716,448	-	-	-	-
- Bonds	443,708	-	-	443,708	72,276	-	-	72,276
At FVOCI								
- Treasury bills	1,142,908	-	-	1,142,908	1,101,232	-	-	1,101,232
- Bonds	150,822	-	-	150,822	5,592	-	-	5,592
<b>Other assets</b>	75,758	-	11,672	87,430	74,574	-	11,120	85,694
<b>Gross financial assets</b>	<b>6,897,772</b>	<b>269,813</b>	<b>140,473</b>	<b>7,308,058</b>	<b>4,520,505</b>	<b>221,851</b>	<b>54,448</b>	<b>4,796,804</b>
Allowance for impairment on financial assets is as follows:								
<b>Allowance for credit losses</b>								
Loans and advances to customers								
- Individuals	4,762	353	14,204	19,319	3,427	202	10,255	13,884
- Corporates	43,823	10,853	37,352	92,028	26,906	7,420	14,112	48,438
Loans and advances to banks	1,975	-	-	1,975	1,962	-	-	1,962
	<b>50,560</b>	<b>11,206</b>	<b>51,556</b>	<b>113,322</b>	<b>32,295</b>	<b>7,622</b>	<b>24,367</b>	<b>64,284</b>
<b>Allowance for impairment</b>								
Other assets	322	-	11,350	11,672	322	-	10,798	11,120
Bonds at amortised cost	892	-	-	892	797	-	-	797
	<b>1,214</b>	<b>-</b>	<b>11,350</b>	<b>12,564</b>	<b>1,119</b>	<b>-</b>	<b>10,798</b>	<b>11,917</b>
<b>Total impairment allowance on financial assets</b>	<b>51,774</b>	<b>11,206</b>	<b>62,906</b>	<b>125,886</b>	<b>33,414</b>	<b>7,622</b>	<b>35,165</b>	<b>76,201</b>
<b>Net amount</b>	<b>6,845,998</b>	<b>258,607</b>	<b>77,567</b>	<b>7,182,172</b>	<b>4,487,091</b>	<b>214,229</b>	<b>19,283</b>	<b>4,720,603</b>



# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.2 CREDIT RISK (CONTINUED)

#### (c) Credit Quality (Continued)

December 31, 2019	Group				Bank			
	Stage 1 - 12-month ECL	Stage 2 - Lifetime ECL	Stage 3 - Life- time ECL	Total	Stage 1 - 12-month ECL	Stage 2 - Life- time ECL	Stage 3 - Life- time ECL	Total
<i>In millions of Nigerian Naira</i>								
<b>Cash and bank balances:</b>								
- Current balances with banks	192,522	-	-	192,522	168,775	-	-	168,775
- Unrestricted balances with Central Banks	113,574	-	-	113,574	5,688	-	-	5,688
- Money market placements	153,355	-	-	153,355	117,646	-	-	117,646
- Restricted balances with central banks	832,108	-	-	832,108	815,978	-	-	815,978
<b>Financial assets at FVTPL:</b>								
- Treasury bills	35,631	-	-	35,631	35,631	-	-	35,631
- Promissory notes	59,038	-	-	59,038	59,038	-	-	59,038
- Government bonds	7,719	-	-	7,719	7,719	-	-	7,719
<b>Derivative assets</b>	48,131	-	-	48,131	48,131	-	-	48,131
<b>Loans and advances to banks</b>	110,123	-	-	110,123	101,746	-	-	101,746
<b>Loans and advances to customers</b>								
Individuals								
- Overdrafts	5,763	2,461	15,984	24,208	4,763	-	9,880	14,643
- Term loans	74,317	15,474	2,642	92,432	36,349	-	1,174	37,523
Corporates								
- Overdrafts	323,997	57,359	78,159	459,515	252,335	18,713	26,203	297,251
- Term loans	1,188,681	362,279	17,218	1,568,177	922,697	279,899	2,393	1,204,990
- Others	2,951	-	-	2,951	2,951	-	-	2,951
<b>Investment securities:</b>								
At Amortised Cost								
- Treasury bills	461,353	-	-	461,353	-	-	-	-
- Bonds	209,645	-	-	209,645	74,017	-	-	74,017
- Promissory notes	-	-	-	-	-	-	-	-
At FVOCI								
- Treasury bills	678,243	-	-	678,243	634,209	-	-	634,209
- Bonds	108,697	-	-	108,697	24,931	-	-	24,931
<b>Other assets</b>	111,912	-	8,642	120,554	98,197	-	5,039	103,236
<b>Gross financial assets</b>	<b>4,717,759</b>	<b>437,573</b>	<b>122,644</b>	<b>5,277,976</b>	<b>3,410,802</b>	<b>298,612</b>	<b>44,689</b>	<b>3,754,103</b>
Allowance for impairment on financial assets is as follows:								
<b>Allowance for credit losses</b>								
Loans and advances to customers								
- Individuals	1,755	855	8,258	10,868	824	-	6,407	7,231
- Corporates	32,108	15,345	27,815	75,268	23,717	8,222	14,808	46,747
Loans and advances to banks	1,912	-	-	1,912	1,897	-	-	1,897
	<b>35,775</b>	<b>16,200</b>	<b>36,073</b>	<b>88,048</b>	<b>26,438</b>	<b>8,222</b>	<b>21,215</b>	<b>55,875</b>
<b>Allowance for impairment</b>								
Other assets	8,642	-	-	8,642	5,039	-	-	5,039
Bonds at amortised Cost	496	-	-	496	461	-	-	461
	<b>9,138</b>	<b>-</b>	<b>-</b>	<b>9,138</b>	<b>5,500</b>	<b>-</b>	<b>-</b>	<b>5,500</b>
<b>Total impairment allowance on financial assets</b>	<b>44,913</b>	<b>16,200</b>	<b>36,073</b>	<b>97,186</b>	<b>31,938</b>	<b>8,222</b>	<b>21,215</b>	<b>61,375</b>
<b>Net amount</b>	<b>4,672,846</b>	<b>421,373</b>	<b>86,571</b>	<b>5,180,790</b>	<b>3,378,864</b>	<b>290,390</b>	<b>23,474</b>	<b>3,692,728</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.2 CREDIT RISK (CONTINUED)

#### (c) Credit Quality (Continued)

(ii) The internal credit rating of financial assets that are classified as Stage 1 at the reporting date is as follows:

#### Group

December 31, 2020

In millions of Nigerian Naira

	Very Low risk	Low risk	Acceptable risk	Moderately High risk	Unrated	Gross Amount	Allowance for credit losses	Carrying amount
<b>Cash and bank balances:</b>								
- Current balances with banks	-	291,225	-	-	-	291,225	-	291,225
- Unrestricted balances with Central Banks	231,533	-	-	-	-	231,533	-	231,533
- Money market placements	-	126,832	-	-	-	126,832	-	126,832
- Restricted balances with central banks	1,103,888	-	-	-	-	1,103,888	-	1,103,888
<b>Financial assets at FVTPL:</b>								
- Treasury bills	176,172	-	-	-	-	176,172	-	176,172
- Promissory notes	-	-	75	-	-	75	-	75
- Government bonds	38,153	-	-	-	-	38,153	-	38,153
<b>Derivative assets</b>	53,148	-	-	-	-	53,148	-	53,148
<b>Loans and advances to banks</b>	-	79,394	-	-	-	79,394	(1,975)	77,419
<b>Loans and advances to customers</b>								
Individuals								
- Overdrafts	-	-	33,209	-	-	33,209	(13,319)	19,890
- Term loans	-	-	167,184	-	-	167,184	(6,000)	161,184
Corporates								
- Overdrafts	204	593	599,961	-	-	600,759	(41,999)	558,760
- Term loans	57,326	73,743	1,732,583	-	-	1,863,651	(49,999)	1,813,652
- Others	-	-	1,519	-	-	1,519	(30)	1,489
<b>Investment securities:</b>								
At Amortised Cost								
- Treasury bills	716,448	-	-	-	-	716,448	-	716,448
- Bonds	422,510	19,969	1,229	-	-	443,708	(892)	442,816
At FVOCI								
- Treasury bills	1,142,908	-	-	-	-	1,142,908	-	1,142,908
- Bonds	150,822	-	-	-	-	150,822	-	150,822
<b>Other assets</b>	-	-	-	-	87,430	87,430	(11,672)	75,758
	<b>4,093,112</b>	<b>591,756</b>	<b>2,535,760</b>	<b>-</b>	<b>87,430</b>	<b>7,308,058</b>	<b>(125,886)</b>	<b>7,182,172</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.2 CREDIT RISK (CONTINUED)

#### (c) Credit Quality (Continued)

(ii) The internal credit rating of financial assets that are classified as Stage 1 at the reporting date is as follows:

#### Group

December 31, 2020

In millions of Nigerian Naira

#### Cash and bank balances:

- Current balances with banks	-	192,522	-	-	-	192,522	-	192,522
- Unrestricted balances with Central Banks	113,574	-	-	-	-	113,574	-	113,574
- Money market placements	-	153,355	-	-	-	153,355	-	153,355
- Restricted balances with central banks	832,108	-	-	-	-	832,108	-	832,108

#### Financial assets at FVTPL:

- Treasury bills	35,631	-	-	-	-	35,631	-	35,631
- Promissory notes	58,963	-	75	-	-	59,038	-	59,038
- Government bonds	7,719	-	-	-	-	7,719	-	7,719

#### Derivative assets

	48,131	-	-	-	-	48,131	-	48,131
--	--------	---	---	---	---	--------	---	--------

#### Loans and advances to banks

	-	110,123	-	-	-	110,123	(1,912)	108,211
--	---	---------	---	---	---	---------	---------	---------

#### Loans and advances to customers

Individuals								
- Overdrafts	-	-	24,208	-	-	24,208	(7,396)	16,812
- Term loans	-	-	92,432	-	-	92,432	(3,472)	88,960
Corporates								
- Overdrafts	204	593	458,717	-	-	459,515	(33,479)	426,036
- Term loans	57,326	73,743	1,437,109	-	-	1,568,177	(41,768)	1,526,409
- Others	-	-	2,951	-	-	2,951	(21)	2,930

#### Investment securities:

At Amortised Cost								
- Treasury bills	461,353	-	-	-	-	461,353	-	461,353
- Bonds	188,447	19,969	1,229	-	-	209,645	(496)	209,149
At FVOCI								
- Treasury bills	678,243	-	-	-	-	678,243	-	678,243
- Bonds	108,697	-	-	-	-	108,697	-	108,697

#### Other assets

	-	-	-	-	120,554	120,554	(8,642)	111,912
--	---	---	---	---	---------	---------	---------	---------

<b>2,590,396</b>	<b>550,305</b>	<b>2,016,721</b>	<b>-</b>	<b>120,554</b>	<b>5,277,976</b>	<b>(97,186)</b>	<b>5,180,790</b>
------------------	----------------	------------------	----------	----------------	------------------	-----------------	------------------

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.2 CREDIT RISK (CONTINUED)

#### (c) Credit Quality (Continued)

##### Bank

December 31, 2020

*In millions of Nigerian Naira*

##### Cash and bank balances:

- Current balances with banks	-	176,665	-	-	-	176,665	-	176,665
- Unrestricted balances with Central Banks	65,930	-	-	-	-	65,930	-	65,930
- Money market placements	-	51,237	-	-	-	51,237	-	51,237
- Restricted balances with central banks	1,072,094	-	-	-	-	1,072,094	-	1,072,094

##### Financial assets at FVTPL:

- Treasury bills	168,035	-	-	-	-	168,035	-	168,035
- Promissory notes	-	-	75	-	-	75	-	75
- Government bonds	2,948	-	-	-	-	2,948	-	2,948

##### Derivative assets

-	53,148	-	-	-	-	53,148	-	53,148
---	--------	---	---	---	---	--------	---	--------

##### Loans and advances to banks

-	-	67,020	-	-	-	67,020	(1,962)	65,058
---	---	--------	---	---	---	--------	---------	--------

##### Loans and advances to customers

Individuals								
- Overdrafts	-	-	19,723	-	-	19,723	(9,473)	10,250
- Term loans	-	-	59,757	-	-	59,757	(4,411)	55,346
Corporates								
- Overdrafts	204	593	382,230	-	-	383,028	(15,383)	367,645
- Term loans	57,326	73,743	1,279,762	-	-	1,410,831	(33,027)	1,377,804
- Others	-	-	1,519	-	-	1,519	(28)	1,491

##### Investment securities:

At Amortised Cost								
- Treasury bills	-	-	-	-	-	-	-	-
- Bonds	51,078	19,969	1,229	-	-	72,276	(797)	71,479

##### At FVOCI

- Treasury bills	1,101,232	-	-	-	-	1,101,232	-	1,101,232
- Bonds	5,592	-	-	-	-	5,592	-	5,592

##### Other assets

-	-	-	-	74,574	74,574	(11,120)	63,454
---	---	---	---	--------	--------	----------	--------

<b>2,577,587</b>	<b>389,227</b>	<b>1,744,296</b>	<b>-</b>	<b>74,574</b>	<b>4,785,684</b>	<b>(76,201)</b>	<b>4,709,483</b>
------------------	----------------	------------------	----------	---------------	------------------	-----------------	------------------

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.2 CREDIT RISK (CONTINUED)

#### (c) Credit Quality (Continued)

##### Bank

December 31, 2020

In millions of Nigerian Naira

##### Cash and bank balances:

	Very Low risk	Low risk	Acceptable risk	Moderately High risk	Unrated	Gross Amount	Allowance for credit losses	Carrying amount
- Current balances with banks	-	168,775	-	-	-	168,775	-	168,775
- Unrestricted balances with Central Banks	5,688	-	-	-	-	5,688	-	5,688
- Money market placements	-	117,646	-	-	-	117,646	-	117,646
- Restricted balances with central banks	815,978	-	-	-	-	815,978	-	815,978

##### Financial assets at FVTPL:

- Treasury bills	35,631	-	-	-	-	35,631	-	35,631
- Promissory notes	58,963	-	75	-	-	59,038	-	59,038
- Government bonds	7,719	-	-	-	-	7,719	-	7,719

##### Derivative assets

	48,131	-	-	-	-	48,131	-	48,131
--	--------	---	---	---	---	--------	---	--------

##### Loans and advances to banks

	-	101,746	-	-	-	101,746	(1,897)	99,849
--	---	---------	---	---	---	---------	---------	--------

##### Loans and advances to customers

Individuals								
- Overdrafts	-	-	14,643	-	-	14,643	(5,776)	8,867
- Term loans	-	-	37,523	-	-	37,523	(1,455)	36,068
Corporates								
- Overdrafts	204	593	296,453	-	-	297,251	(16,748)	280,503
- Term loans	57,326	73,743	1,073,921	-	-	1,204,990	(29,978)	1,175,012
- Others	-	-	2,951	-	-	2,951	(21)	2,930

##### Investment securities:

###### At Amortised Cost

- Treasury bills	-	-	-	-	-	-	-	-
- Bonds	52,819	19,969	1,229	-	-	74,017	(461)	73,556

###### At FVOCI

- Treasury bills	634,209	-	-	-	-	634,209	-	634,209
- Bonds	24,931	-	-	-	-	24,931	-	24,931

##### Other assets

	-	-	-	-	98,197	98,197	(5,039)	98,197
--	---	---	---	---	--------	--------	---------	--------

<b>1,741,599</b>	<b>482,472</b>	<b>1,426,796</b>	<b>-</b>	<b>98,197</b>	<b>3,749,064</b>	<b>(61,375)</b>	<b>3,692,728</b>
------------------	----------------	------------------	----------	---------------	------------------	-----------------	------------------

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.2 CREDIT RISK (CONTINUED)

#### (d) Statement of Prudential Adjustments

Provisions under prudential guidelines are determined using the time based provisioning prescribed by the Revised Central Bank of Nigeria (CBN) Prudential Guidelines and the Central Banks of the foreign subsidiaries' regulations. This is at variance with the expected credit loss model required by IFRS under IFRS 9. As a result of the differences in the methodology/provision, there will be variances in the impairments allowances required under the two methodologies.

Paragraph 12.4 of the revised Prudential Guidelines for Deposit Money Banks in Nigeria stipulates that Banks would be required to make provisions for loans as prescribed in the relevant IFRS Standards when IFRS is adopted.

However, Banks would be required to comply with the following:

Provisions for loans recognized in the profit and loss account should be determined based on the requirements of IFRS. However, the IFRS provision should be compared with provisions determined under prudential guidelines and the expected impact/ changes in general reserves should be treated as follows:

- Prudential Provisions is greater than IFRS provisions; the excess provision resulting therefrom should be transferred from the general reserve account to a "regulatory risk reserve."
- Prudential Provisions is less than IFRS provisions; IFRS determined provision is charged to the statement of comprehensive income. The cumulative balance in the regulatory risk reserve is thereafter reversed to the general reserve account.

As at December 31, 2020, the difference between the Prudential provision and IFRS impairment was N45.495 billion for the Group (December 2019: N29.073 billion) and N45.773 billion for the Bank (December 2019: N21.342 billion). This requires a transfer of N5.099 billion from regulatory credit risk reserve to retained earnings for the Group and N9.22 billion transfer from retained earnings to regulatory credit risk reserve for the Bank, as disclosed in the statement of changes in equity. These amounts represent the difference between provisions for credit and other known losses as determined under the prudential guidelines issued by the Central Bank of Nigeria (CBN) and the Central Banks of foreign subsidiaries, and impairment reserve as determined in line with IFRS 9 as at year end.

*In millions of Nigerian Naira*

Total impairment based on IFRS  
Total impairment based on Prudential Guidelines  
Regulatory credit risk reserve (required)  
Regulatory credit risk reserve (opening)  
**Transfer from/to regulatory risk reserve**

Group		Bank	
Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
128,693	119,769	78,711	77,796
174,188	148,842	124,484	99,138
(45,495)	(29,073)	(45,773)	(21,342)
(50,594)	(21,521)	(36,554)	(15,212)
<b>5,099</b>	<b>(7,552)</b>	<b>(9,219)</b>	<b>(6,130)</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.2 CREDIT RISK (CONTINUED)

#### (e) Credit Collateral

The Group holds collateral against loans and advances to customers in the form of mortgage interests over property, other registered securities over assets, and guarantees. Estimates of fair value are based on the value of collateral assessed at the time of borrowing and updated periodically. Collateral generally is not held over loans and advances to banks except when securities are held as part of reverse repurchase and securities borrowing activity. Collateral is usually also not held against investment securities. Irrespective of how well a credit proposal is structured, a second way out in form of adequate collateral coverage for all loans is a major requirement in order to protect the bank from incurring loan losses due to unforeseen events resulting from deterioration of the quality of a loan.

Consequently, the Group issues appropriate guidelines for acceptability of loan collateral from time to time, and during the period, there were no changes in the Group's collateral policies that would warrant any change in collateral quality. These articulate acceptable collateral in respect of each credit product including description, required documentation for perfection of collateral and minimum realizable value.

All items pledged as security for loan facilities are insured with the Bank noted as the first loss payee.

Some of the collaterals acceptable to the Bank under appropriate documentations are briefly described as follows:

#### 1. Cash

Cash is the most liquid and readily realizable form of security and the most acceptable to the Bank. Furthermore, cash pledged must be in the same currency as the credit and also in the possession of the Bank either in savings or a deposit account.

#### 2. Treasury bills/certificates

Treasury bills/certificates are acceptable as bank security provided the instruments are purchased through the Bank and have been properly assigned to the bank. Since payments are channelled through the Bank on due dates, realization of the security is relatively easy.

#### 3. Stock and shares

Stocks and shares of reputable quoted companies are acceptable collateral securities. Unquoted shares are usually not acceptable as collaterals.

#### 4. Legal Mortgage

The Bank takes and perfects its interest in acceptable property that are transferred by the obligor as collateral for loan, such that in case of any default by the obligor, the Bank would not require a court order before realizing the security. Location restrictions are however specified in respect of landed property.

#### 5. Debenture

The Bank accepts to take a charge on both current and non-current assets of a borrower by a debenture which is a written acknowledgement of indebtedness by a company usually given under its seal and also sets out the terms for repayment of interest and principal of the credit. A debenture is executed by an obligor in favour of the Bank and it gives a specific or general charge on the company's assets, both present and future.

#### 6. Life Insurance Policies

Generally, life policy with a reputable insurance company approved by the Bank and free of restrictions adverse to the Bank's interest is an acceptable security for loan. This could be an endowment policy or whole life policy though the Bank prefers the endowment policy.

#### 7. Guarantees

The Bank accepts guarantees from well rated banks as well as acceptable parties (guarantors) as additional comfort and security for loans. A guarantee is a written promise by one person called the guarantor or surety to be answerable for the debt, default or miscarriage of another person called principal debtor.

UBA also accepts unconditional insurance credit and performance bonds of first class insurance companies and also the guarantee of the Federal and State Governments. Other guarantees must however be supported by tangible assets for them to become valid for lending.



# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.2 CREDIT RISK (CONTINUED)

#### (e) Credit Collateral (Continued)

An estimate of the fair value of collateral and other security enhancements held against loans and advances to customers is shown below:

<i>In millions of Nigerian Naira</i>	Group		Bank	
	Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
<b>Loans to individuals</b>				
Against Stage 3 loans				
Property	1,703	916	1,703	916
Others	26,833	14,966	17,328	9,666
	28,537	15,882	19,031	10,582
Against Stage 2 loans				
Property	2,336	-	1,112	-
Others	7,724	12,555	2,330	-
	10,060	12,555	3,442	-
Against Stage 1 loans				
Property	2,654	4,043	2,484	4,043
Others	129,953	64,196	50,893	36,919
	132,607	68,239	53,377	40,962
<b>Total for loans to individuals</b>	<b>171,204</b>	<b>96,676</b>	<b>75,850</b>	<b>51,544</b>
<b>Loans to corporates</b>				
Against Stage 3 loans				
Property	32,408	19,678	16,405	19,678
Others	72,080	54,431	10,327	15,289
	104,488	74,109	26,731	34,967
Against Stage 2 loans				
Property	87,925	59,728	73,232	59,728
Others	158,859	313,268	125,810	228,550
	246,784	372,996	199,042	288,278
Against Stage 1 loans				
Property	434,662	184,554	388,410	178,172
Others	1,423,353	1,118,506	882,817	864,961
	1,858,015	1,303,060	1,271,227	1,043,133
<b>Total for loans to corporates</b>	<b>2,209,287</b>	<b>1,750,165</b>	<b>1,497,000</b>	<b>1,366,378</b>
<b>Total for loans and advances to customers</b>	<b>2,380,491</b>	<b>1,846,841</b>	<b>1,572,850</b>	<b>1,417,922</b>

Details of collateral held against loans and advances and off-balance sheet exposures and their carrying amounts are shown below. The Group manages collaterals for loans and advances based on the nature of those collaterals.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.2 CREDIT RISK (CONTINUED)

#### (e) Credit Collateral (Continued)

**December 31, 2020**

*In millions of Nigerian Naira*

#### Loans and advances to banks

Unsecured

#### Loans and advances to customers

Secured against real estate

Secured against cash

Secured against other collateral\*

Unsecured

Group		Bank	
Total Exposure	Value of Collateral	Total Exposure	Value of Collateral
79,394	5,106	67,020	5,106
544,015	561,688	506,726	483,346
85,963	78,658	29,320	33,008
1,832,363	1,740,144	1,224,725	1,056,496
92,635	-	51,765	-
<b>2,554,975</b>	<b>2,380,491</b>	<b>1,812,536</b>	<b>1,572,850</b>

\* Other collateral are mainly domiciliation of payments (sales, invoices, salaries, allowances and terminal benefits), lien on shipping documents, corporate guarantees and similar collaterals.

**December 31, 2020**

*In millions of Nigerian Naira*

#### Off-balance sheet exposures

Secured against real estate

Secured against cash

Secured against other collateral\*

**December 31, 2019**

Loans and advances to banks

Unsecured

#### Loans and advances to customers

Secured against real estate

Secured against cash

Secured against other collateral\*

Unsecured

Off-balance sheet exposures

Secured against real estate

Secured against cash

Secured against other collateral\*

Group		Bank	
Total Exposure	Value of Collateral	Total Exposure	Value of Collateral
339,039	69,992	95,215	69,992
68,794	62,780	21,794	15,780
546,026	413,534	336,694	288,959
<b>953,859</b>	<b>546,306</b>	<b>453,703</b>	<b>374,731</b>
110,123	5,106	101,746	5,106
289,977	268,919	281,073	262,537
14,752	15,115	14,752	15,115
1,707,400	1,562,808	1,158,537	1,140,271
49,018	-	49,018	-
<b>2,061,147</b>	<b>1,846,842</b>	<b>1,503,380</b>	<b>1,417,923</b>
116,796	69,992	75,315	69,992
68,794	62,780	21,794	15,780
546,026	413,534	336,694	288,959
<b>731,616</b>	<b>546,306</b>	<b>433,803</b>	<b>374,731</b>

\* Other collateral are mainly domiciliation of payments (sales, invoices, salaries, allowances and terminal benefits), lien on shipping documents, corporate guarantees and similar collaterals.

Other financial assets comprising cash and bank balances (including balances with central banks), financial assets held for trading, investment securities and accounts receivable are not secured. The Group's investment in government securities and its cash and balances with central banks are not considered to require collaterals given their sovereign nature.

Reposessed collateral

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.2 CREDIT RISK (CONTINUED)

#### (e) Credit Collateral (Continued)

During the year, the Group took possession of property amounted to N2.755 billion (2019:N1.759 billion) held as collateral against certain loans. These collaterals have been realised and used in offsetting the affected customers' outstanding obligations.

Details of collaterals realised during the year is as shown below:

<i>In millions of Nigerian Naira</i>	Loans and advances to customers			
	Group		Bank	
	Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
Property	2,755	1,759	2,755	1,759
	<b>2,755</b>	<b>1,759</b>	<b>2,755</b>	<b>1,759</b>

### 4.3 LIQUIDITY RISK

#### (a) Overview

Liquidity risk arises in the general funding of the Group's activities and in the management of position. Liquidity risk is the risk that the Group does not have sufficient financial resources to meet maturing obligations or can only access these financial resources at excessive cost. Liquidity risk includes both the risk of being unable to fund assets at appropriate maturities and rates and the risk of being unable to liquidate an asset at a reasonable price and in an appropriate time frame. To limit this risk, management has arranged for diversified funding sources in addition to its core deposit base, and adopted a policy of managing assets with liquidity in mind and monitoring future cash flows and liquidity on a daily basis. The Group remains well funded with strong liquidity position.

#### (i) Liquidity Risk Management

In terms of measuring, managing and mitigating liquidity mismatches, UBA Group focuses on two types of liquidity risk, namely funding liquidity risk and market liquidity risk. Funding liquidity risk is the risk that UBA Group is unable to meet its payment obligations as they fall due. These payment obligations could emanate from depositor withdrawals or the inability to roll over maturing debt or meet contractual commitments to lend. Market liquidity risk is the risk that the group will be unable to sell assets without incurring an unacceptable loss, in order to generate cash required to meet payment obligations under a stress liquidity event. The Group manages its liquidity prudently in all geographical locations and for all currencies. The principal uncertainties for liquidity risk are that customers withdraw their deposits at a substantially faster rate than expected, or that asset repayments are not received on the expected maturity date. To mitigate these uncertainties, our funding base is diverse and largely customer-driven, while customer assets are of short tenor. In addition we have contingency funding plans including a portfolio of liquid assets that can be realised if a liquidity stress occurs, as well as ready access to wholesale funds under normal market conditions. We have significant levels of marketable securities, including government securities that can be monetised or pledged as collateral in the event of a liquidity stress.

Contingency funding plans are reviewed and approved annually. They provide a broad set of Early Warning Indicators, an escalation framework and a set of management actions that could be effectively implemented by the appropriate level of senior management in the event of a liquidity stress. A similar plan is maintained within each country.

#### (ii) Liquidity Risk Governance

The board of directors retains ultimate responsibility for the effective management of liquidity risk. Through the Group Risk Management Committee (GRMC), the board has delegated its responsibility for the management of liquidity risk to the Group Assets & Liability Committee (GALCO). GALCO is the responsible governing management body that monitors liquidity management metrics. Liquidity in each country is managed by the country ALCO within pre-defined liquidity limits and in compliance with Group liquidity policies and practices, as well as local regulatory requirements. Group Market Risk management and Group Treasury are responsible for proactively managing liquidity risk at an operational, tactical and strategic level.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.3 LIQUIDITY RISK

#### (a) Overview (Continued)

#### (iii) Liquidity Risk Measurement

There are two measures used across the Group for managing liquidity risk namely: liquidity ratio mechanism which is a statutory requirement from most Central Banks in order to protect third party deposits, and funding gap analysis of assets and liabilities. The funding gap analysis is applied through the use of a maturity ladder by assessing all the bank's cash inflows against outflows to identify the potential for net shortfalls or net funding requirements (i.e. a cumulative net excess or deficit of funds) at selected maturity dates. The maturity ladder is monitored on a day -to-day basis and stress testing is undertaken on a quarterly basis by applying different scenarios to the maturity ladder and assessing the bank's funding requirements under each scenario. All UBA businesses and subsidiaries also construct their maturity ladder and compile reports based on agreed assumptions which is consolidated into a global report for Group ALCO review. The country treasurer for each subsidiary/Group Head Balance Sheet Management also documents the appropriate actions and includes the same into the Contingency Funding Plan (CFP) for implementation.

Liquidity stress testing is also performed for each of UBA Group's major entities and operating subsidiaries. Stress testing and scenario analyses are intended to quantify the potential impact of a liquidity event on the balance sheet and liquidity position, and to identify viable funding alternatives that can be utilized. These scenarios include assumptions about significant changes in key funding sources, market triggers (such as credit ratings), potential uses of funding and political and economic conditions in certain countries. These conditions include expected and stressed market conditions as well as Company-specific events.

#### (b) Liquidity ratios

The key measure used by the 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 commitment maturing within one month.

The liquidity position of the Group remained strong in the course of the period and materially above the minimum liquidity ratio requirement of 30% prescribed by the Central Bank of Nigeria. Details of the Bank's ratio of net liquid assets to deposits and customers at the reporting date and during the reporting period were as follows:

	Dec. 2020	Bank Dec. 2019
At period end	44.30%	43.99%
Average for the period	35.83%	54.89%
Maximum for the period	50.12%	64.59%
Minimum for the period	30.02%	41.48%

#### (c) Analysis of financial assets and liabilities by remaining contractual maturities

The tables below show the undiscounted cash flow on the Group's financial liabilities and on the basis of the earliest possible contractual maturity. The Gross nominal inflow/outflow disclosed in the table is the contractual, undiscounted cash flows on the financial liabilities or commitments, except for derivatives assets and liabilities which are stated at their fair values.

The Group's expected cash flows on some financial assets and financial liabilities vary significantly from the contractual cash flows. Demand and savings deposits are expected to remain stable or increase, while unrecognised loan commitments are not expected to be drawn down immediately.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.3 LIQUIDITY RISK (CONTINUED)

#### Maturity analysis for financial liabilities

##### Group

December 31,  
2020

*In millions of Nigerian Naira*

#### Non-derivative financial liabilities

Note	Carrying amount	Gross nominal amount	Less than 1 month	1 - 3 Months	3 - 6 Months	6 - 12 Months	More than 1 year
Deposits from banks	418,157	693,667	452,374	136,469	7,104	97,719	-
Deposits from customers							
Retail Customers:							
Term deposits	144,720	146,908	94,463	26,029	9,662	16,371	383
Current deposits	815,250	855,582	855,582				
Savings deposits	1,447,514	1,452,182	1,452,182				
Corporate Customers:							
Term deposits	890,012	991,677	436,369	343,760	75,672	129,875	6,000
Current deposits	2,378,515	2,307,385	2,307,385				
Other financial liabilities	147,162	234,975	234,975				
Borrowings	694,355	727,824	30,371	127,731	93,913	19,610	456,199
Subordinated liabilities	-	-	-	-	-	-	-
<b>Total financial liabilities</b>	<b>6,935,685</b>	<b>7,410,200</b>	<b>5,863,701</b>	<b>633,989</b>	<b>186,352</b>	<b>263,576</b>	<b>462,582</b>

#### Derivative liabilities:

Cross Currency Swap	508	508	504	4	-	-	-
Contingents and loan commitments							
Performance bonds and guarantees	170,988	170,988	8,663	24,079	32,990	37,738	67,516
Letters of credit	687,841	687,841	164,837	343,536	39,148	79,084	61,235
Loan commitments	<b>95,030</b>	<b>95,030</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>95,030</b>

#### Assets used to manage liquidity

Cash and bank balances	1,874,618	1,874,618	624,055	90,353	79,323	42,625	1,038,262
Financial assets at FVTPL							
Treasury bills	176,172	176,172	176,172	-	-	-	-
Promissory notes	75	75	-	-	-	75	-
Bonds	<b>38,153</b>	<b>38,153</b>	<b>38,153</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Loans and advances to banks	77,419	81,290	49,229	71	-	-	31,990

#### Loans and advances to customers

Individual							
Term loans	161,184	142,431	3,523	9,219	8,321	24,151	97,216
Overdrafts	19,890	24,208	24,208	-	-	-	-
Corporates							
Term loans	1,813,652	1,922,999	64,899	294,416	115,302	417,835	1,030,547
Overdrafts	558,760	599,585	599,585	-	-	-	-
Others	1,489	2,951	-	32	2,919	-	-
Investment securities							
At FVOCI							
Treasury bills	1,142,908	1,239,149	97,880	711,598	170,594	259,078	-
Bonds	150,822	94,928	187	884	1,940	13,546	78,371
At amortised cost							
Treasury bills	716,448	750,739	307,781	292,387	54,185	94,789	1,597
Bonds	443,708	689,444	2,327	9,690	16,472	58,120	602,835
Other assets	75,758	135,627	132,525	-	-	-	3,102
Derivative assets	53,148	53,148	13,727	17,406	17,374	4,641	-
<b>Total financial assets</b>	<b>7,304,204</b>	<b>7,825,517</b>	<b>2,134,251</b>	<b>1,426,055</b>	<b>466,429</b>	<b>914,860</b>	<b>2,883,921</b>
<b>Gap</b>	<b>(585,848)</b>	<b>(539,050)</b>	<b>(3,903,455)</b>	<b>424,447</b>	<b>207,938</b>	<b>534,461</b>	<b>2,197,557</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.3 LIQUIDITY RISK (CONTINUED)

#### Maturity analysis for financial liabilities (Continued)

##### Bank

December 31,  
2020

In millions of Nigerian Naira

##### Non-derivative liabilities

Note	Carrying amount	Gross nominal amount	Less than 1 month	1 - 3 Months	3 - 6 Months	6 - 12 Months	More than 1 year
Deposits from banks	121,815	219,614	129,074	4,643	2,841	83,056	-
Deposits from customers							
Retail Customers:							
Term deposits	65,422	66,411	42,202	21,534	2,616	59	0
Current deposits	569,288	569,987	569,987	-	-	-	-
Savings deposits	1,199,738	1,200,888	1,200,888	-	-	-	-
Corporate Customers:							
Term deposits	603,361	495,075	312,038	162,674	19,759	447	158
Current deposits	1,386,334	1,390,731	1,390,731	-	-	-	-
Other financial liabilities	88,456	156,177	156,177	-	-	-	-
Borrowings	688,280	741,767	30,371	121,492	84,543	48,489	456,873
Subordinated liabilities	-	-	-	-	-	-	-
<b>Total financial liabilities</b>	<b>4,722,694</b>	<b>4,840,651</b>	<b>3,831,469</b>	<b>310,344</b>	<b>109,757</b>	<b>132,050</b>	<b>457,031</b>

##### Derivative liabilities

Cross Currency Swap	508	508	504	4	-	-	-
Contingents and loan commitments							
Performance bonds and guarantees	163,793	163,793	11,296	32,005	24,069	49,341	47,082
Letters of credit	194,880	194,880	59,303	53,355	10,004	17,114	55,103
Loan commitments	95,030	95,030	-	-	-	-	95,030

##### Assets used to manage liquidity

Cash and bank balances	1,436,822	1,436,822	344,831	43,920	38,558	20,720	988,794
Financial assets at FVTPL							
Treasury bills	168,035	168,035	168,035	-	-	-	-
Promissory notes	75	63,686	-	-	-	63,686	-
Bonds	2,948	2,949	2,949	-	-	-	-
Loans and advances to banks	65,058	66,359	40,187	58	-	-	26,114

##### Loans and advances to customers

Individual :							
Term loans	55,346	68,629	4,653	6,164	5,897	9,834	42,081
Overdrafts	10,250	10,254	10,254	-	-	-	-
Corporates :							
Term loans	1,377,804	1,649,569	69,756	221,076	106,793	248,312	1,003,632
Overdrafts	367,645	367,808	367,808	-	-	-	-
Others	1,491	1,566	-	34	1,532	-	-
Investment securities							
At FVOCI							
Treasury bills	1,101,232	1,130,900	97,880	706,375	137,207	189,439	-
Bonds	5,592	10,136	47	1	159	208	9,721
At amortised cost							
Bonds	72,276	81,804	1,129	2,108	1,166	8,148	69,253
Other assets	74,574	76,812	76,812	-	-	-	-
Derivative asset	53,148	53,148	13,727	17,406	17,374	4,641	-
<b>Total financial assets</b>	<b>4,792,296</b>	<b>5,188,478</b>	<b>1,198,067</b>	<b>997,142</b>	<b>308,686</b>	<b>544,988</b>	<b>2,139,594</b>
<b>Gap</b>	<b>(384,609)</b>	<b>(106,385)</b>	<b>(2,704,506)</b>	<b>601,435</b>	<b>164,855</b>	<b>346,482</b>	<b>1,485,348</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.3 LIQUIDITY RISK (CONTINUED)

#### Maturity analysis for financial liabilities

##### Group

December 31,  
2019

In millions of Nigerian Naira

##### Non-derivative financial liabilities

Note	Carrying amount	Gross nominal amount	Less than 1 month	1 - 3 Months	3 - 6 Months	6 - 12 Months	More than 1 year
Deposits from banks	267,070	270,995	270,995	-	-	-	-
Deposits from customers							
Retail Customers:							
Term deposits	385,635	391,465	213,991	172,591	4,550	277	56
Current deposits	483,714	483,902	483,902	-	-	-	-
Savings deposits	855,079	857,217	857,217	-	-	-	-
Corporate Customers:							
Term deposits	630,358	702,363	383,941	309,661	8,164	497	100
Current deposits	1,478,098	1,478,673	1,478,673	-	-	-	-
Other financial liabilities	86,937	88,801	86,951	22	380	378	1,070
Borrowings	758,682	834,847	7,923	37,753	143,758	271,196	374,217
Subordinated liabilities	30,048	40,535	-	-	2,495	2,523	35,517
<b>Total financial liabilities</b>	<b>4,975,621</b>	<b>5,148,798</b>	<b>3,783,592</b>	<b>520,026</b>	<b>159,348</b>	<b>274,872</b>	<b>410,960</b>
<b>Derivative liabilities:</b>							
Cross Currency Swap	852	852	697	7	5	143	-
Contingents and loan commitments							
Performance bonds and guarantees	48,692	48,692	757	4,545	9,539	11,815	22,037
Letters of credit	595,896	595,896	87,153	275,389	12,321	-	221,032
Loan commitments	87,028	87,028	-	3,533	-	23,874	59,621

##### Assets used to manage liquidity

Cash and bank balances	1,396,228	1,396,228	464,800	67,295	59,080	31,747	773,305
Financial assets at FVTPL							
Treasury bills	35,631	35,631	35,631	-	-	-	-
Promissory notes	59,038	63,686	-	-	-	63,686	-
Bonds	7,719	7,719	7,719	-	-	-	-
Loans and advances to banks	108,211	113,622	68,809	100	-	-	44,713
Loans and advances to customers							
Individual							
Term loans	88,960	92,431	3,524	9,219	8,321	14,151	57,216
Overdrafts	16,812	24,208	24,208	-	-	-	-
Corporates							
Term loans	1,526,409	1,602,765	64,899	294,416	115,302	237,835	890,313
Overdrafts	426,036	459,515	459,515	-	-	-	-
Others	2,930	2,951	-	32	2,919	-	-
Investment securities							
At FVOCI							
Treasury bills	678,243	777,231	66,694	68,405	229,821	412,311	-
Bonds	108,697	109,805	471	9,735	1,694	2,998	94,907
At amortised cost							
Treasury bills	461,353	543,268	46,618	47,814	160,640	288,197	-
Bonds	209,645	243,682	342	17,739	4,464	6,871	214,266
Other assets	111,912	111,956	111,956	-	-	-	-
Derivative assets	48,131	48,131	124	2,641	25,940	19,425	-
<b>Total financial assets</b>	<b>5,285,955</b>	<b>5,632,828</b>	<b>1,355,310</b>	<b>517,396</b>	<b>608,180</b>	<b>1,077,221</b>	<b>2,074,720</b>
<b>Gap</b>	<b>(422,134)</b>	<b>(248,438)</b>	<b>(2,516,889)</b>	<b>(286,105)</b>	<b>426,967</b>	<b>766,518</b>	<b>1,361,070</b>



# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT, (CONTINUED)

### 4.3 LIQUIDITY RISK (CONTINUED)

#### Maturity analysis for financial liabilities - (Continued)

##### Bank

December 31,  
2019

In millions of Nigerian Naira

##### Non-derivative liabilities

Note	Carrying amount	Gross nominal amount	Less than 1 month	1 - 3 Months	3 - 6 Months	6 - 12 Months	More than 1 year
Deposits from banks	92,717	92,717	92,717	-	-	-	-
Deposits from customers							
Retail Customers:							
Term deposits	298,426	302,938	165,598	133,561	3,521	214	43
Current deposits	318,213	318,337	318,337	-	-	-	-
Savings deposits	711,516	713,888	713,888	-	-	-	-
Corporate Customers:							
Term deposits	529,830	590,352	322,711	260,277	6,862	418	84
Current deposits	906,403	906,755	906,755	-	-	-	-
Other financial liabilities	51,421	52,800	51,430	-	297	220	853
Borrowings	744,094	818,794	7,771	37,027	140,994	265,981	367,022
Subordinated liabilities	30,048	40,535	-	-	2,495	2,523	35,517
<b>Total financial liabilities</b>	<b>3,682,668</b>	<b>3,837,115</b>	<b>2,579,206</b>	<b>430,864</b>	<b>154,170</b>	<b>269,356</b>	<b>403,519</b>

##### Derivative liabilities

Cross Currency Swap	852	852	852	-	-	-	-
Contingents and loan commitments							
Performance bonds and guarantees	47,019	47,019	731	4,389	9,211	11,409	21,280
Letters of credit	299,756	299,756	43,841	138,530	6,198	-	111,187
Loan commitments	87,028	87,028	-	3,533	-	23,874	59,621

##### Assets used to manage liquidity

Cash and bank balances	1,182,554	1,182,554	283,808	36,147	31,735	17,053	813,811
Financial assets at FVTPL							
Treasury bills	35,631	35,631	35,631	-	-	-	-
Promissory notes	59,038	63,686	-	-	-	63,686	-
Bonds	7,719	7,722	7,722	-	-	-	-
Loans and advances to banks	99,849	101,846	61,678	90	-	-	40,079
Loans and advances to customers							
Individual :							
Term loans	36,068	44,724	3,032	4,017	3,843	6,409	27,424
Overdrafts	8,867	8,870	8,870	-	-	-	-
Corporates :							
Term loans	1,175,012	1,406,777	59,489	188,537	91,075	211,765	855,912
Overdrafts	280,503	280,612	280,612	-	-	-	-
Others	2,930	3,077	-	34	3,043	-	-
Investment securities							
At FVOCI							
Treasury bills	634,209	651,295	55,887	57,321	192,582	345,504	-
Bonds	24,931	45,192	194	4,007	697	1,234	39,061
At amortised cost							
Bonds	74,017	83,775	117	6,098	1,535	2,362	73,662
Other assets	98,197	98,235	98,235	-	-	-	-
Derivative asset	48,131	48,131	124	2,641	25,940	19,425	-
<b>Total financial assets</b>	<b>3,767,656</b>	<b>4,062,127</b>	<b>895,400</b>	<b>298,892</b>	<b>350,450</b>	<b>667,438</b>	<b>1,849,949</b>
<b>Gap</b>	<b>(349,667)</b>	<b>(209,643)</b>	<b>(1,729,230)</b>	<b>(278,424)</b>	<b>180,871</b>	<b>362,799</b>	<b>1,254,343</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.4 MARKET RISK

#### (a) Overview

Market risk is the risk that the fair value or future cash flows of financial instruments will fluctuate due to changes in market variables such as interest rates, foreign exchange rates and equity prices. The overall objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk. The Group classifies exposures to market risk into either trading or non-trading portfolios and manages each of these portfolios separately. The trading portfolios comprise positions arising from market-making and warehousing of customer derived positions while non-trading portfolios comprise positions that primarily arise from the interest rate management of our retail and commercial banking assets and liabilities as well as financial instruments designated as FVOCI and amortised cost. UBA Group follows the Standardised Approach for market risk regulatory reporting purposes.

