

2021

ANNUAL REPORT AND ACCOUNTS

Africa's Global Bank

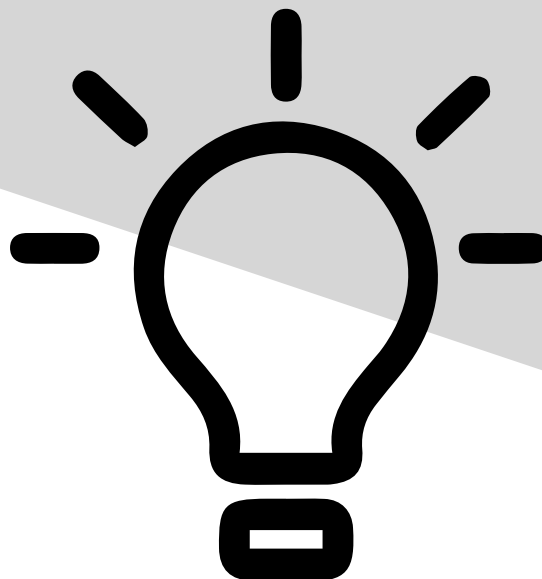




Africa's Global Bank

www.ubagroup.com

With presence in 20 African countries and 3 global financial centres; London, New York and Paris, UBA is connecting people and businesses through retail and corporate banking, innovative cross-border payments and trade finance.



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

- 6 | Corporate Profile
- 12 | Directors' Profile
- 20 | Management Team Profile

02

Strategy & Business Review

- 35 | Chairman's Statement
- 39 | Chief Executive Officer's Report

03

Sustainability & Responsibility

- 44 | Sustainability and Responsibility
- 50 | Corporate Social Responsibility

04

Governance

- 56 | Directors' Report
- 64 | Complaints and Feedback
- 66 | Corporate Governance Report
- 76 | Statutory Audit Committee Report
- 77 | Statement of Directors' Responsibility
- 78 | Statement of Corporate Responsibility
- 80 | Report of Independent Consultants

05

Financial Statements

- 84 | Report of Independent Auditors
- 90 | Statements of Comprehensive Income
- 91 | Statements of Financial Position
- 92 | Statements of Changes in Equity
- 94 | Statements of Cash Flow
- 95 | Notes to the Consolidated and Separate Financial Statements
- 251 | Statements of Value Added
- 252 | Five-year Financial Summary

06

Investor Information

- 258 | Investor Information
- 263 | Notice of AGM
- 266 | Proxy Form
- 269 | Shareholder Forms
- 277 | Directors Retiring by Rotation and Seeking Re-election

07

Corporate Information

- 280 | Leadership and Contact Details of Subsidiaries/Foreign Operations
- 284 | Corporate Information
- 285 | Shareholders' Information



01

Corporate Profile

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 Exchange Limited (NGX) 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, 2021, there were over 1,000 branches and customer touch points across Africa, 2,697 ATMs and over 119,303 POS machines fully deployed.



STAFF

As at December 31, 2021, 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



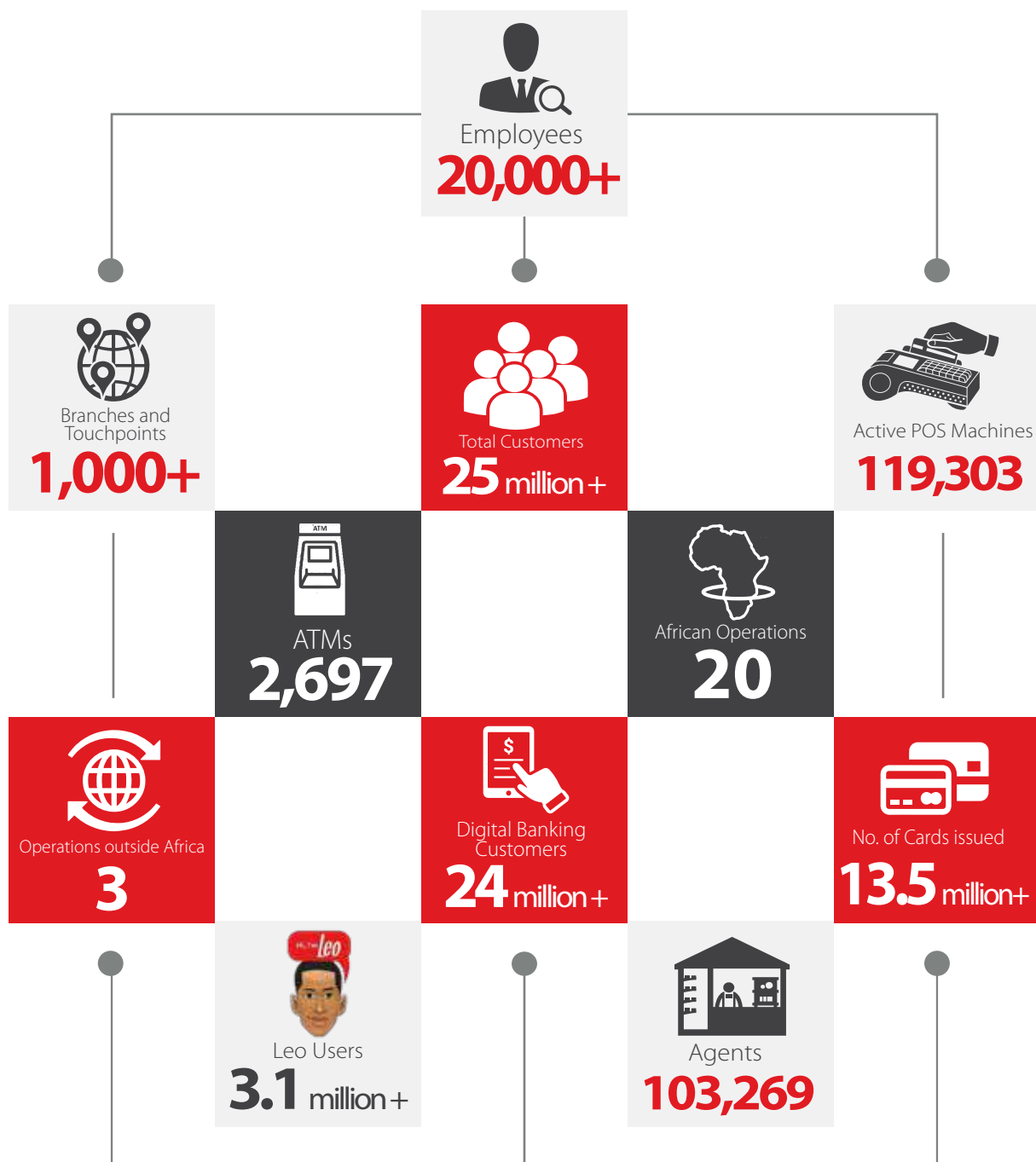
EXECUTION

- 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



RETURN
ON
EQUITY

15.6 %

2020 : 16.6%

N8.5 trillion

Growth Rate: 11%

TOTAL
ASSETS



RETURN
ON
ASSETS

1.5 %

2020 : 1.6%

134.1 %

2020 : 123.3%

NPL
COVERAGE



PROFIT
BEFORE
TAX

N153.1 billion

Growth Rate: 20.3%

3.6 %

2020 : 4.7%

NPL



OPERATING
PROFIT

N443 billion

Growth Rate: 10%

63 %

2020 : 62%

COST-TO-
INCOME



DEPOSITS

N7 trillion

Growth Rate: 15%

24.9 %

2020 : 22.4%

CAPITAL
ADEQUACY
RATIO



LOANS
AND
ADVANCES

N2.8 trillion

Growth Rate: 7.7%

65.3 %

2020 : 58.2%

LIQUIDITY
RATIO





**Get ₦1million
in a minute**

Dial ***919*28#** to apply for a
Click Credit Loan

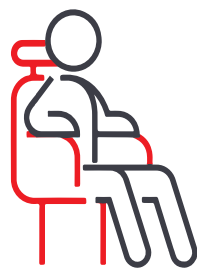
Visit www.ubagroup.com/clickcredit to learn more.

Terms and conditions apply

ClickCredit

The Board. ▴





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 BSc. 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 in Nigeria (CIBN).



Oliver Alawuba
DEPUTY MANAGING
DIRECTOR

Mr. 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, Executive Director, East Bank and Deputy Managing Director/CEO in charge of UBA Africa covering the 19

subsidiaries outside Nigeria. He is presently the Deputy Managing Director overseeing both UBA Nigeria and UBA Africa.

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.



Chukwuma Nweke
EXECUTIVE DIRECTOR,
GROUP CHIEF OPERATING
OFFICER

He 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

He 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 DIRECTORATE

Mr Puri possesses a Masters of Banking and Finance degree obtained from the Bayero University, Kano and has over 30 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 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 System (NIBSS).

Chiugo holds a first class honours 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

She holds an LLB 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

She 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 Fashola
NON-EXECUTIVE DIRECTOR

Dr. Kayode Fashola 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. Fashola

previously served as an Executive Director of a commercial Bank in Nigeria. Dr. Fashola holds two masters' 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 BSC 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, 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 Viscosa Group, 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.



Caroline Anyanwu
NON-EXECUTIVE DIRECTOR

Caroline Anyanwu is a First Class graduate of Statistics, a Fellow of the Institute of Chartered Accountants (ICAN), and a Prize Winner in the ICAN Professional Qualifying Examination (overall 2nd). She obtained top-rated core basic and intermediate management competencies as a Trainee Accountant in Price Waterhouse (Chartered Accountants) – now PricewaterhouseCoopers (PwC) and has over 30 years' experience in the Banking Industry, covering Strategic Planning, Financial Control, Retail & Commercial Banking, Banking Operations and Risk Management.

Caroline who previously occupied the

position of Head, Credit Risk Management at United Bank for Africa Plc, has worked at senior level positions with several international financial institutions. She has also served on various Boards both as an Executive Director and a Non-Executive Director, including Diamond Bank Plc, Diamond Bank D'Benin, CRC Credit Bureau Ltd, and FinBank Plc.

Caroline is currently the Founder/Principal Consultant of Fineline Business Advisory Ltd, an Honorary Senior Member of the Chartered Institute of Bankers of Nigeria, an Associate Member of the Chartered Institute of Taxation of Nigeria, and a member of the Risk Management Association of Nigeria.

The card that gives you the **power to choose**

Get up to ₦3,000,000 with the UBA Credit Card.

Enjoy

- 45 days interest-free period
- Access to emergency funds at any time
- Monthly repayment as low as 10%
- Access to over 29 million locations worldwide and more than 10,000 ATMs in Nigeria

For more information, please call: 01 280 8822, 0700 2255 822
or email us at cfc@ubagroup.com





Management Team



Ugo Nwaghodoh

GROUP CHIEF FINANCE
OFFICER

Ugo is a transformational finance and investment executive with over 27 years' experience spanning assurance, consulting across industry sectors and banking. His early career development was at both Deloitte and PricewaterhouseCoopers. Since joining UBA in 2004, he has played various other roles including Head of Performance Management, Group Chief Compliance Officer and Group Financial Controller.

Ugo holds a bachelor's degree from University of Ibadan and a master's degree from Cranfield University, England. He is a fellow of the Institute of Chartered Accountants of Nigeria, fellow Chartered Institute of Taxation of Nigeria. He is an Associate member of the Chartered Institute of Stockbrokers of Nigeria.



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 LLB (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 AND NORTH CENTRAL**

Emem is currently the Directorate Head, Abuja and North Central. 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. Emem is now the Directorate Head, Abuja and North Central.

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). She 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.

Abiola has worked at different times with other reputable banks which has contributed to her enormous wealth of experience in wholesale and retail banking as well as credit management.

She holds a BSc in Actuarial Science from the University of Lagos, Nigeria, an LLB 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 several awards including Chartered Institute of Marketing Ghana (CIMG) Marketing Woman of the Year 2016. She also won Woman of the Year 2019 award at the 5th EMY Africa Awards in July 2020.

She established the Abiola Bawuah Foundation (ABF) in 2018 to contribute to the Girl-Child education in Ghana by way of giving back to society.

In September 2021, the Humanitarian Awards Global (HAG) awarded her with the Humanitarian of the Year and 100 most Influential Change Makers in Ghana. Glitz Africa also named her among the Top 100 Inspirational Women in the year 2021. In November 2021, She was adjudged CEO of the Decade by the Ghana Business Awards.

She is married with 3 children and volunteers as a motivational speaker to various Churches, Religious bodies, NGOs and Women's groups.



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.

With this diligence of service and placing employees as the most critical resource, Patricia led the bank to becoming Great Place to Work certified in 2021; and global award for – 'Best Practice for Promoting High Trust Culture'

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 UBA Group in 2016.



Muiyiwa Akinyemi

**HEAD, CORPORATE &
COMMERCIAL BANKING**

Muiyiwa is the General Manager in charge of Corporate & Commercial banking businesses across UBA Group. He is a seasoned 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, General Manager, Corporate Banking, 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 is Regional CEO Central Africa overseeing Cameroon, Gabon, DRC, Congo Brazzaville, Tchad.

She has over two decades banking experiences, spanning business development, risk management and broader executive management functions. Prior to her current role, Amie was Group Africa, Director Wholesale Banking. Amie is renowned for her wealth of experience in corporate banking, structured finance

and MSMEs lending across the UEMOA and 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
DIRECTORATE HEAD, SOUTH

Sampson is currently the DH, South Directorate, United Bank for Africa (UBA). His role involves overseeing the Lagos, East, West and South businesses across UBA Nigeria and positioning UBA as the leading bank in every market where UBA operates.

Prior to this role, Sampson was the Group Head, SME Banking overseeing SME businesses across the 20 UBA present countries and double hatted as the Group Head, Digital Banking and as Bank Head of Apapa 2 Region, UBA Nigeria.

He has also 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 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.

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 Ofkulu
MD/CEO, UBA GHANA

Chris is currently the Country CEO, UBA Ghana. Prior to his appointment, Chris was 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 30 years' Banking experience of which over 28 years has been in Business Development.

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 Directorate Head in charge of 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 from the University of Lagos. He also attended the following prestigious Business Schools: The Wharton Business School, Philadelphia where he did Advanced Management programme; IESE Business School, University of Navarra, Barcelona and Lagos Business School, Pan-African University. 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 24 years of experience in corporate and investment banking, commercial and retail banking. She occupied senior positions in major international financial groups such as HSBC and Citibank covering Sub-Saharan Africa.

With her skills and know-how, Sarata has established her reputation on the continent

but also 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 3 consecutive years "Bank of Year" in 2019, 2020 and 2021 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. He is also 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).

Gboyega in addition holds postgraduate degrees in Economics and Public Administration.



Aisha NaAllah
REGIONAL HEAD,
NORTH BANK 5

Aisha NaAllah 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 Honorary Senior Member of the Chartered Institute of Bankers of Nigeria (HCIB). 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, strategic thinking with overall Group responsibility for regulatory compliance, policy and operational risk compliance and Digital and IT control. He has played various roles across the UBA Group and was prior to this role, the Group Chief Operating Officer (GCOO) 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 29 years of banking experience spanning Banking Operations, Financial Control, Internal Control, Customer Service, compliance 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.



Ebele Ogbue
REGIONAL CEO, EAST &
SOUTHERN AFRICA

Ebele Ogbue is the Regional CEO for East & Southern Africa at United Bank for Africa, which role he assumed in October 2021.

Prior to his current role, he was the Group Head Oil & Gas and Telecoms. He was also Head of Wholesale Banking (Corporate and Trade) for UBA's Rest of Africa business (outside Nigeria). Prior to this role he was MD/CEO, UBA Capital Europe Limited (now UBA UK Limited) and the pioneer MD/CEO, UBA Liberia. He was a member of the team that set up UBA Ghana in 2005, the bank's first and biggest subsidiary in Africa as the Chief Credit Officer.

His professional career started at Price Waterhouse in 1991, before his foray into banking, where he has spent the last two decades working at international banks such

as, Citibank and Standard Chartered Bank (in the UK, Ghana and Nigeria), before joining UBA in 2004.

His banking experience spans various areas of banking from Asset Based Finance to core Corporate Banking and Trade Finance.

Ebele holds a B.Sc. (Honours) degree in Accounting from the University of Lagos and an MBA (IT and Management) from CASS Business School, London. He has also attended various courses in General Management, Credit, Trade, Treasury and Cash Management.

He sits on the board of 5 (five) of UBA's subsidiaries in East and West Africa, and is a member of the Group Executive Management Committee.



Mike Ilobah
GROUP HEAD, POLICY &
OPERATIONAL RISK
COMPLIANCE

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 Chartered

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 and was named the Outstanding Corporate Communications Personality of the Decade in 2021.

A graduate of Economics with an M.B.A 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. She birthed UBA's award winning REDTV in 2015 and is the Executive Producer of the online entertainment network.

Atta is presently the Group Director for Corporate communications at UBA (the United Bank for Africa). She is also the CEO of UBA Foundation which focuses on Education, Economic Empowerment and the Environment, bettering the lives of people across the African continent.



Rao Anant
GROUP HEAD,
CONSUMER LENDING

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 Chief of Staff to UBA Group Chairman UBA. He was managing different roles at different times, like Group Executive - Artificial Intelligence (AI) and Data Analytics, 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.

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 Financial services Professional for more than two decades with rich and diverse banking and Financial services experience across the world.

**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 20 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 BSc 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 is responsible for articulating and executing the Strategy of our US business. Operating out of New York City which was the global epicentre for COVID-19, Sola led UBA America to achieve a 99% Y-O-Y increase in deposits translating into a 48% Y-O-Y balance sheet growth. The US business also achieved Y-O-Y growth of 19% in non-Interest income resulting in 8% increase in profit before tax in 2021. This was achieved despite periodic spikes in the pandemic with attendant impact on Operations and, in spite of significant pressure on NIM. It is noteworthy to add that mid-2021, Sola led the US team to launch USD wire clearing for African banks as well as relocated our offices to a newer and modern building on the iconic 5th Avenue, New York.