#### (i) Market Risk Management

The objective of market risk management in UBA is to ensure that all significant market risks are identified, measured, and managed in a consistent and effective manner across the Group in order to stabilize earnings and capital and also to ensure that the Group carries out its affairs within acceptable parameters and in line with the market risk appetite.

Market risk achieves the above stated objective, through a mix of quantitative and statistical controls which covers the under listed activities:

Market data collection and statistical analysis  
Limit determination based on market volatility and in-country macro-prudential & regulatory guidelines.  
Stop loss limit utilization monitoring  
Position monitoring  
New trading products risk assessment  
P&L attribution analysis  
Pricing model validation and sign off  
Trading portfolio stress testing  
Regulatory limit monitoring  
Position data extraction and Internal limit monitoring  
Contingency funding plan maintenance and testing  
Risk profile reporting to GALCO.

The material risks identified by these measures are summarised in daily reports that are circulated to, and discussed with, senior management.

The universal market risk factors in UBA Group are interest rates, foreign exchange rates and equity prices. The associated market risks are:

- Foreign currency risk; arising from changes in exchange rates
- Interest rate risk; arising from changes in yield curves and credit spreads
- Equity risk; arising from changes in the prices of equities, equity indices and equity baskets.

#### (ii) Market Risk Governance

The Board of Directors is responsible for determining UBA Group's risk appetite and tolerance limits for all its market risk exposures. Senior management is responsible for supporting the Board in determining market risk appetite and tolerance limits as well as putting in place all requisite processes, procedures and tools to ensure proper implementation of a robust system for managing, monitoring and reporting market risk appetite. The Board through Board Risk Management Committee (BRMC) is responsible for the overall governance of market risk as well as defining the terms of reference and delegating responsibilities to both the Group Risk Management Committee (GRMC) and Group Asset & Liability Management Committee (GALCO). GALCO has Group oversight and is charged with ensuring that market risks are managed homogeneously in all areas of operation. Further to the above, oversight of market risk is vested in BRMC, GALCO and the Finance & General Purpose Committee (FGPC) while the day to day management rests with the Executive Director, Risk Management, Corporate Governance & Compliance. The Group Market Risk Division is not only responsible for the development of detailed risk management policies but is also involved in the day to day review of their implementation. The market risk management policies are usually validated / approved by the Board in accordance with the approval guidelines. Trading limits are approved by GALCO and F&GPC and ratified by the Board while exposures against these limits are monitored by market risk management team. Market risk exposures are measured and reported and reported to management and bank executives on a daily basis. Documented policies and procedures are in place to ensure that exceptions are resolved timeously.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.4 MARKET RISK (CONTINUED)

#### (a) Overview - (Continued)

#### (iii) Market Risk Measurement

The Group's policy is that all trading activities are undertaken within the context of the approved Market Risk Management appetite and limits. Market Risk Management team is responsible for identifying, measuring, managing, monitoring and reporting market risk as outlined in market risk management policy and other related policies.

The Group uses limits, triggers, value at risk, earnings-at-risk, gap analyses and scenario analyses to measure and control the market risk exposures within its trading and banking books. The Group also performs regular stress tests on its banking and trading books.

#### (iv) Approach to Managing Market Risk in the Trading Book

The techniques used to ensure and control trading book market risk include limit monitoring, daily valuation of positions, Value at Risk (VaR), Back testing, stop loss triggers, stress testing/sensitivity analysis etc.

**Market Risk Limits:** The Bank has put in place specific market risk limits and triggers (regulatory and in-house) to prevent undue risk exposure to the Group. Market risk limits are based on recommendations by GALCO and approved by the Board. Position limits, transaction size and portfolio volume limits are in place for each trading portfolio. UBA Group sets various limits for total market risk and specific foreign exchange, interest rate, equity and other price risks. All limits are reviewed at least annually, and more frequently if required, to ensure that they remain relevant given market conditions and business strategy. Compliance with limits is monitored independently on a daily basis by Group Market Risk and Internal Control. Limit excesses are escalated and approved under a delegated authority structure and reported to the GALCO. Excesses are also reported monthly to Group Risk Management Committee (GRMC) and quarterly to Board Risk Management Committee (BRMC).

**Stop loss Triggers:** Stop loss triggers are used to protect the profitability of the trading desk. They establish decision points to confirm the Group's tolerance for accepting trading risk losses on a cumulative basis. The triggers are monitored on a daily basis by market risk management team.

**Daily Valuation Of Market Risk Positions:** Mark to Market (MTM) for relevant products/positions is done in line with International Financial Reporting Standard (IFRS). All market risk financial instruments are categorized into:

- 1) Fair value through profit or loss (FVTPL) – valued on fair value accounting methodology and MTM daily.
- 2) Fair value through other comprehensive income (FVOCI) – valued on fair value accounting methodology and MTM monthly.
- 3) Amortised cost – This portfolio is not MTM because positions are held until maturity.

**Marking-to-market** is at least the daily valuation of positions at readily available close out prices that are sourced independently. Where marking-to-market is not possible, marking-to-model technique is employed. Marking-to-model is defined as any valuation which has to be benchmarked, extrapolated or otherwise calculated from a market input. Assets that must be marked-to-model either don't have a regular market that provides accurate pricing, or valuations rely on a complex set of reference variables and time frames. E.g. complex financial instruments and derivatives.

**Stress Testing:** Market risk management complements the VaR measurement by regular stress testing of market risk exposures to highlight the potential risk that may arise from extreme market events that are rare but plausible. Stress testing provides an indication of the potential losses that could occur under extreme but plausible market conditions including when longer holding periods may be required to exit positions. Consistent stress-testing methodology is applied to trading and non trading books. Stress testing methodology considers both historical market events and forward-looking scenarios. The stress testing scenarios include market and credit scenarios, portfolio specific scenarios and macro economic scenarios. Stress scenarios are regularly updated to reflect changes in risk profile and economic events.

**Factor Sensitivities:** Factor sensitivities are expressed as the change in the value of a position for a defined change in a market risk factor, such as a change in the value of Nigerian Government Treasury bill for a one hundred basis point change in interest rates. UBA Group's Market Risk Management, within the Risk organization, works to ensure that factor sensitivities are calculated and monitored for all material risks taken in the trading portfolios.

#### (v) Approach to Managing Market Risk in the Non-trading Portfolio

Market risk from non-trading portfolios stems from the potential impact of changes in interest rates and foreign exchange rates on UBA's net interest revenues, the changes in accumulated other comprehensive income (loss) from its investment portfolios and capital invested in foreign currencies.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.4 MARKET RISK (CONTINUED)

#### (a) Overview (Continued)

The management of banking book related market risk exposures involves managing the potential adverse effect of interest rate movements on banking book earnings (net interest income and banking book MTM profit or loss) and economic value of equity. Market risk in the banking book arises as a result of the mismatch between the future yield on assets and their funding cost and also the different re-pricing characteristics of banking book assets and liabilities. UBA Group uses a variety of tools to track and manage this risk. These tools include;

- Re-pricing gap analysis
- Liquidity gap analysis
- Earnings-at-Risk (EAR)
- Sensitivity Analysis

#### (vi) Exposure to interest rate risk- non-trading portfolio

UBA Group's principal measure of risk to net interest revenue is interest rate exposure (IRE). This is the risk that changes in interest rates could have a negative impact on the Bank's margins, earnings and capital. The objective of the Bank's interest rate risk management is to ensure that earnings are stable and predictable over time. The Bank is exposed to interest rate risk through the interest-bearing assets and liabilities in its trading and banking books. Non-traded interest rate risk arises in the banking book from the provision of retail and wholesale (non-traded) banking products and services, as well as from certain structural exposures within the Group balance sheet, mainly due to different re-pricing characteristics of banking book assets and liabilities.

Interest rate risk is managed principally through monitoring interest rate gaps and having pre-approved limits for re-pricing bands. There will always be a mis-match between maturing assets and maturing liabilities, and changes in interest rates means that the Net Interest Margin (NIM) is affected on a daily basis by maturing and re-pricing activities. This change is measured through calculation of Earnings at Risk or EaR on a portfolio over the life of its assets and liabilities. EaR is usually calculated at various levels of change to simulate the likely change in the course of normal business or the expected risk where there is an unusual market event. GALCO has oversight for compliance with these limits and execution of gapping strategy is carried out by Group Treasury.

The management of interest rate risk against interest rate gap limits is supplemented by monitoring the sensitivity of the Group's financial assets and liabilities to various standard and non-standard interest rate scenarios.

In order to manage changes in interest rates effectively, the Group may modify pricing on new customer loans and deposits, purchase fixed rate securities, issue debt that is either fixed or floating or enter into derivative transactions that have the opposite risk exposures. UBA regularly assesses the viability of these and other strategies to reduce its interest rate risks and implements such strategies when it believes those actions are prudent.

#### (b) Interest rate risk

UBA Group's operations are subject to the risk of interest rate fluctuations to the extent that interest-earning assets (including investments) and interest-bearing liabilities mature or re-price at different times or in differing amounts. Risk management activities are aimed at optimising net interest income and maintaining market interest rate levels consistent with the Group's business strategies.

The table below is a summary of the group's interest rate gap position at the reporting date. All assets, liabilities and derivatives instruments are allocated to gap intervals based on either their re-pricing or maturity characteristics. The Group's assets and liabilities are included at carrying amount and categorised by the earlier of their contractual re-pricing or maturity dates. Assets and liabilities for which no identifiable contractual repricing or maturity dates exist are allocated to gap intervals based on behavioural profiling. Overall non-trading interest rate risk positions are managed by Group Treasury which uses investment securities, advances to other financial institutions (banks and discount houses) to manage the overall position arising from the Group's non-trading activities.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.4 MARKET RISK (CONTINUED)

#### (b) Interest rate risk - (Continued)

December 31, 2020

Group

*In millions of Nigerian Naira*

	Re-pricing period						Non-interest bearing
	Carrying amount	< 1 month	1-3 months	3-6 months	6-12 months	More than 1 year	
Cash and bank balances	1,874,618	62,451	-	40,511	23,870	-	1,747,786
Financial assets at FVTPL							
Treasury bills	176,172	7,483	10,472	150,281	7,936	-	-
Promissory notes	75	-	-	-	75	-	-
Bonds	38,153	-	-	-	-	38,153	-
Loans and advances to banks	77,419	31,464	36,277	9,678	-	-	-
Loans and advances to customers:							
Individual							
Term loans	161,184	3,391	8,873	80,233	13,620	55,067	-
Overdrafts	19,890	19,890	-	-	-	-	-
Corporates							
Term loans	1,813,652	63,261	286,987	363,721	231,834	867,849	-
Overdrafts	558,760	558,760	-	-	-	-	-
Others	1,489	-	32	1,457	-	-	-
Investment securities:							
At FVOCI:							
Treasury bills	1,142,908	56,756	54,939	226,137	805,076	-	-
Bonds	150,822	4,344	-	-	-	146,478	-
Equity	127,797	-	-	-	-	-	127,797
At amortised cost:							
Treasury bills	716,448	22,663	21,937	90,260	581,588	-	-
Bonds	443,708	10,411	-	-	-	433,297	-
Derivative assets	53,148	-	-	-	-	-	53,148
Other assets	75,758	-	-	-	-	-	75,758
	<b>7,432,001</b>	<b>840,874</b>	<b>419,517</b>	<b>962,278</b>	<b>1,663,999</b>	<b>1,540,844</b>	<b>2,004,489</b>
Derivative liability	508	-	-	-	-	-	508
Deposits from banks	418,157	418,157	-	-	-	-	-
Deposits from customers	5,676,011	1,980,552	749,746	14,494	883	177	2,930,159
Other liabilities	147,162	-	-	-	-	-	147,162
Borrowings	694,355	-	64,345	127,983	211,689	290,338	-
	<b>6,936,193</b>	<b>2,398,709</b>	<b>814,091</b>	<b>142,477</b>	<b>212,572</b>	<b>290,515</b>	<b>3,077,829</b>
<b>Gaps</b>	<b>495,808</b>	<b>(1,557,835)</b>	<b>(394,574)</b>	<b>819,801</b>	<b>1,451,427</b>	<b>1,250,329</b>	<b>(1,073,340)</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.4 MARKET RISK (CONTINUED)

#### (b) Interest rate risk (Continued)

December 31, 2019

Group	Re-pricing period						
	Carrying amount	< 1 month	1-3 months	3-6 months	6-12 months	More than 1 year	Non-interest bearing
<i>In millions of Nigerian Naira</i>							
Cash and bank balances	1,396,228	88,974	-	40,511	23,870	-	1,242,873
Financial assets at FVTPL							
Treasury bills	35,631	7,483	10,472	9,740	7,936	-	-
Promissory note	59,038	-	-	-	59,038	-	-
Bonds	7,719	-	-	-	-	7,719	-
Loans and advances to banks	108,211	59,799	38,734	9,678	-	-	-
Loans and advances to customers:							
Individual							
Term loans	88,960	3,391	8,873	8,009	13,620	55,067	-
Overdrafts	16,812	16,812	-	-	-	-	-
Corporates		-	-	-	-	-	
Term loans	1,526,409	63,261	286,987	76,478	231,834	867,849	-
Overdrafts	426,036	426,036	-	-	-	-	-
Others	2,930	-	32	2,898	-	-	-
Investment securities:							
At FVOCI:							
Treasury bills	678,243	56,756	54,939	226,043	340,505	-	-
Bonds	108,697	4,344				104,353	-
Equity	114,108	-	-	-	-	-	114,108
At amortised cost:							
Treasury bills	461,353	22,663	21,937	90,260	326,493	-	-
Bonds	209,645	10,411	-	-	-	199,234	
Derivative assets	48,131	-	-	-	-	-	48,131
Other assets	111,912	-	-	-	-	-	111,912
	5,400,063	759,930	421,974	463,617	1,003,296	1,234,222	1,517,024
Derivative liability	852	-	-	-	-	-	852
Deposits from banks	267,070	267,070	-	-	-	-	-
Deposits from customers	3,832,884	1,580,552	549,746	14,494	883	177	1,687,032
Other liabilities	86,937	-	-	-	-	-	86,937
Subordinated liabilities	30,048	-	-	-	-	30,048	-
Borrowings	758,682	-	64,345	127,983	211,689	354,665	-
	4,976,473	1,847,622	614,091	142,477	212,572	384,890	1,774,821
Gaps	423,590	(1,087,692)	(192,117)	321,140	790,724	849,332	(257,797)

# Notes to Financial Statements - Continued

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT CONTINUED)

### 4.4 MARKET RISK (CONTINUED)

#### (b) Interest rate risk (Continued)

December 31, 2020

Bank

*In millions of Nigerian Naira*

	Re-pricing period						Non-interest bearing
	Carrying amount	< 1 month	1-3 months	3-6 months	6-12 months	More than 1 year	
Cash and bank balances	1,436,822	9,954	-	17,413	23,870	-	1,385,585
Financial assets at FVTPL							
Treasury bills	168,035	7,483	9,988	142,628	7,936	-	-
Promissory notes	75	-	-	-	75	-	-
Bonds	2,948	-	-	-	-	2,948	-
Loans and advances to banks	65,058	58,609	38,734	-32,285	-	-	-
Loans and advances to customers:							
Individual							
Term loans	55,346	2,445	3,239	3,099	5,169	41,394	-
Overdrafts	10,250	10,250	-	-	-	-	-
Corporates							
Term loans	1,377,804	49,790	157,799	76,226	177,240	916,749	-
Overdrafts	367,645	367,645	-	-	-	-	-
Others	1,491	-	32	1,459	-	-	-
Investment securities:							
At FVOCI:							
Treasury bills	1,101,232	47,651	46,126	189,782	817,673	-	-
Bonds	5,592	4,344	-	-	-	1,248	-
Equity	126,860	-	-	-	-	-	126,860
At amortised cost:							
Bonds	72,276	10,410	-	-	-	61,866	-
Derivative assets	53,148	-	-	-	-	-	53,148
Other assets	74,574	-	-	-	-	-	74,574
	<b>4,919,156</b>	<b>568,581</b>	<b>255,918</b>	<b>398,322</b>	<b>1,031,963</b>	<b>1,024,205</b>	<b>1,640,167</b>
Derivative liability	508	-	-	-	-	-	508
Deposits from banks	121,815	121,815	-	-	-	-	-
Deposits from customers	3,824,143	1,136,131	395,168	10,419	634	127	2,281,664
Other liabilities	88,456	-	-	-	-	-	88,456
Subordinated liabilities	-	-	-	-	-	-	-
Borrowings	688,280	-	64,345	127,983	211,689	284,263	-
	<b>4,723,202</b>	<b>1,257,946</b>	<b>459,513</b>	<b>138,402</b>	<b>212,323</b>	<b>284,390</b>	<b>2,370,628</b>
<b>Gaps</b>	<b>195,954</b>	<b>(689,365)</b>	<b>(203,595)</b>	<b>259,920</b>	<b>819,640</b>	<b>739,815</b>	<b>(730,461)</b>



# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.4 MARKET RISK (CONTINUED)

#### (b) Interest rate risk (Continued)

December 31, 2019

Bank

*In millions of Nigerian Naira*

#### Financial assets at FVTPL

	Re-pricing period						Non-interest bearing
	Carrying amount	< 1 month	1-3 months	3-6 months	6-12 months	More than 1 year	
Cash and bank balances	1,182,554	53,265	-	40,511	23,870	-	1,064,908
Treasury bills	35,631	7,483	10,472	9,740	7,936	-	-
Promissory notes	59,038	-	-	-	59,038	-	-
Bonds	7,719	-	-	-	-	7,719	-
Loans and advances to banks	99,849	58,609	38,734	2,506	-	-	-
Loans and advances to customers:							
Individual							
Term loans	36,068	2,445	3,239	3,099	5,169	22,116	-
Overdrafts	8,867	8,867	-	-	-	-	-
Corporates							
Term loans	1,175,012	49,790	157,799	76,226	177,240	713,957	-
Overdrafts	280,503	280,503	-	-	-	-	-
Others	2,930	-	32	2,898	-	-	-
Investment securities:							
At FVOCI:							
Treasury bills	634,209	47,651	46,126	189,782	350,650	-	-
Bonds	24,931	4,344	-	-	-	20,587	-
Equity	113,518	-	-	-	-	-	113,518

#### At amortised cost:

Bonds	74,017	10,410	-	-	-	63,607	-
Derivative assets	48,131	-	-	-	-	-	48,131
Other assets	98,197	-	-	-	-	-	98,197
	<b>3,881,174</b>	<b>523,367</b>	<b>256,402</b>	<b>324,762</b>	<b>623,903</b>	<b>827,986</b>	<b>1,324,754</b>
Derivative liability	852	-	-	-	-	-	852
Deposits from banks	92,717	92,717	-	-	-	-	-
Deposits from customers	2,764,388	1,136,131	395,168	10,419	634	127	1,221,909
Other liabilities	51,421	-	-	-	-	-	51,421
Subordinated liabilities	30,048	-	-	-	-	30,048	-
Borrowings	744,094	-	64,345	127,983	211,689	340,077	-
	<b>3,683,520</b>	<b>1,228,848</b>	<b>459,513</b>	<b>138,402</b>	<b>212,323</b>	<b>370,252</b>	<b>1,274,182</b>
<b>Gaps</b>	<b>197,654</b>	<b>(705,481)</b>	<b>(203,111)</b>	<b>186,360</b>	<b>411,580</b>	<b>457,734</b>	<b>50,572</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.4 MARKET RISK (CONTINUED)

#### Interest rate sensitivity analysis of floating rate financial instruments

The tables below shows the impact of interest rate changes (increase / decrease) on the Group's floating-rate financial instrument portfolios and the effect on income statement. The sensitivity analysis is based on a conservative assumption of 50 basis point change on the instrument with other variables remaining constant and also assuming there is no asymmetrical movement in yield curve.

In millions of Nigerian Naira

#### Borrowings

- Sumitomo Mitsui Banking Corporation (note 37.9)	44,056	36,608
- European Investment Bank (EIB) (note 37.3)	20,811	23,356
- Africa Trade Finance Limited (note 37.4)	32,004	32,846
- Eurobond debt security (note 37.5)	199,256	181,022
- African Development Bank (note 37.6)	40,422	46,385
- Abu Dhabi Commercial Bank (ADCB)(note 37.12)	8,014	-
- Proparco (note 37.8)	34,048	-
- Agence Francaise de Development (AFD) (note 37.7)	7,971	-
- CitiBank (note 37.10)	20,241	-
- African Export-Import Bank (note 37.11)	119,566	-
- Credit Suisse	0	110,509
- JP Morgan Securities Limited	0	73,185
- Others (note 37.16)	6,075	-
- Mashreqbank psc (note 37.13)	16,192	18,277
- Rand Merchant Bank (note 37.14)	40,438	55,280
- ABSA Bank Limited (note 37.15)	30,264	27,380
- Others (note 37.16)	6,075	-

Group		Bank	
Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
625,433	604,848	613,283	590,260
Impact on profit or loss:			
Favourable change @ 0.5% increase in rates	(3,127)	(3,344)	(3,066)
Unfavourable change @ 0.5% reduction in rates	3,127	3,344	3,066

#### (c) Price risk

The Group is exposed to the impact of price changes on its financial assets measured at FVTPL, FVTOCI and its equity instruments.

#### Price sensitivity analysis for financial instruments measured at FVTPL

The table below shows the impact of price changes (increase / decrease) on the Group's financial assets measured at fair value and the effect on profit & loss. For the purpose of sensitivity analysis, a conservative assumption of 2% change in prices with other variables remaining constant was made.

In millions of Nigerian Naira

#### Financial assets at FVTPL

Treasury bills	176,172	35,631
Government bonds	38,153	7,719

Group		Bank	
Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
214,325	43,350	170,983	43,350
Impact on profit or loss:			
Favourable change @ 2% increase in prices	(4,287)	(867)	(3,420)
Unfavourable change @ 2% reduction in prices	4,287	867	3,420
Derivative assets			
53,148	48,131	53,148	48,131
Impact on profit or loss:			
Favourable change @ 2% increase in rates	(1,063)	(963)	(1,063)
Unfavourable change @ 2% reduction in rates	1,063	963	1,063
Derivative liabilities			
508	852	508	852
Impact on income statement:			
Favourable change @ 2% increase in rates	10	17	10
Unfavourable change @ 2% reduction in rates	(10)	(17)	(10)

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.4 MARKET RISK (CONTINUED)

#### Price sensitivity analysis for financial instruments measured at FVOCI:

The table below shows the impact of price changes (increase / decrease) on the Group's financial instruments at FVOCI and the effect on other comprehensive income. For debt securities which are categorised under level 1 in the fair value hierarchy, a 2% change in prices has been assumed with other variables remaining constant.

*In millions of Nigerian Naira*

#### Borrowings

Debt securities

Investment securities at FVOCI:

Treasury bills

Government bonds

#### Total

Impact on other comprehensive income statement:

Favourable change @ 2% increase in prices

Unfavourable change @ 2% reduction in prices

Group		Bank	
Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
1,142,908	678,243	1,101,232	634,209
150,822	108,697	5,592	24,931
<b>1,293,730</b>	<b>786,940</b>	<b>1,106,824</b>	<b>659,140</b>
25,875	15,739	22,136	13,183
(25,875)	(15,739)	(22,136)	(13,183)

#### Equity price risk

Equity price risk is the risk that the fair value of equities decreases as a result of changes in the level of equity indices and individual stocks. The non-trading equity price risk exposure arises from equity securities classified as FVOCI. The sensitivity analysis on the Group's total equity position is shown below.

Sensitivity analysis for level 1 equity securities is based on average movement in share price index for quoted shares during the year. Price sensitivity analysis for the Group's Level 2 unquoted equities was based on assumptions of a 5% change in the last trading prices obtained from over-the-counter (OTC) trades that were done as at the reporting date. For unquoted equity securities categorised under level 3 in the fair value hierarchy, 5% increases/decreases were assumed for the significant unobservable inputs (cost of equity and terminal growth rates).

*In millions of Nigerian Naira*

Investment securities at FVOCI

#### Total

#### Impact on Other comprehensive income:

Favourable change @ 5% increase in prices

Unfavourable change @ 5% reduction in prices

Group		Bank	
Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
123,756	111,496	122,819	110,906
<b>123,756</b>	<b>111,496</b>	<b>122,819</b>	<b>110,906</b>
6,212	12,025	6,212	12,025
(5,597)	(9,871)	(5,597)	(9,871)

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.4 MARKET RISK (CONTINUED)

#### (d) Exchange rate exposure limits

##### FCY sensitivity analysis on foreign exchange rate

Foreign exchange risk is the risk of an adverse impact on the group's financial position or earnings or key ratios as a result of movements in foreign exchange rates impacting balance sheet exposures. The group is exposed to foreign exchange rate both as a result of on-balance sheet transactions in a currency other than the Naira, as well as through structural foreign exchange risk from the translation of its foreign operations' results into Naira. The impact on equity as a result of structural foreign exchange risk is recognised in the foreign currency translation reserve balance. Foreign exchange risk is primarily controlled via in-country macro-prudential and regulatory limits as well as the group's policies around trading limits. The Board and Group ALCO set limits on the level of exposure by currency and in aggregate for both overnight and intra day positions. These limits must be in line with regulatory Open Position Limit (OPL). Compliance with both internal limits and regulatory limits are monitored daily with zero tolerance for limit breaches. These limits include OPL, dealers' limit, overnight/intraday limits, maturity gap limits, management action trigger, product limits, counterparty limits and cross border limits.

The tables below show foreign currencies to which the Group had exposure at the end of the reporting period and the sensitivity of the Group's profit before tax and equity to changes in exchange rates. The analysis calculates the effect of reasonably possible movement of the foreign exchange rates against the Nigerian Naira (all other variables being constant) on the income statement due to changes to the carrying amounts of the Group's foreign currency sensitive financial assets and liabilities. A negative amount in the table reflects a potential net reduction in the income statement or equity, while a positive amount reflects a net potential increase. An equivalent decrease in each of the currencies below against the Nigerian Naira would have resulted in an equivalent but opposite impact.

For the purpose of disclosing the sensitivity analysis for foreign currency risk, the Group's foreign currency risk arising from the translation of its foreign operations are not taken into account even though they may have an impact on equity. This is because foreign currency risk can only arise on financial instruments denominated in a currency other than the functional currency in which they are measured and translation exposures arise from financial and non-financial items held by an entity with a functional currency different from the group's presentation currency.

The information disclosed on the net foreign currency (FCY) exposure is representative of the average exposure in the period. The Bank believes that for each foreign currency exposure, it is reasonable to assume 10% depreciation of the Naira holding all other variables constant.

#### Group

In millions of Nigerian Naira  
December 31, 2020

	Naira	US Dollar	Euro	Pound	Others	Total
Cash and bank balances	1,176,105	233,876	62,453	11,221	390,964	1,874,618
Financial assets at FVTPL	171,058	-	-	-	43,342	214,400
Derivative assets	53,148	-	-	-	-	53,148
Loans and advances to banks	-	64,190	13,217	12	-	77,419
Loans and advances to customers	955,518	824,304	38,503	37	736,613	2,554,975
Investment securities	1,521,656	12,850	1,477	-	1,044,808	2,580,791
Other assets	32,051	50,322	4,551	33	12,145	99,102
<b>Total financial assets</b>	<b>3,909,536</b>	<b>1,185,541</b>	<b>120,202</b>	<b>11,303</b>	<b>2,227,872</b>	<b>7,454,453</b>
<b>Derivative liability</b>	508	-	-	-	-	508
Deposits from banks	142,261	7,984	7,983	16	259,913	418,157
Deposits from customers	3,508,339	608,438	46,649	12,007	1,500,578	5,676,011
Other liabilities	30,668	52,821	14,805	317	48,552	147,162
Borrowings	74,996	619,359	-	-	-	694,355
<b>Total financial liabilities</b>	<b>3,756,772</b>	<b>1,288,601</b>	<b>69,436</b>	<b>12,340</b>	<b>1,809,043</b>	<b>6,936,193</b>
Swap and forward contracts	(500,413)	500,413	-	-	-	-
<b>Net FCY Exposure</b>		<b>397,353</b>	<b>50,766</b>	<b>(1,037)</b>	<b>418,829</b>	
Effect of naira depreciation by 10% on profit before tax		39,735	5,077	(104)	41,883	86,591
Effect of naira appreciation by 10% on profit before tax		(39,735)	(5,077)	104	(41,883)	(86,591)

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.4 MARKET RISK (CONTINUED)

#### (d) Exchange rate exposure limits (Continued)

FCY sensitivity analysis on foreign exchange rate .

#### Group

In millions of Nigerian Naira

December 31, 2019

	Naira	US Dollar	Euro	Pound	Others	Total
Cash and bank balances	904,710	301,584	57,158	9,598	123,178	1,396,228
Financial assets at FVTPL	102,388	-	-	-	-	102,388
Derivative assets	2,462	45,545	124	-	-	48,131
Loans and advances to banks	3,240	86,858	18,113	-	-	108,211
Loans and advances to customers	882,046	607,415	63,333	142	508,211	2,061,147
Investment securities	865,813	48,052	-	-	657,685	1,571,550
Other assets	64,373	16,852	14	7	30,666	111,912
<b>Total financial assets</b>	<b>2,825,032</b>	<b>1,106,306</b>	<b>138,742</b>	<b>9,747</b>	<b>1,319,740</b>	<b>5,399,567</b>
Derivative liability	852	-	-	-	-	852
Deposits from banks	13,955	188,546	4,455	1	60,113	267,070
Deposits from customers	2,193,537	607,495	27,391	7,606	996,855	3,832,884
Other liabilities	14,723	27,124	1,003	68	44,019	86,937
Borrowings	87,033	671,649	-	-	-	758,682
Subordinated liabilities	30,048	-	-	-	-	30,048
<b>Total financial liabilities</b>	<b>2,340,148</b>	<b>1,494,814</b>	<b>32,849</b>	<b>7,675</b>	<b>1,100,987</b>	<b>4,976,473</b>
Swap and forward contracts	(419,405)	419,405	-	-	-	-
<b>Net FCY Exposure</b>		<b>30,897</b>	<b>105,893</b>	<b>2,072</b>	<b>218,753</b>	
Effect of naira depreciation by 15% on profit before tax		4,562	15,884	311	32,813	53,569
Effect of naira appreciation by 15% on profit before tax		(4,562)	(15,884)	(311)	(32,813)	(53,569)

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 4 FINANCIAL RISK MANAGEMENT (CONTINUED)

### 4.4 MARKET RISK (CONTINUED)

#### (d) Exchange rate exposure limits

##### FCY sensitivity analysis on foreign exchange rate

##### Bank

In millions of Nigerian Naira

##### December 31, 2020

	Naira	US Dollar	Euro	Pound	Others	Total
Cash and bank balances	1,176,105	217,375	32,760	7,052	3,531	1,436,822
Financial assets at FVTPL	171,058	-	-	-	-	171,058
Derivative assets	53,148	-	-	-	-	53,148
Loans and advances to banks	-	51,829	13,217	12	-	65,058
Loans and advances to customers	955,518	761,051	95,939	28	-	1,812,536
Investment securities	1,292,253	12,910	-	-	-	1,305,163
Other assets	32,051	64,701	25	33	4	96,814
<b>Total financial assets</b>	<b>3,680,133</b>	<b>1,107,866</b>	<b>141,941</b>	<b>7,125</b>	<b>3,535</b>	<b>4,940,599</b>

Derivative liability	508	-	-	-	-	508
Deposits from banks	97	118,047	3,671	-	-	121,815
Deposits from customers	3,176,470	608,187	30,666	8,820	-	3,824,143
Other liabilities	30,668	41,995	13,483	304	2,007	88,456
Borrowings	74,996	613,284	-	-	-	688,280
<b>Total financial liabilities</b>	<b>3,282,739</b>	<b>1,381,512</b>	<b>47,819</b>	<b>9,124</b>	<b>2,007</b>	<b>4,723,201</b>

Swap and forward contracts	(500,413)	500,413	-	-	-	-
<b>Net FCY Exposure</b>		<b>226,766</b>	<b>94,122</b>	<b>(1,999)</b>	<b>1,528</b>	

Effect of naira depreciation by 15% on profit before tax		34,015	14,118	(300)	229	48,063
Effect of naira appreciation by 15% on profit before tax		(34,015)	(14,118)	300	(229)	(48,063)

##### December 31, 2019

Cash and bank balances	905,804	228,617	39,068	7,900	1,165	1,182,554
Financial assets held for trading	102,388	-	-	-	-	102,388
Derivative assets	48,131	-	-	-	-	48,131
Loans and advances to banks	-	81,736	18,113	-	-	99,849
Loans and advances to customers	880,941	559,002	63,296	141	-	1,503,380
Investment securities	834,135	12,079	-	-	-	846,214
Other assets	81,324	16,852	14	7	-	98,197
<b>Total financial assets</b>	<b>2,852,723</b>	<b>898,286</b>	<b>120,491</b>	<b>8,048</b>	<b>1,165</b>	<b>3,880,713</b>

Derivative liability	852	-	-	-	-	852
Deposits from banks	13,504	72,935	6,278	-	-	92,717
Deposits from customers	2,217,239	512,152	27,391	7,606	-	2,764,388
Other liabilities	10,587	39,326	1,003	68	437	51,421
Borrowings	87,033	657,061	-	-	-	744,094
Subordinated liabilities	30,048	-	-	-	-	30,048
<b>Total financial liabilities</b>	<b>2,359,263</b>	<b>1,281,474</b>	<b>34,672</b>	<b>7,674</b>	<b>437</b>	<b>3,683,520</b>

Swap and forward contracts	(419,405)	419,405	-	-	-	-
<b>Net FCY Exposure</b>		<b>36,217</b>	<b>85,819</b>	<b>374</b>	<b>728</b>	

Effect of naira depreciation by 15% on profit before tax		12,191	12,891	56	109	25,248
Effect of naira appreciation by 15% on profit before tax		(12,191)	(12,891)	(56)	(109)	(25,248)

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 5 CAPITAL

The Bank maintains an actively managed capital base to cover risks inherent in the business and is meeting the capital adequacy requirements of local banking supervisors. The Group's lead regulator, the Central Bank of Nigeria (CBN) sets and monitors capital requirements for the Bank. The parent company and individual banking operations are directly supervised by the Central Bank of Nigeria (CBN) and the respective regulatory authorities in the countries in which the subsidiary banking operations are domiciled.

### 5.1 CAPITAL MANAGEMENT

The primary objectives of the Group's capital management policy are to ensure that the Group complies with externally imposed capital requirements and maintains strong credit ratings and healthy capital ratios in order to support its business and to maximise shareholder value. The Group manages its capital structure and makes adjustments to it according to changes in economic conditions and the risk of its activities. In order to maintain or adjust its capital structure, the Bank may adjust the amount of dividend payment to shareholders, return capital to shareholders or issue capital securities. Capital management is overseen by the Board of Directors who have overall responsibility for ensuring adequate capital is maintained for the Group. The Group has a process of ensuring adequate capital is maintained and this process includes:"

- Capital planning
- Prudent portfolio management
- Capital adequacy stress testing
- Contingency Planning

The objective of the capital management process is to:

- Adequately assess impairment losses and impact on capital impairment;
- Meet CBN's capital adequacy requirements
- Optimise the use and allocation of capital resources and align our target capital with our optimum capital structure

### 5.2 REGULATORY CAPITAL

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders.

The group monitors regulatory capital using the capital adequacy ratio. This ratio is calculated as total regulatory capital divided by risk weighted assets. Total regulatory capital and risk weighted assets are calculated as shown in the table below.

The Central Bank of Nigeria sets and monitors capital requirements for the Bank. The parent company and individual banking operations are directly supervised by the Central Bank of Nigeria and the respective regulatory authorities in the countries in which the subsidiary banking operations are domiciled.

The Central Bank of Nigeria requires the Bank to maintain a prescribed ratio of total capital to total risk-weighted assets.

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

Tier 1 capital includes ordinary share capital, share premium, retained earnings, translation reserve and non-controlling interests after deductions for goodwill and intangible assets, and other regulatory adjustments relating to items that are included in equity but are treated differently for capital adequacy purposes.

Tier 2 capital includes qualifying subordinated liabilities and the element of the fair value reserve relating to unrealised gains on financial instruments classified as FVOCI.

Various limits are applied to elements of the capital base. Elements of Tier 2 capital are limited to a maximum of one-third of Tier 1 capital, after making deductions of goodwill, deferred tax asset and other intangible assets but before deductions of investments.

Banking operations are categorised mainly as trading book or banking book, and risk-weighted assets are determined according to specified requirements that seek to reflect the varying levels of risk attached to assets and off-balance sheet exposures.



# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 5 CAPITAL (CONTINUED)

### 5.2 REGULATORY CAPITAL (CONTINUED)

During the year, the Group's strategy, which was unchanged, was to maintain a strong capital base so as to retain investor, creditor and market confidence and to sustain future development of the business. The impact of the level of capital on shareholders' return is also recognised and the Group recognises the need to maintain a balance between the higher returns that might be possible with greater gearing and the advantages and security afforded by a sound capital position.

Capital adequacy ratio is the quotient of the capital base of the Bank and the Bank's risk weighted asset base. UBA Plc operates under an international banking authorization with a minimum regulatory capital of N50 billion and a minimum capital adequacy ratio of 15%. During the year, the Group complied with all external capital requirements.