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.

**René-Laurent Alciator**
HEAD, REPRESENTATIVE
OFFICE, FRANCE

René-Laurent Alciator heads UBA's Representative Office in France since November 2017, promoting our Group's interests towards French and European Global Corporates, Multilateral and Development Organizations, and Financial Institutions.

He has more than 20 years of international professional experience, of which 18 in cross-border M&A, Emerging Markets Trade Finance and Corporate Banking, working for

stock-listed American, German and African financial institutions in the UK, Germany and France.

He holds French "Grandes Ecoles" post-graduate diplomas in International Relations from Sciences Po Strasbourg and in Management from ESCP Europe, and he conducts business fluently in four European languages,



Adeleke Adeyemi
CEO, UBA UK

An experienced professional banker with over 22 years' experience in the banking industry and varied experiences in audit, consulting, assets trading, treasury and balance sheet management, combined with exposure to enterprise risk management in Africa, North America and Europe.

Prior to his current role as the CEO of UBA (UK) Limited, he was at various times the MD/CEO (Designate) of UBA Kenya, Executive Director - Business Development of UBA (UK) Limited,

and Head, Group ALM/Treasury Africa of UBA Plc with oversight responsibility for the Treasuries in the then 18 African subsidiaries of UBA Group.

Adeleke is an Accounting graduate of Obafemi Awolowo University, Ile-Ife and holds an MBA (Finance) from the University of Lagos. He is an Associate of ICAN; a Certified Information System Auditor (CISA); and an Honorary Senior Member of Chartered Institute of Bankers of Nigeria (CIBN).



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 BSc degree in Computer Engineering (Second Class Upper) from Obafemi Awolowo University.



Ogechi Altraide
GROUP HEAD,
PERSONAL BANKING

Ogechi Altraide is the current Group Head, Personal Banking, United Bank for Africa (UBA). In this role, she oversees UBA's customer acquisition, agency banking, digital on-boarding, remittances and portfolio growth for the group.

Prior to her deployment as Group Head, Personal 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, a Fellow of the Chartered Institute of Bankers of Nigeria (HCIB) 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 Oke**
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 CHIEF
EXPERIENCE OFFICER

Michelle Nwoga is the Group Chief Experience Officer of 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 customer experience transformation strategies across all business units of the Group.

Michelle holds a BSc Environmental Science and Business Management from University of Westminster, a PGD International Relations from University of Nottingham and an MSc Management, Marketing and Organisational Growth from University of London. She also holds several industry relevant certifications from Kellogg School of management and University of Cape Town.

Prior to joining UBA, she worked in the telecommunications industry in the UK and has served in the capacity of Head Brand Management, Head Corporate Communications and Head Retail Banking and Group Head, Customer Experience & Engagement in a number of Commercial Banks in Nigeria

Michelle has been involved in several transformational projects including Retail Business Transformation, Business re-branding, Mergers & Acquisitions, Business Automation and Process Reengineering.

She is passionate about empowering, motivating and inspiring young women 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 unbroken 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) and honorary senior member of the Chartered Institute of Bankers of Nigeria (CIBN).

He holds a BSc. Degree in Computer Science from the University of Ilorin. He is also an alumnus of University of Liverpool where he obtained his postgraduate diploma in Information Technology.



Onyebuchi Akosa
GROUP CHIEF INFORMATION
OFFICER

Onyebuchi Akosa is currently the Group Chief Information Officer with over 2 decades of achievements in leveraging technology to drive organizational efficiency, performance, profitability and digital dominance.

He has diverse experience in volatile, disruptive and high business demand environments with extensive knowledge in Technology Product/Solution Delivery and Partnerships, Solution Architecture and Business Integration, Enterprise Collaboration

and Business Process Management, Programme/Project, Vendor and Customer Relationship Management across banking and telecommunication industries.

He is a result-oriented technologist and change agent, capable of orchestrating transformative business strategies and disruptive innovation with a focus on delivering flexible, scalable, solutions for consumers and organizational challenges.



Vikrant Bhansali
CEO (DESIGNATE),
UBA DUBAI, UAE

Vikrant leads our business in Middle East & North Africa (MENA) region and is the CEO designate for our upcoming office in DIFC, Dubai. He has had a distinguished banking career of over 25 years working in Sub-Saharan Africa, United Kingdom, MENA and India.

Prior to joining us, he worked for DIFC Authority (Government of Dubai), as Chief Representative - International Markets. His banking & financial markets career included roles as Regional Head of Institutional Sales, Sub Saharan Africa at Standard Chartered Bank, Prior to which he was Managing Director, at Société Générale in London where he was responsible for the banks MENA regional expansion strategy.

Vikrant has also held senior management positions with Morgan Stanley in London; Citigroup in London, Dubai and Bahrain; HSBC in India; and Arthur Andersen & Co. in India.

Vikrant holds an LLB, Bachelor of Law degree and is a Chartered Financial Analyst from the CFA Institute in USA. He also qualified as a Chartered Accountant from the Institute of Chartered Accountants of India, where he ranked 18th in the All-India Merit list. He is also empanelled as a consultant for IFC (World Bank Group) and serves on other Boards as an Independent Non-Executive Director



Adetunji Adesida
GROUP CHIEF CREDIT OFFICER

Mr. Adetunji Adesida holds a B.Sc in Engineering Physics (Nuclear Engineering) and an MBA. After a brief stint with an FMCG company, he commenced his Banking career in 1989 with the International Merchant Bank. He has worked across a broad spectrum of banking institutions in a variety of roles including Relationship Management, Credit Risk Management, Credit Analysis,

Project Finance and Strategic Planning. He has served as Head, Global Relationship Bank, Head of Credit Risk Management, Chief Credit Officer and Head of Infrastructure & Project Finance among many other roles. He is also an SAP certified consultant.



Stephen Amangbo
TREASURER, UBA NIGERIA

Stephen Amangbo joined UBA Plc in May 2021. He comes with a wealth of Banking experience spanning over two decades. He is very knowledgeable in Structured Products and Funding, Operations, Market risk management and corporate banking.

Steve has been actively involved in the Nigerian Financial markets, and in 2008-2009 as Member Caretaker Committee was conferred with a Meritorious award by Financial Dealers Markets Association. (FMDA). His Work experience also makes him a very versatile and seasoned Treasurer having served his former employer as Regional Treasurer for East Africa between 2017 – 2017. His contribution in East Africa was well acknowledged by the Central bank of Kenya (CBK).

Holds first degree (Second Class Honor's) in Microbiology from the University of Lagos and an MBA (Marketing) from ESUT business school. He is also an Honorary member of CIBN.

He has attended several Treasury courses both locally and offshore including Euro money courses and University of Pennsylvania – The Wharton School Management Development Program.

He is currently the Chairman of the FMDA bond Work group and the Vice President of the Financial Dealers Association of Nigeria.



Kingsley Nwagbo
GROUP HEAD,
CORPORATE SERVICES

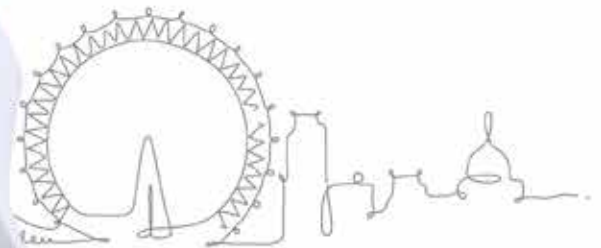
Kingsley Nwagbo is the Group Head of Corporate Services. He is a seasoned Project Manager and Administrator with expertise in Construction Project Management, Real Estate, Facilities Management, Procurement and General Administration. Prior to joining the Bank, he had spent 20 years across several sectors and had made a mark in several top real estate projects across the country and beyond.

Kingsley holds two Masters Degrees in Estate Management and Business Administration and has attended several international and local trainings. He is also an alumnus of the Lagos Business School Advanced Management Programme (AMP 22). Kingsley joined the Bank in May 2019.

"My business trips are
always smooth with my
UBA Dollar Prepaid Card"



No Pounds, Dollars or Euro wahala.
I just load my BTA and dollars on my
card, and I am ready for business.
No long stories.



Get yours at any UBA branch nationwide.

Chief Ugo

Importer, Exporter and
International Business Man



02

Strategy and Business Review

Chairman's Statement
CEO's Report



Tony O. Elumelu, CON
Chairman, Board of Directors



Chairman's Statement

INTRODUCTION

First, let me congratulate you for making it through a tough pandemic. The world has changed, and we have all responded. It is my hope that you and your loved ones continue to stay safe.

The past year is one where the world learnt to cope with what has been a devastating COVID-19 pandemic. Human beings have an infinite power of adaption, and we have seen an enormous acceleration in the adoption of new ways of living, working, and doing business.

I am so very proud of the UBA Lions' and Lionesses' professionalism and swift adaptability, at the peak of the severe economic and social challenges, in ensuring optimal service delivery in line with our Customer-First Philosophy. I am also equally proud of how as a Group, we have been able to further consolidate on the new capabilities we have built, novel customer solutions we have deployed, efficiency gains recorded and the growth prospects we have leveraged from a recovering world.

These were the building blocks for the very strong financial performance and the growth delivered by your Group in 2021, further confirming the wisdom of the investments we made and the strategy we have pursued, to ensure the diversification and sustainability of our business model.

Your Board of Directors are exemplars of the changed dynamic. I am extremely pleased at the responsiveness and dexterity displayed by the Board, as we implemented new ways of collaboration and decision making. Almost all Board and Board Committee meetings during the year were held virtually. Indeed, the entire Group has benefited from the resultant improved rapidity in making and transmitting corporate decisions.

I am truly excited at what the future presents, more so because of the high level of confidence I have in the capabilities of our Group to adapt, a determining factor in the long-term viability of any business in an increasingly evolving world.

OPERATING ENVIRONMENT

The impact of lockdowns and labour gaps on global supply disruptions continues to persist and has led to supply-driven

inflation, across the United States and some other developed economies. For developing economies, including Sub-Saharan Africa, inflationary trends are driven largely by increases in food prices and rising prices of imports, due to exchange rate depreciation. Fiscal tightening measures are expected during the year, if these inflationary trends persist, possibly ending years of monetary easing globally. As we enter 2022, the events in Ukraine, will only add additional pressure on inflation and commodities, with a consequent impact on living standards.



2021 demonstrated human resilience and innovativeness, in the face of unprecedented challenges.

Against a backdrop of a world economy that continued to be challenged by COVID, we saw extraordinary human responses – not least in Africa, where policy makers, the private sector and our African academics and scientists showed that adversity, can also create opportunity.

UBA epitomised this spirit of tenacity, responsiveness, and ingenuity, as illustrated by our exceptional performance during the year."

However, in commodity-based emerging and developing countries, including those in Sub-Saharan Africa, improving demand for commodities is fuelling recovery. Nigeria's GDP improved from negative 1.9% to 4.03% as at Q3 2021, according to the Nigerian Bureau of Statistics, buoyed by improved prices of crude oil from \$69.9 as at year end 2020 to \$81.4 by end of year 2021.

Multilateral efforts to improve access to vaccines in Sub-Saharan Africa are progressing and these are expected to reduce the economic vulnerabilities of the region during the year. We welcome particularly the attempts to develop vaccine research and manufacturing capacity in Africa.

A return to growth, a dramatically changes operating environment, the proven role of technology in delivering products and services, present enormous opportunities for UBA, due to our unique positioning and business model. We were able to leverage on our Pan-African network and presence in key international financial centres, to serve as the conduit for the rebound in trade and capital flows into Africa, and also partner with global development agencies, in catalysing development in Africa.

I am pleased to announce that our capabilities to serve as Africa's Global Bank received a significant increase, with the granting of banking licence to operate in the United Arab Emirates, increasing our international footprint to four leading financial centres, along with our existing presence in the United States, United Kingdom and France. Our presence in the United Arab Emirates will significantly strengthen the Group's origination and distribution capacity in international trade and capital flows into Africa from the Asian, Middle Eastern and North African markets.

UBA FINANCIAL PERFORMANCE

The year 2021 was a satisfying one for us as a group, evident in the strong performance, that was recorded across our key financial metrics.

Notably, double-digit growth of 12.2% and 11% was recorded in customer deposits and total assets to N6.4 trillion and N8.5 trillion respectively.

Significant improvement was also demonstrated in the Group's earning capacity, illustrated by the 7% growth in gross earnings to N660.2 billion.

Overall, our group's profitability grew by 20.3%, further demonstrating our dominance in the financial services space. The diversity of our income base, a critical foundation of our long-term strategy, only increases, with our African operations (ex-Nigeria) contributing approximately 63.2% of the profit for the year - we are a truly pan-African bank.

Through our internal credit risk assessment models and dynamic recovery management, we were able to further drive down the ratio of our non-performing loans, to a record low of 3.6% from 4.7% in 2020. This was achieved despite the growth in our loan book to N2.83 trillion in the year.

Our goal is to continue to build strong brand loyalty with our customers and create additional value for our shareholders, whose underlying support has positioned the brand for continued growth.

We are confident in our capacity to sustain this momentum in 2022 and beyond, as economic activity around the globe revive, after the impact of the pandemic.

AWARDS & RECOGNITION

UBA was named the 2021 Africa's Bank of the Year, at the Banker Magazine Awards published by the Financial Times of London. According to the Banker Magazine, the award is in recognition of the Group's financial performance, excellent service delivery to customers and continuous role in fostering rapid economic growth across Africa.

In addition, UBA won Bank of the Year in Nigeria and 12 other countries, out of the 19 countries, where the Group has subsidiaries in Africa.

With this feat, UBA has broken the record of awards in the most countries, by a single banking group, in a single year at the Banker Awards. Something we can all be extremely proud of.

We are happy that the global community recognizes the role our Group is playing in the transformation of the African economic landscape through innovative and customer focused banking services. This further reinforces our commitment to continuously exceed our customers' expectations in terms of service delivery excellence.

RETIREMENT OF DIRECTORS AND APPOINTMENT OF NEW BOARD MEMBERS

On October 4, 2021, Ayoku Liadi, an erstwhile Deputy Managing Director of the Bank, resigned from the Board.

The Board and Management of the Group wishes Ayoku the best in his current and future endeavours.

On May 18th, 2021, the Group admitted Mrs. Caroline Anyanwu into the Board as a Non-Executive Director. Mrs. Anyanwu brings to the Board over 30 years of experience as a seasoned financial services professional.

Before joining the Board of UBA, she had served on the board of a number of financial institutions, including Diamond Bank Plc.



OUTLOOK

The pace of economic recovery in Sub-Saharan Africa will intensify in 2022. A key driver will be continued improvements in public health outcomes as death and hospitalization due to COVID-19 reduces to lower levels globally. This is expected to strengthen trade and investment flows into Africa.

In line with this recovery, GDP growth in Sub-Saharan is expected to improve to 3.8% in 2022, according to the IMF. In Nigeria, a key oil producing country, GDP is expected to grow by 3.2% compared to 2021, driven largely by improvement in global oil prices, according to the Central Bank of Nigeria in its January MPC Communique.

At UBA, we have anticipated this recovery and made significant investments in bolstering our processes, systems and the capabilities of our people to facilitate the resulting economic growth.

We continue to invest in our geographies, as witnessed by the opening in the UAE and in our technology. Our Group remains the partner of choice to the international investor community, development agencies, multinational players, local corporates, small businesses and our huge individual customer base, as they seek cutting edge and relevant financial services to power through this recovery process in Africa.

APPRECIATION

I would like to express my profound gratitude to the customers of our Group for their trust in our institution and the livelihoods that they continue to place in our care.

Our people are the driving force behind our business. I am deeply grateful for their dedicated service to our customers. Not least through these testing times.

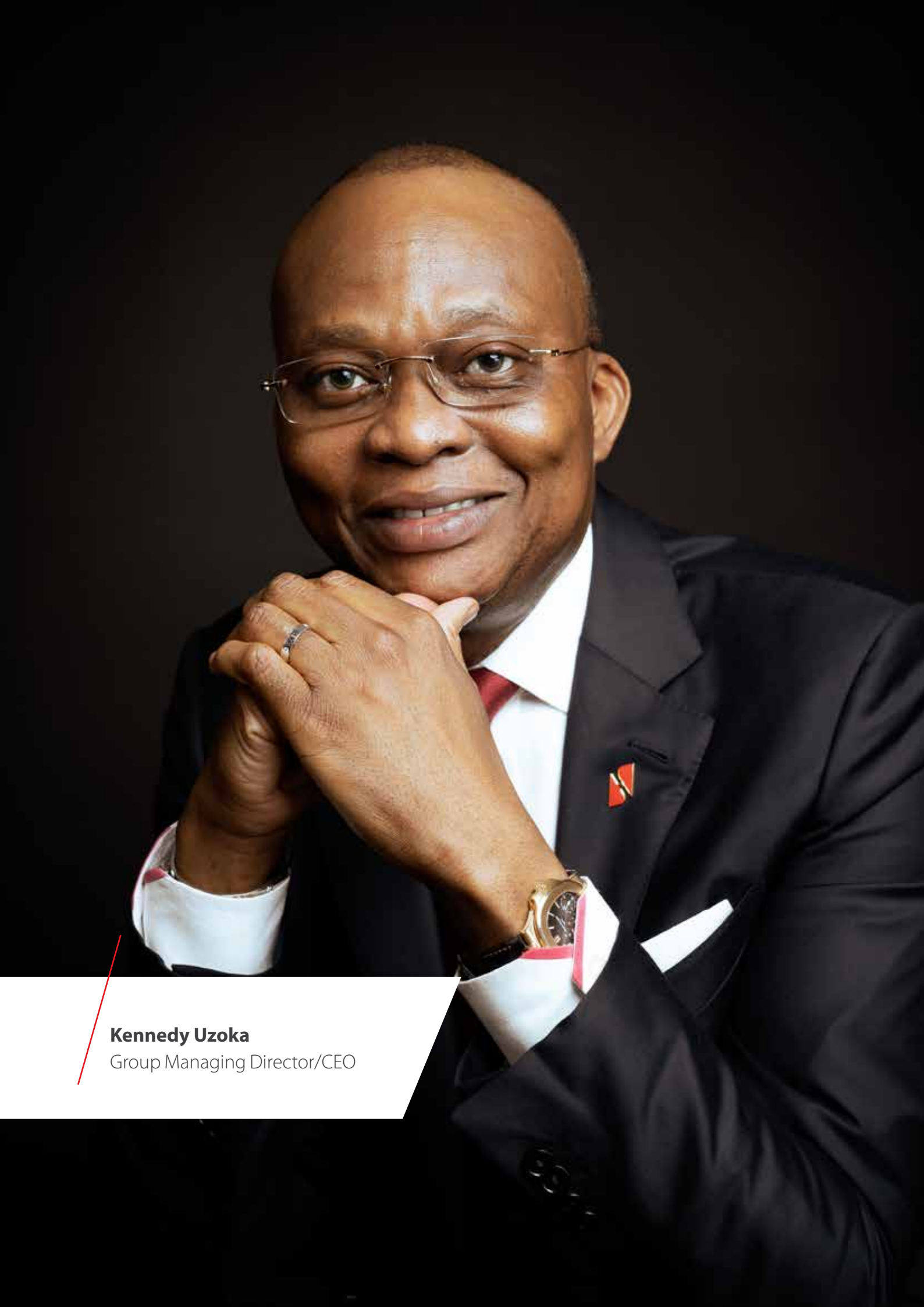
I would also like to thank the Board of Directors, for their devotion and service to the Group, in guiding our institution to success, where others have struggled during this period.