	Group		Bank	
	Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
<i>In millions of Nigeria naira</i>				
<b>Tier 1 capital</b>				
Ordinary share capital	17,100	17,100	17,100	17,100
Share premium	98,715	98,715	98,715	98,715
Retained earnings	255,059	198,037	95,480	103,442
Other reserves	39 115,379	102,248	97,451	86,068
Gross Tier 1 capital	486,253	416,100	308,746	305,325
Less:				
Deferred tax on accumulated losses	39 7,522	7,433	7,816	6,362
Intangible assets	28,900	17,671	16,237	7,070
<b>Tier 1 Capital After Regulatory Deduction</b>	<b>449,831</b>	<b>390,996</b>	<b>284,693</b>	<b>291,893</b>
Investment in subsidiaries	29, 28 -	-	(51,638)	(51,638)
<b>Eligible Tier 1 Capital</b>	<b>449,831</b>	<b>390,996</b>	<b>233,055</b>	<b>240,255</b>
<b>Tier 2 capital</b>				
Fair value reserve for securities measured at FVOCI	39 122,807	117,408	123,421	117,995
Subordinated liabilities	38 -	30,048	-	30,048
Less: limit of tier 2 to tier 1 capital	(28,523)	(50,745)	(28,523)	(50,745)
<b>Qualifying Tier 2 Capital Before Deductions</b>	<b>94,284</b>	<b>96,711</b>	<b>94,898</b>	<b>97,298</b>
Less: Investment in subsidiaries	-	-	(51,638)	(51,889)
<b>Net Tier 2 Capital</b>	<b>94,284</b>	<b>96,711</b>	<b>43,260</b>	<b>45,409</b>
<b>Qualifying capital</b>				
Net Tier I regulatory capital	449,831	390,996	233,055	240,255
Net Tier II regulatory capital	94,284	96,711	43,260	45,409
<b>Total qualifying capital</b>	<b>544,115</b>	<b>487,707</b>	<b>276,315</b>	<b>285,664</b>
<b>Composition of risk-weighted assets:</b>				
Risk-weighted amount for credit risk	1,685,209	1,276,098	991,245	918,586
Risk-weighted amount for operational risk	732,958	704,752	396,319	369,284
Risk-weighted amount for market risk	16,160	38,148	15,390	40,361
<b>Total Basel II Risk-weighted assets</b>	<b>2,434,326</b>	<b>2,018,998</b>	<b>1,402,955</b>	<b>1,328,231</b>
<b>Basel II Capital ratios</b>				
Risk Weighted Capital Adequacy Ratio	22.4%	24.2%	19.7%	21.5%

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 5.3 CAPITAL ALLOCATION

The allocation of capital between specific operations and activities is to a large extent, driven by optimisation of the return achieved on the capital allocated. The amount of capital allocated to each operation or activity is based primarily upon the regulatory capital but in some cases the regulatory requirements do not reflect fully the varying degree of risk associated with different activities. In such cases the capital requirements may be flexed to reflect differing risk profiles, subject to the overall level of capital to support a particular operation or activity not falling below the minimum required for regulatory purposes.

Although maximisation of the return on risk-adjusted capital is the principal basis used in determining how capital is allocated within the Group to particular operations or activities, it is not the sole basis used for decision making. Account also is taken of synergies with other operations and activities, the availability of management and other resources, and the fit of the activity with the Group's longer term strategic objectives.

## 6 FAIR VALUE MEASUREMENT

### Fair values of financial instruments

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 judgment depending on liquidity, concentration, uncertainty of market factors, pricing assumptions and other risks affecting the specific instrument.

### 6.1 VALUATION MODELS

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

- Level 1: inputs that are quoted market prices (unadjusted) in active markets for identical instruments. The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date. A market is regarded as active 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. The quoted market price used for financial assets held by the Group is the current bid price. These instruments are included in Level 1. Instruments included in Level 1 comprise primarily quoted equity and debt investments classified as trading securities or available for sale.
- 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. The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined by using valuation techniques. These valuation techniques maximize the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2. If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

Specific valuation techniques used to value financial instruments include:

- Quoted market prices or dealer quotes for similar instruments;
- The fair value of interest rate swaps is calculated as the present value of the estimated future cash flows based on observable yield curves;
- The fair value of forward foreign exchange contracts is determined using forward exchange rates at the balance sheet date, with the resulting value discounted back to present value;
- Other techniques, such as discounted cash flow analysis, are used to determine fair value for the remaining financial instruments.
- 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, Black-Scholes and polynomial option pricing models and other valuation models. Assumptions and inputs used in valuation techniques include risk-free and benchmark interest rates, credit spreads and other premia used in estimating discount rate, bond and equity prices, foreign currency exchange rates, equity and equity index prices and expected price volatilities and correlations.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 6 FAIR VALUE MEASUREMENT (CONTINUED)

### 6.1 VALUATION MODELS (CONTINUED)

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 recognized valuation models for determining the fair value of common and more simple financial instruments, such as interest rate and currency swaps that use only observable market data and require little management judgment and estimation. Observable prices or model inputs are usually available in the market for listed debt and equity securities, exchange-traded derivatives and simple over-the-counter derivatives such as interest rate swaps. Availability of observable market prices and model inputs reduces the need for management judgment 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. The Group's valuation methodology for securities uses a discounted cash flow methodology and dividend discount methodology. The methodologies are often used by market participants to price similar securities.

For more complex instruments, the Group uses proprietary valuation models, which are usually developed from recognized valuation models. Some or all of the significant inputs into these models may not be observable in the market, and are derived from market prices or rates or are estimated based on assumptions. Valuation models that employ significant unobservable inputs require a higher degree of management judgment and estimation in the determination of fair value. Management judgment and estimation are usually required for selection of the appropriate valuation model to be used, determination of expected future cash flows on the financial instrument being valued, determination of the probability of counterparty default and prepayments and selection of appropriate discount rates.

Fair value estimates obtained from models are adjusted for any other factors such as liquidity risk or model uncertainties, to the extent that the Group believes that a third party market participant would take them into account in pricing a transaction. Fair values reflect the credit risk of the instrument and include adjustments to take account of the credit risk of the Group entity and the counterparty where appropriate. For measuring derivatives that might change classification from being an asset to a liability or vice versa such as interest rate swaps, fair values take into account both credit valuation adjustment (CVA) and debit valuation adjustment (DVA) when market participants take this into consideration in pricing the derivatives.

Model inputs and values are calibrated against historical data and published forecasts and where possible, against current or recent observed transactions in different instruments and against broker quotes. This calibration process is inherently subjective and it yields ranges of possible inputs and estimates of fair value, and management judgment is required to select the most appropriate point in the range.

If the Group measures portfolios of financial assets and financial liabilities on the basis of net exposures to market risks, then it applies judgment in determining appropriate portfolio-level adjustments such as bid-ask spreads and relevant risk premiums.

### 6.2 VALUATION FRAMEWORK

The Group has an established control framework with respect to the measurement of fair values. This framework includes an Investor Relations and Portfolio Investments Management Unit which is independent of front office management and reports to the Group Chief Financial Officer, and which has overall responsibility for valuations. There is also the Risk Measurement unit responsible for independent independently verifying the results of third party valuation. Specific controls include:

- Verification of observable pricing;
- Re-performance of model valuations;
- A review and approval process for new models and changes to models involving both Product Control and Group Market Risk;
- periodic calibration and back-testing of models against observed market transactions;
- Analysis and investigation of significant daily valuation movements; and
- Review of significant unobservable inputs, valuation adjustments and significant changes to the fair value measurement of level 3 instruments compared with the previous month, by a committee of senior Product Control and Group Market Risk personnel.

When third party information, such as broker quotes or pricing services, is used to measure fair value, the risk measurement unit assesses and documents the evidence obtained from the third parties to support the conclusion that such valuations meet the requirements of IFRS. This includes:

- Verifying that the broker or pricing service is approved by the Group for use in pricing the relevant type of financial instrument;
- Understanding how the fair value has been arrived at and the extent to which it represents actual market transactions;
- When prices for similar instruments are used to measure fair value, how these prices have been adjusted to reflect the characteristics of the instrument subject to measurement; and
- If a number of quotes for the same financial instrument have been obtained, then how fair value has been determined using those quotes.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 6 FAIR VALUE MEASUREMENT (CONTINUED)

### 6.3 FINANCIAL INSTRUMENTS MEASURED AT FAIR VALUE

The table below analyses financial instruments measured at fair value at the end of the reporting period, 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. All fair value measurements are recurring.

**Group:**  
**December 31, 2020**

*In millions of Nigerian Naira*

#### Assets

##### Financial assets at FVTPL

Note	Level 1	Level 2	Level 3	Total
23				
Government bonds	-	38,153	-	38,153
Promissory notes		75		75
Treasury bills	-	176,172	-	176,172

Derivative assets measured at fair value through profit and loss: 33(a) - 53,148 - 53,148

##### Investment securities at FVOCI

Note	Level 1	Level 2	Level 3	Total
26				
Treasury bills	-	1,142,908	-	1,142,908
Bonds	-	150,822	-	150,822
Equity investments	4,041	-	123,756	127,797

**Total assets** **4,041 1,561,278 123,756 1,689,075**

#### Liabilities

Financial liabilities at fair value through profit or loss

Note	Level 1	Level 2	Level 3	Total
33(b)	-	508	-	508

**Bank:**  
**December 31, 2020**

*In millions of Nigerian Naira*

#### Assets

##### Financial assets at FVTPL

Note	Level 1	Level 2	Level 3	Total
23				
Government bonds	-	2,948	-	2,948
Promissory notes		75	-	75
Treasury bills	-	168,035	-	168,035
Derivative assets measured at fair value through profit and loss:	33(a)	53,148	-	53,148

##### Investment securities at FVOCI

Note	Level 1	Level 2	Level 3	Total
26				
Treasury bills	-	1,101,232	-	1,101,232
Bonds	-	5,592	-	5,592
Equity investments	4,041	-	122,819	126,860

**Total assets** **4,041 1,331,030 122,819 1,457,890**

#### Liabilities

**Financial liabilities at fair value through profit or loss**

Note	Level 1	Level 2	Level 3	Total
33(b)	-	508	-	508

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 6 FAIR VALUE MEASUREMENT (CONTINUED)

### 6.3 FINANCIAL INSTRUMENTS MEASURED AT FAIR VALUE (CONTINUED)

The table below analyses financial instruments measured at fair value at the end of the reporting period, 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. All fair value measurements are recurring.

#### Group:

December 31, 2019

*In millions of Nigerian Naira*

#### Assets

##### Financial assets held for trading

Note	Level 1	Level 2	Level 3	Total
23				
Government bonds	-	7,719	-	7,719
Promissory notes		59,038		59,038
Treasury bills	-	35,631	-	35,631
Derivative assets measured at fair value through profit and loss:	33(a)	48,131	-	48,131

##### Investment securities at FVOCI

26				-
Treasury bills	-	678,243		678,243
Bonds	-	108,697	-	108,697
Equity investments	2,612	3,088	108,408	114,108
<b>Total assets</b>	<b>2,612</b>	<b>3,088</b>	<b>108,408</b>	<b>1,015,936</b>

#### Liabilities

##### Financial liabilities

33(b)	-	852	-	852
-------	---	-----	---	-----

#### Bank:

December 31, 2019

*In millions of Nigerian Naira*

#### Assets

##### Financial assets held for trading

Note	Level 1	Level 2	Level 3	Total
23				
Government bonds	-	7,719	-	7,719
Promissory notes	-	59,038	-	59,038
Treasury bills	-	35,631	-	35,631
Derivative assets measured at fair value through profit and loss:	33(a)	48,131	-	48,131

##### Investment securities at FVOCI

26				
Treasury bills	-	634,209	-	634,209
Bonds	-	24,931	-	24,931
Equity investments	2,612	3,088	107,818	113,518
<b>Total Asset</b>	<b>2,612</b>	<b>812,747</b>	<b>107,818</b>	<b>923,177</b>

#### Liabilities

##### Financial liabilities

33(b)		852		852
-------	--	-----	--	-----

# Notes to Financial Statements (Continued)

## For the year ended December 31, 2020

### 6 FAIR VALUE MEASUREMENT (CONTINUED)

#### 6.3 FINANCIAL INSTRUMENTS MEASURED AT FAIR VALUE (CONTINUED)

The following table presents the changes in level 3 instruments during the year. Level 3 instruments are all unquoted equities.

<i>In millions of Nigerian Naira</i>	Group		Bank	
	Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
Balance, beginning of year	108,408	97,998	107,818	97,487
Addition during the year	347	79	-	-
Gain recognised in other comprehensive income (under fair value gain on FVOCI)	10,875	9,223	10,875	9,223
Translation differences	4,126	1,108	4,126	1,108
<b>Balance end of year</b>	<b>123,756</b>	<b>108,408</b>	<b>122,819</b>	<b>107,818</b>

- (i) The fair value of the Group's equity investment in CSCS Limited was previously categorised as level 3 in the fair value hierarchy. This was because the shares were not listed on an exchange and there were no recent observable arm's length transactions in the shares. In 2015 however, CSCS shares became available for over-the-counter (OTC trades). The fair value measurement was therefore transferred from level 3 to level 2. Also in 2019, the fair value of MTN shares was transferred from level 2 to level 1 in the fair value hierarchy due to the listing and trading of the shares of MTN Nigeria on the Nigerian Stock Exchange (NSE) and the interests was eventually disposed in Dec-20. There were no transfers from level 2 to level 3 in 2020.
- (ii) Level 2 fair value measurements  
These prices are a reflection of the actual fair value of the investments, as transactions consummated under the OTC trades were arms length transactions. The Group's Level 2 derivative contracts were valued using interest rate parity method discounted to present value due to time value of money. Inputs to the valuation models are all based on market conditions existing at the end of each reporting period. These derivative contracts are not traded in active markets.
- (iii) Level 3 fair value measurements - Unobservable inputs used in measuring fair value  
All valuation processes and techniques are subject to review and approval by the Finance and General Purpose Committee of the Board of Directors. There was no change in the Group's valuation technique during the period.

The table below sets out information about significant unobservable inputs used as at December 31, 2020 in measuring financial instruments categorised as Level 3 in the fair value hierarchy:

Type of financial instrument	Fair value as at December 31, 2020 N'million	Fair value as at December 31, 2019 N'million	Valuation technique	Unobservable input	Range of estimates for unobservable inputs (31 December 2020)	Range of estimates for unobservable inputs (31 December 2019)	Relationship of unobservable inputs to fair value
Unquoted equity securities	122,718	101,216	Income Approach (Discounted cash flow method)	Cost of equity	12.7% - 17.5%	8.00% - 23.40%	Significant increases in cost of equity, in isolation, would result in lower fair values. Significant reduction would result in higher fair values
				Terminal growth rate	1.7%-2.4%	2.5%-2.6%	Significant increases in terminal growth rate, in isolation, would result in higher fair values. Significant reduction would result in lower fair values
	-	-	Income Approach (Dividend discount model)	Cost of equity	-	-	Significant increases in cost of equity, in isolation, would result in lower fair values. Significant reduction would result in higher fair values
				Terminal growth rate	-	-	Significant increases in terminal growth rate, in isolation, would result in higher fair values. Significant reduction would result in lower fair values.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 6 FAIR VALUE MEASUREMENT (CONTINUED)

### 6.3 FINANCIAL INSTRUMENTS MEASURED AT FAIR VALUE (CONTINUED)

#### (iv) Level 3 fair value measurements - Unobservable inputs used in measuring fair value (continued)

Significant unobservable inputs are developed as follows:

##### Discounted cash flow

- The Group used the Capital Asset Pricing Model to determine the cost of equities for its various unquoted equities which were fair valued at year end.
- The risk free rate was determined using the yield on 30-year US treasury bond (for unquoted securities denominated in USD) and longest tenured Federal Government of Nigeria bond (for unquoted securities denominated in Nigerian naira).
- Equity risk premium was determined using market returns obtained from PricewaterhouseCoopers and KPMG industry surveys.
- Beta estimates were obtained from Damodaran Online.

##### Dividend discount model

- The Group used the build-up approach to determine cost of equities for its various unquoted equities which were fair valued using dividend discount model at year end.
- The risk free rate was determined using the yield on the longest tenured sovereign bonds.
- The dividend growth rate was determined using the historical five years weighted average growth rate of dividends paid by the respective entities
- Equity risk premium were obtained from Damodaran Online (with specific focus on emerging markets data), adjusted for size premium.

#### (v) Level 3 fair value measurements - Effect of unobservable inputs on fair value measurement

The Group believes that its estimates of fair values are appropriate. However, the use of different methodologies or assumptions could lead to different measurements of fair value. For fair value measurements in Level 3, changing the cost of equity or terminal growth rate by a reasonable possible value, in isolation, would have the following effects on other comprehensive income for the period:

*In millions of Nigerian Naira*

Key Assumption

	Effect on other comprehensive income (OCI)			
	Dec. 2020		Dec. 2019	
	5% Increase	5% Decrease	5% Increase	5% Decrease
Cost of Equity	(5,710)	6,325	(12,996)	14,949
Terminal Growth Rate	113	(113)	3,279	(3,078)



# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 6 FAIR VALUE MEASUREMENT (CONTINUED)

### 6.4 FINANCIAL INSTRUMENTS NOT MEASURED AT FAIR VALUE

The table below sets out the fair values of financial instruments not carried at fair value and analyses them by the level in the fair value hierarchy into which each fair value measurement is categorised.

Group	Level 1	Level 2	Level 3	Total fair value	Carrying amount
<i>In millions of Nigerian Naira</i>					
<b>December 31, 2020</b>					
<b>Assets</b>					
Cash and bank balances	-	-	1,874,618	1,874,618	1,874,618
Loans and advances to banks	-	-	78,295	78,295	77,419
Loans and advances to customers					
-Individual					
Term loans	-	-	165,663	165,663	161,184
Overdrafts	-	-	22,177	22,177	19,890
-Corporate					
Term loans	-	-	1,830,951	1,830,951	1,813,652
Overdrafts	-	-	575,072	575,072	558,760
Others		-	1,505	1,505	1,489
Investment Securities - Amortised cost					
Treasury bills	-	716,448	-	716,448	716,448
Bonds	-	371,432	-	371,432	443,708
Other assets	-	75,758	-	75,758	75,758
<b>Liabilities</b>					
Deposits from banks	-		418,157	418,157	418,157
Deposits from customers	-	-	5,676,011	5,676,011	5,676,011
Other liabilities	-	-	147,162	147,162	147,162
Borrowings	-	-	727,824	727,824	694,355
<b>December 31, 2019</b>					
<b>Assets</b>					
Cash and bank balances	-	-	1,396,228	1,396,228	1,396,228
Loans and advances to banks	-	-	109,435	109,435	108,211
Loans and advances to customers					
-Individual					
Term loans	-	-	91,432	91,432	88,960
Overdrafts	-	-	18,745	18,745	16,812
-Corporate					
Term loans	-	-	1,540,968	1,540,968	1,526,409
Overdrafts	-	-	438,473	438,473	426,036
Others		-	2,962	2,962	2,930
Investment Securities - Amortised cost					
Treasury bills	-	-	461,353	461,353	461,353
Bonds	-	-	209,645	209,645	209,645
Other assets	-	-	111,912	111,912	111,912
<b>Liabilities</b>					
Deposits from banks	-		267,070	267,070	267,070
Deposits from customers	-	-	3,845,782	3,845,782	3,832,884
Subordinated liabilities	-	30,969	-	30,969	30,048
Other liabilities	-	86,937	-	86,937	86,937
Borrowings	-	-	834,847	834,847	758,682

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 6 FAIR VALUE MEASUREMENT (CONTINUED)

### 6.4 FINANCIAL INSTRUMENTS NOT MEASURED AT FAIR VALUE (CONTINUED)

The table below sets out the fair values of financial instruments not carried at fair value and analyses them by the level in the fair value hierarchy into which each fair value measurement is categorised.

#### Bank December 31, 2020

*In millions of Nigerian Naira*

##### Assets

	Level 1	Level 2	Level 3	Total fair value	Carrying amount
Cash and bank balances	-	-	1,436,822	1,436,822	1,436,822
Loans and advances to banks	-	-	65,794	65,794	65,058
Loans and advances to customers					-
-Individual					
Term loans	-	-	56,884	56,884	55,346
Overdrafts	-	-	11,429	11,429	10,250
-Corporate					
Term loans	-	-	1,390,946	1,390,946	1,377,804
Overdrafts	-	-	378,378	378,378	367,645
Others	-	-	1,507	1,507	1,491
Investment Securities - Amortised cost					
Treasury bills	-	-	-	-	-
Bonds	-	72,276	-	72,276	72,276
Other assets	-	74,574	-	74,574	74,574

##### Liabilities

Deposits from banks	-	-	121,815	121,815	121,815
Deposits from customers	-	-	3,842,187	3,842,187	3,824,143
Subordinated liabilities	-	-	-	-	-
Other liabilities	-	88,456	-	88,456	88,456
Borrowings	-	-	741,767	741,767	688,280

#### December 31, 2019

##### Assets

Cash and bank balances	-	-	1,182,554	1,182,554	1,182,554
Loans and advances to banks	-	-	100,979	100,979	99,849
Loans and advances to customers					-
-Individual					
Term loans	-	-	37,070	37,070	36,068
Overdrafts	-	-	9,887	9,887	8,867
-Corporate					
Term loans	-	-	1,186,219	1,186,219	1,175,012
Overdrafts	-	-	288,692	288,692	280,503
Others	-	-	2,962	2,962	2,930
Investment Securities - Amortised cost					
Treasury bills	-	-	-	-	-
Bonds	-	74,017	-	74,017	74,017
Other assets	-	98,197	-	98,197	98,197

##### Liabilities

Deposits from banks	-	-	92,717	92,717	92,717
Deposits from customers	-	-	2,775,120	2,775,120	2,764,388
Subordinated liabilities	-	30,969	-	30,969	30,048
Other liabilities	-	51,421	-	51,421	51,421
Borrowings	-	-	818,794	818,794	744,094

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 6 FAIR VALUE MEASUREMENT (CONTINUED)

### 6.4 FINANCIAL INSTRUMENTS NOT MEASURED AT FAIR VALUE (CONTINUED)

Below are the methodologies and assumptions used to determine fair values for the above financial instruments which are not recorded and measured at fair value in the Group's financial statements. These fair values were calculated for disclosure purposes only.

**i) Cash and bank balances**

The carrying amount of cash and cash equivalents is a reasonable approximation of fair value.

**ii) Loans and advances**

Loans and advances are net of charges for impairment. To improve the accuracy of the valuation estimate for loans, homogenous loans are grouped into portfolios with similar characteristics. The estimated fair value of loans and advances represents the discounted amount of estimated future cash flows expected to be received. Expected cash flows are discounted at current market rates to determine fair value.

**iii) Investment securities**

The fair value is based on market prices from financial market dealer price quotations. Where this information is not available, fair value is estimated using quoted market prices for securities with similar credit, maturity and yield characteristics.

**iv) Other assets**

The bulk of these financial assets have short (less than 3months) maturities and their amounts are a reasonable approximation of fair value.

**v) Deposits from banks and customers**

The estimated fair value of deposits with no stated maturity, which includes non-interest bearing deposits, is the amount repayable on demand. The estimated fair value of fixed interest-bearing deposits not quoted in an active market is based on discounted cash flows using interest rates for new debts with similar remaining maturity.

**vi) Other liabilities**

The carrying amount of financial liabilities in other liabilities is a reasonable approximation of fair value.

**vii) Interest bearing loans and borrowings**

The estimated fair value of fixed interest-bearing borrowings not quoted in an active market is based on discounted cash flows using the contractual interest rates for these debts over their remaining maturity.

**viii) Subordinated liabilities**

The fair value of subordinated liabilities is based on market prices from financial market dealer price quotations.

## 7 OFFSETTING OF FINANCIAL INSTRUMENTS

Financial assets and liabilities are offset and the net amount reported in the statement of financial position where the Group currently has a legally enforceable right to set-off the recognized amounts and there is an intention to settle on a net basis or realize the asset and settle the liability simultaneously. In the normal course of business, the Group may enter into various master netting agreements or other similar arrangements that do not meet the criteria for offsetting in the statement of financial position but still allow for the related amounts to be set off in certain circumstances.

The following table presents the recognized financial instruments that are offset, or subject to enforceable master netting arrangements or other similar agreements but not offset, as at the reporting date, and shows in the "Net" column what the impact would be on the Group's statement of financial position if all set off rights were exercised.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 7 OFFSETTING OF FINANCIAL INSTRUMENTS (CONTINUED)

### Group

December 31, 2020

*In millions of Nigerian Naira*

Financial assets

- Electronic payments receivable (note 27) (a)

Financial liabilities

- Creditors and payables (note 36) (a)

Amounts offset		
Gross amounts	Gross amounts offset	Net amounts presented
201,823	(169,526)	32,297
255,269	(169,526)	85,743

### Group

December 31, 2019

*In millions of Nigerian Naira*

Financial assets

- Electronic payments receivable (note 27) (a)

Financial liabilities

- Creditors (note 36) (a)

Amounts offset		
Gross amounts	Gross amounts offset	Net amounts presented
89,470	(57,602)	31,868
120,908	(57,602)	63,306

### Bank

December 31, 2020

*In millions of Nigerian Naira*

Financial assets

- Electronic payments receivable (note 27) (a)

Financial liabilities

- Creditors (note 36) (a)

Amounts offset		
Gross amounts	Gross amounts offset	Net amounts presented
85,716	(68,632)	17,084
111,530	(68,632)	42,898

### Bank

December 31, 2019

*In millions of Nigerian Naira*

Financial assets

- Electronic payments receivable (note 27) (a)

Financial liabilities

- Creditors (note 36) (a)

Amounts offset		
Gross amounts	Gross amounts offset	Net amounts presented
86,697	(57,602)	29,095
89,633	(57,602)	32,031

- (a) Standard terms of electronic banking and similar payment transactions allow for net settlement of payments in the normal course of business.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 8 CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS

The preparation of the Group's financial statements requires management to make judgements, estimates and assumptions that affect the reported amount of revenues, expenses, assets and liabilities, and the accompanying disclosures, as well as the disclosure of contingent liabilities.

Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods. In the process of applying the Group's accounting policies, management has made the following judgements and assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities. Existing circumstances and assumptions about future developments may change due to circumstances beyond the Group's control and are reflected in the assumptions if and when they occur. Items with the most significant effect on the amounts recognised in the financial statements with substantial management judgement and/or estimates are collated below."

These disclosures supplement the commentary on financial risk management (see note 4).

### (a) Key sources of estimation uncertainty

#### (i) Measurement of the expected credit loss allowance

The measurement of the expected credit loss (ECL) allowance for financial assets measured at amortised cost and FVOCI is an area that requires the use of complex models and significant assumptions about future economic conditions and credit behaviour (e.g. the likelihood of customers defaulting and the resulting losses). Details of the inputs, assumptions and estimation methodologies used in measuring ECL are described in note 3.27.

A number of significant judgements are also required in applying the accounting requirements for measuring ECL, such as:

- Determining criteria for significant increase in credit risk;
- Choosing appropriate models and assumptions for the measurement of ECL;
- Establishing the number and relative weightings of forward-looking scenarios for each type of product/market and associated ECL; and
- Establishing groups of financial assets for the purposes of measuring ECL.

Detailed information about the judgements and estimates made by the Group in the above areas is set out in note 3.27."

#### (ii) Determining fair values

The determination of fair value for financial assets and liabilities for which there is no observable market price requires the use of techniques as described in accounting policy 3.11. Further disclosures on the Group's valuation methodology have been made on note 6.1. For financial instruments that trade infrequently and have little price transparency, fair value is less objective, and requires varying degrees of judgment depending on liquidity, concentration, uncertainty of market factors, pricing assumptions and other risks affecting the specific instrument.

#### (iii) Deferred tax assets

Deferred tax assets are recognised for deductible temporary differences, unused tax losses and unused tax credits to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Management judgement is required to determine the amount of deferred tax assets that can be recognised, based on the likely timing and level of future taxable profits, together with future tax planning strategies. In determining the timing and level of future taxable profits together with future tax planning strategies, the Group assessed the probability of expected future taxable profits based on expected revenues for the next five years. Details of the Group's recognised and unrecognised deferred tax assets and liabilities are as disclosed in note 32.

#### (iv) Valuation of derivative contracts

The fair value of the Group's derivatives is determined by using valuation techniques. Inputs to the valuation models are all based on market conditions existing at the end of each reporting period. The Group has used interest rate parity method discounted for passage of time in the valuation of its foreign exchange derivative contracts. These derivative contracts are not traded in active markets.

The table below shows the fair value of the Group's derivatives if there is 5% change in interest rates or a 15% change in foreign currency exchange rates.

In millions of Nigerian Naira	Interest rates		Exchange rates	
	5% decrease	5% increase	15% decrease	15% increase
Derivative assets	(475)	470	(2,040)	2,040
Derivative liabilities	84	(83)	69	(69)

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 8 CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS (CONTINUED)

### (b) Critical accounting judgments in applying the Group's accounting policies

Critical accounting judgments made in applying the Group's accounting policies include:

#### (i) Fair value of equity instruments

The fair value of financial instruments is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction in the principal (or most advantageous) market at the measurement date under current market conditions (i.e., an exit price) regardless of whether that price is directly observable or estimated using another valuation technique. When the fair values of financial assets and financial liabilities recorded in the statement of financial position cannot be derived from active markets, they are determined using a variety of valuation techniques that include the use of valuation models. The inputs to these models are taken from observable markets where possible, but where this is not feasible, estimation is required in establishing fair values. Judgements and estimates include considerations of liquidity and model inputs related to items such as credit risk (both own and counterparty), funding value adjustments, correlation and volatility. For further details about determination of fair value please see the Group's accounting policy on valuation of financial instruments in note 6.

#### (ii) Allowance for credit losses

In estimating credit losses, the Group considers the credit worthiness and financial capacity of the obligor, the probability that an obligor or counterparty will default over a given period (probability of default -PD), the portion of the loan expected to be irrecoverable at the time of loan default (loss given default - LGD) and Exposure at Default (EAD). The table below shows the sensitivities of the impairment loss provision for 1% increase or decrease in the LGD and PD.

<i>In millions of Nigerian Naira</i>	December 31, 2020		December 31, 2019	
	Probability of Default -PD	Loss Given Default-LGD	Probability of Default -PD	Loss Given Default-LGD
Increase/decrease				
1% increase	128	148	141	136
1% decrease	(125)	(148)	(140)	(136)

#### (iii) Impairment testing for cash-generating units containing goodwill

On an annual basis, the Group carries out impairment assessments of its cash generating units containing goodwill. The recoverable amounts of the cash-generating units (CGU) are determined based on value-in-use calculations which require the use of estimates including discount rates and terminal growth rates. Management's estimates of the recoverable amounts of these CGU's is sensitive to these estimates. The key assumptions underlying the recoverable amounts as well as sensitivity analysis of these key assumptions are disclosed in note 31.

#### (iv) Determination of exchange rate used for translation

The Group translates and records its foreign currency transactions and balances based on the exchange rate at which the future cash flows represented by the transactions or balances could have been settled, if those cash flows had occurred at the reporting date. The Nigerian Autonomous Foreign Exchange Fixing (NAFEX) (FMDQ) rate has been used for the translation of foreign currency balances as this remains the main source of foreign currencies for the Bank's transactions.

#### (v) Determination of incremental borrowing rate used for discounting lease liabilities

The incremental borrowing rate is defined by IFRS 16 as the rate of interest that a lessee would have to pay to borrow, over a similar term and with a similar security, the funds necessary to obtain an asset of a similar value to the cost of the right-of-use asset in a similar economic environment. The effective borrowing rate used for discounting the future lease payments to present value was determined by using the corresponding FGN Bond/Bill yields of similar maturity profiles with the outstanding lease terms in addition to the Bank's risk premium based on the interest rate of the Bank's quoted subordinated series 3 notes. Hence, the bank applied a single discount rate to a portfolio of leases with reasonably similar characteristics but matched with their relevant lease terms."

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 9 OPERATING SEGMENTS

Segment information is presented in respect of the Group's geographic segments which represents the primary segment reporting format and is based on the Group's management and reporting structure. The Chief Operating Decision Maker (Board of Directors), reviews the Group's performance along these business segments and resources are allocated accordingly.

### Geographical segments

The Group operates in the following geographical regions:

- **Nigeria:** This comprises UBA Plc (excluding the branch in New York), UBA Pensions Custodian Limited and FX Mart Limited.
- **Rest of Africa:** This comprises all subsidiaries in Africa, excluding Nigeria. The African subsidiaries have been aggregated into one reportable segment as they are deemed to have similar economic characteristics.
- **Rest of the world:** This comprises UBA UK Limited and UBA New York branch. Although this part of the business is not large enough to be presented as a separate reporting segment, it has been included here as it is seen as a potential growth segment which is expected to materially contribute to group revenue in the future. The entities within this reporting segment have been aggregated into one reportable segment as they have similar economic characteristics.

### Business segments

The Group operates in the following business segments:

**Corporate Banking** – This business segment provides a broad range of financial solutions to multinationals, regional companies, state-owned companies, non-governmental organisations, international and multinational organisations and financial institutions.

**Retail/ Commercial banking** – This business segment has presence in all major cities in Nigeria and in nineteen other countries across Africa where the Group has operations. It provides commercial banking products and services to the middle and retail segments of the market.

**Treasury and Financial Markets** – This segment provides innovative financing and risk management solutions and advisory services to the Group's corporate and institutional customers. The segment is also responsible for formulation and implementation of financial market products for the Group's customers.

No single external customer or group amounts to 10% or more of the Group's revenues.

The revenue from external parties reported to the Chief Operating Decision Maker is measured in a manner consistent with that in the income statement.

Inter-segment transactions, balances, income and expenses on transactions between group companies are eliminated. Profits and losses resulting from inter-segment transactions that are recognised in assets are also eliminated. Transfer prices between operating segments are based on the Group's internal pricing framework.



# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 9 OPERATING SEGMENTS (CONTINUED)

### (a) Geographical segments

#### (i) December 31, 2020

*In millions of Nigerian Naira*

	Nigeria	Rest of Africa	Rest of the World	Eliminations	Total
Total revenue <sup>1</sup>	372,223	232,055	19,750	(3,653)	620,375
Interest expenses	(115,623)	(49,144)	(3,628)	-	(168,395)
Fee and commission expense	(28,660)	(15,527)	(86)	(62)	(44,335)
Impairment loss recognised in income statement	(21,388)	(5,145)	(476)	-	(27,009)
Operating expenses	(153,358)	(88,187)	(8,301)	(1)	(249,847)
Share of gains in equity-accounted investee	-	1,071	-	-	1,071
Profit before tax	53,194	75,123	7,259	(3,716)	131,860
Income tax expenses	(2,366)	(15,848)	-	119	(18,095)
<b>Profit for the year</b>	<b>50,828</b>	<b>59,275</b>	<b>7,259</b>	<b>(3,597)</b>	<b>113,765</b>

#### December 31, 2020

Loans and advances	1,799,404	770,289	199,252	(136,551)	2,632,394
Deposits from customers and banks	3,965,731	2,170,132	209,548	(251,243)	6,094,168
Total segment assets <sup>2</sup>	5,232,415	2,654,320	244,824	(433,579)	7,697,980
Total segment liabilities	4,763,277	2,316,525	219,457	(325,427)	6,973,832
<sup>1</sup> Includes:					
Recognised at a point in time	49,828	62,320	1,692	-	113,840
Recognised over time	708	515	-	-	1,223
<b>Total revenue within the scope of IFRS 15</b>	<b>50,536</b>	<b>62,835</b>	<b>1,692</b>	<b>-</b>	<b>115,063</b>

<sup>2</sup> Includes:

Investments in associate and accounted for by using the equity method	-	4,504	-	-	<b>4,504</b>
Expenditure for reportable segment:					
Depreciation	10,573	4,006	391	-	<b>14,970</b>
Amortisation	2,665	172	135	-	<b>2,972</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 9 OPERATING SEGMENTS (CONTINUED)

### (a) Geographical segments (Continued)

December 31, 2019

In millions of Nigerian Naira

	Nigeria	Rest of Africa	Rest of the World	Eliminations	Total
<b>Total revenue<sup>1</sup></b>	403,219	166,267	17,771	(27,452)	559,805
Interest expenses	(154,743)	(32,965)	(2,950)	7,703	(182,955)
Fee and commission expense	(22,555)	(8,058)	57	(1)	(30,557)
Impairment loss recognised in income statement	(15,686)	(2,309)	(683)	426	(18,252)
Operating expenses	(144,500)	(71,203)	(7,203)	6,152	(216,754)
Share of gains in equity-accounted investee	-	419	-	-	419
<b>Profit before tax</b>	<b>65,735</b>	<b>52,151</b>	<b>6,992</b>	<b>(13,172)</b>	<b>111,706</b>
Income tax expenses	(8,720)	(10,867)	-	(2,611)	(22,198)
<b>Profit for the year</b>	<b>57,015</b>	<b>41,284</b>	<b>6,992</b>	<b>(15,783)</b>	<b>89,508</b>

December 31, 2019

Loans and advances	1,530,941	554,043	164,323	(79,949)	<b>2,169,358</b>
Deposits from customers and banks	2,897,071	1,275,536	153,982	(226,635)	<b>4,099,954</b>
Total segment assets <sup>2</sup>	4,176,500	1,580,319	180,895	(333,662)	<b>5,604,052</b>
Total segment liabilities	3,734,307	1,358,596	157,945	(244,774)	<b>5,006,074</b>
<sup>1</sup> Includes:					
Recognised at a point in time	50,429	49,604	1,228	-	101,261
Recognised over time	708	515	-	-	1,223
<b>Total revenue within the scope of IFRS 15</b>	<b>51,137</b>	<b>50,119</b>	<b>1,228</b>	<b>-</b>	<b>102,484</b>

<sup>2</sup> Includes:

Investments in associate and accounted for by using the equity method	-	4,143	-	-	<b>4,143</b>
Expenditure for reportable segment:					
Depreciation	8,804	2,903	273	-	<b>11,980</b>
Amortisation	1,364	135	128	-	<b>1,627</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 9 OPERATING SEGMENTS (CONTINUED)

### (b) Business reporting

The following table presents income and profit and certain asset and liability information for the Group's business segments:

#### December 31, 2020

*In millions of Nigerian Naira*

Revenue:

#### Derived revenue from external customers

Interest expenses	(41,832)	(21,339)	(105,224)	(168,395)
Fee and commission expense	(358)	(31,977)	(12,000)	(44,335)
Impairment loss recognised in income statement	(20,207)	(4,985)	(1,817)	(27,009)
Operating expenses	(66,330)	(104,609)	(58,904)	(229,842)
Depreciation and amortisation	(1,398)	(17,620)	(987)	(20,005)
Share of profit of equity-accounted investee	-	1,071	-	1,071

#### Profit before income tax

Taxation

#### Profit for the period

Corporate	Retail and commercial	Treasury and financial markets	Total
<b>201,024</b>	<b>214,392</b>	<b>204,959</b>	<b>620,375</b>
(41,832)	(21,339)	(105,224)	(168,395)
(358)	(31,977)	(12,000)	(44,335)
(20,207)	(4,985)	(1,817)	(27,009)
(66,330)	(104,609)	(58,904)	(229,842)
(1,398)	(17,620)	(987)	(20,005)
-	1,071	-	1,071
<b>70,900</b>	<b>34,933</b>	<b>26,027</b>	<b>131,860</b>
(8,581)	(4,704)	(4,810)	(18,095)
<b>62,319</b>	<b>30,229</b>	<b>21,217</b>	<b>113,765</b>

#### December 31, 2020

Loans and advances	1,759,083	566,783	306,527	2,632,394
Deposits from customers and banks	1,604,685	3,520,622	968,861	6,094,168
Total segment assets	5,116,892	1,689,449	891,639	7,697,980
Total segment liabilities	1,841,374	4,020,692	1,111,766	6,973,832

#### December 31, 2019

*In millions of Nigerian Naira*

Revenue:

Derived revenue from external customers	181,397	193,460	184,948	559,805
Interest expenses	(39,703)	(85,019)	(58,233)	(182,955)
Fee and commission expense	(209)	(30,347)	(1)	(30,557)
Impairment loss recognised in income statement	(16,209)	(1,974)	(69)	(18,252)
Operating expenses	(42,616)	(136,791)	(22,270)	(201,677)
Depreciation and amortisation	(103)	(15,380)	(7)	(15,490)
Share of profit of equity-accounted investee	26	358	29	413

#### Profit before income tax

Taxation

#### Profit for the period

Corporate	Retail and commercial	Treasury and financial markets	Total
<b>57,937</b>	<b>34,007</b>	<b>19,343</b>	<b>111,287</b>
(10,034)	(9,652)	(2,512)	(22,198)
<b>47,903</b>	<b>24,355</b>	<b>16,831</b>	<b>89,089</b>

#### December 31, 2019

Loans and advances	1,449,662	467,087	252,609	2,169,358
Deposits from customers and banks	1,079,579	2,368,558	651,817	4,099,954
Total segment assets	3,725,046	1,229,902	649,104	5,604,052
Total segment liabilities	1,321,806	2,886,201	798,067	5,006,074

# Notes to Financial Statements (Continued)

## For the year ended December 31, 2020

### 10 INTEREST INCOME

*In millions of Nigerian Naira*

Interest income				
Interest income on amortised cost and FVOCI securities				
Cash and bank balances	12,089	14,864	4,542	13,786
Interest income on loans and advances to banks	9,521	3,801	594	911
Interest on loans to customers				
- To individuals				
Term loans	15,223	6,714	7,177	3,717
Overdrafts	6,565	2,422	4,003	1,874
- To corporates				
Term loans	166,541	162,274	136,699	136,953
Overdrafts	35,650	36,049	27,536	26,076
Others	1,063	501	1,024	501
Investment securities				
- Treasury bills	134,863	123,470	79,401	89,335
- Bonds	41,140	40,209	8,942	19,754
	422,655	390,304	269,918	292,907
Interest income on financial assets at FVTPL				
- Promissory notes	4,718	14,353	4,718	14,353
- Bonds	489	173	339	173
<b>Total interest income</b>	<b>427,862</b>	<b>404,830</b>	<b>274,975</b>	<b>307,433</b>

Interest income at amortized cost and fair value through OCI are calculated using the effective interest method.