Finally, you, our shareholders deserve my utmost appreciation for your unflinching commitment to this dream of building an African Financial Powerhouse, a dream that is clearly unfolding into a rewarding reality.

Thank you.

Tony O. Elumelu, CON

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



Kennedy Uzoka

Group Managing Director/CEO



CEO's Report

Fellow Shareholders,

The past two years have been dominated by headlines of the Covid-19 pandemic and businesses have worked hard to re-adapt to the changing work climate globally.

The Covid-19 has not gone away, but we are very gradually learning to live with it and resuming our routines in a panic free mode.

We have made great strides in the most difficult of situations and it is safe to say that we emerged even stronger in our business during the past two years.

We remain fully committed to the well-being, health and safety of all our stakeholders, customers and staff alike, because we recognise that we will only continue to thrive in a safe and healthy environment.

We know that there is still a lot more to do as we rebuild our economies and tackle the complex challenges we face as a society to create a more sustainable and inclusive future for all. It is gratifying to mention that most countries are in 'recovery phase' and growing at a good pace whilst the commodity market prices have equally been favourable.

As stewards of a business with a long heritage, my team and I have continued to focus on delivering our strategy to enhance the experience for our customers and other stakeholders, in line with our Customer-First (C1st) Philosophy mandate.

With this in view, It is with a sense of gratitude that I present this report in a year where we continued our progress towards building a capable, competitive and resilient bank for all our stakeholders.

Operating Environment

• Global

In its World Economic Outlook, published in October 2021, the International Monetary Fund (IMF) stated that it expects global gross domestic product to grow by 5.9% in 2021 — 0.1 percentage point lower than its July estimate. For 2022, the IMF kept its global growth projection at 4.9%.

The revised outlook for 2021 comes amid supply chain is-

ues in advanced economies and a worsening health situation in emerging countries. Globally, consumer prices have risen substantially over the last couple of months on the back of supply chain disruptions and higher commodity prices, notably gas.

In the US, the annual inflation rate accelerated to 6.8% in November 2021, the highest since June of 1982. Meanwhile, in the Eurozone, consumer prices rose 4.9% year-on-year in November, the fastest pace since July 1991.

This rising inflation has ramped up the pressure on policy makers at the major Central Banks to ease off their monetary stimulus programs quicker than anticipated. In December, the Bank of England became the first major Central Bank to raise its policy rate since the pandemic began, whilst the European Central Bank said it would phase out an emergency bond-buying programme. Similarly, the US Federal Reserve, in its last policy meeting of 2021, announced it will double the pace at which it is scaling back bond purchases to \$30 billion per month, expecting to end the programme by March 2022, earlier than initially planned program's mid-year end.

• Sub-Saharan Africa

Sub-Saharan Africa emerged from the 2020 recession sparked by the COVID-19 pandemic with positive growth recorded across virtually all economies in the third quarter of 2021. This rebound was fuelled by elevated commodity prices, a relaxation of stringent pandemic measures, and recovery in global trade.

Analysis however shows that current speeds of economic recovery in the region are varied, and continue to lag the recovery in advanced economies and emerging markets.

Nigeria

In Nigeria, with the assistance of government policy support, rebounding oil prices and international financial aid, economic output rose by 4.03% year-on-year in Q3 2021 (vs. 5.01% in Q2'2021), mainly reflecting base effects from transport and trade sectors and continued strong growth in the Information Technology (IT) sector.

The country also benefited from the new IMF allocation of Special Drawing Rights in August, receiving the equivalent of USD3.4bn. This, along with the issuance of a USD4.0bn

Eurobond in September, has boosted foreign reserves, which allowed the Central Bank of Nigeria (CBN) to support the Naira.

The CBN held its Monetary Policy Rate (MPR) at 11.50% at its last Monetary Policy Committee's meeting for 2021 on November 23. The decision reflects continued balancing of risks to the inflation and growth outlooks.

Ghana

The Bank of Ghana (BoG) hiked the interest rate by 100 bps to 14.50% at its final Monetary Policy Committee (MPC) meeting of 2021, following decisions to hold at the previous two meetings and a 100bps cut in May. In its MPC statement, the BoG cited 'elevated inflationary risks', and a subsequent need to 're-anchor inflation expectations' as the primary reason for tightening its policy rate. Price growth accelerated to 12.2% from 11% in October, driven largely by an increase in fuel prices, as well as the inflationary pressures stemming from currency depreciation.

Kenya

Kenya's shilling depreciated by about 3.5% to the US Dollar in 2021 after a seven-month losing streak, adding to a 7.8% loss in 2020. The biggest monthly decline was in August when it weakened 1.3%, while July-September was the worst quarter after depreciating 2.4%, according to data compiled by Bloomberg.

Creating value for shareholders

The year 2021 can best be described as a year of global recovery; economies around the world began to witness early-stage recoveries, as supply chains recover from the devastating disruptions suffered in 2020.

Consequently, UBA recorded remarkable 7% growth in topline to N660 billion (USD1.56bn), and profit before tax (PBT) of N153.1 billion, up 20.3% from the prior year. Net Loans and advances grew by 7.7% to N2.8 trillion with exposure mostly to resilient economic sectors including oil & gas, agriculture and manufacturing. Deposit from customers grew 12.2%, crossing the N6 trillion mark, to N6.4trillion.

Looking forward, I am particularly excited about our ongoing Enterprise Transformation Program which is designed to enhance the bank's process agility, service delivery and customer experience.

We are also making sizeable investments in cutting-edge technology and cyber security, to keep our innovative digital banking offerings above the curve, as we tool and re-tool our human resources to compete and win in rapidly changing and evolving landscape. These will ensure the bank con-

tinues to achieve respectable top and bottom-line growth through the medium to long term.

People - Our team members

Our team members are integral to our commitment to provide great service to our customers and create value. As an employer, we attract, develop and nurture a diverse range of talent and ensure a conducive workplace culture that supports and engages our employees, enabling them to build their careers and unlock their full potential. Our aspiration is to maintain a pool of highly motivated and productive workforce.

Process - Deepening operational efficiency

We have continued to make investment in improving operational efficiency through enhanced IT architectures and infrastructures with a view to simplifying and streamlining our processes. Through our cutting-edge data warehouse and availability of cleansed data we have commenced full automation of some of our processes leveraging the robotics technology.

Technology - Enhancing customer experience through innovation and digitalisation

Technology is the bedrock of modern banking. Therefore, we will continue to provide the right platforms and resources to support you to thrive in the marketplace whilst also ensuring that our digital channels and other touchpoints are accessible, functional, reliable and available to serve our customers at all times.

We launched the new UBA Mobile App 1.0 in all our 20 African presence countries simultaneously; and based on feedbacks, we released version 2.0 to further meet our customers' expectations, this is a prelude to our Omnichannel platform. The Web Banking version which is technically ready and should be launched before the end of first quarter 2022.

Three years after its launch, the Leo our artificial intelligence chat bot, continues to enjoy periodic and systematic upgrades with special emphasis on enhanced advancements and specialised unique features which have clearly earned the Chabot more than three million users in over 20 African countries.

Recognitions

As a testament to our client-centric business model, consistent commitment to all stakeholders and pioneering digital transformation, UBA received the prestigious recognition of



'African Bank of the Year' by the Financial Times' Banker Magazine. In addition, we also received the award of 'Bank of the Year' in 13 UBA presence countries across Africa, namely Nigeria, Benin, Burkina Faso, Cameroon, Chad, Congo Brazzaville, Cote D'Ivoire, Gabon, Guinea, Liberia, Senegal, Sierra Leone and Zambia.

Reinforcing our ESG commitment

UBA plays an important role in our communities and our country — and this has never been more true than in 2021.

Our Environmental, Social and Governance (ESG) commitments are an essential part of our firm-wide strategy, deeply integrated into our business and long-term priorities.

In the environmental space, we are shaping the landscape of sustainable finance by using thought leadership, innovation and partnerships to support clients in their sustainability efforts. Our goal is to be the financial provider of choice for clients who wish to mobilise capital toward the achievement of the Sustainable Development Goals (SDGs) and the orderly transition to a low-carbon economy. In furtherance of this objective, last year, the board approved the Green Energy Financing Scheme for customers seeking financing for clean energy and energy efficient projects/asset acquisitions.

A major example of our support to our communities is the ongoing commitment to raising awareness on mental health. Mental health is one of the most neglected areas of health globally. According to a World health organisation (WHO) estimate, nearly 1 billion people live with a mental disorder and in low-income countries, more than 75% of people with the disorder do not receive treatment. The UBA Foundation embarked upon a project focused on mental health and wellbeing of both our staff members and our communities. We provided assistance and advocacy and will continue to nurture people through this very significant initiative.

Our governance structures and processes strive to promote accountability, transparency and ethical behaviour — and we regularly evaluate and enhance them to help us operate at the highest levels of performance in everything we do. We are committed to the ongoing pursuit of strong and effective governance practices. The Group Board works closely with management to improve on how we operate by making sure our governance approach incorporates evolving industry trends, regulatory expectations and global best practices.

2022 and Beyond

We will continue to consolidate our operations globally and explore new opportunities as they manifest in the normal course of business. I have a big announcement for you all...

Our Bank has secured the necessary regulatory approvals to establish operations in Dubai (UAE), thereby increasing our presence countries to 24!, and still counting. This is very unique for a bank out of Sub Sahara Africa. The set-up arrangements have commenced, and you will be updated once it is concluded for commissioning. Yes indeed, we are going to the Middle East, spreading our tentacles farther. This new step will solidly position UBA as Africa's Global Bank.

Our primary strategy still remains to focus on the Customer always! Our Customer 1st Philosophy will always be in our hearts to ensure that we continue to deliver excellent services. All the successes we have recorded are due to our dedication to customer experience. I have no iota of doubt that we will achieve more as we deepen our Customer 1st Philosophy, whilst we continue to ingrain it as a culture group-wide

Final Remarks

Let me seize this opportunity to express my appreciation to you all our shareholders for your interest in UBA, particularly for the incredible support from the Board. It's been amazingly overwhelming.

My sincere appreciation also goes to our regulators who monitor us closely, guide us and support us accordingly.

Also, I thank our customers for their continued trust and confidence in us. Indeed, the customer is our core essence and the reason we are in business.

To my colleagues – Management & Staff, the modest achievements recorded in 2021 were the product of our collective dedication and teamwork, thank you. I truly appreciate you all and hope that you continue to be resilient as we move towards our goal of emerging the new industry leader in 2022 and beyond.

Kennedy Uzoka

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



We mean **Business** *for your Business*

We understand that you are working hard to grow your business and as a bank that is committed to your success, we have designed SME banking solutions just for you.

Loan	Features	Tenor	Interest rate
Working Capital Loan	Up to N50m to pay salaries and boost cash flow	12 months	20% p.a <i>(women-owned businesses get special interest rates)</i>
Asset Finance	Up to N50m to buy equipment	36 months	18% p.a
Temporary Overdrafts	Up to N6m to meet urgent cash flow needs	30 days	30% p.a
Healthcare Intervention Facility	Up to N50m to boost cash flow or buy healthcare equipment	36 months	20% p.a
School Owners Loan	Up to N100m to boost cash flow, renovate or buy a new school building	60 months	18% p.a

For more information, please call your Relationship Manager or contact our SME Help Desk on 01-2808822 or email us at cfc@ubagroup.com

03

Sustainability and Responsibility

Sustainability
Corporate Social Responsibility

Sustainability and Responsibility



1. SCOPE OF REPORT

This report highlights UBA's sustainability strategy, activities, and programmes during the 2021 financial year. It presents our approach and contribution to sustainability looking at the most material issues to our business and stakeholders across the group.

2. OUR 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 that are critical to our stakeholders.

3. ESG STRATEGY

Our approach to ESG focuses on four pillars- Environmental Action, Economic Resilience, Inclusive Society and Leadership and Governance. We invest in activities and initiatives that align with these pillars in order to maximize the impact of our efforts. We recognise the linkages amongst good governance, environmental responsiveness, and social inclusiveness as the bedrock of sound financial performance. It is for this reason that UBA has continued to push efforts towards providing appropriate support to our stakeholders through the years. The objective for the coming year is to pursue our net-zero agenda by setting targets that will define our activities in this regard.

4. STAKEHOLDERS ENGAGEMENT

An ESG materiality assessment was conducted to inform and validate our strategy as we continue to address the ESG topics that matter most to our stakeholders and businesses. The assessment integrated internal and external stakeholders' opinions. A simple methodology of identifying, assessing, and prioritising material ESG issues was adopted using desktop study and survey mechanisms. Below table shows the material issues in 2021. It also shows our responses and commitments.



SN	Stakeholders	Material Issues Raised	UBA Responses & Commitments
1	Our Customers	<ul style="list-style-type: none"> Quick response to complaints. ATM uptime and Cash Availability. Fraud attempts on customers' accounts. 	<ul style="list-style-type: none"> Increased Fraud Awareness Campaigns: UBA has ramped up campaigns on all our communication platforms to address customer issues of incessant fraud attempts on customer's accounts. Service Level Agreement (SLA) Optimization: All our processes have clearly defined SLAs that ensure we provide our customers with exceptional service experience. Bank-wide C1st day session held all year long on customer service experience. 43 C1st day sessions held in 2021, focusing on a wide range of customer-focused topics. We received over 3,448 (1,536 – Nigeria and 1,912 – Subsidiaries) feedback from across the group. Chanel Upgrade: We have continued to upgrade our Channels (Mobile app, Internet banking, Leo, ATMs) to improve system performance. Automation of Loan Application and Disbursement Process: Our loan approval and disbursement process was automated to reduce turnaround time(TAT). The Bank's CSAT rating in 2021 from all the surveys conducted across our service channels is 72%.
2	Our Employees	<ul style="list-style-type: none"> Request for compensation Increase Expanding the Sales recruitment pipeline Staff Promotion Employee wellness Safety at work during COVID-19 Women empowerment, inclusion and work life balance. 	<ul style="list-style-type: none"> The Bank reviewed salaries across all grades. The Bank upgraded the cars of managers and above. The Bank reviewed the mortgage eligibility to allow higher values and to admit lower grades to the scheme. The Bank took selected Direct Sales Executives through the banking school for immediate employment upon successful completion of the program. The Bank promoted high performing employees in the course of the year. Launched an Employee Assistant program (EAP), a work-based intervention Program to help employees and their family identify and cope with emotional stress and improve their emotional wellbeing. We provide immediate help to employees going through psychological distress. All employees are encouraged to undergo an annual wellness check. The Bank provided a virtual dance fitness club for employees to help them keep fit. We have continued to apprise all staff of the spread of Covid-19 as the virus continues to mutate into various variants. A total of 42 communications were shared with employees on covid-19. The Bank has continued to empower women through its numerous empowerment programs. 40.5% of total expenditure on capacity building was spent on our female employees. A session themed "Real Talk with the Tribe" held to enlighten employees on managing work-life balance. A total of 635 employees were impacted. The Bank recorded a Net Promoter Score (NPS) of 65% in 2021. This was one of the outputs from the Great Place to Work (GPTW) survey conducted for all employees across 20 countries that we operate in.

3	Our Shareholders, Investors & other Stakeholders.	<ul style="list-style-type: none"> Increased wealth creation. Virtual engage with shareholders on the quarterly earnings result. Improved ESG disclosure. Increased partnerships for achieving our sustainability objectives. 	<ul style="list-style-type: none"> Provided support to MSMEs with working capital loan, Asset finance, School Owners loan, health loans and much more. We supported over 5,000 SME customers during the period. We continued with the virtual engagements with shareholders and investors as a way to continuously promote the safety of our shareholders amidst the widespread of COVID-19. We have put modalities in place to timely render information relating to our ESG activities to all stakeholders through our annual reports and accounts, presentations, press releases, and investor roadshows. We have continued to publish our standalone sustainability report in addition to the ESG disclosures included in the annual financial reports. Our sustainability report received an independent assurance from EY in 2020 as a validation of our ESG commitments. We are pursuing a net zero strategy to increase our commitment to supporting a transition to a low carbon economy. In addition to the French version of our annual report and accounts, we have started translating to Portuguese, in order to promote the inclusion of a broad-spectrum of our clients, particularly those in Portuguese-speaking countries. Ensure strict adherence to the Group's governance principles, annual evaluation of the board by reputable global firm of consultants.
4	Our Suppliers	<ul style="list-style-type: none"> Fair assessment of selection process for vendors, pricing, and payment terms. Sustainability assessment of prospective suppliers 	<ul style="list-style-type: none"> An enhanced Vendor selection and Assurance team to improve our procurement processes which includes accreditation and review of vendors and contractors. We have put in place a 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. We conduct 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. Periodic price checks and vendor reviews are conducted in addition to vendor rating by relevant divisions of the bank through anonymous survey. Assessment of suppliers against the Bank's supplier ethical code of conduct and procurement policy.
5	Our Communities	<ul style="list-style-type: none"> Responding to the impact of COVID-19 pandemic on health, families, and economies. Employee Volunteerism. Community partnership. Academic partnership. 	<ul style="list-style-type: none"> Staff members gave their time and skills to their communities across the continent through the Bank's Each One Teach One initiative. UBA Foodbank, an annual initiative where thousands of members from our host communities are offered meals, and other essentials of living. National Essay Competition(NEC) initiative to develop the intellectual and writing abilities of senior secondary school students in Africa. Read Africa, an initiative of UBA Foundation aimed at rekindling the dwindling reading culture amongst African youths.



6	Regulators	<ul style="list-style-type: none"> Disclosure of Environmental and Social performance through reporting of progress on our implementation of the Nigerian Stock Exchange (NSE) Sustainability Disclosure guideline and Nigerian Sustainable Banking Principles. 	<ul style="list-style-type: none"> We submitted the Bank's sustainability report to the NSE in compliance with the disclosure framework. We conducted numerous virtual meetings and supervisory engagements by representatives of regulatory bodies. Improved disclosure of Environmental and Social performance through reporting progress on the implementation of the Nigerian Sustainable Banking Principles (NSBP).
---	-------------------	--	---

SUPPORTING OUR STAKEHOLDERS THROUGH THE PERIOD

5. CUSTOMERS

The Bank's Customer Satisfaction (CSAT) score was 72% as against a target of 90% for 2021. This shows our commitment at getting regular feedback from our customers on the level of satisfaction derived from our product and service offerings. During the period, we provided financial support to over 28 million customers, compared to 25 million in 2020. Over 400,000 customers were empowered by granting them access to loans. Total complaints resolved in 2021 is 429,945, compared to 7,563 in 2020 as we continue to focus on resolving customer complaints by revamping our CFC (Customer Fulfilment Centre) process. With the Covid-19 outbreak accelerating the shift to digital banking, we have continued to invest in digital technology to help make banking simpler and safer for our corporate, commercial, and retail customers, and we have launched new products and platforms to assist and support our customers.

6. EMPLOYEES

In 2021, the Bank had a Great place to work engagement survey and saw an impressive participation rate of 85% across the Group. Four countries - Uganda, Nigeria, Cameroon, and Cote d'Ivoire - emerged Great Workplaces to Work and were duly certified (silver standard), having met and exceeded the minimum requirement of 65% GPTW Score. This is a demonstration of our commitment to continuously engage our staff and elicit feedback from all. Other employee engagement initiatives for the period included:

- The celebration of employees on Employee Appreciation Day as an avenue for management to show appreciation to all staff for their valuable contribution during the year. Showing appreciation by staff, particularly at the senior management cadre is an integral part of our culture.
- In the spirit of entrenching the culture of open communication, UBA launched the 'Great Place to Work Town hall' initiative where staff members were encouraged to give feedback on the group's workplace culture.

- The whistleblowing process is constantly being refreshed to provide staff members a platform to air their grievances, as well as give valuable feedback to management. In 2021, staff members were enlightened on the objectives of the whistleblowing policies and encouraged to raise concerns in the workplace particularly with respect to issues bordering on corporate governance as well as Code of Professional Conduct and Ethics. It is part of the grievance mechanism in place to address stakeholders' concerns.

7. EMPLOYEE GENDER DIVERSITY AND EQUALITY

At UBA, we promote gender equality as we provide equal pay and equal opportunities for all staff as clearly contained in our staff handbook. In 2021, UBA had 4,533 female employees which is 44% of our total employees, roughly same as the ratio in 2020. 78% of our female employees believe that people are treated fairly, regardless of their gender, as revealed in the Great Place to Work survey. The Bank believes it is essential to create a work environment in which each employee can demonstrate their individual strength. We take into consideration diverse talents, including women for major positions within the group and harness the intelligence and perspectives of our diverse workforce to drive growth and innovation.

8. WORK/LIFE BALANCE AND WELL-BEING

UBA is deeply committed to supporting the well-being of its employees, a safe working environment and encourages a work life balance. We believe that the physical and mental health of each employee is essential to create a vibrant workplace. We always seek to facilitate an environment that supports all employees to maintain a vital and healthy work-life balance. To show our commitment, the bank put the following in place during the period:

- An enriching session on Real Talk with the Tribe was held for employees on managing work-life balance

to help staff find the middle ground and have a healthy work and lifestyle. A total of 635 employees were impacted.

- The Bank also organised a mental health awareness week to challenge stereotypes associated with mental health wellness and affirm support for the tribe. Free therapy/counselling session was offered to staff group-wide.
- In 2021, UBA continued to collaborate with a Health Management Organization (HMO) to organise its Annual Wellness Checks for all employees. Employees were advised to participate in the program as the wellbeing of our employees in the tribe, is top priority.
- Organized a weekly one-hour virtual dance fitness club to help all employees keep fit while having fun.
- An employee assistance programme was launched as a work-based intervention programme to help employees and their family identify and cope with emotional stress and mental health issues. This is to serve as an immediate help for any employee going through psychological distress.

9. SUPPLIERS

Our supplier and vendor onboarding process contains minimum standards and procedures all suppliers must adhere to. During the period a total of 6 vendors were assessed using the process. We do these in recognition of the contribution of suppliers and vendors to our scope 3 emission. Following therefore, we require suppliers to meet our compliance requirements, as well as to comply with our supplier ethical code of conduct.

10. COMMUNITIES

Through the UBA Foundation, the corporate social responsibility arm of the bank, the Bank made donations to activities that had positive impacts on communities where we did business in 2021. Other sustainability gestures done in 2021 included, employee volunteering, program sponsorships, partnerships, and community investments. The Bank had several initiatives that were geared towards community development which included:

- Each One Teach One initiative that allows employees volunteer to give their time and share skill with their community.
- Read Africa, an initiative to rekindle passion for reading informative books amongst African youth.
- National Essay Competition, to encourage healthy and intelligent competition amongst secondary

school students in Nigeria and across Africa.

Also, we continued to receive feedback from community members through our community/stakeholder engagement platforms. Our GPTW survey revealed that 74% of our employees feel good about the ways we contribute to our host communities.

11. REGULATORS AND GOVERNMENTS

We continue to engage and work closely with our regulators, playing an active role in shaping the financial industry for the future and complying with all reporting obligations. In 2021, we set in motion a capital charge procedure for Environmental risk in our ICAAP. This is following the inclusion of Environmental risk as a mandatory part of pillar II risks by the Central Bank of Nigeria. We also reviewed our ESMS processes with the regulator during the period.

12. SUSTAINABILITY IN THE WORKPLACE

Our maiden GPTW survey revealed our candid approach to soliciting feedback from all staff. 66% of our staff responded that UBA is a great place to work. The Bank had a Trust index score of 65%, giving an external benchmark of -19. 86% of our employees feel they make a difference working here which is above Global Financial Services Benchmark. We are looking to improve to a respectable level by implementing the feedback received from all staff.

13. OCCUPATIONAL HEALTH AND SAFETY

UBA is highly committed to ensuring a healthy and safe working environment for its employees by adopting the best health and safety management practices. Our occupational health and safety management system is based on ISO 45001:2018 OHSMS and involves implementing group-wide policies and core rules and conducting internal audits. A range of training programmes for employees and awareness were delivered in 2021 to help us understand, assess, and manage risk. A total of 1,172 employees were impacted and N5,510,625.00 amount was spent with a total of 2,344 program hours spent by the employees. This is to ensure that employees understood their roles and responsibilities.

14. SUSTAINABILITY IN THE MARKET PLACE

Financial inclusion: UBA continues to deliver accessible and affordable financial services to our customers. The objective is to bring financial services to both the under-



banked and un-banked. One way we are achieving this is using technology. Our chat bot Leo was expanded to serve all our 20 African countries, covering over 10 million transactions, and providing banking services to over 3.1million subscribers without the need to physically visit our office buildings. To ensure that we bridge the gap of financial exclusion and ensure access to affordable financial services and products. Our agency banking increased to over 100,000 in 2021 from 30,000 in 2020. Some of our financial inclusion initiatives included:

- Periodic training of our UBA Moni Agents on AML/CFT.
- Participation in CBN's Financial Inclusion Week to deepen financial inclusion in hard-to-reach areas. This was held in 5 states in Nigeria and over 5,000 people were impacted.

15. SUSTAINABILITY IN THE ENVIRONMENT

In 2021, we reviewed our environmental and social risk management policy to ensure that it remained relevant to the level of environmental and social risk associated with our portfolio.

To show our continued commitment to responsible energy consumption.

- We increased the number of our ATMs powered by alternative source of energy to 183 ATMs in 2021 from 161 ATMs in 2020.
- 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
- Over 20 additional processes were automated in furtherance of our paperless policy to foster reduction of amount of paper consumed and our contribution to landfills.

16. OUR CONTINUED RESPONSE TO COVID-19

The Bank has continued to support stakeholders to cope with the aftereffects of the COVID-19. With the emergence of new variants came the need to recalibrate our response to the pandemic. Below are some of the initiatives we carried out for our different stakeholders during the period.

- Internal communication to increase the rate of vaccination by staff
- The 59th Annual General meeting held under the consideration of the COVID-19 protocols
- Continued to maintain interest rate forbearances for our customers. Rates have been maintained at 5% for all intervention funds till February 2023.
- We sustained the COVID-19 protocols for vendors, granting limited access to our premises and advising suppliers on the best approach to protecting themselves, their families, and employees as they conduct their activities.
- UBA continued to provide numerous supports (technical and operational) to combat the Coronavirus, particularly as the new variants emerge.
- We have continued to provide support and flexibility, by 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.
- The bank continued to invoke its business continuity plan in response to the Covid-19 outbreak.
- Some employees continued to work remotely and had virtual meetings instead of face-to-face meetings.
- We continued to take steps to enable our front-line employees in business offices to do their job safely and effectively during the Covid-19 pandemic.

UBA Foundation

The Foundation draws its inspiration from the Group's intrinsic values of humility, empathy, resilience, integrity, and its mission statement; "to be a role model for African businesses, abiding by the utmost professional and ethical standards, and creating an enduring institution". These values inspire the bank to 'Do Well and Do Good.' By extending the hand of partnership to the communities with which we do business, the Group aims to ensure that goodwill is cultivated and that our operations are sustainable and beneficial.

The UBA Foundation is the CSR arm of the bank and remains a role model for other corporate organisations in Africa, in its dedication to changing lives on the continent. UBA Foundation embodies CSR as it really should be - as a corporate contribution towards promoting sustainable development in communities through its focus areas: Environment, Education and Economic empowerment.

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 of UBA foundation guarantees this commitment.

- READ AFRICA 2021

The UBA Foundation's Read Africa Program started in 2012. The initiative is geared at rekindling the



dwindling reading culture amongst African youths. Our children no longer read; their passion for reading informative and educative books is fast eroding and this is part of the ills we want to correct in the continent's educational sector.

Since inception, the UBA Foundation has donated approximately 140,000 books to students in Ghana, Liberia, Cameroon, Burkina Faso, Benin, CDI, Senegal, Mali, Congo DRC, Congo Brazzaville, Gabon, Guinea, Mozambique, Kenya, Zambia, Uganda, Tanzania, Tchad and Sierra Leone and Nigeria

Year	Book	No. of Copies
2012	Weep Not Child by Ngũgĩ wa Thiong'o	21,850
2013-2014	Things Fall Apart by Chinua Achebe	23,970
2015- 2016	What Sunny Saw in the Flames by Nnedi Okorafor	24,000



2017	The Fishermen by Chigozie Obioma	20,000
2018	Fine Boys by Eghosa Imasuen	20,000
2019- 2020	Segou by Marye Conde	34,000
		Total: 143,820 books



- READ AFRICA SIERRA LEONE

On February 36th, UBA Foundation donated 792 books to Alfa International Academy, St Edwards secondary school, Providence international school, Wonder kids Academy, Delkon High School.

- READ AFRICA KENYA

On the 10th of March 2021, UBA Foundation donated 500 literature books to Nyumbani Children's home in Nairobi. The donation was officiated by Mary Mulili, UBA Kenya Country ED. 400 Books were also donated to Sacred Heart school in Mombasa on the 18th of February.

- READ AFRICA NIGERIA

The UBA Foundation, celebrated the international day of the African Child on the 16th of June, by donating books to various Libraries across Africa to encourage a healthy reading culture amongst African children. the UBA Foundation donated over 1200 in Nigeria to the Ignite Africa Leadership foundation. The MD/CEO, UBA Foundation, Bola Atta, presented the books to the organization committed to help Africa Youth learn, envision, develop, and learn through several laudable initiatives like the Readers R Leaders Book Club, Book to Child Connection and the Ignite Place Library



NATIONAL ESSAY COMPETITION 2021

The UBA Foundation hosted the 2021 edition of the National Essay Competition, which is targeted at senior secondary school students in Africa. This program is 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 started in 2011 and since then has been replicated in several countries across the UBA Group. The program has taken an unexpected turn due to the global COVID-19 pandemic however, the programme pivoted to enable students submit their entries, virtually, in spite of the trying times.

Since inception, the National Essay Competition has directly impacted hundreds of African youths in their pursuit of higher education

The Foundation understands the grave impact the competition has on all applicants and will strive to ensure that more students are able to get a quality education with its support.

Country	Year Established	Finalists	Number of Scholarships Provided
Nigeria	2011	144	36
Ghana	2014	84	21
Senegal	2014	72	18
Sierra Leone	2020	24	3
Guinea	2020	12	3
Total		336	81

At the end of this year, we would have successfully awarded 15 students scholarships to African Universities of their choice and 60 students empowered with brand new laptop computers in Nigeria, Ghana, Senegal Guinea and Sierra Leone.

- NEC Nigeria

After receiving and assessing 7,527 essays, the UBA Foundation hosted the NEC 2021 Grand Finale on

December 7th. Producing the following winners

Position	Name	School
1ST N3,000,000	Enwereuzo, Eziaku Esther	His Grace High School, Enugu State
2ND N2,500,000	Nduka, Chukwubikem	Oxford International School, Abia State
3RD N2,000,000	Hajarat Abdulwahab	Addy Basic School, Kano

- NEC GHANA

On the 3rd November, 2021, we launched the 2021 National Essay Competition at the Coconut Grove Hotel in Accra. In attendance were the Deputy Minister for Education, Deputy Managing Director UBA Ghana who launched the ceremony, Representatives from Ghana Education Service among other dignitaries. The competition receives



thousands of entries, annually.

- NEC SIERRA LEONE

Over 304 schools sent in essays for the 2nd edition of the National Essay competition in Sierra Leone. On the 18th of December 2021, UBA Sierra Leone hosted the Grande finale of the competition and the following winners emerged.

Position	Name	School
1ST LE 50, 000,000	Rebecca Kai- banya	St Augustine school
2ND LE 30,000,000	Musa Ayowova Musa	Sierra Leone Grammar School
3RD LE 20,000,000	Sakinah Sarah Marah	Beacon High school

EMPOWERMENT

UBA Foundation aims to make sustainable empowerment in the lives of the needy and underprivileged by supporting



entrepreneurship programs that benefit the community at large, social entrepreneurship schemes, skills acquisition and entrepreneurship conferences.

- EACH ONE TEACH ONE ZAMBIA

The UBA Foundation in Zambia continues to push for financial inclusion and financial literacy among vulnerable women in communities. The foundation educated vulnerable women in Petuake district in the importance of financial education and literacy and offered banking services for the unbanked.

INTERNATIONAL WOMEN'S DAY

UBA Kenya signed the UN Global Compact & UN Women Empowerment Principles (WEPs) on March 11th at an event presided by prof Margaret Kobia, Cabinet Secretary, ministry of Public services and Gender Affairs.

FOOD BANK

UBA Guinea held its second edition of the UBA Foundation Food bank on April 30th, 2021. Beneficiaries were 300 divorced women, widowed women and mothers living in precarity from the NGO "Solidarite Feminine"

INTERNATIONAL DAY OF WOMEN ENTREPRENEURS IN GABON.

On the 19th of November 2021 we contributed to the organisation of the event marking the official institutionalisation of the celebration of the International Day of Women Entrepreneurs in Gabon. The Government has decreed 19th November will be celebrated in the country and domesticated. Female entrepreneurs, the Minister of trade and Commerce and many other profile personalities took part.

ENVIRONMENT

UBA Foundation maintains gardens across Nigeria and Sierra Leone. Apart from the aesthetic and environmentally



friendly values associated with the projects in this focus areas, UBA Foundation also creates employment opportunities for the youth and underprivileged. The Foundation in 2021 continued to show its commitments to the society towards promoting a greener environment.

Gardens

- Beautification and maintenance of CIBA Foundation managed roundabout in Marina.
- Upgrade and maintenance of Round about along Okpanam Road Asaba
- Beautification And maintenance of the recreational Park at Wallace Johnson street Freetown, Sierra Leone



and capacity building 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 includes the following:

TREE LIGHTING CEREMONY

The UBA Foundation Lighting Ceremony took place on Nov 26th at 6:30pm at UBA House. Staff members joined our yuletide celebrations and rejoiced over the end of a beautiful 2021. The Lighting Ceremony featured Christmas carols from our remarkable CFC choir, a holiday gathering of our UBA Tribe and a dynamic message from the Chairman of the UBA Foundation.