2. Interest income includes accrued interest on impaired loans of N710.8 million for the Group (Bank: N517.2 million) for the year ended December 31, 2020 and N786.7million million for the Group (Bank: N368.3 million) for the year ended December 31, 2019

### 11 INTEREST EXPENSE

Interest expense

*In millions of Nigerian Naira*

Deposits from banks				
Deposits from customers				
Borrowings				
Subordinated liabilities				
Lease liabilities				

Group		Bank	
Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
16,240	11,018	4,666	5,760
103,628	125,046	69,814	106,025
45,506	41,408	39,435	39,370
2,505	5,207	2,505	5,206
516	276	328	219
<b>168,395</b>	<b>182,955</b>	<b>116,748</b>	<b>156,580</b>

Total interest expense at amortized cost are calculated using the effective interest method

### 12 IMPAIRMENT CHARGE FOR CREDIT LOSSES

*In millions of Nigerian Naira*

#### 12a. Impairment charge for credit losses on Loans

Impairment charge for credit losses on loans and advances to customers:

- impairment for credit losses (Note 25(c))				
Allowance for credit losses on loans and advances to banks:				
- allowance for credit losses/(reversal) ((Note 24)				
Write-off on loans and receivables				
Recoveries in allowance for credit loss				

Group		Bank	
Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
19,366	14,160	8,250	11,098
49	2,741	61	2,675
6,152	1,689	5,966	1,095
(3,124)	(2,254)	(131)	(173)
<b>22,443</b>	<b>16,336</b>	<b>14,146</b>	<b>14,695</b>
385	254	336	217
1,598	(2,076)	1,301	(1,617)
2,583	3,738	6,081	3,074
<b>4,566</b>	<b>1,916</b>	<b>7,718</b>	<b>1,674</b>

#### 12b. Net impairment charge on other financial assets

Impairment charge /(reversal) on investment securities				
Impairment charge /(reversal) on off-balance sheet items				
Impairment charge on other assets (Note 27(a))				

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 13 FEES AND COMMISSION INCOME

*In millions of Nigerian Naira*

Credit-related fees and commissions (i)
Commission on turnover
Account maintenance fee
Electronic banking income
Funds transfer fee
Trade transactions income (ii)
Remittance fee
Commissions on transactional services
Pension funds custody fees

Group		Bank	
Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
14,737	10,887	7,279	7,100
2,113	1,564	-	-
8,461	7,151	8,461	7,151
44,248	38,766	24,988	25,583
10,730	8,582	199	437
19,123	14,127	7,687	6,081
9,232	9,108	4,492	6,636
12,793	15,155	5,696	6,148
5,506	5,221	-	-
<b>126,943</b>	<b>110,561</b>	<b>58,802</b>	<b>59,136</b>

[1] Credit related fees and commission income excludes amount included in determining effective interest rates on financial assets carried at amortized cost

[2] Trade transactions income entails one-off charges as related to letter of credits and other trade businesses which are excluded from those included in determining effective interest rates on those carried at amortized cost

## 14 FEES AND COMMISSION EXPENSE

Fees and commission expense

*In millions of Nigerian Naira*

E-Banking expense
Trade related expenses
Funds transfer expense

Group		Bank	
Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
35,303	28,454	24,968	21,042
8,599	1,541	3,639	1,400
433	562	53	114
<b>44,335</b>	<b>30,557</b>	<b>28,660</b>	<b>22,556</b>

## 15 NET TRADING AND FOREIGN EXCHANGE INCOME

*In millions of Nigerian Naira*

Fixed income securities (i)
Foreign exchange trading income (ii)
Foreign currency revaluation gain/(loss)
Net fair value gain on derivatives (see note 33 (c))

Group		Bank	
Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
19,648	10,641	17,224	10,297
28,267	24,563	12,027	8,270
6,174	(10,171)	5,654	(12,080)
5,361	12,594	5,361	12,594
<b>59,450</b>	<b>37,627</b>	<b>40,266</b>	<b>19,081</b>

(i) This comprises gains and losses arising from trading and fair value changes.

(ii) Foreign exchange income comprises trading income on foreign currencies and gains and losses from revaluation of trading position.

## 16 OTHER OPERATING INCOME

*In millions of Nigerian Naira*

Dividend income (i)
Income on cash handling
Rental income
Gain on disposal of property and equipment

Group		Bank	
Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
2,943	3,305	6,410	20,190
2,857	2,810	705	329
320	421	318	415
-	251	-	16
<b>6,120</b>	<b>6,787</b>	<b>7,433</b>	<b>20,950</b>

(i) Dividend income of N6.410 billion for the Bank includes a sum of N3.678 billion (December 2019: N17.045 billion) being total dividend received from the Bank's subsidiaries. This amount has been eliminated in arriving at the Group's dividend of N2.94 billion income from other equity investments.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 17 EMPLOYEE BENEFIT EXPENSES

*In millions of Nigerian Naira*

Wages and salaries (note 43)

Defined contribution plans

Group		Bank	
Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
84,483	72,490	45,853	42,532
3,062	2,609	1,325	1,242
<b>87,545</b>	<b>75,099</b>	<b>47,178</b>	<b>43,774</b>

## 18 DEPRECIATION AND AMORTISATION

*In millions of Nigerian Naira*

Depreciation of property and equipment (note 30)

Depreciation of right-of-use assets (note 30)

Amortisation of intangible assets (note 31)

Group		Bank	
Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
14,970	11,980	10,755	8,842
2,063	1,883	1,647	1,605
2,972	1,627	2,634	1,325
<b>20,005</b>	<b>15,490</b>	<b>15,036</b>	<b>11,772</b>

## 19 OTHER OPERATING EXPENSES

*In millions of Nigerian Naira*

Fuel, repairs and maintenance

Banking sector resolution cost (i)

Contract services

Deposit insurance premium

Occupancy and premises maintenance costs

Advertising, promotions and branding

Printing, stationery and subscriptions

IT support and related expenses

Security and cash handling expenses

Business travels

Donations

Communication

Non-deposit insurance costs

Bank charges

Auditors' remuneration

Training and human capital development

Penalties

Loan recovery expenses

Directors' fees

Loss on disposal of property and equipment

Group		Bank	
Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
33,998	23,057	14,398	13,274
23,129	19,992	22,417	19,992
14,689	12,066	12,217	8,530
11,488	11,243	10,423	9,389
10,109	14,018	1,688	1,917
8,509	7,433	5,119	5,812
6,752	6,176	5,563	4,900
6,632	6,052	6,027	5,690
4,607	5,485	2,756	2,713
4,936	7,062	4,130	5,725
5,104	753	3,944	650
4,881	5,821	1,581	2,923
1,921	2,161	927	787
2,882	2,814	747	2,100
773	608	300	360
709	723	293	425
719	884	636	69
232	179	232	179
64	51	64	51
163	-	168	-
<b>142,297</b>	<b>126,578</b>	<b>93,630</b>	<b>85,486</b>

(i). Banking sector resolution cost represents AMCON levy, which is applicable on total balance sheet size of the Bank. The current applicable rate in Nigeria based on AMCON Act of 2015 is 0.5% of total assets (inclusive of off-balance sheet).

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 20 TAXATION

*In millions of Nigerian Naira*

Recognised in the statement of comprehensive income

### (a) Current tax expense

Current period

### (b) Deferred tax expense/(credit)

Origination and reversal of temporary differences (Note 32)

### Total income tax expense/(credit)

### (c) Current income tax payable

Balance, beginning of period

Tax paid

Income tax charge

### Balance, end of period

	Group		Bank	
	Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
	15,506	23,454	1,449	7,313
	2,589	(1,256)	-	-
	<b>18,095</b>	<b>22,198</b>	<b>1,449</b>	<b>7,313</b>
	9,164	8,892	722	706
	(14,688)	(23,182)	(693)	(7,297)
	15,506	23,454	1,449	7,313
	<b>9,982</b>	<b>9,164</b>	<b>1,478</b>	<b>722</b>

### (d) Reconciliation of effective tax rate

The tax on the Group's profit before tax differs from the theoretical amount that would arise using the tax rate applicable to profits of the Bank (Parent). The reconciliation of amount reported as tax expense in the statement of comprehensive income to the income tax using the domestic corporation tax rate is presented below:

*In millions of Nigerian Naira*

Domestic corporation tax rate

Profit before income tax

Income tax using the domestic corporation tax rate

Tax effects of :

Information Technology Levy

Nigerian Police Trust Fund Levy

Education tax

Minimum tax/excess dividend tax adjustment

Prior Year under Provision of Current Tax

Effect of Permanent differences - Income not subject to tax

Effect of Permanent differences - Expenses not deductible

Losses/(Relief) not recognised in Deferred Tax

### Total income tax expense in comprehensive income

### Effective tax rate

	Group		Bank	
	Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
	30%	30%	30%	30%
	131,860	106,766	58,360	55,350
	39,558	33,386	17,508	21,019
	578	1,102	578	694
	3	4	3	4
	-	87	-	-
	870	2,407	870	2,210
	-	4,864	-	4,486
	(36,895)	(45,741)	(31,269)	(45,698)
	13,605	16,770	7,145	16,000
	376	9,319	6,614	8,598
	<b>18,095</b>	<b>22,198</b>	<b>1,449</b>	<b>7,313</b>
	<b>14%</b>	<b>21%</b>	<b>2%</b>	<b>13%</b>



# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 21 EARNINGS PER SHARE

*In millions of Nigerian Naira*

Profit attributable to equity holders of the parent  
Weighted average number of ordinary shares outstanding  
(in millions)

**Basic and diluted earnings per share (Naira)**

Group		Bank	
Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
109,327	86,220	56,911	62,750
34,199	34,199	34,199	34,199
<b>3.20</b>	<b>2.52</b>	<b>1.66</b>	<b>1.83</b>

## 22 CASH AND BANK BALANCES

*In millions of Nigerian Naira*

Cash  
Current balances with banks  
Unrestricted balances with central banks  
Money market placements  
Restricted balances with central banks (note (i) below)

Group		Bank	
Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
121,140	104,669	70,896	74,467
291,225	192,522	176,665	168,775
231,533	113,574	65,930	5,688
126,832	153,355	51,237	117,646
1,103,888	832,108	1,072,094	815,978
<b>1,874,618</b>	<b>1,396,228</b>	<b>1,436,822</b>	<b>1,182,554</b>
Current			
1,874,618	1,396,228	1,436,822	1,182,554
<b>1,874,618</b>	<b>1,396,228</b>	<b>1,436,822</b>	<b>1,182,554</b>
(i) Restricted balances with central banks comprise: In millions of Nigerian Naira			
Mandatory reserve deposits with central banks (note (a) below)			
Special Intervention Reserve (note (b) below)			
1,049,170	777,390	1,017,376	761,260
54,718	54,718	54,718	54,718
<b>1,103,888</b>	<b>832,108</b>	<b>1,072,094</b>	<b>815,978</b>

(a) This represents amounts held as cash reserve requirement with central banks of the countries in which the Bank and its subsidiaries operate, and is not available for use in the Group's day-to-day operations.

(b) This represents the Bank's contribution to the Central Bank of Nigeria's (CBN) Real Sector Support Facility (RSSF), warehoused in the Special Intervention Reserve held with the CBN. The Real Sector Support Facility is to be channeled towards providing credit to priority sectors of the Nigerian economy.

(ii) Cash and cash equivalents for the purposes of the statements of cash flows include the following :

*In millions of Nigerian Naira*

Cash and current balances with banks  
Unrestricted balances with central banks  
Money market placements (less than 90 days)  
Financial assets held for trading (less than 90 days)

**Cash and cash equivalents**

Group		Bank	
Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
412,365	297,191	247,561	243,242
231,533	113,574	65,930	5,688
141,648	130,633	66,053	94,924
75,101	18,073	75,101	18,073
<b>860,647</b>	<b>559,471</b>	<b>454,645</b>	<b>361,927</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 23 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

	Group		Bank	
	Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
<i>In millions of Nigerian Naira</i>				
Government bonds	38,153	7,719	2,948	7,719
Promissory notes	75	59,038	75	59,038
Treasury bills (less than 90 days maturity) (note (i) below)	75,101	18,073	75,101	18,073
Treasury bills (above 90 days maturity)	101,071	17,558	92,934	17,558
	<b>214,400</b>	<b>102,388</b>	<b>171,058</b>	<b>102,388</b>
<b>Current</b>	<b>214,400</b>	<b>102,388</b>	<b>171,058</b>	<b>102,388</b>

- (i) This represents treasury bills measured at fair value through profit or loss, with maturity within three months from the date of purchase. They are highly liquid, readily convertible to known amounts of cash and subject to insignificant risk of changes in value. They are included as cash and cash equivalents for the purpose of the statement of cash flows.

## 24 LOANS AND ADVANCES TO BANKS

	Group		Bank	
	Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
<i>In millions of Nigerian Naira</i>				
Gross amount	79,394	110,123	67,020	101,746
Less: Allowance for credit losses				
Stage 1 loans	(1,975)	(1,912)	(1,962)	(1,897)
	77,419	108,211	65,058	99,849
<b>Current</b>	<b>77,419</b>	<b>108,211</b>	<b>65,058</b>	<b>99,849</b>

- (a) Allowance for credit losses on loans and advances to banks

**December 31, 2020**

**Group**

**Allowance for credit loss**

*In millions of Nigerian Naira*

	Stage 1 - 12-month ECL	Stage 2 - Lifetime ECL	Stage 3 - Life- time ECL	Total
Balance, beginning of year	1,912	-	-	1,912
Charge for the year	49	-	-	49
Exchange difference	14	-	-	14
<b>Balance, end of year</b>	<b>1,975</b>	<b>-</b>	<b>-</b>	<b>1,975</b>

**Bank**

**Allowance for credit loss**

*In millions of Nigerian Naira*

	Stage 1 - 12-month ECL	Stage 2 - Lifetime ECL	Stage 3 - Life- time ECL	Total
Balance, beginning of year	1,897	-	-	1,897
Charge for the year	61	-	-	61
Exchange difference	4	-	-	4
<b>Balance, end of year</b>	<b>1,962</b>	<b>-</b>	<b>-</b>	<b>1,962</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 24 LOANS AND ADVANCES TO BANKS (CONTINUED)

**December 31, 2019**

**Group**

**Allowance for credit loss**

*In millions of Nigerian Naira*

	Stage 1 - 12-month ECL	Stage 2 - Lifetime ECL	Stage 3 - Lifetime ECL	Total
Balance, beginning of year	350	-	-	350
Charge for the year	2,741	-	-	2,741
Exchange difference	(1,179)	-	-	(1,179)
Balance, end of year	<b>1,912</b>	<b>-</b>	<b>-</b>	<b>1,912</b>

**Bank**

**Allowance for credit loss**

*In millions of Nigerian Naira*

	Stage 1 - 12-month ECL	Stage 2 - Life- time ECL	Stage 3 - Life- time ECL	Total
Balance, beginning of year	343	-	-	343
Charge for the year	2,675	-	-	2,675
Exchange difference	(1,121)	-	-	(1,121)
Balance, end of year	<b>1,897</b>	<b>-</b>	<b>-</b>	<b>1,897</b>

## 25 LOANS AND ADVANCES TO CUSTOMERS

*In millions of Nigerian Naira*

	<b>Group</b>		<b>Bank</b>	
	<b>Dec. 2020</b>	<b>Dec. 2019</b>	<b>Dec. 2020</b>	<b>Dec. 2019</b>
Gross amount	2,666,322	2,147,283	1,874,858	1,557,358
Allowance for credit losses	(111,347)	(86,136)	(62,322)	(53,978)
	<b>2,554,975</b>	<b>2,061,147</b>	<b>1,812,536</b>	<b>1,503,380</b>
Current	1,607,445	1,113,617	1,055,852	746,696
Non-current	947,530	947,530	756,684	756,684
	<b>2,554,975</b>	<b>2,061,147</b>	<b>1,812,536</b>	<b>1,503,380</b>

**(a) December 31, 2020**

**Loans and advances to customers**

*In millions of Nigerian Naira*

	<b>Group</b>		<b>Bank</b>	
	<b>Dec. 2020</b>	<b>Dec. 2019</b>	<b>Dec. 2020</b>	<b>Dec. 2019</b>
Gross amount	2,666,322	2,147,283	1,874,858	1,557,358
Allowance for credit losses:				
- Impairment loss on Stage 1 loans	(48,585)	(33,863)	(32,521)	(24,541)
- Impairment loss on Stage 2 loans	(11,680)	(16,200)	(7,868)	(8,222)
- Impairment loss on Stage 3 loans	(51,082)	(36,073)	(21,933)	(21,215)
Total provision for credit losses	(111,347)	(86,136)	(62,322)	(53,978)
Carrying amount	<b>2,554,975</b>	<b>2,061,147</b>	<b>1,812,536</b>	<b>1,503,380</b>

**Loans and advances to individuals**

*In millions of Nigerian Naira*

	<b>Group</b>		<b>Bank</b>	
	<b>Dec. 2020</b>	<b>Dec. 2019</b>	<b>Dec. 2020</b>	<b>Dec. 2019</b>
Gross amount	200,392	116,640	79,480	52,166
Provision for credit losses:				
- Impairment loss on Stage 1 loans	(4,762)	(1,535)	(3,335)	(824)
- Impairment loss on Stage 2 loans	(413)	(855)	(589)	-
- Impairment loss on Stage 3 loans	(14,144)	(8,478)	(9,960)	(6,407)
Total provision for credit losses	(19,319)	(10,868)	(13,884)	(7,231)
Carrying amount	<b>181,073</b>	<b>105,772</b>	<b>65,596</b>	<b>44,935</b>

**Loans and advances to corporate entities and other organizations**

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 25 LOANS AND ADVANCES TO CUSTOMERS (CONTINUED)

In millions of Nigerian Naira

Gross amount  
Provision for credit losses:  
- Impairment loss on Stage 1 loans  
- Impairment loss on Stage 2 loans  
- Impairment loss on Stage 3 loans  
Total provision for credit losses  
Carrying amount

Group		Bank	
Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
2,465,930	2,030,643	1,795,378	1,505,192
(43,823)	(32,108)	(29,186)	(23,717)
(11,267)	(15,345)	(7,279)	(8,222)
(36,938)	(27,815)	(11,973)	(14,808)
<b>(92,028)</b>	<b>(75,268)</b>	<b>(48,438)</b>	<b>(46,747)</b>
<b>2,373,902</b>	<b>1,955,375</b>	<b>1,746,940</b>	<b>1,458,445</b>

### (b) December 31, 2020

#### Group

##### Loans and advances to individuals

	Gross amount	Stage 1 - 12-month ECL	Stage 2 - Lifetime ECL	Stage 3 - Lifetime ECL	Total allowances	Carrying amount
Overdrafts	33,209	(100)	(99)	(13,120)	(13,319)	19,890
Term loans	167,184	(4,662)	(314)	(1,024)	(6,000)	161,184
	<b>200,392</b>	<b>(4,762)</b>	<b>(413)</b>	<b>(14,144)</b>	<b>(19,319)</b>	<b>181,074</b>

##### Loans and advances to corporate entities and other organizations

Overdrafts	600,759	(7,886)	(2,692)	(31,421)	(41,999)	558,760
Term loans	1,863,651	(35,907)	(8,575)	(5,518)	(49,999)	1,813,652
Others	1,519	(30)	-	-	(30)	1,489
	<b>2,465,930</b>	<b>(43,823)</b>	<b>(11,267)</b>	<b>(36,938)</b>	<b>(92,028)</b>	<b>2,373,901</b>

#### Bank

##### Loans and advances to individuals

Overdrafts	19,723	(60)	(8)	(9,405)	(9,473)	10,250
Term loans	59,757	(3,275)	(581)	(555)	(4,411)	55,346
	<b>79,480</b>	<b>(3,335)</b>	<b>(589)</b>	<b>(9,960)</b>	<b>(13,884)</b>	<b>65,596</b>

##### Loans and advances to corporate entities and other organizations

Overdrafts	383,028	(3,378)	(141)	(11,864)	(15,383)	367,645
Term loans	1,410,831	(25,780)	(7,138)	(109)	(33,027)	1,377,804
Others	1,519	(28)	-	-	(28)	1,491
	<b>1,795,378</b>	<b>(29,186)</b>	<b>(7,279)</b>	<b>(11,973)</b>	<b>(48,438)</b>	<b>1,746,940</b>

### December 31, 2019

#### Group

	Gross amount	Stage 1 - 12-month ECL	Stage 2 - Life-time ECL	Stage 3 - Life-time ECL	Total allowances	Carrying amount
Loans and advances to individuals						
Overdrafts	24,208	(59)	(117)	(7,220)	(7,396)	16,812
Term loans	92,432	(1,476)	(738)	(1,258)	(3,472)	88,960
	<b>116,640</b>	<b>(1,535)</b>	<b>(855)</b>	<b>(8,478)</b>	<b>(10,868)</b>	<b>105,772</b>

##### Loans and advances to corporate entities and other organizations

Overdrafts	459,515	(4,828)	(1,996)	(26,655)	(33,479)	426,036
Term loans	1,568,177	(27,259)	(13,349)	(1,160)	(41,768)	1,526,409
Others	2,951	(21)	-	-	(21)	2,930
	<b>2,030,643</b>	<b>(32,108)</b>	<b>(15,345)</b>	<b>(27,815)</b>	<b>(75,268)</b>	<b>1,955,375</b>

#### Bank

##### Loans and advances to individuals

Overdrafts	14,643	(35)	-	(5,741)	(5,776)	8,867
Term loans	37,523	(789)	-	(666)	(1,455)	36,068
	<b>52,166</b>	<b>(824)</b>	<b>-</b>	<b>(6,407)</b>	<b>(7,231)</b>	<b>44,935</b>

##### Loans and advances to corporate entities and other organizations

Overdrafts	297,251	(3,150)	(154)	(13,444)	(16,748)	280,503
Term loans	1,204,990	(20,546)	(8,068)	(1,364)	(29,978)	1,175,012
Others	2,951	(21)	-	-	(21)	2,930
	<b>1,505,192</b>	<b>(23,717)</b>	<b>(8,222)</b>	<b>(14,808)</b>	<b>(46,747)</b>	<b>1,458,445</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## (c) Allowance for credit losses on loans and advances to customers

December 31, 2020

### (i) Group

*In millions of Nigerian Naira*

	Stage 1 - 12-month ECL	Stage 2 - Life- time ECL	Stage 3 - Lifetime ECL	Total
Balance, beginning of year	33,643	16,200	36,293	86,136
Impairment charge/(write back) in the year	10,292	14,842	14,842	19,366
Transfer between stages	2,375	(2,526)	(2,526)	-
Exchange difference	2,275	-	2,472	5,843
Balance, end of year	<b>48,585</b>	<b>11,680</b>	<b>51,081</b>	<b>111,347</b>

### Loans and advances to individuals

*In millions of Nigerian Naira*

	Stage 1 - 12-month ECL	Stage 2 - Life- time ECL	Stage 3 - Lifetime ECL	Total
Balance, beginning of year	1,535	855	8,478	10,868
Impairment charge/(write back) in the year	3,199	5,457	5,457	7,687
Transfer between stages	(80)	(387)	(387)	-
Exchange difference	108	594	594	762
Balance, end of year	<b>4,762</b>	<b>413</b>	<b>14,142</b>	<b>19,319</b>

### Loans and advances to corporate entities and other organizations

*In millions of Nigerian Naira*

	Stage 1 - 12-month ECL	Stage 2 - Life- time ECL	Stage 3 - Lifetime ECL	Total
Balance, beginning of year	32,108	15,345	27,815	75,268
Impairment charge/(write back) in the period	7,092	(4,798)	9,384	11,679
Transfer between stages	2,455	(316)	(2,139)	-
Exchange difference	2,168	1,036	1,878	5,081
Balance, end of year	<b>43,823</b>	<b>11,267</b>	<b>36,938</b>	<b>92,028</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 25 LOANS AND ADVANCES TO CUSTOMERS (CONTINUED)

### c) Allowance for credit losses on loans and advances to customers

#### (ii) Bank

*In millions of Nigerian Naira*

	Stage 1 - 12-month ECL	Stage 2 - Life- time ECL	Stage 3 - Lifetime ECL	Total
Balance, beginning of year	24,541	8,222	21,215	53,978
Impairment charge/(write back) in the year	5,511	(505)	3,244	8,250
Transfer between stages	2,375	151	(2,526)	-
Exchange difference	94	-	-	94
Balance, end of year	<b>32,521</b>	<b>7,868</b>	<b>21,933</b>	<b>62,322</b>

#### Loans and advances to individuals

*In millions of Nigerian Naira*

	Stage 1 - 12-month ECL	Stage 2 - Life- time ECL	Stage 3 - Lifetime ECL	Total
Balance, beginning of year	824	-	6,407	7,231
Impairment charge/(write back) in the year	2,509	122	3,940	6,571
Transfer between stages	(80)	467	(387)	-
Exchange difference	82	-	-	82
Balance, end of year	<b>3,335</b>	<b>589</b>	<b>9,960</b>	<b>13,884</b>

#### Loans and advances to corporate entities and other organizations

*In millions of Nigerian Naira*

	Stage 1 - 12-month ECL	Stage 2 - Life- time ECL	Stage 3 - Lifetime ECL	Total
Balance, beginning of year	23,717	8,222	14,808	46,747
Impairment charge/(write back) in the year	3,002	(627)	(696)	1,679
Transfer between stages	2,455	(316)	(2,139)	-
Exchange difference	12	-	-	12
Balance, end of year	<b>29,186</b>	<b>7,279</b>	<b>11,973</b>	<b>48,438</b>

# Notes to Financial Statements (Continued)

## For the year ended December 31, 2020

### 25 LOANS AND ADVANCES TO CUSTOMERS (CONTINUED)

#### c) Allowance for credit losses on loans and advances to customers - (Continued)

December 31, 2019

##### Group

*In millions of Nigerian Naira*

##### (iii) Allowance for credit losses on loans and advances to customers

	Stage 1 - 12-month ECL	Stage 2 - Life- time ECL	Stage 3 - Lifetime ECL	Total
Balance, beginning of year	24,947	6,010	61,151	92,108
Impairment charge in the year	7,276	10,595	(3,711)	14,160
Write offs	-	-	(20,132)	(20,132)
Transfer between stages	1,420	(405)	(1,015)	-
Balance, end of year	<b>33,643</b>	<b>16,200</b>	<b>36,293</b>	<b>86,136</b>

##### Loans and advances to individuals

*In millions of Nigerian Naira*

	Stage 1 - 12-month ECL	Stage 2 - Life- time ECL	Stage 3 - Lifetime ECL	Total
Balance, beginning of year	1,091	60	10,202	11,353
Impairment charge in the year	664	795	(1,507)	(48)
Write offs	-	-	(437)	(437)
Transfer between stages	(220)	-	220	-
Balance, end of year	<b>1,535</b>	<b>855</b>	<b>8,478</b>	<b>10,868</b>

##### Loans and advances to corporate entities and other organizations

*In millions of Nigerian Naira*

	Stage 1 - 12-month ECL	Stage 2 - Life- time ECL	Stage 3 - Lifetime ECL	Total
Balance, beginning of year	23,856	5,950	50,949	80,755
Impairment charge in the year	6,612	9,800	(2,204)	14,208
Write offs	-	-	(19,695)	(19,695)
Transfer between stages	1,640	(405)	(1,235)	-
Balance, end of year	<b>32,108</b>	<b>15,345</b>	<b>27,815</b>	<b>75,268</b>



# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 25 LOANS AND ADVANCES TO CUSTOMERS (CONTINUED)

### c) Allowance for credit losses on loans and advances to customers

*In millions of Nigerian Naira*

#### (iv) Bank

	Stage 1 - 12-month ECL	Stage 2 - Lifetime ECL	Stage 3 - Lifetime ECL	Total
Balance, beginning of year	17,961	5,399	36,951	60,311
Impairment charge in the year	4,658	3,228	3,212	11,098
Write offs	-	-	(17,431)	(17,431)
Transfer between stages	1,922	(405)	(1,517)	-
Balance, end of year	<b>24,541</b>	<b>8,222</b>	<b>21,215</b>	<b>53,978</b>

#### Loans and advances to individuals

*In millions of Nigerian Naira*

	Stage 1 - 12-month ECL	Stage 2 - Life- time ECL	Stage 3 - Lifetime ECL	Total
Balance, beginning of year	201	1	6,566	6,566
Impairment charge in the year	642	(1)	259	259
Write offs	-	-	(437)	(437)
Transfer between stages	(19)	-	19	0
Balance, end of year	<b>824</b>	<b>-</b>	<b>6,407</b>	<b>6,407</b>

#### Loans and advances to corporate entities and other organizations

*In millions of Nigerian Naira*

	Stage 1 - 12-month ECL	Stage 2 - Life- time ECL	Stage 3 - Lifetime ECL	Total
Balance, beginning of period (IFRS 9)	17,760	5,398	30,385	53,543
Impairment charge in the year	4,016	3,229	2,953	10,198
Write offs	-	-	(16,994)	(16,994)
Transfer between stages	1,941	(405)	(1,536)	-
Balance, end of year	<b>23,717</b>	<b>8,222</b>	<b>14,808</b>	<b>46,747</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 26 INVESTMENT SECURITIES

*In millions of Nigerian Naira*

Investment securities at FVOCI comprise (see note (i)):

Treasury bills  
Bonds  
Equity investments

Investment securities at amortised cost comprise (see note (i)):

Treasury bills  
Bonds  
Gross amount  
Allowance for credit losses on FOCI and amortised cost securities  
Net carrying amount  
Carrying amount

(a) Movement in allowance for credit losses

Balance, beginning of year  
Charge for the year  
Exchange difference  
Balance, end of year

Group		Bank	
Dec 2020	Dec 2019	Dec 2020	Dec 2019
1,142,908	678,243	1,101,232	634,209
150,822	108,697	5,592	24,931
127,797	114,108	126,860	113,518
<b>1,421,527</b>	<b>901,048</b>	<b>1,233,684</b>	<b>772,658</b>
716,448	461,353	-	-
443,708	209,645	72,276	74,017
1,160,156	670,998	72,276	74,017
(892)	(496)	(797)	(461)
1,159,264	670,502	71,479	73,556
<b>2,580,791</b>	<b>1,571,550</b>	<b>1,305,163</b>	<b>846,214</b>
496	909	461	244
385	254	336	217
11	(667)	-	-
<b>892</b>	<b>496</b>	<b>797</b>	<b>461</b>

(i) Included in investment securities at FVOCI, amortised cost and FVTPL instruments are pledged financial assets which cannot be re-pledged or resold by counterparties, and these securities are stated as follows:

*In millions of Nigerian Naira*

Treasury bills (at FVTPL)  
Bonds (at FVOCI)  
Treasury bills (at FVOCI)  
Bonds (at amortised cost)  
Total Pledged assets

(ii) Unquoted equity securities at FVOCI are analysed below:

Africa Finance Corporation  
SMEIS investment  
Unified Payment Services Limited  
MTN Nigeria  
Central Securities Clearing System limited  
Nigeria Interbank Settlement System Plc.  
African Export-Import Bank  
FMDQ OTC Plc  
Credit Reference Company  
NG Clearing Limited  
Others<sup>1</sup>

Group		Bank	
Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
121,459	-	121,459	-
-	10,102	-	10,102
155,435	400,625	155,435	400,625
35,378	44,175	35,378	44,175
<b>312,272</b>	<b>454,902</b>	<b>312,272</b>	<b>454,902</b>
102,014	92,592	102,014	92,592
9,728	6,588	9,728	6,588
6,061	5,147	6,061	5,147
-	2,612	-	2,612
4,041	3,088	4,041	3,088
2,330	2,021	2,330	2,021
1,733	815	1,733	815
641	455	641	455
210	150	210	150
101	50	101	50
937	590	-	-
<b>127,797</b>	<b>114,108</b>	<b>126,860</b>	<b>113,518</b>

<sup>1</sup> This constitutes other unquoted equity investments (in entities such as GIM UEMOA, The Insurance and Reinsurance Company of the Gulf of Guinea (ARGG) and others) held by various subsidiaries.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 27 OTHER ASSETS

*In millions of Nigerian Naira*

### Financial assets

Electronic payments receivables	
Accounts receivable	
Intercompany receivables	
Dividends receivable	
Pension custody fees receivable	
Allowance for impairment on accounts receivable (a)	

### Non-financial assets

Prepayments	
Reposessed collaterals (4.2(f))	
Recoverable taxes	
Stock of consumables	

(a) Movement in impairment for other assets

At start of year	
Charge for the year (Note 12)	
Balances written off	
Exchange difference	

(b) Current

Non-current

Group		Bank	
Dec 2020	Dec 2019	Dec 2020	Dec 2019
32,297	31,868	17,084	29,095
65,545	96,635	55,432	53,298
-	-	16,718	13,143
347	-	7,580	12,739
913	693	-	-
(11,672)	(8,642)	(11,120)	(5,039)
<b>87,430</b>	<b>120,554</b>	<b>85,694</b>	<b>103,236</b>
14,218	10,913	4,026	4,343
2,755	-	2,755	-
5,898	2,796	1,364	718
5,131	5,622	2,685	3,310
28,002	19,331	10,830	8,371
<b>115,432</b>	<b>139,885</b>	<b>96,524</b>	<b>111,607</b>
8,642	8,642	5,039	5,039
2,583	3,738	6,081	3,074
-	(3,074)	-	(3,074)
447	(664)	-	-
<b>11,672</b>	<b>8,642</b>	<b>11,120</b>	<b>5,039</b>
<b>110,159</b>	<b>136,041</b>	<b>93,778</b>	<b>108,622</b>
<b>5,273</b>	<b>3,844</b>	<b>2,746</b>	<b>2,985</b>
<b>115,432</b>	<b>139,885</b>	<b>96,524</b>	<b>111,607</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 28 INVESTMENT IN EQUITY-ACCOUNTED INVESTEE

Set out below, is information on the Group's investment in equity accounted investee as at December 31, 2020. The Associate Company (UBA Zambia Limited) with a financial reporting date of December 31,, has share capital consisting solely of ordinary shares, which are held directly by the Group. The proportion of the Group's ownership interest is the same as the proportion of voting rights held.

There are no published price quotations for the Group's investment in the Associate Company. There are no restrictions on the ability of the Associate Company to transfer funds to the Group in the form of cash dividends or repayment of loans and advances neither are there any contingent liabilities relating to the Group's interest in the Associate Company.

### (a) Movement in investment in equity-accounted investee

	Group		Bank	
	Dec 2020	Dec 2019	Dec 2020	Dec 2019
<i>In millions of Nigerian Naira</i>				
Balance, beginning of the year	4,143	4,610	2,715	2,715
Share of current period's result	1,071	413	-	-
Share of foreign currency translation differences	(711)	(881)	-	-
<b>Balance, end of the year</b>	<b>4,504</b>	<b>4,143</b>	<b>2,715</b>	<b>2,715</b>
<b>(i) Reconciliation of summarised financial information</b>				
Reconciliation of the summarised financial information presented, to the carrying amount of the interest in associates is shown below :				
<i>In millions of Nigerian Naira</i>	<b>Dec 2020</b>		<b>Dec 2019</b>	
Opening net assets	4,103		4,103	
Profit for the year	2,186		837	
Foreign currency translation differences	(1,452)		(838)	
<b>Closing net assets</b>	<b>4,837</b>		<b>4,103</b>	
Group's interest in associate (49%)	2,370		2,010	
Notional goodwill	2,134		2,133	
<b>Carrying amount</b>	<b>4,504</b>		<b>4,143</b>	

### (b) Nature of investment in associates

Name of entity	Country of incorporation	Place of business	Nature of business	% of ownership interest	Measurement method
UBA Zambia Bank Limited	Zambia	Zambia	Banking	49*	Equity method

\*The Group's interest in UBA Zambia did not change during the year.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 28 INVESTMENT IN EQUITY-ACCOUNTED INVESTEE (CONTINUED)

### (c) Summarised financial information for associate

*In millions of Nigerian Naira*

#### (i) Summarised Statement of Financial Position

##### Assets

Cash and cash equivalents

18,555

4,815

Other current assets

33,021

29,408

Non-current assets

3,267

1,639

##### Total assets

54,843

35,862

Financial liabilities

46,535

24,383

Other current liabilities

3,470

7,376

##### Total liabilities

50,006

31,759

##### Net assets

4,837

4,103

#### (ii) Summarised statement of comprehensive income

Operating income

5,950

4,664

Operating expense

(3,764)

(3,902)

Net impairment (loss)/reversal on financial assets

0.3

75

##### Profit for the year

2,186

837

##### Total comprehensive income

2,186

837

The information above reflects the amounts presented in the financial statements of the Associate Company. There are no differences in the accounting policies of the Associate Company and the Group's accounting policies.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 29 INVESTMENT IN SUBSIDIARIES

### (a) Holding in subsidiaries

<i>In millions of Nigerian Naira</i>	"Year of acquisition/ Commencement"	Holding	Non- controlling interests	Country	Industry	Bank Dec 2020	Bank Dec 2019
Bank subsidiaries (see note (i) below):							
UBA Ghana Limited	2004	91%	9%	Ghana	Banking	8,048	8,048
UBA Cameroun (SA)	2007	100%	0%	Cameroun	Banking	1,845	1,845
UBA Cote d'Ivoire	2008	100%	0%	Cote d'Ivoire	Banking	12,295	12,295
UBA Liberia Limited	2008	100%	0%	Liberia	Banking	2,330	2,330
UBA (SL) Limited	2008	100%	0%	Sierra Leone	Banking	1,269	1,269
UBA Uganda Limited	2008	69%	31%	Uganda	Banking	3,705	3,705
UBA Burkina Faso	2008	64%	36%	Burkina Faso	Banking	5,352	5,352
UBA Benin	2008	86%	14%	Benin Republic	Banking	11,451	11,451
UBA Kenya Bank Limited	2009	81%	19%	Kenya	Banking	3,744	3,744
UBA Chad (SA)	2009	89%	11%	Chad	Banking	2,440	2,440
UBA Senegal (SA)	2009	86%	14%	Senegal	Banking	2,400	2,400
UBA Tanzania Limited	2010	82%	18%	Tanzania	Banking	4,332	4,332
UBA Gabon	2010	100%	0%	Gabon	Banking	2,760	2,760
UBA Guinea (SA)	2010	100%	0%	Guinea	Banking	1,475	1,475
UBA Congo DRC (SA)	2011	100%	0%	Congo DRC	Banking	10,375	10,375
UBA Congo Brazzaville (SA)	2011	100%	0%	Congo Brazzaville	Banking	3,024	3,024
UBA Mozambique (SA)	2011	96%	4%	Mozambique	Banking	8,156	8,156
UBA Mali	2017	100%	0%	Mali	Banking	6,300	6,300
UBA UK Limited (see (ii) below)	2012	100%	0%	United Kingdom	Banking	9,974	9,974
<b>Non-Bank Subsidiaries:</b>							
UBA Pensions Custodian Limited (see (iii) below)	2004	100%	0%	Nigeria	Pension custody	2,000	2,000
						<b>103,275</b>	<b>103,275</b>

The proportion of the voting rights in the subsidiary undertakings held directly by the parent company do not differ from the proportion of ordinary shares held. The parent company does not have any shareholdings in the preference shares of subsidiary undertakings included in the Group.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 29 INVESTMENT IN SUBSIDIARIES (CONTINUED)

### (a) Holding in subsidiaries

- (i) UBA Ghana, UBA Cameroon SA, UBA Cote d'Ivoire, UBA Liberia, UBA Uganda, UBA Burkina Faso, UBA Chad SA, UBA Senegal SA, UBA Benin, UBA Kenya, UBA Tanzania, UBA Gabon, UBA Guinea, UBA Sierra Leone, UBA Mozambique, UBA Congo DRC, UBA Mali and UBA Congo Brazzaville are engaged in the business of banking and provide corporate, commercial, consumer and international banking, trade services, cash management and treasury services.
- (ii) UBA UK Limited is a UK bank regulated by the Prudential Regulation Authority and the Financial Conduct Authority and received its banking licence in March 2018. Prior to gaining its bank status, the firm was authorised in the UK to undertake investment business and was originally incorporated on September 25, 1995. The bank is primarily engaged in wholesale banking, with a focus on facilitating trade and treasury flows between Europe and Africa. The bank offers trade finance, corporate banking and treasury solutions to corporate and institutional clients.
- (iii) UBA Pension Custodian Limited obtained an operating license on 20 February 2006 and commenced operations in Nigeria on 3 May 2006. It principally operates as a custodian of pension assets, to hold and deal in such assets as directed by the Pension Fund Administrators and in line with regulations of the National Pension Commission in conformity with the Pensions Reforms Act 2004 and as amended in 2014.

Significant restrictions:

There are no significant restrictions on the Group's ability to access or use the assets and settle the liabilities of any member of the Group to the extent that regulation does not inhibit the Group from having access, and in liquidation scenario, this restriction is limited to its level of investment in the entity.

### (b) Non-controlling interests

- (i) The total non-controlling interests at the end of the year is N29.08 billion (2019: N19.41 billion) is attributed to the following non-fully owned subsidiaries:

	Dec 2020	Dec 2019
UBA Ghana Limited	6,298	3,709
UBA Burkina Faso	9,487	6,038
UBA Benin	2,923	1,990
UBA Uganda Limited	2,492	1,401
UBA Kenya Bank Limited	1,612	1,633
UBA Senegal (SA)	3,727	2,769
UBA Mozambique (SA)	279	342
UBA Chad (SA)	1,536	1,046
UBA Tanzania Limited	726	477
	<b>29,080</b>	<b>19,405</b>



# Notes to Financial Statements (Continued)

## For the year ended December 31, 2020

### 29 INVESTMENT IN SUBSIDIARIES (CONTINUED)

- (ii) Set out below is summarised financial information for each subsidiary that has non-controlling interests as at December 31, 2020. The amounts disclosed for each subsidiary are before inter-company eliminations.