SPECIAL PROJECTS

Projects that do not fall under the 3 primary areas of the foundation (Education, Environment, Empowerment) form the Special Projects Focus Area. We believe in intervening

MENTAL HEALTH AWARENESS WEEK

The UBAF Mental Health Awareness Week set out to challenge stereotypes associated with Mental Health wellness and affirm our support for those in our tribe that struggle. We hope to stomp out the stigma that keeps people suffering in silence and we aim to bridge the gap between mental health inclusivity, support and recovery in Africa.

During the week, we created awareness for Mental Health in Africa and provided resources, group wide that aided our mission to support, enrich and uplift ourselves and those within our group..

PINK OCTOBER

This year, UBA Senegal joined forces with LISCA(Senegalese League Against Cancer) to carry out actions for the benefit of this association. We distributed hundreds of pink ribbons and handled money collection

FOOD BANK

On the 29th of December, we fed 1000 people at the UBA Foundation garden in Marina. Members from our host communities were offered meals, and other essentials of living, this is a gesture by the foundation to give back to the communities where we conduct businesses.



Bank with Leo in 20 countries

Buy airtime, make transfers,
pay bills and much more with Leo
across **20 African countries**.



Available on



[tinyurl.com/yyk6azbn](https://t.me/ubachatbanking)



+234 903 001 0007



<https://m.me/ubachatbanking>



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 UBA Plc ("the Bank") and its Subsidiaries (together "the Group") for the year ended December 31 2021.

1. Results at a Glance

All figures in N'millions	Group		Bank	
	2021	2020	2021	2020
Profit before tax	153,073	127,257	60,519	58,360
Income tax expense	(34,395)	(18,095)	(1,850)	(1,449)
Profit after tax	118,678	109,162	58,669	56,911
Profit Attributable to:				
Equity holders of the Bank	115,883	105,909	58,669	56,911
Non-controlling interests	2,795	3,253	-	-
Earnings Per Share:				
Basic & Diluted	3.39	3.10	1.72	1.66

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 full year dividend of N1.00, consisting of N0.20 interim dividend (already paid) and N0.80 final dividend per share from the retained earnings account as at 31 December 2021. The proposed dividend will be presented to shareholders for approval at the next Annual General Meeting. The final dividend will be paid subsequently subject to withholding tax at a rate of 10%.

3. Legal form

United Bank for Africa Plc was incorporated in Nigeria as a limited liability company on 23 February 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 01 August, 2005 and acquired Continental Trust Bank Limited on 31 December, 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 period and the prospects for the ensuing year is contained in the CEO's report section of UBA's most recent annual report.



5 Directors

Name	Designation
Mr. Tony Elumelu, CON	Chairman
Amb. Joe Keshi, OON	Vice-Chairman
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 Fashola	Non-Executive Director
Mr. Abdulqadir J. Bello	Non-Executive Director
Ms. Aisha Hassan Baba, OON	Independent Non-Executive Director
Mrs. Caroline Anyanwu [1]	Non-Executive Director
Mr. Kennedy Uzoka	Group Managing Director/CEO
Mr. Oliver Alawuba	Deputy Managing Director
Mr. Ayoku Liadi [2]	Deputy Managing Director (Nigeria)
Mr. Uche Ike	Executive Director, Risk Management, Governance & Compliance
Mr. Chukwuma Nweke	Executive Director, Group Chief Operating Officer
Mr. Ibrahim Puri	Executive Director, North Bank
Mr. Chiugo Ndubisi	Executive Director, Treasury & International Banking

[1] Appointed to the Board on May 18, 2021

[2] Retired from the Board on October 4, 2021

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-21		31-Dec-20	
	Direct holding	Indirect holding	Direct holding	Indirect holding
Mr. Tony Elumelu, CON	194,669,555	2,185,934,184	194,669,555	2,185,934,184
Amb. Joe Keshi, OON	833,499	-	433,499	-
Mrs. Owanari Duke	86,062	-	86,062	-
High Chief Samuel Oni, FCA	2,065	-	2,065	-
Ms. Angela Aneke	-	-	-	-
Erelu Angela Adebayo	163,803	-	163,803	-
Dr. Kayode Fashola	100,000	-	-	-
Mr. Abdulqadir J. Bello	130,000	-	130,000	-
Mrs. Aisha Hassan Baba, OON	-	-	-	-
Mrs. Caroline Anyanwu	993,669	-	-	-
Mr. Kennedy Uzoka	37,173,909	-	37,173,909	-
Mr. Uche Ike	13,012,497	-	13,012,497	-
Mr. Chukwuma Nweke	1,059,860	-	1,059,860	-
Mr. Oliver Alawuba	1,593,248	-	593,248	-
Mr. Ibrahim Puri	4,580,254	-	4,580,254	-
Mr. Chiugo Ndubisi	-	-	-	-

Details of indirect holdings

Name of Director	Company(ies)	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

7 Analysis of shareholding

The details of shareholding of the Bank as at December 31, 2021 is as stated below;

Headline	Shareholders			Holdings		
Range	Count	Commulative Count	Count (%)	Aggregate Holdings	Commulative Holdings	Aggregate Holdings (%)
1 -1,000	32,486	32,486	11.9	14,848,313	14,848,313	0.0
1,001 - 5,000	120,284	152,770	43.9	300,466,021	315,314,334	0.9
5,001 - 10,000	44,752	197,522	16.3	306,353,301	621,667,635	0.9
10,001 - 50,000	54,070	251,592	19.7	1,127,029,978	1,748,697,613	3.3
50,001 - 100,000	10,766	262,358	3.9	729,580,563	2,478,278,176	2.1
100,001 - 500,000	8,891	271,249	3.2	1,820,383,600	4,298,661,776	5.3
500,001 - 1,000,000	1,321	272,570	0.5	925,536,519	5,224,198,295	2.7
1,000,001 - 5,000,000	1,194	273,764	0.4	2,349,289,050	7,573,487,345	6.9
5,000,001 - 10,000,000	155	273,919	0.1	1,079,731,719	8,653,219,064	3.2
10,000,001 - 50,000,000	138	274,057	0.1	2,853,677,898	11,506,896,962	8.3
50,000,001 - 100,000,000	25	274,082	0.0	1,651,985,206	13,158,882,168	4.8
100,000,001 - 500,000,000	34	274,116	0.0	10,074,898,487	23,233,780,655	29.5
500,000,001 - 1,000,000,000	10	274,126	0.0	6,552,698,870	29,786,479,525	19.2
1,000,000,001 and Above	3	274,129	0.0	4,412,941,841	34,199,421,366	12.9
TOTAL	274,129		100	34,199,421,366		100

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

Based on the Register of Shareholders as at December 31, 2021, no shareholder held more than 5% of the share capital of the Bank except the following;

Shareholders	Holding	Holding (%)
Stanbic IBTC Nominees Nigeria Limited	2,006,273,692	5.87%
Heirs Holdings Limited	1,814,003,900	5.30%

9 Trading in the shares of UBA

A total of 3.15 billion units of UBA shares were traded on the Nigerian Stock Exchange (NSE) in 2021, representing 9.2% of the shares outstanding. The Nigerian equities market was bullish in the period, rallying 6.07%, with shares of UBA closing the year at N8.05. The uptick in the All Share Index (ASI) was driven mainly by the low yield in fixed income instruments, and the attractive valuations in bellwether stocks.



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 N1,405,142,292 (One Billion, Four Hundred and Five Million, One Hundred and Forty Two Thousand, Two Hundred and Ninety-Two Naira Only) was given out as donations and charitable contributions during the 2021 financial year, through UBA Foundation.

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, 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 the year ended 31 December 2021

Description	Gender	Head Count	% of Total
Group	Male	5,666	56%
	Female	4,533	44%
	Total	10,199	100%
Bank	Male	3,697	56%
	Female	2,937	44%
	Total	6,634	100%

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	11	69%
	Female	5	31%
	Total	16	100%
Top Management	Male	80	77%
	Female	24	23%
	Total	104	100%

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

Description	Head Count		Head Count		
	Male	% of Total	Female	% of Total	Total
Directors	11	69%	5	31%	16
General Managers	18	82%	4	18%	22
Deputy General Managers	19	73%	7	27%	26
Assistant General Managers	43	77%	13	23%	56
Total	91	76%	29	24%	120

(b) Group Staff distribution by nationality and location during the year ended 31 December 2021

Location	Nationality	Head Count
Nigeria	Nigerian	6,663
	Other 19 African Countries	2
	Indian	2
UBA Central Africa: Cameroon, Congo DRC, Congo Brazzaville, Gabon, Chad.	Nigerian	19
	Other 19 African Countries	861



UBA West Africa Ghana, Sierra Leone, Liberia, CDI, Senegal, Burkina Faso, Benin, Guinea and Mali	Nigerian	47
	Other 19 African Countries	1795
UBA East & Southern Africa Kenya, Tanzania, Zambia, Uganda and Mozambique	Nigerian	17
	Other 19 African Countries	704
UBA USA	Nigerian	12
	Albanian	1
	American	9
	Bosnia	2
	Ivorian	2
	Chinese	2
	Dominican	2
	Egyptian	1
	German	1
	Ghanaian	5
	Guyanese	1
	Indian	4
	Italian	2
	Jamaican	2
	New Zealander	1
	Pakistan	1
	St. Martin Dutch	1
	Turkish	1
UBA UK	Nigerian	8
	British	24
	Ghanaian	2
	Indian	1
	Canadian	1
	South African	1
	Dutch	1
	French	1
Total		10,199

13 Property and Equipment

Movements in property and equipment during the period are shown in note 30 of the consolidated and separate 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 statements.

14 Events After the 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, 2021 and the profit and other comprehensive income for the period ended at that date.

15 Audit Committee

Pursuant to Section 404(3) of the Companies and Allied Matters Act, the Bank has an Audit Committee comprising three Shareholders and two Non-Executive Directors and as follows:

Mr. Feyi Ogoji	Chairman/Shareholder
Mr. Matthew Esonanor	Member/Shareholder

Mr. Alex Adio	Member/Shareholder
Mrs. Owanari Duke	Member/Non-Executive Director
Ms. Angela Aneke	Member/Non-Executive Director

The functions of the Audit Committee are as laid down in Section 404(7) of the Companies and Allied Matters Act.

16 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.

17 Disclosure of Customer Complaints in the Financial Statements for the Period Ended 31 December 2021

Description	Number		Amount claimed (N'Million)		Amount refunded (N'Million)		Amount Claimed (USD)	Amount Refunded (USD)	Amount Refunded (GBP)
	2021	2020	2021	2020	2021	2020	2021	2021	2021
Pending Complaints B/F	998	911	3,193	349					
Received Complaints	464,391	7,698	71,126	39,052					
Resolved Complaints	461,981	7,563	15,576	6,839	3,578	3,725		4,397	587
Unresolved Complaints Escalated to CBN for Intervention	38	48	479	1,062			7,175		
Unresolved Complaints Pending with the bank C/F	3,370	998	921	3,193					

By the order of the Board



Bili A. Odum

Group Company Secretary,
57 Marina, Lagos
February 14, 2022
FRC/2013/NBA/00000001954



JUST BANKING TAILORED TO YOUR LIFESTYLE

**If you're a student of a tertiary institution or
a Youth Corps member, you can enjoy:**

- Pocket money for a year
- Zero Bank Charges
- Zero opening balance
- 50% discount on your first debit card
- Complementary invites to RedTV events

Dial ***919*20#** to open a NextGen account
Or visit **www.aop.ubagroup.com**

Terms and conditions apply

UBA
nextgen
Account

Complaints And Feedback



United Bank for Africa Plc is a customer-focused Pan-African financial services institution that is committed to putting its customers first and at the centre of every business decision. Our C1st philosophy which launched in 2016 was birthed to transform the Bank's approach to its customers and renew its commitment to becoming a truly Customer centric institution. Our aim is to deliver excellent customer experience and provide high quality financial solutions to our over twenty-five million customers across the 23 countries in which we operate.

We understand that to effectively serve our customers, we must have the capacity to resolve customer complaints and generate insightful feedback to improve customer experience and support product, channel and process development and innovation.

Our Voice of Customer Solution implemented across our digital and physical touch points including our Customer Fulfilment Centre, provides the bank with real time feedback of our customers experience across our platforms whilst our complaints management process, provides the bank with an effective means of capturing and resolving customer complaints.

The efficiency of the complaints management and feedback process is supported by efficient UBA employees who are trained each week on delivering exceptional experience to our customers and also renew their promise to our customers each year by signing the UBA signed service charter.

The Bank's service charter makes a promise to do more than is expected and delight our customers at every interaction.

We promise to:

- Do what we say we are going to do, NO EXCUSES, we give our word, and we keep it
- Take ownership and resolve a customers' issues to the end
- Go the extra mile to delight our customers at every interaction
- Treat our customers with respect and always listen with the intent to serve and resolve
- Empower staff to resolve customers' issues at first contact
- Provide our customers with the right information at the right time

Complaints Management Process

To ensure customers' cases - complaints, enquiries and requests are managed effectively, the Bank has put in place an effective complaints management platform and process that is easy to use and is accessible to all customers. Complaints made via this channel are routed to a team within the bank that is responsible for resolving the case within defined timelines which are aligned with Central Bank of Nigeria (CBN) complaints resolution timelines.

All cases are tracked and reviewed to identify root cause and fixes implemented to improve process, platforms, products and customer experience. Key Performance Indicators have been developed to effectively measure and monitor the efficiency and performance of the process which is also periodically reviewed to ensure the bank is efficient at handling customer complaints.

The complaints and resolution processes are as follows:

- (i) The Bank can be reached via a branch, calls, E-mail, Live Chat, Social Media; Twitter, Facebook and Leo
- (ii) Complaint is logged on the bank's Complaints Management platform and a notification sent to the customer with a case identification number
- (iii) The complaint is reviewed, and effort is made to resolve at First Contact, where this cannot be achieved, the case is referred to the relevant department to treat and close within defined timelines
- (iv) Once the complaint has been resolved and closed, the customer receives a notification to confirm the complaint has been resolved.
- (v) The customer is given an opportunity to confirm satisfactory closure of the complaint or to dispute closure
- (vi) The ombudsman service provided by the bank also gives customers the opportunity to escalate complaints for further review or investigation

In line with Central Bank of Nigeria (CBN) guidelines, the bank renders periodic reports on the complaints received, resolution of complaints and actions taken to avoid recurrence.



Customer Feedback & Continuous Improvement

UBA is committed to listening to its customers and employees and has established feedback mechanism to gather structured and unstructured feedback. Surveys are triggered to customers after transactions to measure their experience with the banks channels, products and process. Conversations are also monitored across social channels and sentiments analysed for effective resolution of issues.

Feedback is received via the following channels:

1. Voice of customer surveys
2. Voice of employee surveys
3. Customer fulfilment centre
4. Customer forums
5. Social media platforms
6. Branches
7. Whistleblowing platform
8. Ombudsman

Once received, feedback is reviewed, and actionable insight shared with the relevant teams in the bank to improve process, innovate and develop solutions for UBA customers.

Complaints & Feedback Channels

Customer Fulfilment Centre (CFC)

A 24/7 Multi-Lingual Customer Contact Centre, that provides UBA customers with access to a customer experience expert who is available to support customer complaints, enquiries and requests. The team is manned by highly skilled personnel with rich and diverse banking experience to promptly resolve customer complaints

Telephone

A dedicated 24hr hotline is available on 01 280 8822 and 0700 2255 822

Email Address

A dedicated e-mail address cfc@ubagroup.com is available to customers 24/7. This channel is manned by our highly skilled and effective correspondents that deliver high quality service to UBA customers and prospects.

Branch Hotlines

Branded toll-free phones are available at all branches for customers to call the Customer Fulfilment Centre. Calls received via this channel are handled by designated inbound call centre agents.

Live Chat

A live chat option is available on the UBA website www.ubagroup.com, customers can chat online real time with our highly skilled Customer Experience Experts

UBA Cares

Our dedicated customer care social media handle @UBACares provides real time support and resolution to our customers

Leo (UBA Chatbot)

Log and track a complaint via Leo. Available on WhatsApp, Facebook Messenger and Apple Business Chat

Suggestion/Complaint Box

Customer Complaint boxes are available at all our branches for customers to provide feedback and suggestions to improve service

Post

A dedicated Post Office Box number 5551 is also available to our customer

Investor Complaint Channels

UBA has a dedicated email and contact number for shareholders who would like to make a complaint:

Email:

investorrelations@ubagroup.com

Telephone:

+234-1-280 - 8760

Contact:

Investor Relations Unit, UBA House, 57, Marina, Lagos.

Corporate Governance



Introduction

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 Corporate Governance (SEC) Guidelines 2020, and the Nigerian Code of Corporate Governance 2018 issued by the Financial Reporting Council (FRC), effective January 1, 2020.

United Bank for Africa Plc also successfully completed the Corporate Governance Rating System (CGRS) Recertification Exercise conducted by the Nigerian Exchange Limited (NGX) and the Convention on Business Integrity (CBI) Nigeria in 2021, thus retaining its status as one of the companies on NGX's Corporate Governance Index (CGI).

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, 2021, the Board had sixteen (16) members which include a Non-Executive Chairman, a Non-Executive Vice Chairman, eight (8) other Non-Executive Directors (which include three (3) Independent Non-Executive Directors), and six (6) 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 and gender) without compromising competence, independence, and integrity. There are currently five (5) female Directors on the Board, constituting 31.25% 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 Chairman also sets up Ad-hoc Committees of the Board or Sub-Committees of the respective Board Committees from time to time to address specific projects/issues.