*In millions of Nigerian Naira*

Summarised statement of financial position

Cash and bank balances

Other financial assets

Non-financial assets

**Total assets**

Financial liabilities

Non-financial liabilities

**Total liabilities**

**Net assets**

**Summarized statement of comprehensive income**

Revenue

Profit for the year

Other comprehensive income

**Total comprehensive income**

Total comprehensive income allocated to non-controlling interest

**Summarized cash flows**

Cash flows (used in)/ from operating activities

Cash flows(used in)/ from financing activities

Cash flows (used in)/ from investing activities

**Net (decrease)/increase in cash and cash equivalents**

	UBA Ghana Limited		UBA Burkina Faso		UBA Benin	
	Dec 2020	Dec 2019	Dec 2020	Dec 2019	Dec 2020	Dec 2019
Cash and bank balances	66,099	32,320	36,969	11,708	38,656	24,553
Other financial assets	202,623	214,027	315,280	175,519	206,296	88,707
Non-financial assets	4,754	2,579	3,960	2,970	2,841	2,016
<b>Total assets</b>	<b>273,476</b>	<b>248,926</b>	<b>356,209</b>	<b>190,197</b>	<b>247,793</b>	<b>115,276</b>
Financial liabilities	198,714	198,131	326,355	171,326	222,301	99,253
Non-financial liabilities	6,525	10,616	3,690	2,220	3,999	3,734
<b>Total liabilities</b>	<b>205,239</b>	<b>208,747</b>	<b>330,045</b>	<b>173,546</b>	<b>226,300</b>	<b>102,987</b>
<b>Net assets</b>	<b>68,237</b>	<b>40,179</b>	<b>26,164</b>	<b>16,651</b>	<b>21,493</b>	<b>12,289</b>
<b>Summarized statement of comprehensive income</b>						
Revenue	43,667	47,892	19,095	14,002	15,086	13,478
Profit for the year	10,425	11,093	3,834	1,796	3,018	1,097
Other comprehensive income	58	-	-	-	-	-
<b>Total comprehensive income</b>	<b>10,483</b>	<b>11,093</b>	<b>3,834</b>	<b>1,796</b>	<b>3,018</b>	<b>1,097</b>
Total comprehensive income allocated to non-controlling interest	962	1,024	1,389	651	410	178
<b>Summarized cash flows</b>						
Cash flows (used in)/ from operating activities	24,701	4,861	66,978	(72,938)	90,439	(9,810)
Cash flows(used in)/ from financing activities	5,626	1,956	5,872	(1,603)	9,469	2,343
Cash flows (used in)/ from investing activities	(20,982)	(3,777)	(60,563)	61,567	(69,979)	23,293
<b>Net (decrease)/increase in cash and cash equivalents</b>	<b>9,345</b>	<b>3,040</b>	<b>12,287</b>	<b>(12,974)</b>	<b>29,929</b>	<b>15,826</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 29 INVESTMENT IN SUBSIDIARIES (CONTINUED)

Summarised financial information for each subsidiary that has non-controlling interests - (Continued)

<i>In millions of Nigerian Naira</i>	UBA Uganda Limited		UBA Kenya Bank Limited		UBA Senegal (SA)	
	Dec 2020	Dec 2019	Dec 2020	Dec 2019	Dec 2020	Dec 2019
<b>Summarised statement of financial position</b>						
Cash and bank balances	26,195	18,290	14,694	13,489	4,455	14,653
Other financial assets	27,427	15,187	52,907	42,675	191,176	124,270
Non-financial assets	1,121	534	1,386	1,558	1,022	1,601
<b>Total assets</b>	<b>54,743</b>	<b>34,011</b>	<b>68,987</b>	<b>57,722</b>	<b>196,653</b>	<b>140,524</b>
Financial liabilities	43,996	29,471	58,310	33,762	130,869	113,860
Non-financial liabilities	2,673	-	2,192	15,364	38,207	6,172
<b>Total liabilities</b>	<b>46,669</b>	<b>29,471</b>	<b>60,502</b>	<b>49,126</b>	<b>169,076</b>	<b>120,032</b>
<b>Net assets</b>	<b>8,074</b>	<b>4,540</b>	<b>8,485</b>	<b>8,596</b>	<b>27,577</b>	<b>20,492</b>
<b>Summarized statement of comprehensive income</b>	<b>Dec 2020</b>	<b>Dec 2019</b>	<b>Dec 2020</b>	<b>Dec 2019</b>	<b>Dec 2020</b>	<b>Dec 2019</b>
Revenue	7,532	4,326	7,176	6,233	14,762	11,526
Profit/(loss) for the year	2,024	651	411	812	5,100	2,799
Other comprehensive income	-	-	-	-	-	-
<b>Total comprehensive income</b>	<b>2,024</b>	<b>651</b>	<b>411</b>	<b>812</b>	<b>5,100</b>	<b>2,799</b>
Total comprehensive income allocated to non-controlling interest	625	201	78	154	689	378
<b>Summarized cash flows</b>						
Cash flows (used in)/ from operating activities	26,023	13,028	43,540	17,658	41,611	(4,442)
Cash flows(used in)/ from financing activities	1,760	(404)	1,210	15,504	9,920	(323)
Cash flows (used in)/ from investing activities	(11,625)	(4,371)	(32,369)	(21,986)	(74,191)	(7,697)
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>16,158</b>	<b>8,253</b>	<b>12,381</b>	<b>11,176</b>	<b>(22,660)</b>	<b>(12,462)</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 29 INVESTMENT IN SUBSIDIARIES (CONTINUED)

Summarised financial information for each subsidiary that has non-controlling interests - (Continued)

<i>In millions of Nigerian Naira</i>	UBA Mozambique (SA)		UBA Chad		UBA Tanzania	
	Dec 2020	Dec 2019	Dec 2020	Dec 2019	Dec 2020	Dec 2019
<b>Summarised statement of financial position</b>						
Cash and bank balances	18,418	10,129	9,443	12,290	14,519	11,040
Other financial assets	4,096	8,515	105,897	38,343	14,492	17,789
Non-financial assets	236	218	1,436	629	342	206
<b>Total assets</b>	<b>22,750</b>	<b>18,862</b>	<b>116,776</b>	<b>51,262</b>	<b>29,353</b>	<b>29,035</b>
Financial liabilities	15,968	10,706	92,225	40,379	23,929	26,247
Non-financial assets	301	202	10,589	1,371	1,372	119
<b>Total liabilities</b>	<b>16,269</b>	<b>10,908</b>	<b>102,814</b>	<b>41,750</b>	<b>25,301</b>	<b>26,366</b>
<b>Net assets</b>	<b>6,481</b>	<b>7,954</b>	<b>13,962</b>	<b>9,512</b>	<b>4,052</b>	<b>2,669</b>
<b>Summarized statement of comprehensive income</b>	<b>Dec 2020</b>	<b>Dec 2019</b>	<b>Dec 2020</b>	<b>Dec 2019</b>	<b>Dec 2020</b>	<b>Dec 2019</b>
Revenue	1,724	2,289	8,831	6,588	3,766	2,750
(Loss)/Profit for the year	(343)	(234)	1,769	2,229	578	266
Other comprehensive income	-	-	-	-	-	-
<b>Total comprehensive income</b>	<b>(343)</b>	<b>(234)</b>	<b>1,769</b>	<b>2,229</b>	<b>578</b>	<b>266</b>
Total comprehensive income allocated to non-controlling interest	(15)	(10)	195	245	103	48
<b>Summarized cash flows</b>						
Cash flows (used in)/ from operating activities	5,201	630	55,617	14,126	6,822	12,165
Cash flows(used in)/ from financing activities	(1,140)	224	2,402	(2,509)	(61)	(1,131)
Cash flows (used in)/ from investing activities	10,408	5,326	(62,102)	(12,853)	797	(6,955)
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>14,469</b>	<b>6,180</b>	<b>(4,083)</b>	<b>(1,236)</b>	<b>7,558</b>	<b>4,079</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 30 PROPERTY AND EQUIPMENT

*In millions of Nigerian Naira*

Property and equipment

Right-of-use assets

**Carrying amount**

Group		Bank	
Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
141,286	122,290	117,632	102,009
11,905	6,209	5,803	5,439
<b>153,191</b>	<b>128,499</b>	<b>123,435</b>	<b>107,448</b>

### (a) Property and equipment As at December 31, 2020

#### Group

<i>In millions of Nigerian Naira</i>	Land	Buildings	Leasehold improvements	Aircraft	Motor vehicles	Furniture and fittings	Computer hardware	Equipment	Work in progress	Total
<b>Cost</b>										
Balance at 1 January 2020	34,365	37,396	15,596	8,564	14,959	13,188	43,744	49,335	15,867	233,014
Additions	215	947	88	-	595	378	14,252	6,994	9,957	33,426
Reclassifications	101	1,008	(1,260)	-	1,376	(136)	(1,845)	3,011	(2,256)	-
Disposals	-	(526)	(1,296)	-	(1,156)	(146)	(480)	(810)	(38)	(4,453)
Transfers	-	-	-	-	-	-	-	-	(86)	(86)
Write-off	(3)	(8)	(6)	-	(200)	(306)	(208)	(130)	-	(862)
Exchange difference (note i)	-	490	799	-	369	303	414	74	110	2,558
<b>Balance at December 31, 2020</b>	<b>34,677</b>	<b>39,307</b>	<b>13,921</b>	<b>8,564</b>	<b>15,943</b>	<b>13,281</b>	<b>55,877</b>	<b>58,474</b>	<b>23,553</b>	<b>263,597</b>
<b>Accumulated depreciation</b>										
Balance at 1 January 2020	-	15,035	7,773	2,334	12,066	9,543	31,311	32,662	-	110,724
Charge for the period	-	597	1,540	408	1,047	1,331	5,001	5,047	-	14,970
Reclassifications	-	26	(26)	-	1	198	(1,686)	1,487	-	-
Disposals	-	(316)	(752)	-	(832)	(144)	(458)	(749)	-	(3,250)
Write-off	-	(2)	(4)	-	(199)	(298)	(194)	(129)	-	(826)
Exchange difference (note i)	-	127	44	35	16	21	160	289	-	693
<b>Balance at December 31, 2020</b>	<b>-</b>	<b>15,467</b>	<b>8,575</b>	<b>2,778</b>	<b>12,100</b>	<b>10,651</b>	<b>34,135</b>	<b>38,607</b>	<b>-</b>	<b>122,311</b>
<b>Carrying amounts</b>										
<b>Balance at December 31, 2020</b>	<b>34,677</b>	<b>23,840</b>	<b>5,346</b>	<b>5,786</b>	<b>3,843</b>	<b>2,630</b>	<b>21,742</b>	<b>19,867</b>	<b>23,553</b>	<b>141,286</b>
<b>Balance at December 31, 2019</b>	<b>34,365</b>	<b>22,361</b>	<b>7,823</b>	<b>6,230</b>	<b>2,893</b>	<b>3,645</b>	<b>12,433</b>	<b>16,673</b>	<b>15,867</b>	<b>122,290</b>

(i) Exchange differences arise from the translation of the property and equipment of the Group's foreign operations.

(ii) There were no capitalised borrowing costs related to the acquisition of property and equipment during the year (December 2019: nil)

# Notes to Financial Statements (Continued)

## For the year ended December 31, 2020

### 30 PROPERTY AND EQUIPMENT (CONTINUED)

#### (a) Property and equipment (Continued) As at December 31, 2019

##### Group

<i>In millions of Nigerian Naira</i>	Land	Buildings	Leasehold improvements	Aircraft	Motor vehicles	Furniture and fittings	Computer hardware	Equipment	Work in progress	Total
<b>Cost</b>										
Balance at 1 January 2019	34,390	36,956	13,259	8,564	14,367	11,640	41,936	44,910	11,452	217,474
Additions	381	833	1,016	-	646	1,776	1,320	1,844	11,350	19,167
Reclassifications	(406)	466	1,921	-	419	108	742	3,149	(6,399)	-
Disposals	-	(0)	(9)	-	(240)	(101)	(191)	(242)	(213)	(996)
Transfers	-	-	41	-	-	27	239	28	(112)	223
Write-off	-	(8)	(169)	-	(107)	(54)	(139)	(107)	(6)	(590)
Exchange difference	-	(851)	(463)	-	(126)	(208)	(163)	(247)	(206)	(2,264)
<b>Balance at December 31, 2019</b>	<b>34,365</b>	<b>37,396</b>	<b>15,596</b>	<b>8,564</b>	<b>14,959</b>	<b>13,188</b>	<b>43,744</b>	<b>49,335</b>	<b>15,867</b>	<b>233,014</b>
<b>Accumulated depreciation</b>										
Balance at 1 January 2019	-	14,461	7,542	1,666	11,567	9,201	28,783	28,279	-	101,499
Charge for the year	-	934	515	668	850	1,191	3,048	4,774	-	11,980
Reclassifications	-	(13)	13	-	-	2	(44)	42	-	-
Disposals	-	(0)	(2)	-	(235)	(80)	(187)	(221)	-	(725)
Transfers	-	-	-	-	-	-	5	-	-	5
Write-off	-	(1)	(160)	-	(66)	(55)	(131)	(103)	-	(516)
Exchange difference	-	(346)	(135)	-	(50)	(716)	(163)	(109)	-	(1,519)
<b>Balance at December 31, 2019</b>	<b>-</b>	<b>15,035</b>	<b>7,773</b>	<b>2,334</b>	<b>12,066</b>	<b>9,543</b>	<b>31,311</b>	<b>32,662</b>	<b>-</b>	<b>110,724</b>
<b>Carrying amounts</b>										
<b>Balance at December 31, 2019</b>	<b>34,365</b>	<b>22,361</b>	<b>7,823</b>	<b>6,230</b>	<b>2,893</b>	<b>3,645</b>	<b>12,433</b>	<b>16,673</b>	<b>15,867</b>	<b>122,290</b>
<b>Balance at December 31, 2018</b>	<b>34,390</b>	<b>22,495</b>	<b>5,717</b>	<b>6,898</b>	<b>2,800</b>	<b>2,439</b>	<b>13,153</b>	<b>16,629</b>	<b>11,452</b>	<b>115,973</b>

#### (b) Right-of-use assets December 31, 2020

##### Group

<i>In millions of Nigerian Naira</i>	Land	Buildings	Total
<b>Right-of-use assets</b>			
Balance - 1 January 2020	166	7,926	8,092
New lease contracts	337	7,422	7,759
Balance - December 31, 2020	503	15,348	15,851
<b>Accumulated depreciation</b>			
Balance - 1 January 2020	23	1,860	1,883
Depreciation charge for the year	21	2,042	2,063
Balance - December 31, 2020	44	3,902	3,946
<b>Carrying amounts</b>			
Balance at December 31, 2020	459	11,446	11,905
Balance at December 31, 2019	143	6,066	6,209

# Notes to Financial Statements (Continued)

## For the year ended December 31, 2020

### 30 PROPERTY AND EQUIPMENT (CONTINUED)

#### (b) Right-of-use assets (Continued) December 31, 2019

##### Group

<i>In millions of Nigerian Naira</i>	Land	Buildings	Total
<b>Right-of-use assets</b>			
Balance - 1 January 2019	115	4,735	4,850
New lease contracts	51	3,191	3,242
Balance - December 31, 2019	166	7,926	8,092
<b>Accumulated depreciation</b>			
Balance - 1 January 2019	-	-	-
Depreciation charge for the year	23	1,860	1,883
Balance - December 31, 2019	23	1,860	1,883
<b>Carrying amounts</b>			
<b>Balance at December 31, 2019</b>	<b>143</b>	<b>6,066</b>	<b>6,209</b>
<b>Balance at December 31, 2018</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### (c) As at December 31, 2020 Bank

<i>In millions of Nigerian Naira</i>	Land	Buildings	Leasehold improvements	Aircraft	Motor vehicles	Furniture and fittings	Computer hardware	Equipment	Work in progress	Total
<b>Cost</b>										
Balance at 1 January 2020	33,347	26,815	4,489	8,564	10,425	8,181	37,261	42,517	12,402	184,001
Additions	200	127	8	-	633	228	13,940	2,354	9,184	26,674
Reclassifications	101	904	338	-	1,376	470	(1,345)	3,011	(4,855)	-
Disposals	-	(5)	(0)	-	(990)	(91)	(223)	(460)	(38)	(1,807)
Transfers	-	-	-	-	-	-	-	-	(86)	(86)
Write-off	(3)	(8)	(6)	-	(200)	(306)	(208)	(130)	-	(862)
Exchange difference (note i)	-	-	35	-	29	18	60	35	208	385
<b>Balance at December 31, 2020</b>	<b>33,645</b>	<b>27,833</b>	<b>4,864</b>	<b>8,564</b>	<b>11,273</b>	<b>8,500</b>	<b>49,485</b>	<b>47,328</b>	<b>16,814</b>	<b>208,305</b>
<b>Accumulated depreciation</b>										
Balance at 1 January 2020	-	9,488	1,751	2,075	8,773	6,287	26,506	27,112	-	81,992
Charge for the year	-	430	132	408	600	615	4,403	4,167	-	10,755
Reclassifications	-	26	(26)	-	1	198	(1,686)	1,487	-	-
Disposals	-	(1)	(0)	-	(667)	(90)	(214)	(421)	-	(1,392)
Write-off	-	(2)	(4)	-	(199)	(298)	(194)	(129)	-	(826)
Exchange difference (note i)	-	-	15	-	30	17	46	36	-	144
<b>Balance at December 31, 2020</b>	<b>-</b>	<b>9,942</b>	<b>1,867</b>	<b>2,483</b>	<b>8,537</b>	<b>6,730</b>	<b>28,862</b>	<b>32,253</b>	<b>-</b>	<b>90,673</b>
<b>Carrying amounts</b>										
<b>Balance at December 31, 2020</b>	<b>33,645</b>	<b>17,891</b>	<b>2,997</b>	<b>6,081</b>	<b>2,736</b>	<b>1,770</b>	<b>20,623</b>	<b>15,075</b>	<b>16,814</b>	<b>117,632</b>
<b>Balance at December 31, 2019</b>	<b>33,347</b>	<b>17,327</b>	<b>2,738</b>	<b>6,489</b>	<b>1,652</b>	<b>1,894</b>	<b>10,755</b>	<b>15,405</b>	<b>12,402</b>	<b>102,009</b>

- (i) Exchange differences arise from the translation of property and equipment of the UBA New York branch.  
(ii) There were no capitalised borrowing costs related to the acquisition of property and equipment during the year (December 2019: nil)

# Notes to Financial Statements (Continued)

## For the year ended December 31, 2020

### 30 PROPERTY AND EQUIPMENT (CONTINUED)

(d) December 31, 2019

Bank

<i>In millions of Nigerian Naira</i>	Land	Buildings	Leasehold improvements	Aircraft	Motor vehicles	Furniture and fittings	Computer hardware	Equipment	Work in progress	Total
<b>Cost</b>										
Balance at 1 January 2019	33,372	26,316	4,034	8,564	10,227	7,815	35,336	37,776	7,706	171,146
Additions	381	41	5	-	287	313	873	1,527	9,990	13,417
Reclassifications	(406)	466	446	-	41	83	1,211	3,427	(5,268)	-
Disposals	-	(0)	(2)	-	(83)	(33)	(173)	(206)	(213)	(710)
Transfers	-	-	-	-	-	-	-	-	187	187
Write-off	-	(8)	-	-	(48)	(0)	(1)	(7)	-	(64)
Exchange difference	-	-	6	-	1	3	15	-	-	25
<b>Balance at December 31, 2019</b>	<b>33,347</b>	<b>26,815</b>	<b>4,489</b>	<b>8,564</b>	<b>10,425</b>	<b>8,181</b>	<b>37,261</b>	<b>42,517</b>	<b>12,402</b>	<b>184,001</b>
<b>Accumulated depreciation</b>										
Balance at 1 January 2019	-	9,082	1,626	1,666	8,364	5,733	24,096	23,077	-	73,644
Charge for the year	-	420	109	409	530	571	2,616	4,187	-	8,842
Reclassifications	-	(13)	13	-	-	2	(44)	42	-	-
Disposals	-	(0)	(1)	-	(78)	(22)	(169)	(186)	-	(456)
Write-off	-	(1)	-	-	(43)	(0)	(1)	(6)	-	(51)
Exchange difference	-	-	4	-	-	3	8	(2)	-	13
<b>Balance at December 31, 2019</b>	<b>-</b>	<b>9,488</b>	<b>1,751</b>	<b>2,075</b>	<b>8,773</b>	<b>6,287</b>	<b>26,506</b>	<b>27,112</b>	<b>-</b>	<b>81,992</b>
<b>Carrying amounts</b>										
<b>Balance at December 31, 2019</b>	<b>33,347</b>	<b>17,327</b>	<b>2,738</b>	<b>6,489</b>	<b>1,652</b>	<b>1,894</b>	<b>10,755</b>	<b>15,405</b>	<b>12,402</b>	<b>102,009</b>
<b>Balance at December 31, 2018</b>	<b>33,372</b>	<b>17,234</b>	<b>2,408</b>	<b>6,898</b>	<b>1,863</b>	<b>2,082</b>	<b>11,240</b>	<b>14,699</b>	<b>7,706</b>	<b>97,502</b>

Exchange differences arise from the translation of the property and equipment of the UBA New York branch.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 30 PROPERTY AND EQUIPMENT (CONTINUED)

### (e) Right-of-use assets December 31, 2020

#### Bank

<i>In millions of Nigerian Naira</i>	Land	Buildings	Total
<b>Right-of-use assets</b>			
Balance - 1 January 2020	166	6,878	7,044
New lease contracts	-	2,011	2,011
Balance - December 31, 2020	166	8,889	9,055
<b>Accumulated depreciation</b>			
Balance - 1 January 2020	23	1,582	1,605
Depreciation charge for the year	21	1,626	1,647
Balance - December 31, 2020	44	3,208	3,252
<b>Carrying amounts</b>			
Balance at December 31, 2020	122	5,681	5,803
Balance at December 31, 2019	143	5,296	5,439

#### December 31, 2019

#### Bank

<i>In millions of Nigerian Naira</i>	Land	Buildings	Total
<b>Right-of-use assets</b>			
Balance - 1 January 2019	115	4,160	4,275
New lease contracts	51	2,718	2,769
Balance - December 31, 2019	166	6,878	7,044
<b>Accumulated depreciation</b>			
Balance - 1 January 2019	-	-	-
Depreciation charge for the year	23	1,582	1,605
Balance - December 31, 2019	23	1,582	1,605
<b>Carrying amounts</b>			
Balance at December 31, 2019	143	5,296	5,439
Balance at December 31, 2018	-	-	-

## 31 INTANGIBLE ASSETS

### (a) (i) As at December 31, 2020

#### Group

<i>In millions of Nigerian Naira</i>	Goodwill	Purchased software	Work in progress <sup>2</sup>	Total
<b>Cost</b>				
Balance at 1 January 2020	9,558	20,022	5,047	34,627
Additions	-	13,279	1,654	14,933
Reclassifications	-	2,708	(2,708)	(0)
Disposal	-	-	(293)	(293)
Transfers (i)	-	86	(86)	-
Exchange difference	1,160	(169)	0	991
Balance at December 31, 2020	10,718	35,926	3,614	50,258
<b>Amortization</b>				
Balance at 1 January 2020	-	16,956	-	16,956
Amortisation for the year	-	2,972	-	2,972
Exchange difference	-	1,430	-	1,430
Balance at December 31, 2020	-	21,358	-	21,358
<b>Carrying amounts</b>				
Balance at December 31, 2020	10,718	14,568	3,614	28,900
Balance at December 31, 2019	9,558	3,066	5,046	17,671



# Notes to Financial Statements (Continued)

## For the year ended December 31, 2020

### 31 INTANGIBLE ASSETS (CONTINUED)

#### (ii) December 31, 2019

##### Group

*In millions of Nigerian Naira*

##### Cost

Balance at 1 January 2019
Additions
Reclassifications
Disposal
Transfers <sup>1</sup>
Exchange difference
Balance at December 31, 2019

Goodwill	Purchased software	Work in progress <sup>2</sup>	Total
9,735	20,092	3,710	33,537
-	177	1,670	1,847
-	135	(135)	-
-	-	(11)	(11)
-	(37)	(187)	(224)
(177)	(345)	(0.19)	(522)
<b>9,558</b>	<b>20,022</b>	<b>5,047</b>	<b>34,627</b>

##### Amortization

Balance at 1 January 2019
Amortisation for the year
Exchange difference
Balance at December 31, 2019

-	15,369	-	15,369
-	1,627	-	1,627
-	(40)	-	(40)
-	16,956	-	16,956
9,558	3,066	5,047	17,671

##### Carrying amounts

Balance at December 31, 2019
------------------------------

<b>9,735</b>	<b>4,723</b>	<b>3,710</b>	<b>18,168</b>
--------------	--------------	--------------	---------------

#### (b) (i) Bank

*In millions of Nigerian Naira*

##### Cost

Balance at 1 January 2020
Additions
Reclassifications
Disposal
Transfers <sup>1</sup>
Exchange difference
Balance at December 31, 2020

Purchased software	Work in progress <sup>2</sup>	Total
15,023	5,044	20,067
10,605	1,488	12,093
2,723	(2,723)	-
-	(293)	(293)
86	(86)	-
5	-	5
<b>28,442</b>	<b>3,430</b>	<b>31,872</b>

##### Amortization

Balance at 1 January 2020
Amortisation for the year
Exchange difference
Balance at December 31, 2020

12,997	-	12,997
2,634	-	2,634
4	-	4
<b>15,635</b>	<b>-</b>	<b>15,635</b>

##### Carrying amounts

Balance as at December 31, 2020
Balance as at December 31, 2019

<b>12,807</b>	<b>3,430</b>	<b>16,237</b>
<b>2,026</b>	<b>5,044</b>	<b>7,070</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 31 INTANGIBLE ASSETS (CONTINUED)

### (ii) Bank

*In millions of Nigerian Naira*

#### Cost

Balance at 1 January 2019  
Additions  
Reclassifications  
Disposal  
Transfers<sup>1</sup>  
Balance at December 31, 2019

Purchased software	Work in progress <sup>2</sup>	Total
14,886	3,697	18,583
14	1,669	1,683
123	(123)	-
-	(12)	(12)
-	(187)	(187)
<b>15,023</b>	<b>5,044</b>	<b>20,067</b>

#### Amortization

Balance at 1 January 2019  
Amortisation for the year  
Balance at December 31, 2019

11,672	-	11,672
1,325	-	1,325
<b>12,997</b>	<b>-</b>	<b>12,997</b>

#### Carrying amounts

Balance at December 31, 2019  
Balance at December 31, 2018

<b>2,026</b>	<b>5,044</b>	<b>7,070</b>
<b>3,214</b>	<b>3,697</b>	<b>6,911</b>

There were no capitalised borrowing costs related to the internal development of software during the period (December 2019: nil). Computer software has a definite useful life of not more than five years while goodwill has an indefinite useful life and is annually assessed for impairment.

<sup>1</sup> Transfers represents reclassification of items from property and equipment (work in progress) to intangible assets - purchased software (work in progress) during the period as disclosed in Note 30.

<sup>2</sup> Work in progress represents software implementation projects that were currently in their development phase as at reporting date.

### (c) Impairment testing for cash-generating units containing Goodwill

For the purpose of impairment testing, goodwill acquired through business combinations is allocated to cash generating units (CGUs) as the goodwill is monitored at the level of the individual cash generating units. UBA Benin and UBA UK Limited have been identified as individual cash generating units. UBA Benin and UBA UK Limited operate under Rest of Africa and Rest of the World geographic segments respectively. The recoverable amounts of the CGUs have been determined based on value-in-use calculations; using cash flow projections based on financial forecasts covering a period of five years. Cash flows beyond the five-year period are extrapolated using estimated economic growth rates for the respective CGUs. These growth rates are consistent with forecasts included in industry reports specific to the economic environment in which each of the CGU's operates.

# Notes to Financial Statements (Continued)

## For the year ended December 31, 2020

### 31 INTANGIBLE ASSETS (CONTINUED)

The following table sets out the key assumptions used in the value-in-use calculations:

<i>In millions of Nigerian Naira</i>	UBA Benin		UBA UK Limited	
	Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
Gross earnings ( % annual growth rate)	12.4	13.2	8	9
Deposits ( % annual growth rate)	6	15	10	5
Loans and advances ( % annual growth rate)	12	15	11	10
Operating expenses ( % annual growth rate)	3	10	3	5
Terminal growth rate (%)	1.2	1.5	3.6	1
Discount rate (pre-tax) (%)	13.9	18.9	4.6	5.4

The values assigned to each of the above key assumptions were determined as follows:

Assumption	Approach used in determining values
Gross earnings	This is the average annual growth rate over the five-year period. Based on past performance, expectations of market development and the expected positive impact of deposits and loan growth in the forecast period.
Deposits	This is the average annual growth rate over the five-year period. Deposits have been determined to be the key value driver for the CGUs. Projected deposits growth is based on past performance of the CGUs as well as management's plans to expand the businesses and deepen customer base.
Loans and advances	This is the average annual growth rate over the five year period. It is based partly on past performance but largely on the expected positive impact of the forecasted growth in deposits.
Operating expenses	This is the average annual growth rate over the five year period. It is based on the current structure of business of the respective CGUs, adjusting for expected inflationary increases but not reflecting any future restructurings or cost saving measures.
Terminal growth rate	This is the average growth rate used to extrapolate cash flows beyond the five-year period. Based on estimated economic growth rates for the respective CGUs.
Discount rate	The discount rate was a pre-tax measure based on the longest tenured government bond issued by the governments of Benin and United Kingdom respectively adjusted for a risk premium to reflect both the increased risk of investing in equities and generally and the systematic risk of the specific CGU.

# Notes to Financial Statements (Continued)

## For the year ended December 31, 2020

### 31 INTANGIBLE ASSETS (CONTINUED)

Below is the result of the impairment test:

<i>In millions of Nigerian Naira</i>	UBA Benin		UBA UK Limited	
	Dec. 2020	Dec. 2019	Dec. 2020	Dec. 2019
Recoverable amount	40,136	58,534	46,732	59,886
Less: Carrying amount				
Goodwill	(6,553)	(5,537)	(4,343)	(4,021)
Net assets	(21,493)	(12,289)	(16,513)	(16,358)
Total carrying amount	(28,046)	(17,826)	(20,856)	(20,379)
Excess of recoverable amount over carrying amount	<b>12,090</b>	<b>40,708</b>	<b>25,876</b>	<b>39,507</b>

The key assumptions described above may change as economic and market conditions change. The results of the value-in-use calculations are most sensitive to changes in the deposit growth rates, terminal growth rates and discount rates applied. The recoverable amounts of the respective CGUs would equal their carrying amounts if these key assumptions were to change as follows:

<i>In millions of Nigerian Naira</i>	Dec. 2020		Dec. 2019	
	% From	% To	% From	% To
<b>UBA Benin</b>				
Deposit growth rate	6.0	15.0	15.0	15.0
Discount rate	13.9	18.9	5.3	18.5
<b>UBA UK Limited</b>				
Deposit growth rate	10.0	5.0	5.0	5.0
Discount rate	4.6	5.4	6.6	6.6

Management have considered and assessed reasonably possible changes for other key assumptions and have not identified any instances that could cause the carrying amount of the respective CGUs to exceed their recoverable amounts.

### 32 DEFERRED TAX ASSETS AND LIABILITIES

#### Recognised deferred tax assets and liabilities

Deferred tax assets and liabilities are attributable to the following:

<i>In millions of Nigerian Naira</i>	Group			Bank		
	Assets	Liabilities	Net	Assets	Liabilities	Net
<b>December 31, 2020</b>						
Property, equipment, and software	23,273	125	23,148	22,406	-	22,406
Allowances for loan losses	3,890	-	3,890	3,728	-	3,728
Financial assets at FVOCI	1,151	13,475	(12,323)	-	13,475	(13,475)
Tax losses carried forward	7,816	294	7,522	7,816	-	7,816
Other liabilities	882	-	882	882	-	882
Prior year DTL written-off in FY2020	-	(119)	119	-	-	-
Fair value gain on derivatives	-	3,218	(3,218)	-	3,179	(3,179)
Loss on revaluation of investment securities	59	-	59	59	-	59
Foreign currency revaluation gain	-	-	-	3,624	-	3,624
Others	3,532	-	3,532	-	-	-
<b>Net deferred tax assets /liabilities</b>	<b>40,602</b>	<b>16,992</b>	<b>23,610</b>	<b>38,515</b>	<b>16,653</b>	<b>21,862</b>

# Notes to Financial Statements (Continued)

## For the year ended December 31, 2020

### 32 DEFERRED TAX ASSETS AND LIABILITIES (CONTINUED)

In millions of Nigerian Naira	Group			Bank		
	Assets	Liabilities	Net	Assets	Liabilities	Net
<b>December 31, 2019</b>						
Property, equipment, and software	25,670	119	25,551	22,406	-	22,406
Allowances for loan losses	3,849	61	3,788	3,728	-	3,728
Impairment on account receivable	1,454	9	1,445	1,454	-	1,454
Financial assets at FVOCI	-	13,475	(13,475)	-	13,475	(13,475)
Tax losses carried forward	7,433	-	7,433	6,362	-	6,362
Other liabilities	882	-	882	882	-	882
Fair value gain on derivatives	-	3,179	(3,179)	-	3,179	(3,179)
Loss on revaluation of investment securities	59	-	59	59	-	59
Foreign currency revaluation Loss	3,624	-	3,624	3,624	-	3,624
Others	83	131	(48)	-	-	-
<b>Net deferred tax assets /liabilities</b>	<b>43,054</b>	<b>16,974</b>	<b>26,080</b>	<b>38,515</b>	<b>16,653</b>	<b>21,862</b>

(b) **Movements in temporary differences during the period**  
**December 31, 2020**  
**Group**

In millions of Nigerian Naira	Opening	Recognised in profit or loss	Recognised in equity	Closing balance
Property, equipment, and software	25,551	(2,403)	-	23,148
Allowances for loan losses	3,788	102	-	3,890
Impairment on account receivable	1,445	(1,445)	-	-
Financial assets at FVOCI	(13,475)	1,152	-	(12,323)
Tax losses carried forward	7,433	89	-	7,522
Prior year DTL written-off in FY2020	882	(763)	-	119
Tax losses on fair value gain on derivatives	(3,179)	(39)	-	(3,218)
Foreign currency revaluation Loss	3,624	(3,624)	-	-
Loss on revaluation of investment securities	59	0	-	59
Others	71	3,461	-	3,532
	<b>26,199</b>	<b>(2,589)</b>	<b>-</b>	<b>23,610</b>

**Bank**

In millions of Nigerian Naira

	Opening	Recognised in profit or loss	Recognised in equity	Closing balance
Property, equipment, and software	22,406	-	-	22,406
Allowances for loan losses	3,728	-	-	3,728
Impairment on account receivable	1,454	-	-	-
Financial assets at FVOCI	(13,475)	-	-	(13,475)
Tax losses carried forward	6,362	-	-	7,816
Prior year DTL written-off in FY2020	882	-	-	882
Tax losses on fair value gain on derivatives	(3,179)	-	-	(3,179)
Foreign currency revaluation Loss	3,624	-	-	3,624
Loss on revaluation of investment securities	59	-	-	59
	<b>21,862</b>	<b>-</b>	<b>-</b>	<b>21,861</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 32 DEFERRED TAX ASSETS AND LIABILITIES (CONTINUED)

### (b) Movements in temporary differences during the period - (Continued) December 31, 2020 Group

*In millions of Nigerian Naira*

	Opening	Recognised in profit or loss balance	Recognised in equity	Closing balance
Property, equipment, and software	17,706	7,845	-	25,551
Allowances for loan losses	7,111	(3,323)	-	3,788
Account receivable	695	750	-	1,445
Financial assets at FVOCI	-	(13,475)	-	(13,475)
Tax losses carried forward	(3,601)	11,034	-	7,433
Other liabilities	-	882	-	882
Tax losses on fair value gain on derivatives	(8,069)	4,890	-	(3,179)
Foreign currency revaluation Loss	1,440	2,184	-	3,624
Loss on revaluation of investment securities	9,368	(9,309)	-	59
Others	293	(222)	-	71
	<b>24,943</b>	<b>1,256</b>	<b>-</b>	<b>26,199</b>

#### Bank

*In millions of Nigerian Naira*

	Opening	Recognised in profit or loss balance	Recognised in equity	Closing balance
Property, equipment, and software	22,406	-	-	22,406
Allowances for loan losses	3,728	-	-	3,728
Account receivable	1,454	-	-	1,454
Financial assets at FVOCI	(13,475)	-	-	(13,475)
Tax losses carried forward	6,362	-	-	6,362
Other liabilities	882	-	-	882
Tax losses on fair value gain on derivatives	(3,179)	-	-	(3,179)
Foreign currency revaluation Loss	3,625	-	-	3,624
Loss on revaluation of investment securities	59	-	-	59
	<b>21,862</b>	<b>-</b>	<b>-</b>	<b>21,862</b>

#### Unrecognised deferred tax assets

Deferred tax assets are recognized for tax loss carry-forwards to the extent that the realization of the related tax benefit through future taxable profits is probable. Unused tax losses of the Bank for which no deferred tax asset has been recognized was N135 billion (2019: N23.75 billion)

Deferred tax assets relating to the group's deductible temporary differences is N58 billion (2019: N152.8billion). The deferred tax arising from the temporary differences above will not be recognized due to uncertainties relating to the periods we expect the assets to be realized.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 33 DERIVATIVE FINANCIAL INSTRUMENTS

The table below shows the fair values of derivative financial instruments recorded as assets or liabilities together with their notional amounts. The notional amount which is recorded gross, is the amount of a derivative's underlying asset, reference rate or index and is the basis upon which changes in the value of derivatives are measured. The notional amounts indicate the volume of transactions outstanding at period end and are indicative of neither the market risk nor the credit risk.

	Group		Bank	
	Dec 2020	Dec 2019	Dec 2020	Dec 2019
<i>In millions of Nigerian Naira</i>				
<b>Derivative assets</b>				
Carrying value	<b>53,148</b>	<b>48,131</b>	<b>53,148</b>	<b>48,131</b>
Notional amount	529,782	438,130	529,782	438,130
<b>Derivative liabilities</b>				
Carrying value	<b>508</b>	<b>852</b>	<b>508</b>	<b>852</b>
Notional amount	<b>77,923</b>	<b>129,236</b>	<b>77,923</b>	<b>129,236</b>
<b>(a) Derivative assets</b>				
Instrument type:	53,148	40,779	53,148	40,779
Cross-currency swaps	-	7,352	-	7,352
Foreign exchange forward contracts	53,148	48,131	53,148	48,131
The movement in derivative assets is as follows:				
Balance, beginning of year	48,131	34,784	48,131	34,784
Derivatives derecognised	(48,131)	(34,784)	(48,131)	(34,784)
Derivatives acquired	53,148	48,131	53,148	48,131
Balance, end of year	<b>53,148</b>	<b>48,131</b>	<b>53,148</b>	<b>48,131</b>
<i>Derivative assets are current in nature</i>				
<b>(b) Derivative liabilities</b>				
Instrument type:				
Cross-currency swap	393	599	255	599
Foreign exchange forward contracts	115	253	253	253
	<b>508</b>	<b>852</b>	<b>508</b>	<b>852</b>
The movement in derivative liability is as follows:				
Balance, beginning of year	852	99	852	99
Derivatives derecognised	(852)	(99)	(852)	(99)
Derivatives acquired	<b>508</b>	<b>852</b>	<b>508</b>	<b>852</b>
Balance, end of year	<b>508</b>	<b>852</b>	<b>508</b>	<b>852</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 33 DERIVATIVE FINANCIAL INSTRUMENTS (CONTINUED)

*In millions of Nigerian Naira*

### (c) Fair value gain on derivatives

Derivative assets :

Fair value gain on additions in the year

Fair value loss on maturities in the year

Net fair value gain on derivative assets

### Derivative liabilities:

Fair value loss on additions in the year

Fair value gain on maturities in the year

Net fair value gain/(loss) on derivative liabilities

Net fair value gain/(loss) on derivative assets and liabilities (See note 15)

Group		Bank	
Dec 2020	Dec 2019	Dec 2020	Dec 2019
53,148	48,131	53,148	48,131
(48,131)	(34,784)	(48,131)	(34,784)
<b>5,017</b>	<b>13,347</b>	<b>5,017</b>	<b>13,347</b>
(508)	(852)	(508)	(852)
852	99	852	99
<b>344</b>	<b>(753)</b>	<b>344</b>	<b>(753)</b>
<b>5,361</b>	<b>12,594</b>	<b>5,361</b>	<b>12,594</b>

## 34 DEPOSITS FROM BANKS

*In millions of Nigerian Naira*

Money market deposits

Due to other banks

Current

Group		Bank	
Dec 2020	Dec 2019	Dec 2020	Dec 2019
334,146	140,509	103,705	2,882
84,011	126,561	18,110	89,835
<b>418,157</b>	<b>267,070</b>	<b>121,815</b>	<b>92,717</b>
418,157	267,070	121,815	92,717

## 35 DEPOSITS FROM CUSTOMERS

*In millions of Nigerian Naira*

### Retail customers:

Term deposits

Current deposits

Savings deposits

### Corporate customers:

Term deposits

Current deposits

Current

Non-current

Group		Bank	
Dec 2020	Dec 2019	Dec 2020	Dec 2019
144,720	385,635	65,422	298,426
815,250	483,714	569,288	318,213
1,447,514	855,079	1,199,738	711,516
890,012	630,358	603,361	529,830
2,378,515	1,478,098	1,386,334	906,403
<b>5,676,011</b>	<b>3,832,884</b>	<b>3,824,143</b>	<b>2,764,388</b>
5,669,628	3,832,757	3,823,985	2,764,261
6,383	127	158	127
<b>5,676,011</b>	<b>3,832,884</b>	<b>3,824,143</b>	<b>2,764,388</b>



# Notes to Financial Statements (Continued)

## For the year ended December 31, 2020

### 36 OTHER LIABILITIES

*In millions of Nigerian Naira*

#### Financial liabilities

Creditors and payables	85,743	63,306	42,898	32,031
Managers cheques	4,475	5,942	4,465	4,300
Unclaimed dividends (note (i))	7,678	5,885	7,678	5,885
Customers' deposit for foreign trade (note (ii))	23,950	10,174	23,678	8,096
Accrued expenses <sup>1</sup>	25,316	18,447	9,737	4,258

Group		Bank	
Dec 2020	Dec 2019	Dec 2020	Dec 2019
<b>147,162</b>	<b>103,754</b>	<b>88,456</b>	<b>54,570</b>
Provisions (note (iv))	252	147	147
Lease liabilities (note (iii))	6,929	2,462	1,109
Allowance for credit losses on off-balance sheet items (note (v))	2,807	2,363	1,062
Deferred income	677	241	262
<b>10,665</b>	<b>3,501</b>	<b>5,213</b>	<b>2,580</b>
<b>157,827</b>	<b>107,255</b>	<b>93,669</b>	<b>57,150</b>
Non-current	3,423	1,050	853
Current	154,404	92,619	56,297
<b>157,827</b>	<b>107,255</b>	<b>93,669</b>	<b>57,150</b>

- (i) The amount represents unclaimed dividends due to UBA Plc's shareholders which have been returned by the Bank's Registrar.
- (ii) Customers' deposit for foreign trade represents the naira value of foreign currencies held to cover letter of credit transactions. The corresponding balance is included in current balances with banks in note 22.
- (iii) Finance cost on the lease liabilities is included in 'Interest expense' in note 11.

The movement in lease liabilities balance during the year is as follows:

Balance - December 31, 2020	Group			Bank		
<i>In millions of Nigerian Naira</i>	Land	Buildings	Total	Land	Buildings	Total
<b>Lease liabilities</b>						
Balance - 1 January 2020	83	1,547	1,630	83	1,026	1,109
Additions (new lease contracts) during the year	163	5,341	5,504	6	1,426	1,432
Principal repayments/cashflows during the year	(2)	(493)	(495)	-	(191)	(191)
Interest repayments/cashflows during the year	(11)	(215)	(227)	(4)	(212)	(217)
Interest accrued (note 11)	38	478	516	14	314	328
<b>Balance - December 31, 2020</b>	<b>271</b>	<b>6,658</b>	<b>6,929</b>	<b>99</b>	<b>2,363</b>	<b>2,462</b>

#### Maturity analysis for Lease Liabilities

	Less than 1 month	1 - 3 months	3 - 6 months	6 - 12 months	More than 1 year	Gross nominal amount	Total
Group	1,021	590	1,604	4,836	3,423	11,474	6,929
Bank	602	221	481	326	1,050	2,680	2,462

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 36 OTHER LIABILITIES (CONTINUED)

*In millions of Nigerian Naira*

### Lease liabilities

	Group			Bank		
	Land	Buildings	Total	Land	Buildings	Total
Balance - 1 January 2019	53	1,976	2,029	53	1,626	1,679
Additions (new lease contracts) during the year	23	401	424	23	272	295
Principal repayments/cashflows during the year	(2)	(998)	(1,000)	(2)	(986)	(988)
Interest repayments/cashflows during the year	(1)	(98)	(99)	(1)	(95)	(96)
Interest accrued (note 11)	10	266	276	10	209	219
<b>Balance - December 31, 2019</b>	<b>83</b>	<b>1,547</b>	<b>1,630</b>	<b>83</b>	<b>1,026</b>	<b>1,109</b>

### Maturity analysis for Lease Liabilities

	Less than 1 month	1 - 3 months	3 - 6 months	6 - 12 months	More than 1 year	Gross nominal amount	Total
Group	14	22	380	378	1070	1,864	1,630
Bank	9	-	297	220	853	1,379	1,109

- (iv) The amount represents a provision for certain legal claims. The provision charge is recognised in profit or loss within other operating expenses. In the directors' opinion, after taking appropriate legal advice, the outcome of these legal claims will not give rise to any significant loss beyond the amounts provided at December 31, 2020. The expected timing of the cashflows arising from the legal claim provision is within 1 year.

The movement in provision during the year is as follows:

*In millions of Nigerian Naira*

	Group		Bank	
	Dec 2020	Dec 2019	Dec 2020	Dec 2019
At 1 January	252	252	147	147
Additional provisions	-	-	-	-
Used during the period	-	-	-	-
At December 31,	252	252	147	147
Analysis of total provisions:				
Current	<b>252</b>	<b>252</b>	<b>147</b>	<b>147</b>

- (v) This represents allowance for credit loss for off-balance sheet loan commitments and financial guarantees recognised upon adoption of IFRS 9.

The movement in allowance for credit lossess on off-balance sheet items during the year is as follows:

*In millions of Nigerian Naira*

	Group		Bank	
	Dec 2020	Dec 2019	Dec 2020	Dec 2019
Balance, beginning of the year	1,157	3,264	1,062	2,679
Charge to profit or loss	1,598	(2,076)	1,301	(1,617)
Exchange difference	52	(31)	-	-
<b>Balance, end of the year</b>	<b>2,807</b>	<b>1,157</b>	<b>2,363</b>	<b>1,062</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 37 BORROWINGS

*In millions of Nigerian Naira*

### Long Term Borrowings

- Central Bank of Nigeria (note 37.1)
- Bank of Industry (BoI) (note 37.2)
- European Investment Bank (EIB) (note 37.3)
- Africa Trade Finance Limited (note 37.4)
- Eurobond debt security (note 37.5)
- African Development Bank (note 37.6)
- Agence Francaise de Development (AFD) (note 37.7)
- Proparco (note 37.8)

### Short Term Borrowings

- Sumitomo Mitsui Banking Corporation (note 37.9)
- Mashreqbank psc (note 37.13)
- Rand Merchant Bank (note 37.14)
- ABSA Bank Limited (note 37.15)
- Credit Suisse
- CitiBank (note 37.10)
- African Export-Import Bank (note 37.11)
- Abu Dhabi Commercial Bank (ADCB)(note 37.12)
- JP Morgan Securities Limited
- Societe Generale Bank
- Others (note 37.16)

### Current

### Non-current

### Movement in borrowings during the period:

#### Opening balance

#### Additions

#### Interest expense

#### Interest paid

#### Repayments (principal)

#### Exchange difference

Group		Bank	
Dec 2020	Dec 2019	Dec 2020	Dec 2019
70,117	83,663	70,117	83,663
4,879	6,292	4,879	6,292
20,811	23,356	20,811	23,356
32,004	32,846	32,004	18,258
199,256	181,022	199,256	181,022
40,422	46,385	40,422	46,385
7,971	-	7,971	-
34,048	-	34,048	-
<b>409,508</b>	<b>373,564</b>	<b>409,508</b>	<b>358,976</b>
44,056	36,608	44,056	36,608
16,192	18,277	16,192	18,277
40,438	55,280	40,438	55,280
30,264	27,380	30,264	27,380
-	110,509	-	110,509
20,241	-	20,241	-
119,566	-	119,566	-
8,014	-	8,014	-
-	73,185	-	73,185
-	63,879	-	63,879
6,075	-	-	-
<b>284,847</b>	<b>385,118</b>	<b>278,772</b>	<b>385,118</b>
<b>694,355</b>	<b>758,682</b>	<b>688,280</b>	<b>744,094</b>
284,847	385,118	278,772	385,118
409,508	373,564	409,508	358,976
<b>694,355</b>	<b>758,682</b>	<b>688,280</b>	<b>744,094</b>
758,682	758,682	744,094	744,094
487,475	140,708	472,887	126,120
45,506	41,408	39,435	39,370
(56,085)	(50,103)	(55,760)	(49,778)
(582,713)	(64,062)	(556,315)	(37,664)
41,490	(67,951)	43,939	(78,048)
<b>694,355</b>	<b>758,682</b>	<b>688,280</b>	<b>744,094</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 37 BORROWINGS

**37.1** This represents on-lending facilities provided by the Central Bank of Nigeria (CBN):

- (a) N18.859 billion of this facility represents the outstanding balance on the Commercial Agriculture Credit Scheme granted to the Bank for the sole purpose of granting loans, at subsidised rates, to the agricultural sector. Interest on the facility cannot exceed 5% per annum inclusive of all charges and is to be shared between the Bank and CBN at 4% and 1% respectively. The facility will terminate on 30 September 2025. The Bank is the primary obligor to CBN and assumes the risk of default.
- (b) N34.980 billion of this facility represents the outstanding balance on the concessionary loans granted by the Central Bank of Nigeria to some State Governments. The facility attracts an interest rate of 1% and the Bank is under obligation to lend to participating states at a maximum rate of 5% per annum (inclusive of all charges). The principal is repayable monthly and the tenor of the facility is 20 years.
- (c) N16.279 billion of this facility represents the outstanding balance on the loan granted by the Central Bank of Nigeria with respect to Real Sector Support Facility (RSSF) initiative to support the Federal Government's Special Fertilizer Intervention programme. The Central Bank shall lend to the Bank at 1% while the Bank shall on-lend to the customer at a maximum interest rate of 3.5% per annum, all charges inclusive. The 1% interest shall be remitted to CBN on a quarterly basis. The principal is repayable quarterly (after a one year moratorium) and the tenor of the facility is 7 years.
- (d) N1.46 billion of this facility represents the outstanding balance on loan granted by the Central Bank of Nigeria with respect to the Anchor Borrower's Programme (ABP) for smallholder farmers to boost agricultural production and non-oil exports. The interest rate is guided by the rate on the Micro, Small and Medium Enterprise Development Fund (MSMEDF) which is currently at 9% per annum, all charges inclusive. The Central Bank shall lend to the Bank at 2% while the Bank shall on-lend to the customer at a maximum interest rate of 9% per annum, all charges inclusive. The tenor of the loan is 6 months at which time the principal is repayable.

**37.2** This represents an intervention credit granted to the Bank by the Bank of Industry (BOI) for the purpose of refinancing/restructuring existing loans to Small and Medium Scale Enterprises (SMEs), manufacturing companies and companies in the power and aviation industries. The maximum tenor of term loans under the programme is 15 years while the tenor for working capital is one year, renewable annually subject to a maximum tenor of five years. A management fee of 1% per annum, deductible at source in the first year and quarterly in arrears thereafter, is paid by the Bank under the intervention programme and the Bank is under obligation to on-lend to customers at an all-interest rate of 5% per annum. The Bank is the primary obligor to CBN/BOI and assumes the risk of default.

**37.3** The \$52.195 million outstanding loan facility was granted under the Nigeria Private Enterprise Finance Facility extended by the European Investment Bank to a group of financial institutions located in Nigeria. The purpose of the facility is to finance capital expenditure for development of intermediation capacities and support small and medium sized enterprises in Nigeria. The facility is for a tenor of 9 years. The interest rate on the facility is six months USD LIBOR plus 343 basis points and is payable semi-annually. Principal repayment will be on a semi-annual basis after a moratorium period of 36 months. Facility matures December 2025.

**37.4** This represents facilities provided by Africa Trade Finance Limited (ATF):

- (a) 'This represents the outstanding balance on the \$55 million term loan facility arranged by Africa Trade Finance Limited, United Kingdom in June 2020. The facility is a trade-related term loan with a tenor of six (6) months and interest rate of six months USD LIBOR plus 545 basis points. The interest and principal repayments are due upon maturity in December 2020.
- (b) 'The second tranche outstanding balance on the \$25 million term loan facility arranged by Africa Trade Finance Limited, United Kingdom in July 2020. The facility is a trade-related term loan with a tenor of six (6) months and interest rate of six months USD LIBOR plus 530 basis points. The interest and principal repayments are due upon maturity in January 2021.

**37.5** This represents the amortised cost of the Eurobond issued by the Bank on June 8, 2017. The \$500 million Notes have a tenor of 5 years with a maturity date of June 8, 2022 and a yield of 7.875%. The rate of interest (coupon) is 7.75% payable semi-annually with bullet repayment of the Principal sum at maturity.

**37.6** This represents the amount granted under a \$150 million line of credit by African Development Bank in December 2016. The first tranche of \$120 million was disbursed to the Bank in December 2016 while the second tranche of \$30 million was disbursed to the Bank in November 2017. The facility outstanding balance is \$100 million for a tenor of 8 years and is to be used for medium term financing and on-lending to infrastructure projects, small and medium sized enterprises and women-owned enterprises in the Federal Republic of Nigeria. The interest rate on the facility is six months USD LIBOR plus 471 basis points and is payable semi-annually. Principal repayment will be on a semi-annual basis after a moratorium period of 2 years. Facility matures December 2024.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 37 BORROWINGS (CONTINUED)

- 37.7** This represents the amount granted under a \$20 million trade loan facility granted by Agence Francaise de Development (AFD) in May 2020. The facility is for a tenor of ten (10) years and Interest rate is six (6) months USD LIBOR plus 327 basis points. The interest repayments are payable semi-annually while the principal repayment will commence on a semi-annual basis following the 3 year grace period, final maturity is in May 2029.
- 37.8** This represents the amount granted under a \$85 million trade loan facility granted by Proparco in April 2020. The facility is for a tenor of seven (7) years and Interest rate is six (6) months USD LIBOR plus 331 basis points. The interest repayments are payable semi-annually while the principal repayment will commence on a semi-annual basis following the 2 year grace period, final maturity is in April 2027.
- 37.9** This represents the amount granted under a \$60 million and \$50 million trade loan facilities granted by Sumitomo Mitsui Banking Corporation in March 2020 and December 2020 respectively. The tranche 1 facility is for a tenor of one (1) year and Interest rate is three (3) months USD LIBOR plus 275 basis points while second tranche is for a tenor of Six (6) months and Interest rate is three (3) months USD LIBOR plus 404 basis points whose the principal repayment is due upon maturity in June 2021.
- 37.10** This represents the amount granted under a \$50 million trade finance loan facility granted by Citi Bank in September 2020. The facility is for a tenor of six (6) months and Interest rate is three (3) months USD LIBOR plus 350 basis points. The interest and principal repayments are due upon maturity in January 2021.
- 37.11** This represents facilities provided by African Export-Import Bank (Afrexim):
- a This represents the amount granted under a \$100 million trade loan facility granted by African Export-Import Bank in May 2020. The facility is for a tenor of one (1) year and Interest rate is three (3) months USD LIBOR plus 450 basis points. The interest repayments were on a quarterly basis while the principal repayment is due upon maturity in May 2021.
- b The second tranche from this lender represents the amount granted under a \$150 million and \$50 million loan facilities granted by African Export-Import Bank in November 2020 with two (2) and three (3) years tenor respectively. The facilities' Interest rate is three (3) months USD LIBOR plus 350 basis points and 349 basis points respectively. The interest repayments were on a quarterly basis while the principal repayment is due upon maturity in November 2022 and November 2023 respectively.
- 37.12** This represents the amount granted under a \$20 million trade finance loan facility granted by Abu Dhabi Commercial Bank (ADCB) in December 2020. The facility is for a tenor of six (6) months and Interest rate is six (6) months USD LIBOR plus 375 basis points. The interest and principal repayments are due upon maturity in June 2021.
- 37.13** This represents the amount granted under a \$40 million trade finance loan facilities granted by Mashreq Bank in September 2020. The facility is for a tenor of six (6) months and Interest rate is six (6) months USD LIBOR plus 350 basis points. The interest and principal repayments are due upon maturity in March 2021.
- 37.14** This represents the amount granted under a \$50 million trade finance loan facility granted by Rand Merchant Bank in September 2020. The facility is for a tenor of six (6) months and Interest rate is six (6) months USD LIBOR plus 375 basis points. The interest and principal repayments are due upon maturity in March 2021.
- 37.15** This represents the amount granted under a \$75 million trade finance loan facility granted by ABSA Bank Ltd in September 2020. The facility is for a tenor of Six (6) months and Interest rate is Six (6) months USD LIBOR plus 365 basis points. The interest and principal repayments are due upon maturity in March 2021.
- 37.16** This represents the outstanding borrowings in Cameroon and Guinea subsidiary books as at December 31, 2020. These borrowings are short term of not more than one (1) year and whose rates hover between 2%- 11.5%. Significant of these subsidiaries funding was the one from Guinea which totalled \$10.01 million which would mature by 7th January, 2021.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 38 SUBORDINATED LIABILITIES

*In millions of Nigerian Naira*

### Subordinated liabilities

Medium term notes - series 3

Current

Non-current

Group		Bank	
Dec 2020	Dec 2019	Dec 2020	Dec 2019
-	30,048	-	30,048
-	<b>30,048</b>	-	<b>30,048</b>
-	5,017	-	5,017
-	25,031	-	25,031
-	<b>30,048</b>	-	<b>30,048</b>

Subordinated liabilities represent medium-term bonds issued by the Bank in December 2014 at coupon rate of 16.45% and was extinguished during 2020FY.

Movement in subordinated liabilities:

*In millions of Nigerian Naira*

Opening balance

Interest accrued

Interest paid

Repayments

Group		Bank	
Dec 2020	Dec 2019	Dec 2020	Dec 2019
30,048	29,859	30,048	29,859
2,505	5,206	2,505	5,206
(2,495)	(5,017)	(2,495)	(5,017)
(30,058)	-	(30,058)	-
-	<b>30,048</b>	-	<b>30,048</b>

## 39 CAPITAL AND RESERVES

### (a) Share capital

*In millions of Nigerian Naira*

Share capital comprises:

(i) Authorised -

45,000,000,000 Ordinary  
shares of 50k each

(ii) Issued and fully paid -

34,199,421,366 Ordinary  
shares of 50k each

The movement in the share capital account during the period is as follows:

Number of shares in issue at end of the period

Group		Bank	
Dec 2020	Dec 2019	Dec 2020	Dec 2019
22,500	22,500	22,500	22,500
<b>17,100</b>	<b>17,100</b>	<b>17,100</b>	<b>17,100</b>
<b>34,200</b>	<b>34,200</b>	<b>34,200</b>	<b>34,200</b>

### (b) Share premium

# Notes to Financial Statements (Continued)

## For the year ended December 31, 2020

### 39 CAPITAL AND RESERVES (CONTINUED)

Share premium is the excess paid by shareholders over the nominal value for their shares.

**(c) Retained earnings**

Retained earnings is the carried forward recognised income net of expenses plus current period profit attributable to shareholders.

**(d) Other Reserves**

Other reserves include the following:

*In millions of Nigerian Naira*

Translation reserve (note (i))  
Statutory reserve (note (ii))  
Fair value reserve (note (iii))  
Regulatory (Credit) risk reserve (note (iv))

Group		Bank	
Dec 2020	Dec 2019	Dec 2020	Dec 2019
40,512	7,823	-	-
115,379	102,248	97,451	86,068
122,807	117,408	123,421	117,995
45,496	50,594	45,773	36,554
<b>324,194</b>	<b>278,073</b>	<b>266,645</b>	<b>240,617</b>

**(i) Translation reserve**

Translation reserve comprises all foreign exchange differences arising from translation of the financial statements of foreign operations.

**(ii) Statutory reserve**

Statutory reserve includes:

- Statutory reserve: this represents the cumulative appropriation from earnings in accordance with existing legislation that require the Bank to make an annual appropriation. In the current period, the Bank transferred N8.537billion representing 15% (2019: 15%) of its profit after taxation to statutory reserves.

- Small and Medium Enterprises Equity Investment Scheme (SMEEIS) reserves of 2.635 billion as at December 31, 2020 (December 2019: N2.635 billion). The Bank has since suspended further appropriation to SMEEIS reserve in line with the directives of the Central Bank of Nigeria.

- Agriculture/Small and Medium Enterprises Equity Investment Scheme (AGSMEEIS) reserves of N9.397 billion as at December 31, 2020 (December 2019: N6.551). The reserve was set aside in compliance with Central Bank of Nigeria's directive of April 2017.

**(iii) Fair value reserve**

The fair value reserve includes the net cumulative change in the fair value of investments at fair value through other comprehensive income. The net cumulative fair value change on equity instruments is transferred to retained earnings when the investment is derecognised while the net cumulative fair value change on debt instruments is recycled to the income statement.

**(iv) Regulatory (Credit) risk reserve**

The regulatory (credit) risk reserve represents the difference between the impairment on loans and advances determined using the prudential guidelines issued by the various Central Banks of the various operating jurisdictions compared with the expected credit loss model used in determining the impairment loss under IFRSs. Where the loan loss impairment determined using the prudential guidelines is greater than the loan loss impairment determined using the expected credit loss model under IFRSs, the difference is transferred to regulatory credit risk reserve and it is non-distributable to owners of the parent. When the prudential provisions is less than IFRS provisions, the excess charges resulting is transferred from the regulatory reserve to retained earnings to the extent of the non-distributable reserve previously recognised.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 40 DIVIDENDS

The Board of Directors have proposed a final dividend of N0.35 per share which in addition to the N0.17 per share paid as interim dividend, amounts to a total dividend of N0.52 per share (2019: N1.00 per share) from the retained earnings account as at 31 December 2020.

The number of shares in issue and ranking for dividend represents the outstanding number of shares as at December 31, 2020 and December 31, 2019 respectively.

Payment of dividend to shareholders is subject to withholding tax at a rate of 10%.

## 41 CONTINGENCIES

### (i) Litigation and claims

The Group, in the ordinary course of business is currently involved in 1000 legal cases (2019: 644). The total amount claimed in the cases against the Group is estimated at N385.07billion (2019: N472.04 billion). The directors having sought the advice of professional legal counsel, are of the opinion that no significant liability will crystallise from these cases beyond the provision made in the financial statements.

### (ii) Contingent liabilities

In the normal course of business, the Group conducts business involving acceptances, performance bonds and indemnities. Contingent liabilities and commitments comprise acceptances, endorsements, guarantees and letters of credit.

#### Nature of instruments

An acceptance is an undertaking by a bank to pay a bill of exchange drawn on a customer. The Group expects most acceptances to be presented, but reimbursement by the customer is normally immediate. Endorsements are residual liabilities of the Group in respect of bills of exchange, which have been paid and subsequently rediscounted.

Guarantees and letters of credit are given to third parties as security to support the performance of a customer to third parties. As the Group will only be required to meet these obligations in the event of the customer's default, the cash requirements of these instruments are expected to be considerably below their nominal amounts.

Other contingent liabilities include performance bonds and are, generally, short-term commitments to third parties which are not directly dependent on the customers' credit worthiness.

Documentary credits commit the Group to make payments to third parties, on production of documents, which are usually reimbursed immediately by customers.

The following tables summarise the nominal principal amount of contingent liabilities and commitments with off-balance sheet risk. There are no guarantees, commitments or other contingent liabilities arising from related party transactions.

	Group		Bank	
	Dec 2020	Dec 2019	Dec 2020	Dec 2019
<i>In millions of Nigerian naira</i>				
Performance bonds and guarantees	170,988	48,692	163,793	47,019
Allowance for credit losses	(941)	(118)	(756)	(118)
Net carrying amount	<b>170,047</b>	<b>48,574</b>	<b>163,037</b>	<b>46,901</b>
Letters of credits	687,841	595,896	194,880	299,756
Allowance for credit losses	(1,866)	(944)	(1,607)	(944)
Net carrying amount	<b>685,975</b>	<b>594,952</b>	<b>193,273</b>	<b>298,812</b>
Gross amount	858,829	644,588	358,673	346,775
Total allowance for credit losses	(2,807)	(1,062)	(2,363)	(1,062)
Total carrying amount for performance bonds and guarantees	<b>856,022</b>	<b>643,526</b>	<b>356,310</b>	<b>345,713</b>



# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 41 CONTINGENCIES (CONTINUED)

### (iii) Loan commitments

Loan commitments are irrevocable commitments to provide credits under pre-specified terms and conditions. The Group's loan commitments are usually conditioned on the maintenance of a satisfactory financial standing by the customer and absence of defaults on other covenants. At the reporting date, the Group had loan commitments amounting to N95 billion (December 2019: N87 billion) in respect of various loan contracts.

### (iv) Capital commitments

Capital commitments are irrevocable contractual commitments for the acquisition of items of property and equipment or intangible assets. At the balance sheet date, the Group had capital commitments amounting to N5.247 billion (December 2019: N4.204 billion) in respect of authorised and contracted capital projects.

In millions of Nigerian naira

Property and equipment

Intangible assets

Group	Group
Dec 2020	Dec 2019
3,458	1,664
1,789	2,540
<b>5,247</b>	<b>4,204</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 42 RELATED PARTIES AND INSIDER RELATED CREDITS

United Bank for Africa Plc (UBA Plc) is the ultimate parent/controlling party of the Group. The shares of UBA Plc are listed on the Nigerian Stock Exchange and held by widely varied investors.

Parties are considered to be related if one party has the ability to control the other party or exercise influence over the other party in making financial and operational decisions, or one other party controls both. The definition includes subsidiaries, associates, joint ventures as well as key management personnel.

### (a) Subsidiaries

Transactions between United Bank for Africa Plc and the subsidiaries also meet the definition of related party transactions. Where these are eliminated on consolidation, they are not disclosed in the consolidated financial statements but are disclosed in the books of the Bank. The Bank's transactions and balances with its subsidiaries during the period and at period end are as follows:

(i) Interest income:

(i) Cash and cash equivalents with the following subsidiaries are:

Name of Subsidiary	Nature of Balance	Dec 2020	Dec 2019
<i>In millions of Nigerian naira</i>			
UBA UK Limited	Money market placement	35,989	39,969
UBA UK	Nostro Balances	25,620	-
UBA Kenya	Money market placement	4,003	3,663
UBA Ghana	Money market placement	-	26,631
		<b>65,612</b>	<b>70,639</b>

(ii) Loan and advances

Name of Subsidiary	Type of Loan	Dec 2020	Dec 2019
<i>In millions of Nigerian naira</i>			
UBA Cameroun	Overdraft	15,978	18,055
UBA Burkina Faso	Overdraft	2,994	3,324
UBA Congo Brazzaville	Overdraft	2,888	1,512
UBA Chad	Overdraft	2,307	3,383
UBA Benin	Overdraft	1,970	1,968
UBA Senegal	Overdraft	183	1
UBA Gabon	Overdraft	73	1,719
UBA Tanzania	Term Loans	-	547
Related parties and insider related credits - continued			
UBA Cote D'Ivoire	Overdraft	-	120
		<b>26,392</b>	<b>30,629</b>

Term loans to subsidiaries are unsecured.

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 42 RELATED PARTIES AND INSIDER RELATED CREDITS (CONTINUED)

### (a) Subsidiaries -Continued

(iii) Deposits

Name of Subsidiary	Type of Deposit	Dec 2020	Dec 2019
<i>In millions of Nigerian naira</i>			
UBA Mali	Current	6,104	17
UBA Congo DRC	Current	1,709	2
UBA Uganda	Current	887	637
UBA Congo Brazzaville	Current	125	9
UBA Sierra Leone	Current	71	-
UBA Kenya	Current	60	135
UBA Ghana	Current	55	22
UBA Mozambique	Current	55	11
UBA Senegal	Current	29	9
UBA Guinea	Current	20	5
UBA Liberia	Current	20	18
UBA Burkina Faso	Current	16	18
UBA Benin	Current	12	46
UBA Cameroun	Current	8	-
UBA Cote D'Ivoire	Current	4	16
UBA Pension Custodian	Current	8	12
UBA Tanzania	Current	-	47
UBA Gabon	Current	-	8
UBA Cameroon	Current	-	93
UBA Liberia	Domiciliary	13,760	4,671
UBA Ghana	Domiciliary	6,663	357
UBA Guinea	Domiciliary	1,279	114
UBA Senegal	Domiciliary	798	75
UBA Sierra Leone	Domiciliary	406	-
UBA Benin	Domiciliary	339	19
UBA Burkina Faso	Domiciliary	299	207
UBA Uganda	Domiciliary	248	84
UBA Kenya	Domiciliary	100	73
UBA Cote D'Ivoire	Domiciliary	66	39
UBA Chad	Domiciliary	64	91
UBA Gabon	Domiciliary	78	2
UBA Tanzania	Domiciliary	35	91
UBA Cameroon	Domiciliary	-	336
UBA Congo DRC	Domiciliary	-	526
UBA Congo Brazzaville	Domiciliary	-	222
UBA Mozambique	Domiciliary	-	9
UBA Mali	Domiciliary	-	308
UBA Burkina Faso	Money market deposit	-	1,638
UBA Ghana	Money market deposit	14	-
UBA Tanzania	Money market deposit	-	730
UBA Sierra Leone	Money market deposit	-	730
UBA Pension Custodian	Money market deposit	-	3,241
UBA UK Limited	Money market deposit	22,315	35,383
		<b>55,649</b>	<b>50,051</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 42 RELATED PARTIES AND INSIDER RELATED CREDITS (CONTINUED)

### (a) Subsidiaries - (Continued)

(iv) Accounts receivable from the following subsidiaries are:			
<i>In millions of Nigerian naira</i>	Type of Deposit	Dec 2020	Dec 2019
UBA Ghana	Accounts receivable	4,796	3,065
UBA Cote D'Ivoire	Accounts receivable	2,148	1,206
UBA Cameroon	Accounts receivable	1,449	387
UBA Burkina Faso	Accounts receivable	805	1,652
UBA Benin	Accounts receivable	971	838
UBA DRC Congo	Accounts receivable	630	160
UBA Zambia	Accounts receivable	596	-
UBA Gabon	Accounts receivable	591	825
UBA Congo Brazzaville	Accounts receivable	585	650
UBA Senegal	Accounts receivable	539	627
UBA Guinea	Accounts receivable	822	587
UBA Uganda	Accounts receivable	583	348
UBA Chad	Accounts receivable	751	346
UBA Liberia	Accounts receivable	134	206
UBA Sierra Leone	Accounts receivable	159	182
UBA Pension Custodian	Accounts receivable	69	172
UBA Tanzania	Accounts receivable	280	154
UBA Kenya	Accounts receivable	418	148
UBA Mali	Accounts receivable	184	67
UBA Mozambique	Accounts receivable	298	23
UBA Angola	Accounts receivable	14	-
		<b>16,821</b>	<b>11,643</b>
(v) Dividend receivable from the following subsidiaries are:			
<i>In millions of Nigerian naira</i>	Type of Deposit	Dec 2020	Dec 2019
UBA Pension Custodian		2,500	3,240
UBA Ghana		1,129	7,265
UBA Gabon		1,069	973
UBA Chad		878	799
UBA Sierra Leone		851	774
UBA Liberia		807	394
UBA Senegal		-	410
		<b>7,233</b>	<b>13,855</b>
(vi) Interest income from the following subsidiaries are:			
		Dec 2020	Dec 2019
UBA UK Limited		1,746	1,845
UBA Ghana		246	251
UBA Kenya		187	288
UBA Guinea		10	11
UBA Tanzania		7	102
UBA Gabon		-	1
UBA Congo Brazzaville		-	2
UBA Cote D'Ivoire		-	44
UBA Senegal		-	23
		<b>2,196</b>	<b>2,567</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 42 RELATED PARTIES AND INSIDER RELATED CREDITS (CONTINUED)

### (a) Subsidiaries - (Continued)

(vii) Interest expense to the following subsidiaries are:		
<i>In millions of Nigerian naira</i>	<b>Dec 2020</b>	<b>Dec 2019</b>
UBA New York	5,145	310
UBA UK Limited	2,021	1,905
UBA Congo DRC	356	16
UBA Ghana	232	14
UBA Uganda	77	39
UBA Sierra Leone	72	-
UBA Mozambique	51	-
UBA Congo Brazzaville	26	-
UBA Liberia	61	-
UBA Guinea	38	-
UBA Tanzania	54	-
UBA Pension Custodian	50	63
UBA Kenya	15	19
UBA Burkina Faso	-	3
UBA Chad	-	11
	<b>8,200</b>	<b>2,380</b>
(viii) Dividend income from the following subsidiaries are:		
UBA Pension Custodian	2,500	3,240
UBA Burkina Faso	1,179	1,352
UBA Ghana	-	6,236
UBA Chad	-	800
UBA Gabon	-	973
UBA Liberia	-	394
UBA Senegal	-	4,048
	<b>1,179</b>	<b>13,803</b>
(ix) Internal transfer pricing charges from the following subsidiaries are:		
UBA Ghana	1,010	914
UBA Burkina Faso	735	582
UBA Cote d' Ivoire	712	529
UBA Benin	531	496
UBA Cameroun	501	844
UBA Senegal	383	339
UBA Congo DRC	302	157
UBA Liberia	280	209
UBA Sierra Leone	271	175
UBA Zambia	239	150
UBA Chad	265	295
UBA Kenya	228	144
UBA Congo Brazzaville	192	182
UBA Gabon	192	384
UBA Guinea Conakry	171	130
UBA Tanzania	74	82
UBA Mozambique	68	61
UBA Pension	129	152
UBA Uganda	164	152
UBA Mali	156	46
	<b>6,604</b>	<b>6,023</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 42 RELATED PARTIES AND INSIDER RELATED CREDITS (CONTINUED)

### (b) Investment in equity accounted investee

Transactions between United Bank for Africa Plc and UBA Zambia meet the definition of related party transactions. The following transactions and balances are held with respect to the associate.

	Dec 2020	Dec 2019
Money market deposit	-	-
	-	-

### (c) Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of UBA Plc, directly or indirectly, including any director (whether executive or otherwise) of the Bank, and their close family members. Close family members are those family who may be expected to influence, or be influenced by that individual in their dealings with UBA Plc and its subsidiaries.

Key management personnel and their close family members engaged in the following transactions with the Bank during the period:

<i>In millions of Nigerian Naira</i>	Dec 2020	Dec 2019
<b>Loans and advances to key management personnel</b>		
Loans and advances as at year end	206	297
Interest income earned during the year	68	84

Loans to key management personnel are granted on the same terms and conditions as loans to other employees. Related party loans are secured over real estate, equity and other assets of the respective borrowers. No impairment losses (2019: Nil) have been recorded against related party loans.

#### Loans and advances to key management personnel's related persons and entities as at December 31, 2020

<i>In millions of Nigerian naira</i>								
Name of company/ individual	Name of Director	Facility Type	Security	Status	Rate	Currency	Dec 2020	Dec 2019
Heirs Holdings	Mr. Tony O. Elumelu	Term Loan	Real Estate	Performing	10.0%	NGN	17,196	19,682
Bridge House College	Mrs. Foluke Abdulrazzaq	Term loan (Under CBN MSMEDF)	Real Estate	Performing	9.0%	NGN	-	2
							17,196	39,366
							<b>Dec 2020</b>	<b>Dec 2019</b>
Interest income earned during the year							1,772	2,837

Deposit liabilities

Deposit liabilities relating to key management personnel and their related persons and entities as at end of the period is as follows:

<i>In millions of Nigerian Naira</i>	Dec 2020	Dec 2019
<b>Deposits as at year end</b>	815	1,340
Interest expense during the year	15	27

#### Compensation

Aggregate remuneration to key management staff during the period is as follows:

<i>In millions of Nigerian Naira</i>	Dec 2020	Dec 2019
Executive compensation	698	814
Defined contribution plan	20	23
	<b>718</b>	<b>837</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 43 COMPENSATION TO EMPLOYEES AND DIRECTORS

(i) The number of persons in the employment of the Group and the Bank as at period end is as follows:

*(In absolute units)*

Group executive directors  
Management  
Non-management

Group		Bank	
Dec 2020	Dec 2019	Dec 2020	Dec 2019
7	9	7	9
88	99	68	90
10,729	13,129	7,241	9,697
<b>10,824</b>	<b>13,237</b>	<b>7,316</b>	<b>9,796</b>

Compensation for the above personnel (including executive directors):

*In millions of Nigerian Naira*

Salaries and wages  
Defined contribution plans

Dec 2020	Dec 2019	Dec 2020	Dec 2019
84,483	72,490	45,853	42,532
<b>3,062</b>	<b>2,609</b>	<b>1,325</b>	<b>1,242</b>
<b>87,545</b>	<b>75,099</b>	<b>47,178</b>	<b>43,774</b>

(ii) The number of employees of the Group and the Bank, other than Directors, who received emoluments in the following ranges (excluding pension contributions) were:  
(In absolute units)

N300,001 - N2,000,000  
N2,000,001 - N2,800,000  
N2,800,001 - N3,500,000  
N3,500,001 - N4,000,000  
N4,000,001 - N5,500,000  
N5,500,001 - N6,500,000  
N6,500,001 - N7,800,000  
N7,800,001 - N9,000,000  
N9,000,001 - above

Group		Bank	
Dec 2020	Dec 2019	Dec 2020	Dec 2019
4,200	7,426	2,198	5,150
628	2,168	222	1,821
1,516	294	1,257	1
1,439	730	1,311	667
740	565	537	331
394	60	221	-
564	628	452	554
409	410	334	380
927	956	777	883
<b>10,817</b>	<b>13,237</b>	<b>7,309</b>	<b>9,787</b>

(iii) Directors

*In millions of Nigerian naira*

Remuneration paid to the Group's Directors was:

Fees and sitting allowances  
Executive compensation  
Defined contribution plan

Fees and other emoluments disclosed above includes amounts paid to:

The Chairman  
The highest paid Director

The number of Directors who received fees and other emoluments (excluding pension contributions) in the following ranges was:

*(In absolute units)*

N1,000,001 - N5,000,000  
N5,500,001 and above

Dec 2020	Dec 2019	Dec 2020	Dec 2019
64	51	64	51
698	814	698	814
20	23	20	23
782	888	782	888
3	3	3	3
143	143	143	143
10	10	10	10
9	9	9	9
<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 44 NON-AUDIT SERVICES

During the year, the Bank's external auditors (Ernst & Young) rendered the following non-audit service to the Bank:

- (i) Consultancy service on the validation of UBA's 2020 Recovery and Resolution Plan (RRP). The total amount paid by UBA Plc for this service was N4,500,000. This amount is included as part of contract services expense in "other operating expenses" in note 19.
- (ii) Ernst & Young was also engaged to conduct the assessment of UBA's risk management practices and whistleblowing compliance level. The total amount agreed for this service is N17,000,000. No payment has been made yet.

Note: These non-audit services are being undertaken by different E&Y teams which were contracted earlier before the audit engagement was signed in Q1-2020.

## 45 COMPLIANCE WITH BANKING REGULATIONS

During the year, the bank incurred the following penalties from Central Bank of Nigeria for various contraventions:

*In millions of Nigerian Naira*

Description	Amount
1 Late refund to customer	2
2 Incomplete documentation on customer account opening	3
3 Penalty related to corporate social responsibility donations	8
4 In respect of operation of customers' domiciliary accounts	623

## 46 EVALUATION OF THE IMPACT OF COVID-19

The COVID-19 pandemic has caused disruptions to global economic and social activities during the period ended December 31, 2020. The direct impact in our markets was experienced in the second quarter of the interim reporting period, by way of reduction in social interactions and disruptions in economic activities. The Group has reviewed the current uncertainty as a result of this pandemic and nothing has come to the attention of the Directors to indicate that the Group will not remain a going concern for at least twelve months from the date of this statement.

The Group responded as appropriate by activating its Business Continuity Plans across the different entities to ensure continuous service to its stakeholders. The Group has also assessed on a line-by-line basis the impact of COVID-19 on the amount presented on the statement of financial position and concluded that no further adjustment will be required in the financial statement. Whilst the Group continues to monitor the situation as more new information becomes available and necessary adjustment will be reflected in the appropriate period.

## 47 EVENTS AFTER THE REPORTING DATE

There were no events after the reporting date that could have material effect on the financial condition of the Group and the Bank as at December 31, 2020 and the profit and other comprehensive income for the year ended which have not been adjusted or disclosed.

## 48 SECURITIES TRADING POLICY

In compliance with Rule 17.15 Disclosure of Dealings in Issuers' Shares, Rulebook of the Exchange 2015 (Issuers Rule) United Bank for Africa Plc maintains a Security Trading Policy which guides Directors, Audit Committee members, employees and all individuals categorized as insiders as to their dealing in the Company's shares. The Policy undergoes periodic reviews by the Board and is updated accordingly. The Company has made specific inquiries of all its directors and other insiders and is not aware of any infringement of the policy during the period.

## 49 FREE FLOAT DECLARATION

United Bank for Africa Plc with a free float percentage of 80.66% (and a free float value of N238,605,016,032) as at December 31, 2020, is compliant with free float requirements for companies listed on the Premium Board of The Nigerian Stock Exchange.