The roles of Chairman and Chief Executive Officer are separated and clearly defined. The Chairman is responsible for the management, development and effective functioning of the Board of Directors and provides leadership in every aspect of its work, 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 other matters it regards as material. The Board meets quarterly and additional meetings are convened as the need arises. In 2021, the Board met seven (7) times. The record of attendance for Board Meetings for the financial year ended December 31, 2021 is presented below:



Director	Number of Meetings Held	Number of Meetings Attended
Mr. Tony Elumelu, CON	7	7
Amb. Joe Keshi, OON	7	7
Mrs. Owanari Duke	7	7
High Chief Samuel Oni, FCA	7	7
Ms. Angela Aneke	7	7
Erelu Angela Adebayo	7	7
Dr. Kayode Fashola	7	7
Mr. Abdulqadir J. Bello	7	7
Ms. Aisha Hassan Baba, OON	7	7
Mrs. Caroline Anyanwu[1]	7	6
Mr. Kennedy Uzoka	7	7
Mr. Uche Ike	7	7
Mr. Chukwuma Nweke	7	7
Mr. Oliver Alawuba	7	7
Mr. Ayoku Liadi [2]	7	5
Mr. Ibrahim Puri	7	7
Mr. Chiugo Ndubisi	7	7

[1] Appointed to the Board on May 18, 2021.

[2] Retired from the Board on October 4, 2021.

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 furtherance of performing their duties effectively. They all have unfettered 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, 2021 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 2021 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 2021 financial year.

Deloitte & Touche confirmed that the Bank conformed with all six (6) parts of the NCCG 2018 and rules in the SEC Guidelines 2020. Other positive attributes noted include:

- a. The Board ensured regular performance monitoring and governance of the operations of its Subsidiaries, through the Board Governance Committee which received/reviewed quarterly Subsidiary Governance Reports at its meetings.
- b. The Board, through the Finance & General Purpose Committee set the KPIs of the Executive Directors in line with the Bank's Budget, to ensure achievement of the Bank's strategic objectives for the year.
- c. The Executive Management Team scheduled and held focused sessions to address concerns raised by the Non-Executive Directors.
- d. Various risks of the Bank including credit, financial, cybersecurity, liquidity risks, amongst others, were adequately monitored by the Board. In addition, external consultants were engaged to assist in checkmating the Bank's exposure to key risks.
- e. The 2021 Budget was presented to and approved by the Board before the commencement of the financial/calendar year.
- f. In line with the Companies and Allied Matters Act 2020, the membership of the SAC was restructured by the shareholders at the AGM to have three (3) shareholder representatives and two (2) Directors.
- g. The Board monitored the development and implementation of a customer experience action plan to address the emerging customer experience issues across the Bank.
- h. The Board developed internal frameworks, including a COVID-19 Vaccination Policy, in their effort to uphold international standards and adopt safety measures to enhance the wellbeing and health of the staff of the Bank.
- i. The 2021 Group Audit Plan and Budget was presented to and approved by the Board before the commencement of the 2021 calendar 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, 2021. 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 ended December 31, 2021, the following Director was appointed to the Board:

1. Mrs. Caroline Anyanwu - Non-Executive Director

The following Director also resigned from the Board:

1. Mr. Ayoku Liadi - 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 financial year ended December 31, 2021. The Report of the External Auditors is contained in this 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.

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 as appropriate 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.

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 as appropriate 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, 2021, the Board Audit Committee comprised 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
- e. Mrs. Caroline Anyanwu – Member

The record of attendance for Board Audit Committee Meetings for the 2021 financial year is presented below:

Board Audit Committee Meetings		
Members	Number of Meetings Held	Number of Meetings Attended by Members
Mrs. Owanari Duke	5	5
High Chief Samuel Oni, FCA	5	5
Erelu Angela Adebayo	5	5
Mrs. Aisha Hassan Baba, OON	5	5
Mrs. Caroline Anyanwu [3a]	5	3

[3a] Appointed to the Board Audit Committee on May 31, 2021.

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, 2021, the composition of the Board Credit Committee was as follows:

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

The record of attendance for Board Credit Committee Meetings for the 2021 financial year is presented below:

Board Credit Committee Meetings		
Members	Number of Meetings Held	Number of Meetings Attended by Members
Mr. Abdulqadir J. Bello, FCA	7	7
Mrs. Owanari Duke	7	7
Ms. Angela Aneke	7	6
Dr. Kayode Fashola	7	7
Mrs. Caroline Anyanwu [3b]	7	5

[3b] Appointed to the Board Credit Committee on May 31, 2021.

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, 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, 2021, the Board Governance Committee comprised of the following members:

- a. Ms. Angela Aneke – Chairman
- b. Mrs. Owanari Duke – Member
- c. Erelu Angela Adebayo – Member
- d. Mrs. Aisha Hassan Baba – Member

The record of attendance for Board Governance Committee Meetings for 2021 financial year is presented below:

Board Governance Committee Meetings		
Members	Number of Meetings Held	Number of Meetings Attended by Members
Ms. Angela Aneke	8	8
Mrs. Owanari Duke	8	8
Erelu Angela Adebayo	8	8
Mrs. Aisha Hassan Baba, OON	8	8

4 Board Risk Management Committee

As at December 31, 2021, the Board Risk Management Committee comprised the following Directors:

- a. High Chief Samuel Oni, FCA – Chairman
- b. Erelu Angela Adebayo – Member
- c. Dr. Kayode Fashola – Member
- d. Mr. Abdulqadir Bello – Member
- e. Mr. Kennedy Uzoka – Member
- f. Mr. Chukwuma Nweke – Member
- g. Mr. Uche Ike – Member
- h. Mrs. Caroline Anyanwu - 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 2021 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	4	4
Erelu Angela Adebayo	4	4
Dr. Kayode Fashola	4	4
Mr. Abdulqadir J. Bello	4	4
Mr. Kennedy Uzoka	4	4

Mr. Uche Ike	4	4
Mr. Chukwuma Nweke	4	4
Mrs. Caroline Anyanwu [4]	4	3

[4] Appointed to the Board Risk Management Committee on May 31, 2021.

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, 2021, the Finance & General Purpose Committee comprised of the following members:

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

The record of attendance for Finance & General Purpose Governance Committee Meetings for the 2021 financial year is presented below:

Finance & General Purpose Committee Meetings		
Members	Number of Meetings Held	Number of Meetings Attended by Members
Dr. Kayode Fashola	8	8
Ms. Angela Aneke	8	8
Mr. Abdulqadir J. Bello, FCA	8	8
Mrs. Aisha Hassan Baba, OON	8	8
Mr. Kennedy Uzoka	8	8
Mr. Chukwuma Nweke	8	8
Mr. Chiugo Ndubisi	8	8

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 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 Executive Management Committee (EMC), the Executive Credit Committee (ECC), the Assets and Liabilities Committee (ALCO), the Risk Management Committee (RMC), the Procurement Committee (PC), the IT & Cybersecurity Steering Committee (ITCSC), and the Criticized Assets Committee (CAC).



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 the annual audited financial statements with Management and the External Auditors.

The Members of the Statutory Audit Committee as at December 31, 2021 were as follows:

- a. Mr. Feyi Ogoji – Chairman/Shareholder
- b. Mr. Matthew Esonanor – Shareholder
- c. Mr. Alex Adio – Shareholder
- d. Mrs. Owanari Duke – Non-Executive Director
- e. Ms. Angela Aneke – Non-Executive Director

In line with the Companies and Allied Matters Act 2020, the membership of the SAC was restructured by the shareholders at the AGM to have three (3) shareholder representatives and two (2) Directors.

The record of attendance for the Statutory Audit Committee Meetings for the 2021 financial year is presented below:

Statutory Audit Committee Meetings		
Members	Number of Meetings Held	Number of Meetings Attended by Members
Mr. Feyi Ogoji	4	4
Mr. Matthew Esonanor	4	4
Alhaji Alkassim Umar[5]	4	1
Mrs. Owanari Duke	4	4
Ms. Angela Aneke	4	4
Dr. Kayode Fashola[5]	4	1
Mr. Alex Adio[6]	4	3

[5] Stepped down from the SAC on April 1, 2021

[6] Appointed to the SAC on April 1, 2021

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 2021 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.

(f) 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

(g) Details of Training Attended by Directors

Training Programme	Training Objective	Date
Board Effectiveness Training (Euromoney)	This is aimed at broadening the knowledge of Board Members on available methods and techniques for effectiveness of the Board. Creating the right opportunity for Board Members to update their knowledge and skills for playing their roles successfully	2nd March 2021 3rd March 2021 4th March 2021 5th March 2021
Cybersecurity Training for Board Members	The programme is designed to: <ul style="list-style-type: none"> Broaden the knowledge of Board Members on oversight function for managing Cybersecurity issues. Create the right opportunity for Board Members to update their cyber security knowledge and skills for playing their roles successfully	4th September 2021
Treasury Business Programme for Country CEOs	This programme covered:- <ul style="list-style-type: none"> Understanding Treasury Terminologies and Concepts Case study- Analysis of the ALCO report of a UBA Subsidiary Appreciation of Risks, issues and making business decisions.	26th November - 27th November 2021



Get ₦1million in a minute

Dial ***919*28#** to apply for a
Click Credit Loan

Visit www.ubagroup.com/clickcredit to learn more.

Terms and conditions apply

ClickCredit

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, 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, 2021, and the responses to the said letter.
- (ii) In our opinion, the Plan & Scope of the Audit for the year ended December 31, 2021 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, 2021.



MR. FEYI OGOJI (FCA)

FRC/2016/ICAN/00000015438

February 15, 2022

Chairman, Statutory Audit Committee

Members of the Audit committee are:

- a. Mr. Feyi Ogoji – Chairman/Shareholder
- b. Mr. Matthew Esonanor – Shareholder
- c. Mr. Alex Adio – Shareholder
- d. Mrs. Owanari Duke – Independent Non-Executive Director
- e. Ms. Angela Aneke – Non-Executive Director



Statement of Directors' Responsibilities

STATEMENT OF DIRECTORS' RESPONSIBILITIES IN RELATION TO THE PREPARATION OF FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2021

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 and other comprehensive income for the year ended December 31, 2021 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

'Tony O. Elumelu, CON

FRC/2013/CIBN/00000002590

Statement Of Corporate Responsibility

STATEMENT OF CORPORATE RESPONSIBILITY FOR THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2021

In line with the provision of Section 405 of the Companies and Allied Matters Act (CAMA) 2020, we have reviewed the audited financial statements of the Group for the year ended 31 December 2021 and based on our knowledge confirm as follows:

Financial Information

- (i) The audited financial statements do not contain any untrue statement of material fact or omit to state a material fact, which would make the statements misleading.
- (ii) The audited financial statements and all other financial information included in the statements fairly present, in all material respects, the financial condition and results of operation of the bank as of and for the year ended December 31, 2021.

Effectiveness of Internal Controls

- (iii) The bank's internal controls have been designed to ensure that all material information relating to the bank and its subsidiaries is received and provided to the Auditors in the course of the audit.
- (iv) The bank's internal controls were evaluated within 90 days of the financial reporting date and are effective as of 31 December 2021.

Disclosures

- (v) That we have disclosed to the bank's External Auditors and the Audit Committee the following information:
 - (a) there are no significant deficiencies in the design or operation of the bank's internal controls which could adversely affect the bank's ability to record, process, summarise and report financial data, and have discussed with the auditors any weaknesses in internal controls observed in the course of the Audit.
 - (b) there is no fraud involving management or other employees which could have any significant role in the bank's internal control.
- (vi) There are no significant changes in internal controls or in other factors that could significantly affect internal controls subsequent to the date of this audit, including any corrective actions with regard to any observed deficiencies and material weaknesses.

14 February 2022.



Ugo A. Nwaghodoh

Group Chief Finance Officer

FRC/2012/ICAN/00000000272



Kennedy Uzoka

Group Managing Director/CEO

FRC/2013/IODN/00000015087

Terms and Conditions Apply



No stress with your UBA Dollar Prepaid Card

No bank account needed, no foreign exchange conversion and no hidden or extra charges. What you see is what you pay.

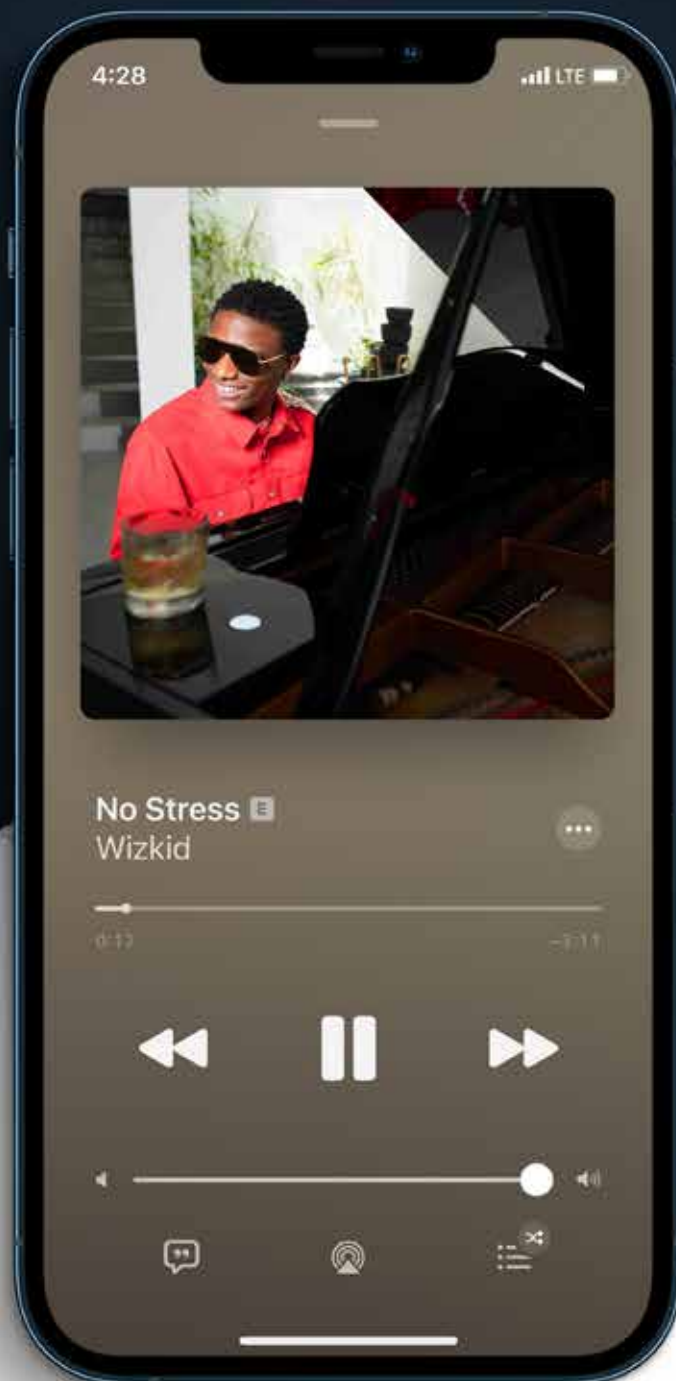
Subscribe for



and many more.



Get a card at any of our branches close to you.



Wizkid



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

16 February, 2022

The Chairman

United Bank for Africa Plc.
57 Marina Road
Lagos Island, Lagos
Nigeria.

Dear Sir,

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 31 December 2021. 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") and the 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

14 February, 2022

The Chairman

United Bank for Africa Plc
57 Marina Road
Lagos Island
Lagos, Nigeria.

Dear Sir,

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 31 December 2021. 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") and the 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



People. Business. Adventure. **UBA Connect** has you covered.

No FX or card limit to worry about when you travel across Africa. Make withdrawals, deposits and transfers at any UBA branch in 20 African countries.

Features

- Competitive exchange rates
- Withdraw cash in local currencies
- Easy transfers and deposits across 20 African countries
- Available to UBA account and non-account holders

How it works

- Complete a UBA Connect Send, Receive or Transfer form at any UBA location in Africa
- Provide a valid ID {International passport with valid visa or migration stamp for ECOWAS member countries}

For more information, email cfc@ubagroup.com

UBA Connect

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



Ernst & Young
10th & 13th Floor
UBA House
57, Marina
Lagos, Nigeria

Tel: +234 (01) 631 4500
Fax: +234 (01) 463 0481
Email: Services@ng.ey.com
www.ey.com

Independent Auditor's Report

To the Members 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"), which comprise the consolidated and separate statements of financial position as at 31 December 2021, 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 accompanying consolidated and separate financial statements give a true and fair view of the consolidated and separate financial position of the Group and the Bank as at 31 December 2021, and its consolidated and separate financial performance and consolidated and separate cash flows for the year then ended in accordance with International Financial Reporting Standards, the 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' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) together with the ethical requirements that are relevant to our audit of the consolidated and separate financial statements in Nigeria, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. 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 statements as a whole, and in forming our opinion thereon, 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 *Auditors' 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 Matters 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 loans and advances to customers</p> <p>This is considered a key audit matter in the consolidated and separate financial statements given the significance of the amounts and the complexity and judgement involved in the process, which required considerable audit time and expertise. The gross balance of loans and advances to customers as at 31 December 2021 was ₦1.9 trillion for the Bank and ₦2.8 trillion for the Group. The associated allowance for credit loss was ₦65.3 billion for the Bank and ₦96.4 billion for the Group.</p> <p>Loans and advances to customers 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"> determining criteria for significant increase in credit risk (SICR) for staging purpose. determining the definition of default. incorporating forward looking information (FLI) in the model. 	<p>Our audit procedures included the following:</p> <ul style="list-style-type: none"> ▸ We checked the reasonableness of the IFRS 9 model prepared by management for computation of impairment of loans and advances to customers in line with the requirements of IFRS 9. ▸ We assessed various factors considered by management in determining default and significant increase in credit risk in classifying the loans within stages 1 and 2, and in the measurement of ECL. ▸ we selected material loans and reviewed the repayment history to determine if there are indications of default and significant increase in credit risk. <p>With the assistance of our credit risk modelling specialists, we:</p> <ul style="list-style-type: none"> ▸ tested macro-economic indicators (Forward Looking information) for reasonableness, taking into consideration information that are available in the public domain and checked the multiple economic scenarios considered.