# Notes to Financial Statements (Continued)

## For the year ended December 31, 2020

### 50 CONDENSED RESULT OF CONSOLIDATED SUBSIDIARIES

For the year ended December 31, 2020

*In millions of Nigerian Naira*

Condensed statements of comprehensive income

	UBA Ghana	UBA Liberia	UBA Cote D' Ivoire	UBA Senegal	UBA Kenya	UBA Guinea	UBA Gabon	UBA Benin
Operating income	43,658	4,661	21,206	14,762	7,181	7,277	9,741	14,484
Total operating expenses	(24,148)	(3,218)	(12,524)	(8,764)	(5,812)	(4,406)	(7,389)	(11,915)
Net impairment gain/(reversal) on financial assets	(4,183)	(134)	(1,935)	(572)	(821)	(231)	1,386	606
<b>Profit before income tax</b>	<b>15,327</b>	<b>1,309</b>	<b>6,747</b>	<b>5,426</b>	<b>548</b>	<b>2,640</b>	<b>3,738</b>	<b>3,175</b>
Income tax expense	(4,902)	(326)	(369)	(326)	(137)	(812)	(1,326)	(157)
<b>Profit for the year from continuing operations</b>	<b>10,425</b>	<b>983</b>	<b>6,378</b>	<b>5,100</b>	<b>411</b>	<b>1,828</b>	<b>2,412</b>	<b>3,018</b>
<b>Profit for the year</b>	<b>10,425</b>	<b>983</b>	<b>6,378</b>	<b>5,100</b>	<b>411</b>	<b>1,828</b>	<b>2,412</b>	<b>3,018</b>

Condensed statements of financial position

**Assets**

Cash and bank balances	66,099	26,858	46,179	4,455	14,694	20,701	9,869	38,656
Loans and Advances to Banks	-	-	9,402	7,381	-	-	-	-
Loans and advances to customers	77,037	11,146	140,862	60,598	9,897	12,642	31,549	60,705
Investment securities	119,678	12,888	178,662	111,647	38,809	40,574	56,195	143,899
Other assets	5,908	12,331	6,881	11,550	4,201	95	7,774	1,692
Property and equipment	4,679	327	408	896	225	454	4,028	2,830
Intangible assets	49	1	47	126	10	16	62	11
Deferred tax assets	26	44	829	-	1,151	-	-	-
<b>Total assets</b>	<b>273,476</b>	<b>63,595</b>	<b>383,270</b>	<b>196,653</b>	<b>68,987</b>	<b>74,482</b>	<b>109,477</b>	<b>247,793</b>

**Financed by:**

Deposits from banks	5,035	-	62,987	4,145	29,816	346	400	46,932
Deposits from customers	193,679	49,304	270,744	126,724	28,494	61,936	79,543	175,369
Other liabilities	6,525	6,413	19,172	37,847	2,058	1,757	17,411	3,372
Current income tax liabilities	-	680	-	360	134	-	-	627
Borrowings	-	-	-	-	-	4,007	-	-
Deferred tax liability	-	41	395	-	-	-	-	-
Total Equity	68,237	7,157	29,972	27,577	8,485	6,436	12,123	21,493
<b>Total liabilities and equity</b>	<b>273,476</b>	<b>63,595</b>	<b>383,270</b>	<b>196,653</b>	<b>68,987</b>	<b>74,482</b>	<b>109,477</b>	<b>247,793</b>

**Condensed cash flows**

Net cash from/(used in) operating activities	38,991	14,685	172,072	41,611	43,540	32,961	36,050	90,439
Net cash from /(used in) financing activities	17,557	928	14,023	9,920	1,210	3,096	(1,865)	9,469
Net cash from/(used in) investing activities	(29,949)	(6,963)	(150,052)	(74,191)	(32,369)	(24,601)	(33,588)	(69,979)
<b>Increase/(decrease) in cash and cash equivalents</b>	<b>26,599</b>	<b>8,650</b>	<b>36,043</b>	<b>(22,660)</b>	<b>12,381</b>	<b>11,456</b>	<b>597</b>	<b>29,929</b>
Cash and cash equivalents at beginning of the year	39,500	18,208	10,136	27,115	2,313	9,245	9,272	8,727
<b>Cash and cash equivalents at end of the year</b>	<b>66,099</b>	<b>26,858</b>	<b>46,179</b>	<b>4,455</b>	<b>14,694</b>	<b>20,701</b>	<b>9,869</b>	<b>38,656</b>

# Notes to Financial Statements (Continued)

For the year ended December 31, 2020

## 50 CONDENSED RESULT OF CONSOLIDATED SUBSIDIARIES (CONTINUED)

In millions of Nigerian Naira

### Condensed statements of comprehensive income

	UBA Sierra Leone	UBA Burkina Faso	UBA Chad	UBA Uganda	UBA Congo Brazza-ville	UBA Mozambique	UBA Cameroun	UBA Pension Custodian	UBA Mali
Operating income	8,069	19,095	8,494	7,518	21,026	1,724	31,495	6,211	4,565
Total operating expenses	(3,221)	(15,058)	(5,761)	(5,166)	(11,721)	(1,793)	(19,872)	(2,690)	(5,175)
Net impairment gain/(reversal) on financial assets	8	(78)	(965)	7	(613)	(55)	1,611	-	-
<b>Profit before income tax</b>	<b>4,856</b>	<b>3,959</b>	<b>1,768</b>	<b>2,359</b>	<b>8,692</b>	<b>(124)</b>	<b>13,234</b>	<b>3,521</b>	<b>(610)</b>
Income tax expense	(1,235)	(125)	-	(335)	-	(219)	(5,521)	(917)	(44)
<b>Profit for the year</b>	<b>3,621</b>	<b>3,834</b>	<b>1,768</b>	<b>2,024</b>	<b>8,692</b>	<b>(343)</b>	<b>7,713</b>	<b>2,604</b>	<b>(654)</b>

### Condensed statements of financial position

#### Assets

Cash and bank balances	15,465	36,969	9,443	26,195	53,863	18,418	56,499	18	16,055
Financial assets at FVTPL	-	-	-	-	43,310	-	-	-	-
Loans and advances to customers	2,361	114,798	36,296	5,011	60,587	1,597	99,179	-	12,736
Investment securities	32,922	197,823	68,644	16,421	2	2,423	187,780	7,678	11,930
Other assets	163	2,659	957	5,995	9,814	76	10,737	1,309	2,776
Property and equipment	741	3,824	1,415	1,097	1,148	189	1,658	98	-
Intangible assets	-	136	21	24	7	47	184	92	-
Deferred tax assets	-	-	-	-	-	-	-	38	-
<b>Total assets</b>	<b>51,652</b>	<b>356,209</b>	<b>116,776</b>	<b>54,743</b>	<b>168,731</b>	<b>22,750</b>	<b>359,033</b>	<b>9,233</b>	<b>43,497</b>

#### Financed by:

Deposits from banks	2,960	72,462	66	5,564	35,686	3,603	11,471	-	80
Deposits from customers	31,257	253,893	92,159	38,432	86,905	12,365	282,049	-	33,641
Other liabilities	6,966	3,690	10,589	2,673	7,851	301	14,726	2,915	1,889
Current income tax liabilities	-	-	-	-	-	-	6,174	953	13
Borrowings	-	-	-	-	-	-	2,068	-	-
Deferred tax liability	10	-	-	-	-	-	-	13	-
Total Equity	10,459	26,164	13,962	8,074	38,289	6,481	42,545	5,352	7,874
<b>Total liabilities and equity</b>	<b>51,652</b>	<b>356,209</b>	<b>116,776</b>	<b>54,743</b>	<b>168,731</b>	<b>22,750</b>	<b>359,033</b>	<b>9,233</b>	<b>43,497</b>

### Condensed cash flows

Net cash from/(used in) operating activities	24,701	66,978	55,617	26,023	15,992	5,201	113,354	994	7,458
Net cash from/(used in) financing activities	5,626	5,872	2,402	1,760	13,120	(1,140)	18,293	(1,761)	1,947
Net cash from/(used in) investing activities	(20,982)	(60,563)	(62,102)	(11,625)	13,969	10,408	(115,055)	693	2
<b>Increase/(decrease) in cash and cash equivalents</b>	<b>9,345</b>	<b>12,287</b>	<b>(4,083)</b>	<b>16,158</b>	<b>43,081</b>	<b>14,469</b>	<b>16,592</b>	<b>(74)</b>	<b>9,407</b>
Cash and cash equivalents at beginning of the year	6,120	24,682	13,526	10,037	10,782	3,949	39,907	92	6,648
<b>Cash and cash equivalents at end of the year</b>	<b>15,465</b>	<b>36,969</b>	<b>9,443</b>	<b>26,195</b>	<b>53,863</b>	<b>18,418</b>	<b>56,499</b>	<b>18</b>	<b>16,055</b>

# Notes to Financial Statements (Continued)

## For the year ended December 31, 2020

### 50 CONDENSED RESULT OF CONSOLIDATED SUBSIDIARIES (CONTINUED)

For the year ended December 31, 2020

In millions of Nigerian Naira

	UBA Tanzania	UBA Congo DRC	UBA UK Limited	Bank	Group Adjustments	Group
<b>Condensed statements of comprehensive income</b>						
Operating income	3,766	3,351	4,455	236,068	12,517	491,324
Total operating expenses	(3,148)	(2,920)	(5,866)	(155,844)	66,564	(249,847)
Net impairment gain/(reversal) on financial assets	(27)	-	-	(21,864)	851	(27,009)
Share of loss of equity-accounted investee	-	-	-	-	1,071	1,071
<b>(Loss)/Profit before income tax</b>	<b>591</b>	<b>431</b>	<b>(1,411)</b>	<b>58,360</b>	<b>79,932</b>	<b>131,860</b>
Income tax expense	(12)	-	-	(1,449)	(29,142)	(18,095)
Profit/(loss) for the year from continuing operations	579	431	(1,411)	56,911	50,790	113,765
<b>(Loss)/Profit for the year</b>	<b>579</b>	<b>431</b>	<b>(1,411)</b>	<b>56,911</b>	<b>50,790</b>	<b>113,765</b>
<b>Condensed statements of financial position</b>						
<b>Assets</b>						
Cash and bank balances	14,519	41,710	16,762	1,436,822	(95,631)	1,874,618
Financial assets at FVTPL	-	-	-	171,058	32	214,400
Derivative assets	-	-	-	53,148	(2,996)	53,148
Loans and Advances to Banks	-	-	31,023	65,058	(38,441)	77,419
Loans and advances to customers	9,661	16,590	920	1,812,536	(1,142,204)	2,554,975
Investment securities	4,145	-	46,931	1,305,163	(3,423)	2,580,791
Other assets	686	20,606	415	96,524	(87,717)	115,432
Investments in equity-accounted investee	-	-	-	2,715	1,789	4,504
Investments in Subsidiaries	-	-	-	103,275	(103,275)	-
Property and equipment	341	835	1,131	123,435	3,432	153,191
Intangible assets	1	-	932	16,237	10,897	28,900
Deferred tax assets	-	-	-	21,862	16,652	40,602
<b>Total assets</b>	<b>29,353</b>	<b>79,741</b>	<b>98,114</b>	<b>5,207,833</b>	<b>(1,440,885)</b>	<b>7,697,980</b>
<b>Financed by:</b>						
Derivative liabilities	-	-	-	508	-	508
Deposits from banks	4,122	629	69,470	121,815	(59,432)	418,157
Deposits from customers	19,807	51,359	6,678	3,824,143	(42,470)	5,676,011
Other liabilities	1,372	20,862	5,453	93,669	(109,684)	157,827
Current tax liability	-	-	-	1,478	(437)	9,982
Subordinated liabilities	-	-	-	-	(2,068)	-
Borrowings	-	-	-	688,280	-	694,355
Deferred tax liability	-	-	-	-	16,533	16,992
Total Equity	4,052	6,891	16,513	477,940	(121,928)	724,148
<b>Total liabilities and equity</b>	<b>29,353</b>	<b>79,741</b>	<b>98,114</b>	<b>5,207,833</b>	<b>(319,486)</b>	<b>7,697,980</b>
<b>Condensed cash flows</b>						
Net cash from/(used in) operating activities	6,822	25,914	39,224	735,114	(71,289)	1,522,452
Net cash from/(used in) financing activities	(61)	2,764	2,271	(205,322)	(117,881)	(217,772)
Net cash from/(used in) investing activities	797	2,929	(36,725)	(483,597)	77,751	(1,105,792)
<b>Increase/(decrease) in cash and cash equivalents</b>	<b>7,558</b>	<b>31,607</b>	<b>4,770</b>	<b>46,195</b>	<b>(111,419)</b>	<b>198,888</b>
Effects of exchange rate changes on cash and cash equivalents	-	-	-	46,522	55,766	102,288
Cash and cash equivalents at beginning of the year	6,961	10,103	11,992	361,927	(71,771)	559,471
<b>Cash and cash equivalents at end of the year</b>	<b>14,519</b>	<b>41,710</b>	<b>16,762</b>	<b>454,644</b>	<b>(127,424)</b>	<b>860,647</b>

\* This represents capital injection by institutional and other investors which are still awaiting regulatory approval.

# Notes to Financial Statements (Continued)

## For the year ended December 31, 2020

### 50 CONDENSED RESULT OF CONSOLIDATED SUBSIDIARIES (CONTINUED)

For the year ended December 31, 2019

In millions of Nigerian Naira

#### Condensed statements of comprehensive income

	UBA Ghana	UBA Liberia	UBA Cote D' Ivoire	UBA Senegal	UBA Kenya	UBA Guinea	UBA Gabon	UBA Benin
Operating income	33,637	4,166	13,364	11,397	6,226	3,447	7,238	9,970
Total operating expenses	(16,849)	(3,206)	(8,081)	(7,698)	(5,212)	(3,512)	(4,323)	(10,817)
Net impairment (loss)/gain on financial assets	(238)	(159)	(286)	(259)	(198)	(54)	(99)	1,944
<b>Profit/(loss) before income tax</b>	<b>16,550</b>	<b>801</b>	<b>4,997</b>	<b>3,440</b>	<b>816</b>	<b>(119)</b>	<b>2,816</b>	<b>1,097</b>
Income tax expense	(5,457)	-	-	(642)	-	-	-	-
<b>Profit for the year</b>	<b>11,093</b>	<b>801</b>	<b>4,997</b>	<b>2,798</b>	<b>816</b>	<b>(119)</b>	<b>2,816</b>	<b>1,097</b>

#### Condensed statements of financial position

##### Assets

Cash and bank balances	32,320	18,208	29,945	14,653	13,489	4,158	9,272	24,553
Financial assets at FVTPL	-	-	-	-	-	-	-	-
Loans and advances to customers	52,542	8,690	92,098	80,305	13,158	13,272	16,540	35,798
Investment securities	159,872	5,593	50,371	44,574	28,363	23,547	24,154	51,452
Other assets	1,613	3,084	4,643	(609)	1,154	(9)	2,829	1,457
Property and Equipment	2,447	644	478	1,574	281	1,259	2,496	2,478
Intangible assets	11	16	16	27	17	26	47	(462)
Deferred tax asset	121	-	-	-	1,260	-	-	-
	<b>248,926</b>	<b>36,235</b>	<b>177,551</b>	<b>140,524</b>	<b>57,722</b>	<b>42,253</b>	<b>55,338</b>	<b>115,276</b>

##### Financed by:

Deposits from banks	68,590	333	1,309	3,501	9,251	-	397	15,230
Deposits from customers	129,541	28,991	150,387	110,359	24,511	36,570	37,477	84,023
Other liabilities	10,532	1,624	9,769	6,172	776	2,038	7,214	3,734
Borrowings	-	-	-	-	14,588	-	-	-
Total Equity	40,179	5,287	16,086	20,492	8,596	3,645	10,250	12,289
	<b>248,926</b>	<b>36,235</b>	<b>177,551</b>	<b>140,524</b>	<b>57,722</b>	<b>42,253</b>	<b>55,338</b>	<b>115,276</b>

#### Condensed cash flows

Net cash from operating activities	71,862	837	40,486	(4,442)	17,658	4,245	7,387	(9,810)
Net cash from financing activities	(11,170)	(818)	1,123	(323)	15,504	(943)	(1,629)	2,343
Net cash from investing activities	(67,873)	(1,827)	(21,800)	(7,697)	(21,986)	(8,389)	(9,951)	23,293
<b>Increase/(decrease) in cash and cash equivalents</b>	<b>(7,181)</b>	<b>(1,808)</b>	<b>19,809</b>	<b>(12,462)</b>	<b>11,176</b>	<b>(5,087)</b>	<b>(4,193)</b>	<b>15,826</b>
Effects of exchange rate	1	(748)	-	-	-	-	-	-
Cash and cash equivalents at beginning of the year	39,500	20,764	10,136	27,115	2,313	9,245	13,465	8,727
<b>Cash and cash equivalents at end of the year</b>	<b>32,320</b>	<b>18,208</b>	<b>29,945</b>	<b>14,653</b>	<b>13,489</b>	<b>4,158</b>	<b>9,272</b>	<b>24,553</b>

# Notes to Financial Statements (Continued)

## For the year ended December 31, 2020

### 50 CONDENSED RESULT OF CONSOLIDATED SUBSIDIARIES (CONTINUED)

For the year ended December 31, 2019

In millions of Nigerian Naira

	UBA Sierra Leone	UBA Burkina Faso	UBA Chad	UBA Ugan- da	UBA Congo Braz- za-ville	UBA Mozam- bique	UBA Camer- oun	UBA Pension Custo- dian	UBA Mali
<b>Condensed statements of comprehensive income</b>									
Operating income	5,466	12,594	6,089	4,299	16,306	2,271	22,482	6,916	1,362
Total operating expenses	(2,448)	(10,391)	(3,718)	(3,560)	(10,165)	(2,148)	(12,204)	(1,382)	(2,277)
Net impairment gain/(loss) on financial assets	(3)	(326)	(142)	-	(655)	(12)	(1,591)	-	3
<b>Profit before income tax</b>	<b>3,015</b>	<b>1,877</b>	<b>2,229</b>	<b>739</b>	<b>5,486</b>	<b>111</b>	<b>8,687</b>	<b>5,534</b>	<b>(912)</b>
Income tax expense	(762)	(81)	-	(85)	-	(345)	(3,495)	(1,407)	-
<b>Profit for the year</b>	<b>2,253</b>	<b>1,796</b>	<b>2,229</b>	<b>654</b>	<b>5,486</b>	<b>(234)</b>	<b>5,192</b>	<b>4,127</b>	<b>(912)</b>
<b>Condensed statements of financial position</b>									
<b>Assets</b>									
Cash and bank balances	9,156	11,708	12,290	18,290	17,328	10,129	22,367	3,262	3,422
Loans and advances to customers	3,163	97,292	16,682	3,395	29,540	279	62,040	-	5,918
Investment securities	15,934	76,683	20,202	9,754	40,429	7,523	112,864	6,493	6,099
Other assets	382	1,544	1,459	2,038	3,604	713	21,766	1,164	1,657
Property and Equipment	524	2,880	620	504	483	159	1,114	148	756
Intangible assets	-	90	9	30	27	59	18	120	-
Deferred tax asset	2	-	-	-	-	-	-	55	-
	<b>29,161</b>	<b>190,197</b>	<b>51,262</b>	<b>34,011</b>	<b>91,411</b>	<b>18,862</b>	<b>227,342</b>	<b>11,242</b>	<b>17,852</b>
<b>Financed by:</b>									
Deposits from banks	1,489	25,649	1	3,305	-	2,942	36,105	-	4
Deposits from customers	18,139	145,677	40,378	26,166	58,330	7,764	152,460	(2)	11,596
Other liabilities	2,735	2,220	1,371	-	3,369	202	10,302	4,371	1,102
Current tax liability	9	-	-	-	-	-	3,527	1,408	-
Total Equity	6,789	16,651	9,512	4,540	29,712	7,954	24,948	5,465	5,150
	<b>29,161</b>	<b>190,197</b>	<b>51,262</b>	<b>34,011</b>	<b>91,411</b>	<b>18,862</b>	<b>227,342</b>	<b>11,242</b>	<b>17,852</b>
<b>Condensed cash flows</b>									
Net cash from operating activities	4,861	(72,938)	14,126	13,028	24,610	630	20,740	4,541	(1,953)
Net cash from financing activities	1,952	(1,603)	(2,509)	(404)	7,749	224	3,217	(3,171)	(519)
Net cash from investing activities	(3,777)	61,567	(12,853)	(4,371)	(25,813)	5,326	(41,497)	1,800	(754)
<b>(Decrease)/Increase in cash and cash equivalents</b>	<b>3,036</b>	<b>(12,974)</b>	<b>(1,236)</b>	<b>8,253</b>	<b>6,546</b>	<b>6,180</b>	<b>(17,540)</b>	<b>3,170</b>	<b>(3,226)</b>
Cash and cash equivalents at beginning of the year	6,120	24,682	13,526	10,037	10,782	3,949	39,907	92	6,648
<b>Cash and cash equivalents at end of the year</b>	<b>9,156</b>	<b>11,708</b>	<b>12,290</b>	<b>18,290</b>	<b>17,328</b>	<b>10,129</b>	<b>22,367</b>	<b>3,262</b>	<b>3,422</b>

# Notes to Financial Statements (Continued)

## For the year ended December 31, 2020

### 50 CONDENSED RESULT OF CONSOLIDATED SUBSIDIARIES (CONTINUED)

For the year ended December 31, 2019

In millions of Nigerian Naira

#### Condensed statements of comprehensive income

	UBA Tanzania	UBA Congo DRC	UBA FX Mart	UBA UK Limited	UBA RFS Limited	Bank	Group Adjustments	Group
Operating income	2,739	3,214	-	5,773	-	233,488	(65,738)	426,710
Total operating expenses	(2,413)	(3,204)	-	(5,558)	-	(147,056)	49,055	(197,342)
Net impairment gain/(loss) on financial assets	(60)	(174)	-	-	-	(16,369)	426	(4,529)
<b>Share of loss of equity-accounted investee</b>	-	-	-	-	-	-	<b>1,071</b>	<b>1,071</b>
(Loss)/Profit before income tax	266	(164)	-	215	-	70,063	(15,186)	111,287
Income tax expense	-	-	-	-	-	(7,313)	(23,202)	(22,198)
<b>(Loss)/Profit for the year</b>	<b>266</b>	<b>(164)</b>	<b>-</b>	<b>215</b>	<b>-</b>	<b>62,750</b>	<b>(18,868)</b>	<b>89,089</b>

#### Condensed statements of financial position

Assets								
Cash and bank balances	11,040	11,934	-	8,450	455	1,182,554	(72,755)	1,396,228
Financial assets at FVTPL	-	-	-	-	-	102,388	-	102,388
Derivative assets	-	-	-	-	-	48,131	(7,173)	48,131
Loans and Advances to Banks	-	-	-	36,727	-	99,849	(35,538)	108,211
Loans and advances to customers	5,345	16,731	-	4,340	2	1,503,380	(1,119,834)	2,061,147
Investment securities	12,033	2,879	-	29,071	-	846,214	(2,554)	1,571,550
Other assets	411	6,094	-	122	114	111,607	(26,952)	139,885
Investments in equity-accounted investee	-	-	-	-	-	2,715	1,428	4,143
Investments in Subsidiaries	-	-	-	-	-	103,275	(103,275)	-
Property and Equipment	202	649	-	1,151	203	107,448	1	128,499
Intangible assets	4	42	-	947	-	7,070	9,557	17,671
Deferred tax asset	-	-	-	-	-	21,862	2,899	26,199
	<b>29,035</b>	<b>38,329</b>	<b>-</b>	<b>80,808</b>	<b>774</b>	<b>4,136,493</b>	<b>(1,354,196)</b>	<b>5,604,052</b>

#### Financed by:

Derivative liabilities	-	-	-	-	-	852	-	852
Deposits from banks	9,595	-	-	57,008	-	92,717	(60,356)	267,070
Deposits from customers	16,652	22,945	-	3,812	70	2,764,388	(37,350)	3,832,884
Other liabilities	119	5,526	-	3,630	36	57,150	(26,737)	107,255
Current tax liability	-	2	-	-	-	722	3,497	9,164
Subordinated liabilities	-	-	-	-	-	30,048	-	30,048
Borrowings	-	-	-	-	-	744,094	-	758,682
Deferred tax liability	-	45	-	-	-	-	(11)	119
Total Equity	2,669	9,811	-	16,358	668	446,522	(105,595)	597,978
	<b>29,035</b>	<b>38,329</b>	<b>-</b>	<b>80,808</b>	<b>774</b>	<b>4,136,493</b>	<b>(226,552)</b>	<b>5,604,052</b>

#### Condensed cash flows

Net cash from operating activities	12,165	(4,642)	-	14,868	-	(317,453)	(37,399)	(196,593)
Net cash from financing activities	(1,131)	6,279	-	490	-	3,507	(26,815)	(8,643)
Net cash from investing activities	(6,955)	194	-	(18,900)	-	215,429	55,201	108,367
<b>Increase/(decrease) in cash and cash equivalents</b>	<b>4,079</b>	<b>1,831</b>	<b>-</b>	<b>(3,542)</b>	<b>-</b>	<b>(98,517)</b>	<b>(9,013)</b>	<b>(96,869)</b>
Effects of exchange rate changes on cash and cash equivalents	-	-	-	-	-	10,381	(15,535)	(5,905)
Cash and cash equivalents at beginning of the year	6,961	10,103	-	11,992	455	450,063	(64,334)	662,245
<b>Cash and cash equivalents at end of the year</b>	<b>11,040</b>	<b>11,934</b>	<b>-</b>	<b>8,450</b>	<b>455</b>	<b>361,927</b>	<b>(88,882)</b>	<b>559,471</b>

## OTHER ADDITIONAL DISCLOSURES

### Statement of Value Added

For the year ended December 31, 2020

#### STATEMENT OF VALUE ADDED

For the year ended December 31,

	2020 N'million	%	2019 N'million	%
<b>Group</b>				
Gross revenue	620,375		559,805	
Interest paid	(168,395)		(182,955)	
	451,980		376,850	
Administrative overheads:				
- local	(187,625)		(153,641)	
- foreign	(2,502)		(3,081)	
<b>Value added</b>	<b>261,853</b>	<b>100</b>	<b>220,128</b>	<b>100</b>
<b>Distribution</b>				
<i>Employees</i>				
- Salaries and benefits	87,545	33	75,099	34
Government				
- Current Income tax	18,095	7	22,198	10
The future				
- Asset replacement (depreciation and amortization)	20,005	8	15,490	7
- Asset replacement (provision for losses)	22,443	9	18,252	8
- Expansion (transfer to reserves and non-controlling interests)	113,765	43	89,089	40
	<b>261,853</b>	<b>100</b>	<b>220,128</b>	<b>100</b>
<b>Bank</b>				
Gross revenue	-		412,624	
Interest paid	(116,748)		(156,580)	
	(116,748)		256,044	
Administrative overheads:				
- local	252,441		(113,902)	
- foreign	(973)		(164)	
<b>Value added</b>	<b>134,720</b>	<b>100</b>	<b>141,978</b>	<b>100</b>
<b>Distribution</b>				
<i>Employees</i>				
- Salaries and benefits	47,178	35	43,774	31
Government				
- Taxation	1,449	1	7,313	5
The future				
- Asset replacement (depreciation and amortization)	15,036	11	11,772	8
- Asset replacement (provision for losses)	14,146	11	16,369	12
- Expansion (transfer to reserves and non-controlling interests)	56,911	42	62,750	44
	<b>134,720</b>	<b>100</b>	<b>141,978</b>	<b>100</b>

Value added represents the additional wealth which the Group has been able to create by its own and employees efforts.

## OTHER ADDITIONAL DISCLOSURES (CONTINUED)

## Five - Year Financial Summary-Group

For the year ended December 31, 2020

## STATEMENT OF FINANCIAL POSITION

<i>In millions of Nigerian Naira</i>	December 31, 2020	December 31, 2019	December 31, 2018	December 31, 2017	December 31, 2016
<b>ASSETS</b>					
Cash and bank balances	1,874,618	1,396,228	1,220,596	898,083	760,930
Financial assets at fair value through profit or loss	214,400	102,388	19,439	31,898	52,295
Derivative assets	53,148	48,131	34,784	8,227	10,642
Loans and advances to banks	77,419	108,211	15,797	20,640	22,765
Loans and advances to customers	2,554,975	2,061,147	1,715,285	1,650,891	1,505,319
Investment securities					
- At fair value through other comprehensive income	1,421,527	901,048	1,036,653	-	-
- Available-for-sale	-	-	-	593,299	276,758
- At amortised cost	1,159,264	670,502	600,479	-	-
- Held to maturity	-	-	-	622,754	693,634
Other assets	115,432	139,885	63,012	86,729	37,849
Investments in equity-accounted investee	4,504	4,143	4,610	2,860	2,925
Property and equipment	153,191	128,499	115,973	107,636	93,932
Intangible assets	28,900	17,671	18,168	16,891	14,361
Deferred tax assets	40,602	43,054	24,942	29,566	33,060
<b>TOTAL ASSETS</b>	<b>7,697,980</b>	<b>5,620,907</b>	<b>4,869,738</b>	<b>4,069,474</b>	<b>3,504,470</b>
<b>LIABILITIES</b>					
Derivative liabilities	508	852	99	123	14
Deposits from banks	418,157	267,070	174,836	134,289	109,080
Deposits from customers	5,676,011	3,832,884	3,349,120	2,733,348	2,485,610
Other liabilities	157,827	107,255	120,764	98,277	110,596
Current income tax liabilities	9,982	9,164	8,892	7,668	5,134
Borrowings	694,355	758,682	683,532	502,209	259,927
Subordinated liabilities	-	30,048	29,859	65,741	85,978
Deferred tax liabilities	16,992	16,974	28	40	62
<b>TOTAL LIABILITIES</b>	<b>6,973,832</b>	<b>5,022,929</b>	<b>4,367,130</b>	<b>3,541,695</b>	<b>3,056,401</b>
<b>EQUITY</b>					
Share capital and share premium	115,815	115,815	115,815	115,815	135,514
Reserves	579,253	462,758	367,654	393,733	299,337
<b>EQUITY ATTRIBUTABLE TO EQUITY - HOLDERS OF THE BANK</b>	<b>695,068</b>	<b>578,573</b>	<b>483,469</b>	<b>509,548</b>	<b>434,851</b>
Non-controlling interests	29,080	19,405	19,139	18,231	13,218
<b>TOTAL EQUITY</b>	<b>724,148</b>	<b>597,978</b>	<b>502,608</b>	<b>527,779</b>	<b>448,069</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>7,697,980</b>	<b>5,620,907</b>	<b>4,869,738</b>	<b>4,069,474</b>	<b>3,504,470</b>
<b>Summarized Statement of Comprehensive Income</b>					
<i>In millions of Nigerian Naira</i>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
Net operating income	407,645	346,293	308,218	326,565	270,889
Operating expenses	(249,847)	(217,167)	(197,342)	(189,652)	(152,501)
Net impairment loss on loans and receivables	(27,009)	(18,252)	(4,529)	(32,895)	(27,683)
Share of profit/(loss) of equity-accounted investee	1,071	413	419	204	(63)
<b>Profit before income tax expense</b>	<b>131,860</b>	<b>111,287</b>	<b>106,766</b>	<b>104,222</b>	<b>90,642</b>
Income tax expense	(18,095)	(22,198)	(28,159)	(26,674)	(18,378)
<b>Profit after taxation</b>	<b>113,765</b>	<b>89,089</b>	<b>78,607</b>	<b>77,548</b>	<b>72,264</b>
<b>Profit for the year</b>	<b>113,765</b>	<b>89,089</b>	<b>78,607</b>	<b>77,548</b>	<b>72,264</b>
- Non-controlling interests	4,438	2,869	3,248	2,544	2,860
- Equity holders of the parent	109,327	86,220	75,359	75,004	69,404
Other comprehensive income for the year	43,326	35,350	(33,273)	27,769	65,886
<b>Total comprehensive income for the year</b>	<b>157,091</b>	<b>124,439</b>	<b>45,334</b>	<b>105,317</b>	<b>138,150</b>



## OTHER ADDITIONAL DISCLOSURES (CONTINUED)

### Five - Year Financial Summary-Bank

For the year ended December 31, 2020

#### STATEMENT OF FINANCIAL POSITION

<i>In millions of Nigerian Naira</i>	December 31, 2020	December 31, 2019	December 31, 2018	December 31, 2017	December 31, 2016
<b>ASSETS</b>					
Cash and bank balances	1,436,822	1,182,554	1,015,199	727,546	610,910
Financial assets at fair value through profit or loss	171,058	102,388	19,439	31,898	52,295
Derivative assets	53,148	48,131	34,784	7,911	10,642
Loans and advances to banks	65,058	99,849	15,516	19,974	23,850
Loans and advances to customers	1,812,536	1,503,380	1,213,801	1,173,214	1,090,355
Investment securities					
- At fair value through other comprehensive income	1,233,684	772,658	925,892	-	-
- Available for sale	-	-	-	423,293	244,424
- At amortised cost	71,479	73,556	84,265	-	-
- Held to maturity	-	-	-	242,185	288,592
Other assets	96,524	111,607	49,642	77,949	31,192
Investments in subsidiaries	103,275	103,275	103,777	103,777	70,702
Investments in equity-accounted investee	2,715	2,715	2,715	1,770	1,770
Property and equipment	123,435	107,448	97,502	89,285	80,252
Intangible assets	16,237	7,070	6,911	5,846	4,905
Deferred tax assets	21,862	21,862	21,862	27,178	29,696
<b>TOTAL ASSETS</b>	<b>5,207,833</b>	<b>4,136,493</b>	<b>3,591,305</b>	<b>2,931,826</b>	<b>2,539,585</b>
<b>LIABILITIES</b>					
Derivative liabilities	508	852	99	123	14
Deposits from banks	121,815	92,717	30,502	15,290	30,484
Deposits from customers	3,824,143	2,764,388	2,424,108	1,877,736	1,698,859
Current income tax liabilities	1,478	722	706	1,108	522
Subordinated liabilities	-	30,048	29,859	65,741	85,978
Borrowings	688,280	744,094	657,134	502,209	259,927
Other liabilities	93,669	57,150	84,299	68,759	72,901
<b>TOTAL LIABILITIES</b>	<b>4,729,893</b>	<b>3,689,971</b>	<b>3,226,707</b>	<b>2,530,966</b>	<b>2,148,685</b>
<b>EQUITY</b>					
Share capital and share premium	115,815	115,815	115,815	115,815	135,514
Reserves	362,125	330,707	248,783	285,045	255,386
<b>TOTAL EQUITY</b>	<b>477,940</b>	<b>446,522</b>	<b>364,598</b>	<b>400,860</b>	<b>390,900</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>5,207,833</b>	<b>4,136,493</b>	<b>3,591,305</b>	<b>2,931,826</b>	<b>2,539,585</b>
<b>Summarized statement of comprehensive income</b>					
<i>In millions of Nigerian Naira</i>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>
Net operating income	236,068	227,464	191,144	209,279	190,231
Operating expenses	(155,844)	(141,032)	(131,537)	(126,051)	(107,061)
Net impairment loss on loans and receivables	(21,864)	(16,369)	(4,257)	(30,433)	(25,521)
<b>Profit before income tax expense</b>	<b>58,360</b>	<b>70,063</b>	<b>55,350</b>	<b>52,795</b>	<b>57,649</b>
Income tax expense	(1,449)	(7,313)	(14,303)	(11,399)	(10,108)
<b>Profit for the period</b>	<b>56,911</b>	<b>62,750</b>	<b>41,047</b>	<b>41,396</b>	<b>47,541</b>
Other comprehensive income for the period	5,427	48,244	(12,009)	15,668	26,896
<b>Total comprehensive income for the period</b>	<b>62,338</b>	<b>110,994</b>	<b>29,038</b>	<b>57,064</b>	<b>74,437</b>

06



# Investor Information

Investor Information  
Notice of AGM  
Proxy Form  
Shareholder Forms  
Directors Retiring by Rotation and Seeking Re-election

# Investor Information

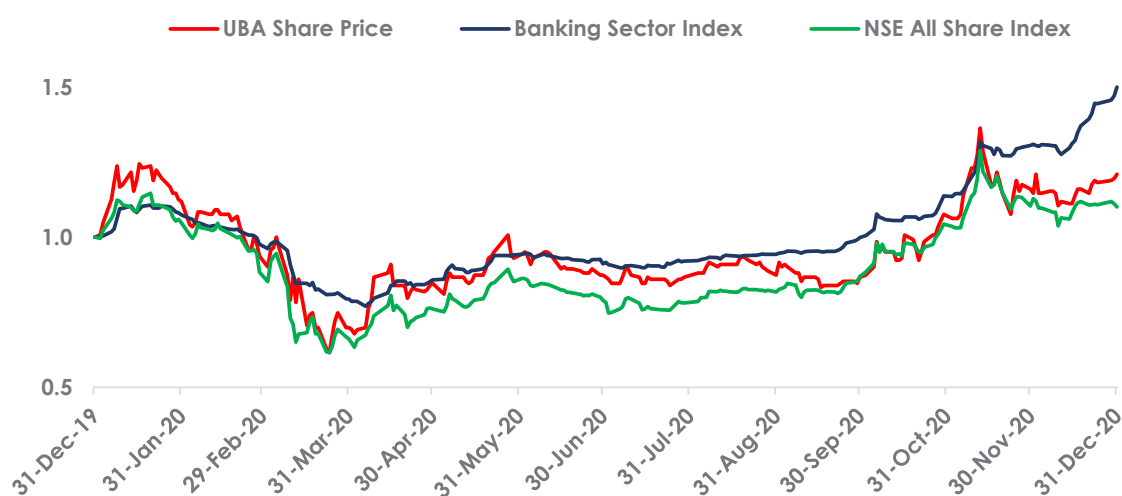
## Share data as of last trading day in 2020

UBA is one of the largest financial services groups in Nigeria with presence in 23 countries. Its shares have been listed on the Nigerian Stock Exchange (NSE) since 1970. The Bank's current number of shares outstanding is 34,199,421,366 units with an average daily trading volume of 28 million shares. A summary of its key share data is shown below.

## Share data as of last trading day in 2020

Year	2020	2019
NSE ticker	UBA	UBA
Bloomberg ticker	UBA NL	UBA NL
Share price(N)	8.65	7.15
Shares outstanding (million)	34.20	34.20
Market capitalisation (N'billion)	295.82	244.53
Market capitalisation (US\$' million)	738.95	672.69
12-month daily average trading volume (million)	27.93	19.98
52-week high share price (N)	9.75	8.20
52-week low share price (N)	4.40	5.50

## Trend in Rebased UBA Share Price, the Banking Sector Index and the NSE All Share Index



## Share capital

The authorized share capital as of December 31, 2020 amounted to N22,500,000,000 consisting 45,000,000,000 shares of 50 kobo each. Of this amount, 34,199,421,366 shares have been issued and fully paid for, and are listed on the premium board of the Nigerian Stock Exchange for trading.

## Shareholders

As at end of 2020, UBA's shares were held by a total of 273,615 shareholders as analyzed in the table below:

Headline		Shareholders		Holdings		
Range	Count	Cumulative count	Count (%)	Aggregate Holdings	Cumulative Holdings	Aggregate Holdings (%)
1 - 1,000	31,647	31,647	11.57	14,599,099	14,599,099	0.04
1,001 - 5,000	20,307	151,954	43.97	300,568,647	315,167,746	0.88
5,001 - 10,000	44,877	196,831	16.40	307,205,382	622,373,128	0.90
10,001 - 50,000	54,281	251,112	19.84	1,131,310,570	1,753,683,698	3.31
50,001 - 100,000	10,794	261,906	3.95	731,003,485	2,484,687,183	2.14
100,001 - 500,000	8,841	270,747	3.23	1,804,527,142	4,289,214,325	5.28
500,001 - 1,000,000	1,329	272,076	0.49	933,342,262	5,222,556,587	2.73
1,000,001 - 5,000,000	1,169	273,245	0.43	2,296,092,434	7,518,649,021	6.71
5,000,001 - 10,000,000	150	273,395	0.05	1,053,395,070	8,572,044,091	3.08
10,000,001 - 50,000,000	147	273,542	0.05	3,170,480,258	11,742,524,349	9.27
50,000,001 - 100,000,000	22	273,564	0.01	1,446,877,366	13,189,401,715	4.23
100,000,001 - 500,000,000	39	273,603	0.01	10,722,132,126	23,911,533,841	31.35
500,000,001 - 1,000,000,000	9	273,612	0.00	5,874,945,684	29,786,479,525	17.18
1,000,000,001 and Above	3	273,615	0.00	4,412,941,841	34,199,421,366	12.90
	<b>273,615</b>		<b>100.00</b>	<b>34,199,421,366</b>		<b>100.00</b>

## Top ten shareholders as at December 31, 2020

Shareholder	Unit Holding	% Holding
Stanbic IBTC Nominees Nigeria Ltd	2,138,132,341	6.25%
Heirs Holdings Limited	1,814,003,900	5.30%
Consolidated Trust Funds Limited	1,415,213,607	4.14%
STH Limited	1,183,724,334	3.46%
Poshville Investments Limited	815,229,103	2.38%
SNNL/Asset Management Corporation of Nigeria	711,946,684	2.08%
Africa Horizon Capital Limited	700,144,391	2.05%
FPCNL/NPF Pensions Limited	648,560,415	1.90%
Atene Limited	609,061,600	1.78%
African Development Bank	517,563,476	1.51%

\*(Stanbic IBTC Nominees Nigeria Limited holds these shares on behalf of several investors under a nominee arrangement)

## Ten-year History of Capitalization

Date	Authorised (N)	Issued and Full Paid Capital (N)	Considerations
01 August 2005	6,000,000,000	3,236,000,000	Bonus (1:5)
22 February 2007	6,000,000,000	4,236,000,000	Bonus (1:5)
04 May 2007	6,000,000,000	4,290,214,286	Foreign Loan Stock Conversion
25 September 2007	6,000,000,000	5,645,139,990	Cash (right and public offering)
18 January 2008	7,500,000,000	5,645,139,990	
18 June 2008	12,500,000,000	8,622,584,985	Bonus (1:2) (interim)
05 January 2009	12,500,000,000	10,778,231,231	Bonus (1:4) (Final)
02 October 2009	17,500,000,000	10,778,231,231	
13 May 2010	17,500,000,000	12,933,877,477	Bonus (1:5) (Final)
13 May 2011	17,500,000,000	16,167,346,850	Bonus (1:4) (Final)
18 May 2012	22,500,000,000	16,490,693,782	Bonus (1:50) (Final)
01 July 2015	22,500,000,000	18,139,763,161	Rights Issue
12 October 2017	22,500,000,000	17,099,710,683	Cancellation of SSIT Shares

There has been no change since October 2017.

## Dividend Payment History

Dividend number	Year ended	Date declared	Total amount	Dividend per share (N)
59	December 31, 2012	10 June 2013	16,490,693,783	0.50
60	December 31, 2013	28 April 2014	16,490,693,783	0.50
61	December 31, 2014	27 April 2015	3,298,138,757	0.10
62	30 June 2015 Interim	16 September 2015	7,255,905,264	0.20
63	December 31, 2015	14 March 2016	14,511,810,528	0.40
64	30 June 2016 Interim	25 August 2016	7,255,905,264	0.20
65	December 31, 2016	24 March 2017	19,953,739,477	0.55
66	30 June 2017 Interim	24 August 2017	6,839,884,273	0.20
67	December 31, 2017	23 March 2018	22,229,623,888	0.65
68	30 June 2018 Interim	29 August 2018	6,839,884,273	0.20
69	December 31, 2018	15 March 2019	22,229,623,888	0.65
70	30 June 2019 Interim	30 August 2019	6,839,884,273	0.20
71	December 31, 2019	02 March 2020	27,359,537,092	0.80
72	30 June 2020 Interim	01 September 2020	5,813,901,632	0.17

## Record of Unclaimed Dividend as at December 31, 2020

S/NO	Dividend year	Amount declared	Total amount paid to date	Unclaimed dividend
1	2012	16,490,693,783	14,909,462,786	1,581,230,997
2	2013	16,490,693,783	15,290,877,640	1,199,816,143
3	2014	3,298,138,757	3,064,254,426	233,884,331
4	2015	7,255,905,264	6,687,146,620	568,758,644
5	2015	14,511,810,528	13,272,324,024	1,239,486,504
6	2016	7,255,905,264	6,737,854,777	518,050,487
7	2016	19,953,739,477	18,405,745,748	1,547,993,729
8	2017	6,839,884,273	6,421,064,085	418,820,188
9	2017	22,229,623,888	20,071,256,500	2,158,367,388
10	2018	6,839,884,273	6,354,347,785	485,536,488
11	2018	22,229,623,888	20,135,415,902	2,094,207,986
12	2019	6,839,884,273	6,174,501,240	665,383,033
13	2019	27,359,537,093	24,828,278,643	2,531,258,450

## Credit Rating Summary

**Agusto&Co.**  
Research, Credit Ratings, Credit Risk Management

---

**National**  
Short-term: AA-

**GCR**  
RATINGS

---

**National**  
Short-term: A1+ (NG)  
Long-term: AA – (NG)

**International**  
Long-term: B+

**FitchRatings**

---

**National**  
Short-term: F1(nga)  
Long-term: A+(nga)

**International**  
Short-term: B  
Long-term: B

**S&P Global**  
Ratings

---

**National**  
ngBBB/ngA-2

**International**  
Short-term: B  
Long-term: B-

Note:

S&P and Fitch assigned Credit Rating of "B-" and "B" on the Nigerian Sovereign; thus the ratings of UBA from S&P and Fitch ranks at par with the Nigerian Sovereign rating and these are the highest ratings for any Nigerian corporate, as the Sovereign rating underpins the ratings of corporates operating in the country.





# SAVE TO WIN N1 MILLION

To win, save a minimum of **₦10,000** or more for 3 consecutive months in your **UBA Savings Account**.

Dial **\*919\*20#** to open a Savings Account or visit **[aop.ubagroup.com](http://aop.ubagroup.com)**

Also available on

**UBA**  
**Bumper**  
Account

**UBA**  
**nextgen**  
Account

**UBA**  
**Teens**  
Account

**UBA**  
**Kiddies**  
Account

**UBA**  
**Target**  
Account

*This promotion has been approved by the NLRC and FCCPC.*

Terms and conditions apply

## NOTICE OF ANNUAL GENERAL MEETING

**NOTICE IS HEREBY GIVEN** that the 59<sup>th</sup> Annual General Meeting of United Bank for Africa Plc (the Bank) will hold on Thursday, April 1, 2021 at UBA House, 57 Marina, Lagos by 10:00AM to transact the following business:

### ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the year ended December 31, 2020, together with the Reports of the Directors, Auditors and the Audit Committee thereon.
2. To declare a final dividend.
3. To re-elect the following Directors retiring by rotation:
  - 3.1. Ms. Angela Aneke
  - 3.2. Mr. Abdulqadir Bello, FCA
  - 3.3. Dr. Kayode Fasola
4. To authorize the Directors to fix the remuneration of the Auditors for the 2021 financial year.
5. To disclose the remuneration of managers of the Bank
6. To elect members of the Statutory Audit Committee.

### NOTES

#### 1. Compliance with COVID-19 Related Directives and Guidelines

The Federal Government of Nigeria, State Governments, Health Authorities and Regulatory Agencies have issued a number of guidelines and directives aimed at curbing the spread of COVID-19 in Nigeria. Particularly, the Federal Government prohibited the gathering of more than 50 people, while the Corporate Affairs Commission (CAC) issued Guidelines on Holding AGM of Public Companies by Proxy. The convening and conduct of the AGM shall be done in compliance with these directives and guidelines.

#### 2. Proxy

A member entitled to attend and vote at the Annual General Meeting is also entitled to appoint a proxy to attend and vote in his/her stead. A proxy need not be a member of the Company. For the appointment of the proxy to be valid, a proxy form must be completed, duly stamped by the Commissioner of Stamp Duties and deposited either at the office of the Bank's Registrars, Africa Prudential Plc, 220B Ikorodu Road, Palmgrove, Lagos Nigeria, or via email at [cxo@aficaprudential.com](mailto:cxo@aficaprudential.com) not later than 48 hours before the fixed time of the meeting.

United Bank for Africa Plc. RC No. 2457. UBA House, 57 Marina, Lagos

Tony O. Elumelu CON (Chairman). Amb. Joe Keshi OON (Vice Chairman). Kennedy Uzoka (GMD/CEO)  
Executive Directors: Oliver Alawuba, Ayoku A. Liadi, Uche Ike, Chukwuma Nweke, Ibrahim A. Puri, Chiugo Ndubisi.  
Non-Executive Directors: Owanari Duke, Samuel Oni (FCA), Angela Aneke, Erelu Angela Adebayo, Abdulqadir Jeli Bello, Isaac Olukayode Fasola, Aisha Hassan Baba OON

[www.ubagroup.com](http://www.ubagroup.com)





### **3. Attendance by Proxy**

In line with CAC Guidelines, attendance of the AGM shall be by proxy only. Shareholders are required to appoint a proxy of their choice from the list of nominated proxies below:

1. Mr. Tony O. Elumelu, CON
2. Mr. Kennedy Uzoka
3. Mr. Bili A. Odum
4. Dr. Faruk Umar
5. Chief Timothy Adesiyun
6. Sir Sunny Nwosu
7. Mrs. Bisi Bakare
8. Mr. Nornah Awoh
9. Mr. Alex Adio

### **4. Stamping of Proxy**

The Company has made arrangements, at its cost, for the stamping of the duly completed and signed proxy forms submitted to the Company's Registrars within the stipulated time.

### **5. Live Streaming of the AGM**

The AGM will be streamed live online. This will enable shareholders and other stakeholders who will not be attending physically to follow the proceedings. The link for the AGM live streaming will be made available on the Company's website at [www.ubagroup.com](http://www.ubagroup.com).

### **6. Dividend Payment**

If the dividend recommended by the Directors is approved, dividend will be posted electronically on Thursday, April 1, 2021 to all shareholders whose names are registered in the Company's Register of Members as at the close of business on Friday, March 19, 2021 and who have completed the e-dividend registration and have mandated the Registrars to pay dividend directly into their bank accounts.

### **7. Closure of Register of Members**

The Register of Members will be closed from Monday, March 22, 2021 to Friday, March 26, 2021 for the purpose of paying dividend and updating the register.

### **8. Profiles of Directors for Re-election**

The profiles of Ms. Angela Aneke, Mr. Abdulqadir Bello, FCA and Dr. Kayode Fasola who will be retiring by rotation and seeking re-election are provided in the Annual Report.

### **9. Questions from Shareholders**

Shareholders and other holders of the Company's securities reserve the right to ask questions not only at the meeting, but also in writing prior to and after the meeting on any



item contained in the Annual Report and Accounts. Please send all questions to [investorrelations@ubagroup.com](mailto:investorrelations@ubagroup.com).

#### 10. Unclaimed Dividend Warrants and Share Certificates

Shareholders are hereby informed that a number of share certificates and dividend warrants which were returned to the Registrars as unclaimed are still in the custody of the Registrars. A list of all unclaimed dividend will be circulated with the Annual Report and Financial Statements. Any shareholder affected by this notice is advised to contact the Company's Registrars, Africa Prudential Plc, at 220B Ikorodu Road, Palmgrove, Lagos, or via email at [cxc@aficaprudential.com](mailto:cxc@aficaprudential.com) to lay claim.

#### 11. Audit Committee

In accordance with Section 404(3) of the Companies and Allied Matters Act 2020, the Audit Committee shall consist of five members comprising of three Shareholders and two Non-Executive Directors. Section 404(6) of the Act also provides that any member may nominate a shareholder as a member of the Audit Committee by giving notice in writing of such nomination to the Company Secretary at least twenty-one days before the Annual General Meeting. The Financial Reporting Council's Nigerian Code of Corporate Governance provides that all members of the Audit Committee should be financially literate and be able to read and understand financial statements. Consequently, a detailed curriculum vitae confirming the nominee's qualification should be submitted with each nomination.

Dated this 8<sup>th</sup> day of March, 2021

By Order of the Board.

**Bili A. Odum**

Group Company Secretary  
57 Marina, Lagos  
FRC/2013/NBA/0000000195

# PROXY FORM

I/We,

Shareholder's Name: \_\_\_\_\_

Address: \_\_\_\_\_

No. of Shares held: \_\_\_\_\_

being the registered holder(s) of the ordinary shares of United Bank for Africa Plc hereby appoint\*

\_\_\_\_\_  
(block letters please)

or failing him, the Chairman of the Meeting as My/our proxy to vote for me/us on my/our behalf at the Annual General Meeting of the Bank to be held at the Amphitheatre, UBA House, 57 Marina, Lagos State on Thursday, April 1, 2021 at 10:00AM or at any adjournment thereof.

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2021

Shareholder's Signature: \_\_\_\_\_

## NOTE:

1. A member (shareholder) who is unable to attend an Annual General Meeting is allowed to vote by proxy. This proxy form has been prepared to enable you exercise your vote if you cannot personally attend. This form of proxy together with the power of attorney or other authority, if any, under which it is signed or a notarial certified copy thereof must reach the Registrar, Africa Prudential Plc, 220B, Ikorodu Road, Palmgrove, Lagos, not later than 48hours before the time of holding the meeting.
2. If executed by a corporation, the proxy form should be sealed with the common seal or under the hand of some officers or an attorney duly authorized.
3. In the case of joint holders, the signature of any one of them will suffice, but the names of all joint holders should be shown.

4. Provision have been made on this form for the Chairman of the Meeting to act as your proxy, but if you wish you may insert in the blank space on the form (marked\*) the name of any person, whether a member of the Company or not, who will attend the Meeting and vote on your behalf instead of the Chairman of the Meeting.
5. This proxy will be used only in the event of poll being directed, or demanded.
6. It is a legal requirement that all instruments of proxy must bear appropriate stamp duty (currently =N=500.00) from the Stamp Duties Office, and not adhesive postage stamps.  
  
Please indicate by marking "X" in the appropriate space, how you wish your votes to be cast on the resolutions set out here, unless otherwise instructed, the proxy will vote or abstain from voting at his or her discretion.
7. The proxy must produce the Admission form sent with the Report and Accounts to obtain entrance at the Meeting.

\_\_\_\_\_  
This proxy form is solicited on behalf of the Board of Directors and is to be used at the Annual General Meeting to be held on Thursday, April 1, 2021.

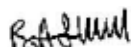
RESOLUTIONS		For	Against	Abstain
ORDINARY BUSINESS				
1	To receive the audited Accounts for the year ended December 31, 2020 together with the reports of the Directors, Auditors and the Audit Committee thereon.			
2	To declare a final dividend			
3.1.	To re-elect Ms. Angela Aneke, a Director retiring by rotation.			
3.2.	To re-elect Mr. Abdulqadir Bello, FCA, a Director retiring by rotation			
3.3.	To re-elect Dr. Kayode Fasola, a Director retiring by rotation.			
4	To authorize the Directors to fix the remuneration of the Auditors for the 2021 financial year			
5	To disclose the remuneration of Managers of the Bank			
6	To elect members of the Audit Committee			
This proxy form should NOT be completed and/or sent to the registered office of the Registrars if the member will attend the meeting in person.				

## ADMISSION CARD

Before posting the above form, please tear off this part and retain for admission at the meeting.

**UNITED BANK FOR AFRICA PLC (RC2457)**  
**ANNUAL GENERAL MEETING**

Please admit the shareholder named on this admission form or his/her duly appointed proxy to the Annual General Meeting of the Company to be held at the Amphitheatre, UBA House, 57 Marina, Lagos State on Thursday, April 1, 2021 at 10:00AM.



**Bili A. Odum**  
**Group Company Secretary**  
**57 Marina, Lagos**

Name and address of shareholder: \_\_\_\_\_

Account Number: \_\_\_\_\_

Number of shares held: \_\_\_\_\_

Shareholder's signature: \_\_\_\_\_

**This card is to be signed at the venue in the presence of the Registrar.**

Please select (by marking "X") as appropriate before  
Admission to the meeting

**Proxy**  
**Shareholder**



## E-SERVICE/DATA UPDATE FORM

KINDLY FILL AND RETURN FORM TO ANY OF OUR OFFICE ADDRESSES STATED BELOW | \* = COMPULSORY FIELDS

UNITED BANK FOR AFRICA ☐

1. \*SURNAME/COMPANY NAME

2. \*FIRST NAME  3. OTHER NAME

4. \*GENDER  M  F 5. E-MAIL

6. ALTERNATE E-MAIL  7. \*DATE OF BIRTH

8. \*MOBILE (1)  (2)

9. \*ADDRESS

10. OLD ADDRESS (if any)

11. \*NATIONALITY  12. \*OCCUPATION

13. \*NEXT OF KIN NAME  MOBILE

14. \*MOTHER'S MAIDEN NAME

15. BANK NAME  16. A/C NO.

17. A/C NAME  18. A/C OPENING DATE

19. BANK VERIFICATION NO. (BVN)  20. NAME OF STOCKBROKING FIRM

21. CSCS CLEARING HOUSE NO. (CHN)

### DECLARATION

I/We hereby declare that the information I have provided is true and correct and that I shall be held personally liable for any of my personal details.

I/We also agree and consent that Africa Prudential Plc ("Afriprud") may collect, use, disclose, process and deal in any manner whatsoever with my/our personal, biometric and shareholding information set out in this form and/or otherwise provided by me/us or possessed by Afriprud for administration of my/our shareholding and matters related thereto.

Signature:

Signature:

Company Seal (if applicable)

HEAD OFFICE: 220B, Ikorodu Road, Palmgrove, Lagos.

ABUJA: Infinity House (2nd Floor), 11 Kaura Namoda Street, Off Faskari Crescent, Area 3, Garki, Abuja.

PORT-HARCOURT: Oklen Suite Building (2nd Floor), No. 1A, Evo Road, GRA Phase 2.

TEL: 0700 AFRIPRUD (0700 2374 7783) | E-MAIL: cxc@aficaprudential.com | www.aficaprudential.com | @afiprud





## e-SHARE REGISTRATION APPLICATION FORM

Dear Registrar,

Please take this as authority to activate my account(s) on your SharePortal where I will be able to view and manage my investment portfolio online with ease.

**UNITED BANK FOR AFRICA** ☐

**\* = Compulsory fields**

1. \*SURNAME/COMPANY NAME:
2. \*FIRST NAME:
3. OTHER NAME:
4. \*E-MAIL:
5. ALTERNATE E-MAIL:
6. \*MOBILE NO.: 1.  2.
7. SEX: MALE ☐ FEMALE ☐
8. \*DATE OF BIRTH
9. \*POSTAL ADDRESS:
10. CSCS CLEARING HOUSE NO.:
11. NAME OF STOCKBROKER:

### DECLARATION

I/We hereby declare that the information I have provided is true and correct and that I shall be held personally liable for any of my personal details.

I/We also agree and consent that Africa Prudential Plc ("Afriprud") may collect, use, disclose, process and deal in any manner whatsoever with my/our personal, biometric and shareholding information set out in this form and/or otherwise provided by me/us or possessed by Afriprud for administration of my/our shareholding and matters related thereto.

Signature:

Signature:

Company Seal (if applicable)

HEAD OFFICE: 220B, Ikorodu Road, Palmgrove, Lagos.

ABUJA: Infinity House (2nd Floor), 11 Kaura Namoda Street, Off Faskari Crescent, Area 3, Garki, Abuja.

PORT-HARCOURT: Oklen Suite Building (2nd Floor), No. 1A, Evo Road, GRA Phase 2.

TEL: 0700 AFRIPRUD (0700 2374 7783) | E-MAIL: cxc@africaprudential.com | www.africaprudential.com | @afriprud





## E-DIVIDEND MANDATE ACTIVATION FORM

### INSTRUCTION

Please complete all section of this form to make it eligible for processing and return to the address below.

#### The Registrar

Africa Prudential Plc  
 220B, Ikorodu Road, Palmgrove, Lagos.

I/We hereby request that henceforth, all my/our Dividend Payment(s) due to me/us from my/our holdings in all the companies ticked at the right hand column be credited directly to my /our bank detailed below:

Bank Verification Number (BVN):

Bank Name:

Bank Account Number:

Account Opening Date:  DD  MM  YYYY

### SHAREHOLDER ACCOUNT INFORMATION

Gender: Male ☐ Female ☐ Date Of Birth  DD  MM  YYYY

Surname/Company's Name  First Name  Other Name

Address

City  State  Country

Clearing House Number (CHN) (if any)  C  Name of Stockbroking Firm

Mobile Telephone 1  Mobile Telephone 2

E-mail Address

### DECLARATION

I/We hereby declare that the information I have provided is true and correct and that I shall be held personally liable for any of my personal details.

I/We also agree and consent that Africa Prudential Plc ("Afriprud") may collect, use, disclose, process and deal in any manner whatsoever with my/our personal, biometric and shareholding information set out in this form and/or otherwise provided by me/us or possessed by Afriprud for administration of my/our shareholding and matters related thereto.

Signature:  Signature:  Company Seal (if applicable)

Joint/Company's Signatories

Please tick against the company(ies) where you have shareholdings

#### CLIENTELE

1. ABBEY MORTGAGE BANK PLC ☐
2. ADAMAWA STATE GOVERNMENT BOND ☐
3. AFRILAND PROPERTIES PLC ☐
4. AFRICA PRUDENTIAL PLC ☐
5. A & G INSURANCE PLC ☐
6. ALUMACO PLC ☐
7. A.R.M LIFE PLC ☐
8. BECO PETROLEUM PRODUCTS PLC ☐
9. BUA GROUP ☐
10. BENUE STATE GOVERNMENT BOND ☐
11. CAP PLC ☐
12. CAPP AND D'ALBERTO PLC ☐
13. CEMENT COY. OF NORTHERN NIG. PLC ☐
14. CSCS PLC ☐
15. CHAMPION BREWERIES PLC ☐
16. CWG PLC ☐
17. CORDROS MONEY MARKET FUND ☐
18. EBONYI STATE GOVERNMENT BOND ☐
19. GOLDEN CAPITAL PLC ☐
20. INFINITY TRUST MORTGAGE BANK PLC ☐
21. INVESTMENT & ALLIED ASSURANCE PLC ☐
22. JAIZ BANK PLC ☐
23. KADUNA STATE GOVERNMENT BOND ☐
24. LAGOS BUILDING INVESTMENT CO. PLC ☐
25. GLOBAL SPECTRUM ENERGY SERVICES PLC ☐
26. MED-VIEW AIRLINE PLC ☐
27. MIXTA REAL ESTATE PLC (formerly ARM Properties Plc) ☐
28. NEXANS KABLEMETAL NIG. PLC ☐
29. OMOLUABI MORTGAGE BANK PLC ☐
30. PERSONAL TRUST & SAVINGS LTD ☐
31. P.S MANDRIDES PLC ☐
32. PORTLAND PAINTS & PRODUCTS NIG. PLC ☐
33. PREMIER BREWERIES PLC ☐
34. RESORT SAVINGS & LOANS PLC ☐
35. ROADS NIGERIA PLC ☐
36. SCOA NIGERIA PLC ☐
37. TRANSCORP HOTELS PLC ☐
38. TRANSCORP PLC ☐
39. TOWER BOND ☐
40. THE LA CASERA CORPORATE BOND ☐
41. UACN PLC ☐
42. UNITED BANK FOR AFRICA PLC ☐
43. UNITED CAPITAL PLC ☐
44. UNITED CAPITAL BALANCED FUND ☐
45. UNITED CAPITAL BOND FUND ☐
46. UNITED CAPITAL EQUITY FUND ☐
47. UNITED CAPITAL MONEY MARKET FUND ☐
48. UNITED CAPITAL NIGERIAN EUROBOND FUND ☐
49. UNITED CAPITAL WEALTH FOR WOMEN FUND ☐
50. UNIC DIVERSIFIED HOLDINGS PLC ☐
51. UNIC INSURANCE PLC ☐
52. UAC PROPERTY DEVELOPMENT COMPANY PLC ☐
53. UTC NIGERIA PLC ☐
54. VFD GROUP PLC ☐
55. WEST AFRICAN GLASS IND PLC ☐

OTHERS:

HEAD OFFICE: 220B, Ikorodu Road, Palmgrove, Lagos.

ABUJA: Infinity House (2nd Floor), 11 Kaura Namoda Street, Off Faskari Crescent, Area 3, Garki, Abuja.

PORT-HARCOURT: Oklen Suite Building (2nd Floor), No. 1A, Evo Road, GRA Phase 2.

TEL: 0700 AFRIPRUD (0700 2374 7783) | E-MAIL: cxc@aficaprudential.com | www.aficaprudential.com | @afriprud









## FULL DEMATERIALIZATION FORM FOR MIGRATION

**INSTRUCTION:** Please fill out the form in CAPITAL LETTERS. Section 'B' is applicable only if certificate(s) is/are misplaced, lost or destroyed.

[illegible]

Affix recent  
passport  
photograph

USE GUM ONLY  
NO STAPLE PINS

## SECTION A:

**SHAREHOLDER'S FULL NAMES:**

Surname	First Name	Middle Name	
---------	------------	-------------	--

<b>ADDRESS:</b>	
-----------------	--

[illegible]

**GENDER:** Male ☐ Female ☐ **DATE OF BIRTH:** DDMMYY **CSCS INVESTOR'S A/C NO.:**

CLEARING HOUSE NUMBER(CHN): C      REGISTRAR'S ID NO (RIN):

**BANK DETAILS FOR DIRECT SETTLEMENT**

ACCOUNT NAME: 



 BANK:

BANK A/C NUMBER:

BVN:

AGE OF A/C:

Must be NUBAN

Must be confirmed by bank

Must be confirmed by bank

--

--

--

\_\_\_\_\_

Thumb Print

### CERTIFICATE DETAILS

S/N	CERTIFICATE NO. (IF ANY)	UNITS
1.		
2.		
3.		

S/N	CERTIFICATE NO. (IF ANY)	UNITS
4.		
5.		
6.		

Company Seal

**SECTION B: INDEMNITY FOR MISPLACED, LOST OR DESTROYED CERTIFICATE(S)**

I hereby request Africa Prudential Plc to create my account at Central Securities Clearing System (CSCS) with unit of shares not covered in my share certificate(s) details quoted in Section 'A' above. The holdings are registered in my name, and the original shares/stocks certificate(s) has/have been misplaced, lost or destroyed or was never received. I hereby, with the Guarantor whose name hereunder appears, indemnify the said Company and Africa Prudential Plc against all claims and demands, money, losses, damages, costs and expenses which may be brought against, or be paid, incurred or sustained by the said Company and /or Africa Prudential Plc by reason or in consequence of the said certificate(s) having been misplaced, destroyed, lost or in consequence of a transfer being registered without surrender of the certificate(s) or otherwise whatsoever. I further undertake and agree that if the said Certificate(s) shall hereafter be found, to forthwith deliver up to Africa Prudential Plc or their successors or assigns without cost, fee or reward.

### CERTIFICATE DETAILS

S/N	CERTIFICATE NO. (IF ANY)	UNITS
1.		
2.		
3.		

S/N	CERTIFICATE NO. (IF ANY)	UNITS
4.		
5.		
6.		

Dated this  day of , 20

[illegible]

Signature: \_\_\_\_\_

Joint (2) (if applicable): 

Joint (3) (if applicable): \_\_\_\_\_

Company  
Seal

**In the Presence of:**

[illegible]

**Address:**

Signature: \_\_\_\_\_

**THIS SECTION IS TO BE EXECUTED BY THE SHAREHOLDER'S STOCKBROKER, BANKER OR INSURANCE COMPANY**

On behalf of  Plc/Ltd, we hereby agree jointly and severally keep the company and/or the Registrar or other persons acting on their behalf fully indemnified against all action, proceedings, liabilities, claims, losses, damage, costs and expenses in relation to or arising out of your accepting to re-issue to the rightful owner the shares/stocks, and to pay you on demand, all payments, losses, costs and expenses suffered or incurred by you in consequence thereof or arising therefrom. We/I also agree and consent that Africa Prudential Plc ("Afriprud") may collect, use, disclose, process and deal in any manner whatsoever with my/our personal, biometric and shareholding information set out in this form and/or otherwise provided by me/us or possessed by Afriprud for administration of my/our shareholding and matters related thereto.

Authorised Signatory (1):

**Authorised Signatory (2):**

Company Seal

HEAD OFFICE: 220B, Ikorodu Road, Palmgrove, Lagos.

ABUJA: Infinity House (2nd Floor), 11 Kaura Namoda Street, Off Faskari Crescent, Area 3, Garki, Abuja.

PORT-HARCOURT: Oklen Suite Building (2nd Floor), No. 1A, Evo Road, GRA Phase 2,

TEL: 0700 458000 / 0700 0274 7700 | E-MAIL: [info@finanzenland.com](mailto:info@finanzenland.com) | [finanzland@finanzland.com](mailto:finanzland@finanzland.com) | [finanzland@finanzland.com](mailto:finanzland@finanzland.com)



# Directors Retiring by Rotation and Seeking Re-election



**Angela Aneke**  
NON-EXECUTIVE DIRECTOR

Angela Aneke is a board advisor, seasoned banker and strategic thinker with over 30 years' experience in financial services in the areas of financial control, strategy, transaction banking, corporate banking, retail banking and governance; acquired in key financial services institutions in several countries across Africa, having held executive management and board positions in international and regional institutions. These include Citibank, Ecobank Transnational Incorporated and United Bank for Africa Plc.

Angela holds a Bachelor of Science degree from The American University, Washington

DC, USA and became an International Associate of the American Institute of Certified Public Accountants in 1985. She also holds a Master of Business Administration from Warwick Business School, University of Warwick, UK. She has attended several courses in banking and governance including Harvard Business School's "Making Corporate Boards More Effective".

Angela currently serves on the Board Credit Committee and the Finance & General Purpose Committee of the Board. She is also the Chairman of the Board Governance Committee.



**Abdulqadir J. Bello**  
NON-EXECUTIVE DIRECTOR

Mr. Abdulqadir J. Bello, a Chartered Accountant, has over 30 years' corporate experience in the banking sector, during which period he held several senior Management positions in various Banks. He also previously served as the Group Chief Credit Officer of UBA and thereafter as the Executive Director in charge of Risk Management for UBA Group.

Abdulqadir Bello is the Chairman of the Board Credit Committee. He also serves on the Board Risk Management Committee and the Finance & General Purpose Committee of the Board.



**Kayode Fasola**  
NON-EXECUTIVE DIRECTOR

Dr. Kayode Fasola is a consummate professional with over 30 years' cognate experience obtained from Management and Board positions covering banking operations, risk management, credit/financial analysis, insurance, asset management, business strategy/development, performance management and corporate governance. Dr. Fasola previously served as an Executive Director of a commercial Bank in Nigeria, and holds two Master's degrees and a Ph.D.

in Business Administration specialising in Entrepreneurial financing.

Kayode is the Chairman of the Finance & General Purpose Committee of the Board. He also serves on the Board Credit Committee and the Board Risk Management Committee.



# Receive money with Africash

With AfriCash, our fast and secure money transfer service, you can receive money from any UBA location across Africa.

## What you need to receive money in Nigeria:

- A valid means of identification
- Africash collection PIN
- A completed AfriCash Receive Form

Available to customers and non-customers.

Visit [ubagroup.com/nigeria/africash](http://ubagroup.com/nigeria/africash)

**AfriCash**  
Cash transfers across Africa

07



# Corporate Information

Leadership and Contact Details of Subsidiaries/Foreign Operations  
Corporate Information  
Shareholder Information



# Leadership and Contact Details of Subsidiaries/ Foreign Operations



**GODWIN IZE-IYAMU**  
Chairman (Acting)

**UBA BENIN**

Boulevard Inter-Etrat  
Carrefour des Irois Banques  
Avenue Pape Jean-Paul II Cotonou



**GBENGA MAKINDE**  
Managing Director/CEO

**UBA BENIN**

Boulevard Inter-Etrat  
Carrefour des Irois Banques  
Avenue Pape Jean-Paul II Cotonou  
Office: +229 21 31 24 24



**DAMO BARO**  
Chairman

**UBA BURKINA FASO**

1340 Avenue Dimdolobsom  
01 bp 362, Ouagadougou  
Office: +226 76 20 50 86



**NOELLIE TIENDREBEOGO**  
Managing Director/CEO

**UBA BURKINA FASO**

1340 Avenue Dimdolobsom  
01 bp 362, Ouagadougou  
Office: +226 25 49 33 01



**EKOKO MUKETE**  
Chairman

**UBA CAMEROON**

Boulevard de la liberte  
Akwa Douala, Cameroon  
2088 Douala, Cameroon  
Office: +237 67 7551101



**JUDE ANELE**  
Managing Director/CEO(Designate)

**UBA CAMEROON**

Boulevard de la liberte  
Akwa Douala, Cameroon  
2088 Douala, Cameroon  
Office: +237 233 50 67



**TIDJANI BADAOU**  
Chairman

**UBA CHAD**

Avenue Charles de Gaulle  
PO Box 1148, N'djamena, Chad  
Office: +235 66 200 400



**NATOLBAN NOUBASRA**  
Managing Director/CEO

**UBA CHAD**

Avenue Charles de Gaulle  
PO Box 1148, N'djamena, Chad  
Office: +235 66 29 88 53



**ALEXIS VINCENT GOMES**  
Chairman

**UBA CONGO BRAZZAVILLE**

37, Avenue William Guynet  
Face Rond Point City Centre, Congo



**VINCENT NGIMBOCK**  
Managing Director/CEO

**UBA CONGO BRAZZAVILLE**

37, Avenue William Guynet  
Face Rond Point City Centre, Congo  
Office: +242 069236098



**BERNARD ZOYA MAVAMBU**  
Chairman

**UBA CONGO DRC**  
1853 Avenue de la liberation  
Kinshasa, Gomb, Congo (DRC)



**PATRICK KABISI**  
Managing Director/CEO

**UBA CONGO DRC**  
1853 Avenue de la liberation  
Kinshasa, Gomb, Congo (DRC)  
Office: +243 811 668 668



**KOUASSI KOUAME**  
Chairman

**UBA COTE D'IVOIRE**  
Boulevard Botreau-Roussel  
Immeuble Kharrat  
2eme Etage, 17 BP 808, Abidjan 17



**SARATA KONE**  
Managing Director/CEO

**UBA COTE D'IVOIRE**  
Boulevard Botreau-Roussel  
Immeuble Kharrat  
2eme Etage, 17 BP 808, Abidjan 17  
Office: +225 20 312221 2



**JEAN CLAUDE ALEVINA**  
Chairman

**UBA GABON**  
282 Avenue Marquis de Compiegne  
BP 12035, Libreville, Gabon



**EUGENIA ONYEKWELU**  
Managing Director/CEO

**UBA GABON**  
282 Avenue Marquis de Compiegne  
BP 12035, Libreville, Gabon  
Office: +241 11778514



**KWEKU ANDOH AWOTWI**  
Chairman

**UBA GHANA**  
Heritage Tower  
Ambassadorial Enclave  
Off Liberia Road, West Ridge,  
Accra, Ghana  
Office: +234 80 371 40299



**OLALEKAN BALOGUN**  
Managing Director/CEO  
(Designate)

**UBA GHANA**  
Heritage Tower  
Ambassadorial Enclave  
Off Liberia Road, West Ridge,  
Accra, Ghana  
Office: +233 032 683526-30



**Mohamed Beavogui**  
Chairman

**UBA GUINEA**  
BP 1198 Conakry  
Rue chateau d'eau  
Marche Niger – kaloum  
Office: +224-68356868



**TONY ODEIGAH**  
Managing Director/CEO

**UBA GUINEA**  
BP 1198 Conakry  
Rue chateau d'eau  
Marche Niger – kaloum  
Office: +224-68356868



**ALPHAN NJERU**  
Acting Chairman

**UBA KENYA**  
1st Floor, Apollo Center  
Ring Road, Vale Close, Westlands  
Nairobi, Kenya  
Office: +254-20-3612000-2



**KEHINDE OMIRINDE**  
Acting Managing Director/CEO

**UBA KENYA**  
1st Floor, Apollo Center  
Ring Road, Vale Close, Westlands  
Nairobi, Kenya  
Office: +254-711 027 004





**EUGENE SHANNON**  
Chairman

**UBA LIBERIA**  
Broad and Nelson Street  
Monrovia



**NKECHI ARIZOR**  
Managing Director/CEO

**UBA LIBERIA**  
Broad and Nelson Street  
Monrovia  
Office: +231-881-968-559



**IDRISSA TRAORE**  
Chairman

**UBA MALI**  
Hamdallaye ACI 2000, Rue 360,  
Lot 2511  
Face Bibliotheque Nationale  
Bamako-Mali



**HACKO ROKIA KONE**  
Managing Director/CEO

**UBA MALI**  
Hamdallaye ACI 2000, Rue 360,  
Lot 2511  
Face Bibliotheque Nationale  
Bamako-Mali  
Office: +223-44904512/4513



**FRANKLIN EREBOR**  
Chairman

**UBA MOZAMBIQUE**  
Praca 16 de Junho, 312 Edificio  
INCM - 2 Andar Malanga,  
Maputo, Mozambique  
Office: +258850299148



**ROTIMI MOROHUNFOLA**  
Managing Director/CEO

**UBA MOZAMBIQUE**  
Praca 16 de Junho, 312 Edificio  
INCM - 2 Andar Malanga, Maputo,  
Mozambique  
Office: +258850299148



**EL HADJ MANSOUR TALL**  
Chairman by interim

**UBA SENEGAL**  
Zone 12, Lot D, Route des  
Almadies  
Dakar, Senegal  
Office: +221 33 869 20 00



**BODE AREGBESOLA**  
Managing Director/CEO

**UBA SENEGAL**  
Zone 12, Lot D, Route des  
Almadies  
Dakar, Senegal  
Office: +221 33 869 20 00



**ABDULSHEKU KARGBO**  
Chairman

**UBA SIERRA LEONE**  
9, Charlotte Street, Freetown  
Office: +232-22-228099



**USMAN ISIAKA**  
Managing Director/CEO

**UBA SIERRA LEONE**  
9, Charlotte Street, Freetown  
Office: +232-22-228099



**MANONGI TUVAKO**  
Chairman

**UBA TANZANIA**  
30C/30D Nyerere Road  
Dar es Salaam, Tanzania  
Office: +255 222 86 3452-3



**KINGSLEY ULINFUN**  
Managing Director/CEO

**UBA TANZANIA**  
30C/30D Nyerere Road  
Dar es Salaam, Tanzania  
Office: +255 222 86 3452-3



**MRS MARIA KIWANUKA**  
Chairman

**UBA UGANDA**

Plot 2, Jinja Road, Kampala  
P.O Box 7396, Kampala, Uganda  
Office: +256 417 715102;  
+256 417 715100



**CHIOMA MANAG**  
Managing Director/CEO

**UBA UGANDA**

Plot 2, Jinja Road, Kampala  
P.O Box 7396, Kampala, Uganda  
Office: +256 417 715102;  
+256 417 715100



**TUKIYA KANKANSA MABULA**  
Chairman

**UBA ZAMBIA**

Stand 22768, Thabo Mbeki Road  
Lusaka, Zambia



**CHIENU OBETA**  
Managing Director/CEO

**UBA ZAMBIA**

Stand 22768, Thabo Mbeki Road  
Lusaka, Zambia  
Office: +260 211 255 951-3



**VICTOR OSADOLOR**  
Chairman

**UBA PENSIONS CUSTODIAN**

22B Idowu Taylor Street,  
Victoria Island, Lagos, Nigeria  
Office: +234-1-271-8000-4  
Fax: +234-1-271-8009



**BLESSING OGWU**  
Managing Director/CEO (Acting)

**UBA PENSIONS CUSTODIAN**

22B Idowu Taylor Street,  
Victoria Island, Lagos, Nigeria  
Office: +234-1-271-8000-4  
Fax: +234-1-271-8009



**SOLA YOMI-AJAYI**  
Country CEO

**UBA NEW YORK**

One Rockefeller Plaza, 8th Floor  
New York, NY 10020  
Office: 212-308-7222



**RENE-LAURENT ALCIATOR**  
Head France Representative  
Office

**UBA FRANCE**

UBA Representative Office  
Tour Egée, 9-11, allée de l'Arche  
92400 Courbevoie, France



**SAMUEL ONI, FCA**  
Chairman

**UBA UK LIMITED**

36 Queen Street, London ECR4 1BN  
United Kingdom  
Phone: +44-20-7766-4606  
Fax: +44-20-7766-4601



**DANIEL MARX**  
Managing Director/CEO (Acting)

**UBA UK LIMITED**

36 Queen Street, London ECR4 1BN  
United Kingdom  
Phone: +44-20-7766-4606  
Fax: +44-20-7766-4601

# Corporate Information

## Registered Office

UBA House  
57 Marina,  
Lagos, Nigeria

## Company Registration

RC: 2457

## Tax Identification Number (TIN)

01126011 – 0001

## Company Secretary

Bili Odum

---

## Auditors

Ernst & Young  
10th Floor  
UBA House  
57 Marina Rd,  
Lagos, Nigeria  
[www.ey.com](http://www.ey.com)

## Registrars

Africa Prudential Plc  
220B Ikorodu Road  
Palmgrove Bus Stop Palmgrove, Lagos, Nigeria  
Phone +234-1-8752604  
[www.africaprudentialregistrars.com](http://www.africaprudentialregistrars.com)



# Shareholder Information

The Bank maintains an investor relations section on its website (<https://www.ubagroup.com/investor-relations/>) which provides access to share price data, earnings press releases, copies of annual reports, presentations on interim reports, credit rating reports and other useful investor information.

## Contact us:

For all enquiries on shareholding, financial and business update, please contact our Investor Relations desk or Company Secretariat via the below contact details:

### Chigozie Muogbo

Team Lead, Investor Relations & Investment Portfolios  
UBA House (14th Floor)  
57 Marina, Lagos  
Tel: +234 1 2807 329  
Email: [chigozie.muogbo@ubagroup.com](mailto:chigozie.muogbo@ubagroup.com)

### Bili A. Odum

Group Company Secretary  
UBA House (3rd Floor)  
57 Marina, Lagos  
Tel: +234 1 2807 012  
Email: [bili.odum@ubagroup.com](mailto:bili.odum@ubagroup.com)

## Investor Complaint Channels:

UBA Plc has a Complaint Framework for Investors and the Investing Public. This policy is published on the Bank's website: (<https://www.ubagroup.com/investor-relations/>). Major complaints help channels deployed by the Bank to address investor complaints are stated below.

### Email:

[investorrelations@ubagroup.com](mailto:investorrelations@ubagroup.com)

### Telephone line:

+234 1 2808349

### Mailing address:

Team Lead, Investor Relations & Investment portfolios  
Department, UBA House, 57 Marina, Lagos, Nigeria.

Shareholders who have any complaint are enjoined to kindly contact the Investor Relations unit of the Bank for prompt resolution. Shareholders can also request copies (electronic or hard copies) of the complaint framework, which can also be downloaded on our website in the address stated above.

# Notes

[illegible]

# I bank with *Leo* on iMessage, Facebook and Whatsapp

[www.ubagroup.com/leo](http://www.ubagroup.com/leo)



*Wizkid*



Talk to us:  
For enquiries, please call us on:  
(+234)01-2808822 (2808UBA)  
(+234)01-6319822  
(+234) 07002255-822  
(0700-CALL-UBA)  
or email [cfc@ubagroup.com](mailto:cfc@ubagroup.com)  
[www.ubagroup.com](http://www.ubagroup.com)