Key Audit Matter	How the matter was addressed in the audit
<ul style="list-style-type: none"> • reasonability and accuracy of macroeconomic historical data and forecasts which were used by management for FLI analysis. • factors incorporated in determining the Probability of Default (PD), the Loss Given Default (LGD), and the Exposure at Default (EAD). <p>See notes 3.29, 4.2, 12 and 25 to the consolidated and separate financial statements for further information.</p>	<ul style="list-style-type: none"> ▸ gained an understanding of how the Probability of Default (PD), Loss Given Default (LGD) and Exposure at Default (EAD) were derived by reviewing the Bank's methodology for PD, LGD and EAD. ▸ tested the reasonableness of the assumptions used by the Bank in determining the 12month and lifetime Probability of Default (PD), Loss given default (LGD) and Exposure at Default (EAD). ▸ recalculated the ECL on loans and advances. <p>We reviewed the qualitative and quantitative disclosures for reasonableness.</p>

Other Information

The Directors are responsible for the other information. The other information comprises the information included in the document titled "United Bank for Africa Plc Consolidated and Separate Financial Statements for the year ended 31 December 2021", which includes the Directors' Report, Complaints and Feedback, Corporate Governance Report, Report of the Statutory Audit Committee, Statement Of Directors' Responsibilities in relation to the preparation of Financial Statements for the year ended 31 December 2021, Statement Of Corporate Responsibility for the Financial Statements for the year ended December 31, 2021, Report of the Independent Consultants on the Review of Corporate Governance Framework of United Bank for Africa PLC, Report of the Independent Consultants on the performance evaluation of the Board of Directors of United Bank for Africa PLC and Other National Disclosures, which we obtained prior to the date of this report, and the Annual Report, which is expected to be made available to us after that date. 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, the 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's 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/or 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's and the 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 Director's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the 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 financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and 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



Ernst & Young
10th & 13th Floor
UBA House
57, Marina
Lagos, Nigeria

Tel: +234 (01) 631 4500
Fax: +234 (01) 463 0481
Email: Services@ng.ey.com
www.ey.com

consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In accordance with the requirement of the 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 Bank, in so far as it appears from our examination of those books;
- The consolidated and separate statements of financial position and the consolidated and separate statements of comprehensive income are in agreement with the books of account; and
- 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, 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 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 43 to the consolidated and separate financial statements.
- As disclosed in Note 46 to the consolidated and separate financial statements, the Bank contravened certain circulars of the Central Bank of Nigeria.

Abiodun Akinnusi
FRC/2021/004/00000023386
For Ernst & Young
Lagos, Nigeria
4 March 2022



United Bank for Africa Plc
Consolidated and Separate Statements of Comprehensive Income
For the year ended 31 December 2021

		Group		Bank	
		*Restated			
In millions of Nigerian Naira	Notes	2021	2020	2021	2020
Interest income	10	474,262	427,862	288,564	274,975
Interest income on amortised cost and FVOCI securities		473,909	422,655	288,353	269,918
Interest income on FVTPL securities		353	5,207	211	5,057
Interest expense	11	(157,551)	(168,395)	(101,649)	(116,748)
Net interest income		316,711	259,467	186,915	158,227
Impairment charge for credit losses on Loans	12a	(9,851)	(22,443)	(9,049)	(14,146)
Net impairment Write back / (charge) on other financial assets	12b	(3,012)	(4,566)	(700)	(7,718)
Net interest income after impairment on financial and non-financial instruments		303,848	232,458	177,166	136,363
Fees and commission income	13	158,648	126,943	76,636	58,802
Fees and commission expense	14	(57,746)	(44,335)	(40,410)	(28,660)
Net fee and commission income		100,902	82,608	36,226	30,142
Net trading and foreign exchange income	15	16,385	54,847	347	40,266
Other operating income	16	8,996	6,120	15,946	7,433
Employee benefit expenses	17	(93,244)	(87,545)	(45,985)	(47,178)
Depreciation and amortisation	18	(22,700)	(20,005)	(15,761)	(15,036)
Other operating expenses	19	(163,042)	(142,297)	(107,420)	(93,630)
Share of profit of equity-accounted investee	28(a)	1,928	1,071	-	-
Profit before income tax		153,073	127,257	60,519	58,360
Income tax expense	20	(34,395)	(18,095)	(1,850)	(1,449)
Profit for the year		118,678	109,162	58,669	56,911
Other comprehensive (loss) / income					
Items that will be reclassified to Profit or loss:					
Exchange differences on translation of foreign operations		1,683	37,926	-	-
Fair value changes on investments in debt securities at fair value through other comprehensive income (FVOCI):					
Net change in fair value during the year		(22,999)	5,102	(22,852)	5,044
Tax relating to net change in fair value during the period	20	-	-	-	-
Net amount transferred to profit or loss		(1,677)	(10,577)	(1,660)	(10,492)
		(22,993)	32,451	(24,512)	(5,448)
Items that will not be reclassified to Profit or loss:					
Fair value changes on equity investments designated at FVOCI		8,386	10,875	8,314	10,875
		8,386	10,875	8,314	10,875
Other comprehensive (loss) / income for the year, net of tax		(14,607)	43,326	(16,198)	5,427
Total comprehensive income for the year		104,071	152,488	42,471	62,338
Profit for the year attributable to:					
Owners of Parent		115,883	105,909	58,669	56,911
Non-controlling interests		2,795	3,253	-	-
Profit for the year		118,678	109,162	58,669	56,911
Total comprehensive income attributable to:					
Owners of Parent		103,333	143,998	42,471	62,338
Non-controlling interests		738	8,490	-	-
Total comprehensive income for the year		104,071	152,488	42,471	62,338
Earnings per share attributable to owners of the parent					
Basic and diluted earnings per share (Naira)	21	3.39	3.10	1.72	1.66

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

* See Note 51 - Restatement of prior year financial information



United Bank for Africa Plc

Consolidated and Separate Statements of Financial Position

As at 31 December 2021

		Group		Bank	
		* Restated			
<i>In millions of Nigerian Naira</i>	Notes	31 Dec. 21	31 Dec. 20	31 Dec. 21	31 Dec. 20
ASSETS					
Cash and bank balances	22	1,818,784	1,874,618	1,446,906	1,436,822
Financial assets at fair value through profit or loss	23	13,096	214,400	7,984	171,058
Derivative assets	33(a)	33,340	53,148	33,340	53,148
Loans and advances to banks	24	153,897	77,419	120,124	65,058
Loans and advances to customers	25	2,680,667	2,554,975	1,848,102	1,812,536
Investment securities:					
- At fair value through other comprehensive income	26	993,791	1,421,527	840,249	1,233,684
- At amortised cost	26	2,341,839	1,159,264	806,217	71,479
Other assets	27	149,154	110,829	88,649	96,524
Investment in equity-accounted investee	28	8,945	4,504	2,715	2,715
Investment in subsidiaries	29	-	-	103,275	103,275
Property and equipment	30	178,117	153,191	141,581	123,435
Intangible assets	31	30,450	28,900	18,063	16,237
Deferred tax assets	32	43,329	40,602	21,862	21,862
		8,445,409	7,693,377	5,479,067	5,207,833
Non-Current Assets Held for Sale	34	95,909	-	95,909	-
TOTAL ASSETS		8,541,318	7,693,377	5,574,976	5,207,833
LIABILITIES					
Deposits from banks	35	654,211	418,157	483,110	121,815
Deposits from customers	36	6,369,189	5,676,011	4,004,306	3,824,143
Derivative liabilities	33(b)	98	508	98	508
Other liabilities	37	216,209	157,826	127,338	93,669
Current income tax payable	20	21,415	9,982	2,751	1,478
Borrowings	38	455,772	694,355	455,772	688,280
Deferred tax liability	32	19,617	16,992	-	-
TOTAL LIABILITIES		7,736,511	6,973,831	5,073,375	4,729,893
EQUITY					
Share capital	40	17,100	17,100	17,100	17,100
Share premium	40	98,715	98,715	98,715	98,715
Retained earnings	40	335,843	251,642	124,536	95,480
Other reserves	40	324,516	324,194	261,250	266,645
EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT		776,174	691,651	501,601	477,940
Non-controlling interests		28,633	27,895	-	-
TOTAL EQUITY		804,807	719,546	501,601	477,940
TOTAL LIABILITIES AND EQUITY		8,541,318	7,693,377	5,574,976	5,207,833

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 14 February 2022 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/00000002590

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

* See Note 51 - Restatement of prior year financial information

United Bank for Africa Plc
Consolidated and Separate Statements of Changes in Equity
For the year ended 31 December 2021

(i) Group

	Attributable to equity holders of the parent							
	Share capital	Share premium	Foreign operations translation reserve	Regulatory credit risk reserve	Fair value reserve	Statutory reserve	Retained earnings	Total
In millions of Nigerian naira								
At 1 January 2020	17,100	98,715	7,823	50,594	117,408	102,248	184,685	578,573
Profit for the year	-	-	-	-	-	-	105,909	105,909
Exchange differences on translation of foreign operations	-	-	32,689	-	-	-	-	32,689
Fair value change in debt instruments classified as FVOCI	-	-	-	-	5,102	-	-	5,102
Fair value change in equity instruments classified as FVOCI	-	-	-	-	10,875	-	2,254	13,128
Net amount transferred to profit or loss	-	-	-	-	(10,577)	-	-	(10,577)
Total comprehensive income for the year	-	-	32,689	-	5,399	-	108,164	146,251
Transfer between reserves	-	-	-	(5,098)	-	13,131	(8,034)	-
Transactions with owners								
Dividends paid	-	-	-	-	-	-	(33,173)	(33,173)
Balance at 31 December 2020 (Restated *)	17,100	98,715	40,512	45,496	122,807	115,379	251,642	691,651
At 1 January 2021	17,100	98,715	40,512	45,496	122,807	115,379	251,642	691,651
Profit for the year	-	-	-	-	-	-	115,883	115,883
Exchange differences on translation of foreign operations	-	-	3,740	-	-	-	-	3,740
Fair value change in debt instruments classified as FVOCI	-	-	-	-	(22,999)	-	-	(22,999)
Fair value change in equity instruments classified as FVOCI	-	-	-	-	8,386	-	-	8,386
Net amount transferred to profit or loss	-	-	-	-	(1,677)	-	-	(1,677)
Total comprehensive income for the year	-	-	3,740	-	(16,290)	-	115,883	103,333
Transfer between reserves	-	-	-	(4,859)	-	17,731	(12,872)	-
Transactions with owners	-	-	-	-	-	-	(18,810)	(18,810)
Dividends paid	-	-	-	-	-	-	335,843	335,843
Balance at 31 December 2021	17,100	98,715	44,252	40,637	106,517	133,110	776,174	804,807

* See Note 51 - Restatement of prior year financial information

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 Changes in Equity

For the year ended 31 December 2021

...

(i) Bank

In millions of Nigerian naira	Share capital	Share premium	Regulatory credit risk reserve	Fair value reserve	Statutory reserve	Retained earnings	Total
At 1 January 2020	17,100	98,715	36,554	117,995	86,068	90,090	446,522
Profit for the year	-	-	-	-	-	56,911	56,911
Fair value change in debt instruments classified as FVOCI	-	-	-	5,044	-	-	5,044
Fair value change in equity instruments classified as FVOCI	-	-	-	10,875	-	2,254	13,128
Net amount transferred to profit or loss	-	-	-	(10,492)	-	-	(10,492)
Total comprehensive income for the year	-	-	-	5,426	-	59,165	64,591
Transfer between reserves	-	-	9,219	-	11,383	(20,602)	-
Transactions with owners	-	-	-	-	-	-	-
Dividends paid	-	-	-	-	-	(33,173)	(33,173)
Balance at 31 December 2020	17,100	98,715	45,773	123,421	97,451	95,480	477,940
At 1 January 2021	17,100	98,715	45,773	123,421	97,451	95,480	477,940
Profit for the year	-	-	-	-	-	58,669	58,669
Exchange differences on translation of foreign operations	-	-	-	-	-	-	-
Fair value change in debt instruments classified as FVOCI	-	-	-	(22,852)	-	-	(22,852)
Fair value change in equity instruments classified as FVOCI	-	-	-	8,314	-	-	8,314
Net amount transferred to profit or loss	-	-	-	(1,660)	-	-	(1,660)
Total comprehensive income for the period	-	-	-	(16,198)	-	58,669	42,471
Transfer between reserves	-	-	(4,068)	-	14,872	(10,804)	-
Transactions with owners	-	-	-	-	-	-	-
Dividends paid	-	-	-	-	-	(18,810)	(18,810)
Balance at 31 December 2021	17,100	98,715	41,705	107,223	112,322	124,536	501,601

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 31 December 2021

		Group		Bank	
		*Restated			
<i>In millions of Nigerian Naira</i>	Notes	2021	2020	2021	2020
Cash flows from operating activities					
Profit before income tax		153,073	127,257	60,519	58,360
Adjustments for:					
Depreciation of property and equipment	18	14,913	14,970	10,606	10,755
Amortisation of intangible assets	18	4,283	2,972	3,482	2,634
Depreciation of right-of-use assets	18	3,504	2,063	1,673	1,647
Impairment charge on loans to customers	12	9,901	19,366	5,111	8,250
Impairment charge/(reversal) on investment securities	12	784	385	371	385
Impairment charge /(reversal) on off-balance sheet items	12	3,520	1,598	1,216	1,301
Impairment charge on loans to banks	12	645	49	427	61
Write-off of loans and advances	12	4,653	6,152	3,896	5,966
Impairment (reversal)/ charge on other assets	12	(1,292)	2,583	(887)	6,081
Net fair value loss / (gain) on derivative financial instruments	15	19,398	(5,361)	19,398	(5,361)
Foreign currency revaluation loss / (gain)	15	2,031	(6,174)	3,101	(5,654)
Dividend income	16	(3,352)	(2,943)	(12,660)	(6,410)
Net (gain)/loss on disposal of property and equipment	16/19	(1,992)	163	(1,992)	168
Write-off of property and equipment	30	231	37	219	36
Net amount transferred to the profit or loss		(1,660)	(10,577)	(1,660)	(10,492)
Net interest income	10 / 11	(316,711)	(259,467)	(186,915)	(158,227)
Share of profit of equity-accounted investee	28	(1,928)	(1,071)	-	-
		(109,999)	(107,998)	(94,095)	(90,500)
Changes in operating assets and liabilities					
Change in financial assets at FVTPL		126,093	(54,984)	87,863	(11,642)
Change in cash reserve balance with CBN		134,019	(271,780)	118,918	(256,116)
Change in loans and advances to banks		(76,245)	30,729	(54,797)	34,726
Change in loans and advances to customers		(230,744)	(519,039)	(121,735)	(317,500)
Change in other assets		(15,722)	71,724	60,406	14,656
Change in deposits from banks		235,010	151,087	360,075	29,098
Change in deposits from customers		683,846	1,843,127	170,870	1,059,755
Change in placement with banks		(11,059)	(28,515)	(92,981)	16,322
Change in other liabilities and provisions	37	47,759	49,127	29,428	35,297
Interest received		462,176	427,862	266,584	274,975
Interest paid on deposits from banks and customers		(113,964)	(119,868)	(58,340)	(74,480)
Income tax paid	20(c)	(23,064)	(14,688)	(577)	(693)
Net cash generated from operating activities		1,108,106	1,456,784	671,618	713,898
Cash flows from investing activities					
Proceeds from sale/redemption of investment securities		7,126,249	3,543,327	6,796,615	3,651,112
Purchase of investment securities		(7,890,948)	(4,597,748)	(7,148,520)	(4,100,967)
Purchase of property and equipment	30	(35,351)	(33,426)	(30,589)	(26,588)
Prepaid Lease Payment	30	(2,065)	(7,759)	(1,663)	(2,011)
Purchase of intangible assets	31	(5,366)	(14,933)	(5,296)	(12,093)
Subscription for Investment in African Subsidiaries	27	-	-	(26,846)	-
Proceeds from disposal of property and equipment		8,093	1,040	7,921	247
Proceeds from disposal of intangible assets		6	379	9	293
Dividend received		2,996	2,943	9,822	6,410
Net cash (used in) from investing activities		(796,386)	(1,106,177)	(398,547)	(483,597)
Cash flows from financing activities					
Interest paid on borrowings and subordinated liabilities	38	(34,805)	(58,580)	(33,782)	(58,255)
Proceeds from borrowings	38	280,752	487,475	280,752	472,887
Repayment of borrowings	38	(543,972)	(582,713)	(539,920)	(556,315)
Payments of principal on leases	37	(1,340)	(495)	(1,134)	(191)
Payments of interest on leases	37	(398)	(227)	(106)	(217)
Repayment of subordinated liabilities		-	(30,058)	-	(30,058)
Dividend paid to owners of the parent		(18,810)	(33,173)	(18,810)	(33,173)
Net cash (used in) from financing activities		(318,572)	(217,772)	(312,999)	(205,322)
Increase/ decrease in cash and cash equivalents		(6,852)	132,835	(39,928)	24,979
Effects of exchange rate changes on cash and cash equivalents		(1,832)	102,288	(330)	46,523
Cash and cash equivalents at beginning of year	22	794,594	559,471	433,429	361,927
Effect of exchange rate fluctuations on cash held					
Cash and cash equivalents at end of year	22	785,910	794,594	393,171	433,429

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

* See Note 51 - Restatement of prior year financial information



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



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 31 December 2021 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 31 December 2021 were approved and authorised for issue by the Board of Directors on 14 February 2022.

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 2020, the Financial Reporting Council of Nigeria Act, 2011 and the Banks and other Financial Institutions Act 2020 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.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

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.

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 profit or loss.

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.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



(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 profit or loss where appropriate.

The Group's share of post-acquisition profit or loss is recognised in profit or loss 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 profit or loss.

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 transac-

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



tion, as well as unrealized foreign exchange differences on unsettled foreign currency monetary assets and liabilities, are recognized in profit or loss.

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.

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.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



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.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



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 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



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



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.

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.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



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 profit or loss. Impairment losses relating to goodwill are not reversed in future periods.

3.17 Non-Current Assets Held for Sale

Non-current assets classified as held for sale are measured at the lower of carrying amount and fair value less costs to sell. Non-current assets are classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset is available for immediate sale in its present condition, subject to terms that are usual and customary for sales of such assets. Immediately before classification as held for sale or distribution, the assets are re-measured in accordance with the Group's accounting policies. Thereafter generally the assets are measured at the lower of their carrying amount and fair value less costs to sell.

3.18 Repossessed collateral

Repossessed 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 repossessed following the foreclosure on loans that are in default, repossessed properties are measured at the lower of carrying amount and fair value less costs to sell and reported as assets held for sale. The Group classifies non-current assets and disposal groups as held for sale if their carrying amounts will be recovered principally through a sale transaction rather than through continuing use. Non-current assets and disposal groups classified as held for sale are measured at the lower of their carrying amount and fair value less costs to sell.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



Where repossessed 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 repossessed shares where the Group obtains significant influence, but not control. The cost of the associate is the fair value of the loan settled by repossessing the pledged shares.

3.19 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.

3.20 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.

3.21 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.

3.22 Employee benefits

Post-employment benefits

Defined contribution plans

The Group operates a 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

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

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.

UBA Plc 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 administrator 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, as amended. Other entities in the Group operate their contributory plan in accordance with relevant local laws in their locations.

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.

3.23 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.
- (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.

3.24 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.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

3.25 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.

3.26 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.

3.27 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.

3.28 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.

3.29 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.

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)

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

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.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

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 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

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

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. 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:



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

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 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.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

3.29 IFRS 9: Financial instruments - Continued

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



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

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 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.

I. 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;

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

- 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.

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.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

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."

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

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

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.

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



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

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.

3.30 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

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



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.

3.31 Changes in accounting policies

3.32 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 2021. The Group has not applied the following new or amended standards in preparing 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 settle-



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



ment 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

3.33 **Rounding of amounts**

All amounts disclosed in the financial statements and notes have been rounded off to the nearest million Nigerian Naira (NGN) unless otherwise stated.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



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:

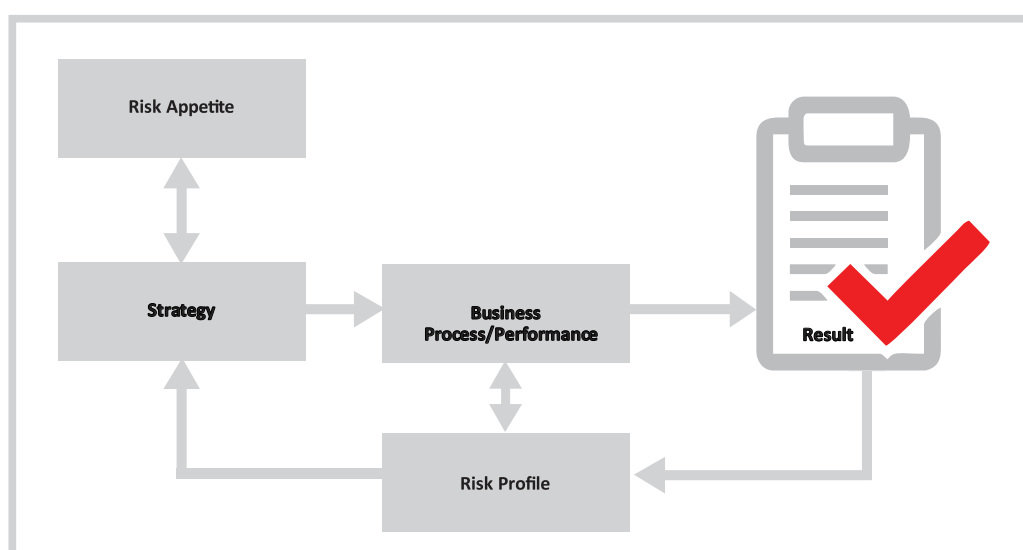
1. meet and exceed best practice global standards as defined by local and international regulatory bodies. The Group intend to achieve this by adhering to the principles of the Basel II Accords as adopted by the Central Bank of Nigeria (CBN);
2. ensure sustainable profitability and enterprise value protection 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.





United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



(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.

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.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



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.

Its principal activities and functions are:-

- 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



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



- 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:

- 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.
- To review, assess and make recommendations on the integrity and adequacy of the overall risk management function of the Group.
- To review, assess and make recommendations to the Executive Management Committee regarding policies relating to risk management.
- To review risk limits and periodic risk and compliance reports and make recommendations to the Executive Management Committee.
- Recommend risk approval limits to Executive Management Committee.
- To review and recommend on an annual basis the update of the risk management policies, frameworks and procedures of the Group.
- Advise Executive Management Committee on any emerging risks that the Group is or could be exposed to and recommend mitigation actions.
- Monitor overall risk management framework to ensure that the framework is uniformly applied in all the entities in the Group.
- Review IT Risk Management and make recommendations in accordance with the risk appetite of the Group.
- Monitor the Basel II Accord Capital Framework implementation and compliance program in the Group.
- Periodic review of the Risk Assets Portfolio and Limits in line with internal and regulatory benchmarks.
- Review and recommend yearly Risk Management staffing model and manpower development programs.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

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.

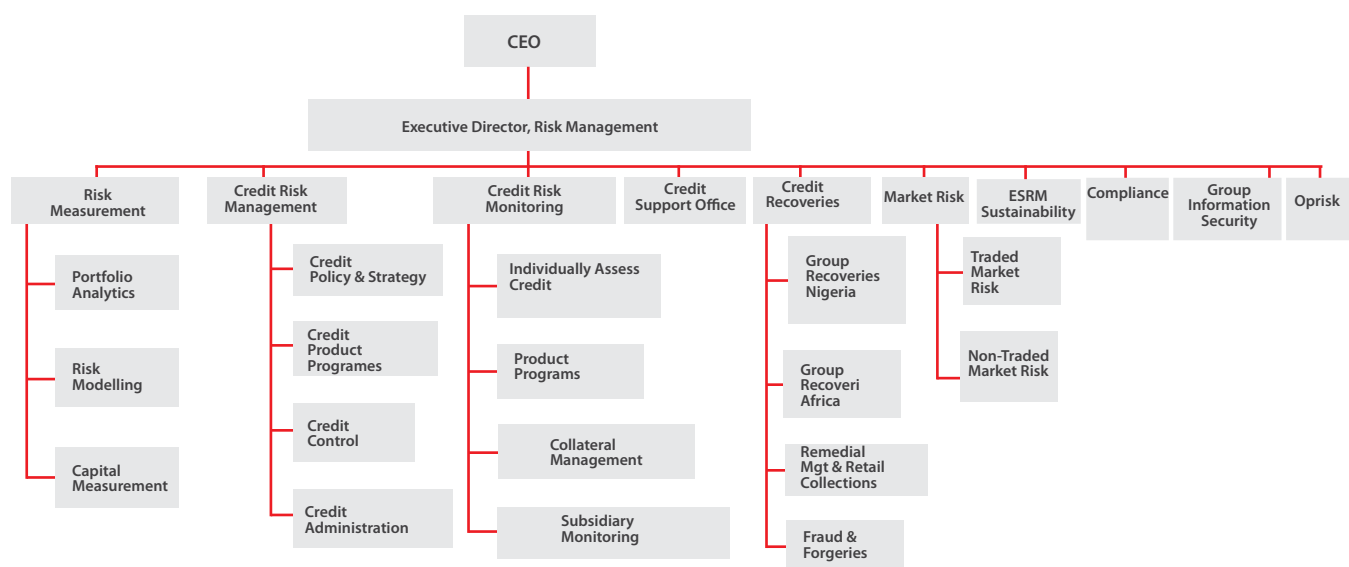
At a strategic level, our risk management objectives are as follows:

- 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.





United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



(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.

(g) Environmental & Social Risk Management/Sustainability (ESRM/Sustainability)

The Group takes Environmental, Social and Governance (ESG) considerations as part of its overall strategy. This is achieved by integrating environmental and social standards into the Group's business operations and activities. The overall objective is to foster sustainable practices by creating equal benefits for people, the firm, and our planet. Our Environmental, Social and Governance framework is based on local and global standards such as the Nigerian Sustainable Banking Principles (NSBP), IFC Performance Standards, Equator Principles, the Sustainable Development Goals (SDGs). We are also guided by the World Bank good international industry practices as well as host country's local environmental laws and standards. The Group's sustainability targets are encapsulated in UBA Foundation's broader focus on the Environment, Education and Economic Empowerment.

(h) Operational Risk

Operational Risk is the risk of loss resulting from inadequate or failed internal processes, people and systems or from external events. This includes legal risk but excludes reputational and strategic risks. The Operational Risk Management Policy of the Group provides guidelines to proactively identify operational risk in all business functions of the Bank. It provides a standardized

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



approach and comprehensive procedures for risk identification, assessment, controlling, monitoring, management and reporting. In addition, creates risk awareness amongst all employees and facilitates best practice operational risk management. Various tools and methodologies are deployed by the Bank to implement its operational risk management. This includes:

Risk and Control Self-Assessment (RCSA) – This is an important piece of the Bank's robust risk management strategy.

Key Risk Indicators (KRI) - This is the metrics that provide insight into business function risk profile and identification of early warning signs of potential vulnerability.

Losses & Loss Events Reporting – All business functions report losses using automated loss reporting tool.

Business Continuity Management (BCM) – The Bank is BCMS ISO 22301 certified and in compliance with the requirements of the standard. The Bank has developed and maintains robust business continuity plan that protect staff, its assets, and the interests of customers. These plans are designed to cover a wide range of business disruptions that may range from the inability to operate from a single building to more widespread events that impact a city or region.

Operational Risk Capital Calculation – The bank adopts the Basic Indicator Approach (BIA) in line with Central Bank of Nigeria requirements.

(i) Compliance

UBA Group maintains zero tolerance for Compliance & regulatory infraction. To this end, the focus of the Compliance function as entrenched by the Board is to instill a Compliance culture within the Group by ensuring that Compliance is integrated in the Group's business practices and processes. Regulatory Compliance department within the Risk management structure ensures adherence to the requirements of the law, regulation, industry organizational codes, principles of good governance and ethical standards in the conduct of the Banks business.

The essence is geared towards combating Money Laundering, Terrorist Financing, and proliferations of equipment for mass destruction.

The objectives of our Regulatory Compliance function are as follows:

- Proactively mitigate all regulatory risks in the Group
- Design, plan and implement compliance programs that ensures that the Bank's policies, procedures, products and services are compliant with applicable laws, rules and regulatory requirements.
- Manage existing or potential threats related to legal or policy noncompliance—or ethical misconduct—that could lead to fines or penalties, reputational damage, or the inability to operate in key markets.
- Ensure there is a compliance culture within the Group.
- Ensure periodic review and update of the Anti-Money Laundering/ Counter Terrorist Financing (AML/CFT) Policy and Know Your Customer (KYC) policy & Procedural Manual annually
- Respond to government investigations and queries by acting as the principal point of contact whenever the government agent wants to get in touch with the Bank for issues relating to regulatory compliance.
- Report all regulatory Compliance issues and risks to Executive management committee and Board Risk Management Committee.

The Compliance function is independently reporting into the Risk management directorate and also reviewed by Group internal audit.

(j) Group Information Security/Cybersecurity

The Bank recognised the importance of managing Cybersecurity Risks as part of its overall business sustainability and risk management strategy, with substantial investments made in the right people, processes and technologies to manage



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



these risks. Aligning with our business strategy, we performed detailed evaluation of the specific risks we are susceptible to and developed a multi-year roadmap to address current and future threats. The Bank has a secure, vigilant and resilient strategy to cybersecurity, which means that we have a multilayered approach to the defence against cybercriminals; however, our people remain our first line of defence.

We have witnessed a significant increase in the awareness level among staff and customers regarding cyber security. The Bank overhauled its Security Operations to provide the right level of 24/7 visibility into threats that may occur both within and outside the network of the Bank. We strategically invested in state-of-the-art security technologies that have Artificial Intelligence (AI) and Robotics Automation(RA) capabilities embedded. This ensures that we are always ready and can pre-empt attacks before they occur.

In an interconnected world, one in which we cannot thrive in isolation; we developed channels that would help us leverage interconnection with Regulators, Fintechs and other banks to create enhanced value to our customers. As a result, we also built up our cyber defences to boost our capabilities for detection, protection and response, especially around Cloud, Identity and Access Management and Third-party connections/interfaces.

Also the Bank onboarded the services of a tier-one international security Firm to support our cyber security capabilities and ensure we are aligned with international best practices as a global Bank.

Data privacy and protection are areas we have taken very seriously; from instituting the right processes to adhering to the various regulations/standards, we also invested in tools that would enforce the standards/procedures. All cyber risk imperatives are reported to the Board Risk Committee (BRC) monthly, and appropriate governance and oversight over cybersecurity have been instituted within the Group. Metrics and KRIs have also been developed and monitored Groupwide to track progress on our plans.

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 compli-

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



ance 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.

(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"



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



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 developed 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.

Obligors 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:

- 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

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



(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%	Acceptable 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 of 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 shall discourage lending 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 cases, we strive to achieve good judgment, in ensuring that all relevant issues have been addressed in each situation.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



(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

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

4 Financial Risk Management - Continued

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 areas follows:

	Maximum exposure Group		Maximum exposure Bank	
	Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020
<i>In millions of Nigerian Naira</i>				
Cash and bank balances				
Current balances with banks	420,361	291,225	272,073	176,665
Unrestricted balances with Central Banks	204,050	231,533	23,368	65,930
Money market placements	98,426	126,832	147,292	51,237
Restricted balances with central banks	969,869	1,103,888	953,176	1,072,094
Financial assets at fair value through profit or loss				
Treasury bills	10,383	176,172	7,984	168,035
Promissory notes	-	75	-	75
Bonds	2,713	38,153	-	2,948
Derivative assets	33,340	53,148	33,340	53,148
Loans and advances to banks:				
Term Loan	153,897	77,419	120,124	65,058
Loans and advances to individuals				
Overdraft	37,555	19,890	36,658	10,250
Term loan	181,408	161,184	113,385	55,346
Loans and advances to corporate entities and others				
Overdraft	388,617	558,760	238,782	367,645
Term Loan	2,072,966	1,813,652	1,459,156	1,377,804
Others	120	1,489	119	1,491
Investment securities at fair value through other comprehensive income:				
Treasury bills	633,315	1,142,908	612,882	1,101,232
Bonds	221,448	150,822	89,347	5,592
Investment securities at amortised cost:				
Treasury bills	1,555,787	716,448	655,793	-
Bonds	786,052	442,816	150,424	71,479
Other assets	122,488	82,827	73,564	85,694
Non-Current Assets Held for Sale	82,217	-	82,217	-
Total	7,975,012	7,189,241	5,069,684	4,731,723
Loans exposure to total exposure	36%	37%	39%	40%
Debt securities exposure to total exposure	40%	37%	30%	29%
Other financial assets exposure to total exposure	24%	26%	31%	32%

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

	Group		Bank	
	Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020
<i>In millions of Nigerian Naira</i>				
Performance bonds and guarantees	681,489	170,988	355,178	163,793
Letters of credits	319,543	687,841	310,131	194,880
	1,001,032	858,829	665,309	358,673
Bonds and guarantee exposure to total exposure	68%	20%	53%	46%
Letters of credit exposure to total off-balance sheet exposure	32%	80%	47%	54%
Credit risk exposures relating to loan commitment are as follows:				
Loan commitment to corporate entities and others				
Term Loan	244,985	95,030	125,077	95,030
	244,985	95,030	125,077	95,030

There are no loan commitments to individuals.

The credit risk exposure as at period end is representative of the average exposure in the period.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

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, 2021

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
Financial assets								
Cash and bank balances:								
- Current balances with banks	-	159,305	261,056	420,361	-	11,017	261,056	272,073
- Unrestricted balances with Central Banks	65,930	138,120	-	204,050	23,368	-	-	23,368
- Money market placements	-	-	98,426	98,426	-	-	147,292	147,292
- Restricted balances with central banks	953,176	16,693	-	969,869	953,176	-	-	953,176
Financial assets at FVTPL:								
- Treasury bills	7,984	2,399	-	10,383	7,984	-	-	7,984
- Government bonds	-	2,713	-	2,713	-	-	-	-
Derivative assets	33,340	-	-	33,340	33,340	-	-	33,340
Loans and advances to banks								
- Corporates	153,897	-	-	153,897	120,124	-	-	120,124
Loans and advances to customers:								
Individuals:								
- Overdrafts	36,658	897	-	37,555	36,658	-	-	36,658
- Term loans	113,385	68,023	-	181,408	113,385	-	-	113,385
Corporates:								
- Overdrafts	134,910	253,707	-	388,617	146,774	92,008	-	238,782
- Term loans	1,365,050	707,917	-	2,072,966	1,372,840	86,316	-	1,459,156
- Others	120	-	-	120	119	-	-	119
Investment securities:								
At amortised cost								
- Treasury bills	655,793	899,994	-	1,555,787	655,793	-	-	655,793
- Bonds	141,092	633,896	11,064	786,052	141,092	-	9,332	150,424
At FVOCI								
- Treasury bills	612,882	20,433	-	633,315	612,882	-	-	612,882
- Bonds	89,347	132,101	-	221,448	89,347	-	-	89,347
Other assets	54,327	67,750	411	122,488	54,327	19,237	-	73,564
Non-current assets held for sale	82,217	-	-	82,217	82,217	-	-	82,217
Total financial assets	4,500,107	3,103,948	370,957	7,975,012	4,443,426	208,578	417,680	5,069,684
Commitments and guarantees								
- Performance bonds and guarantees	355,178	326,311	-	681,489	355,178	-	-	355,178
- Letters of credits	310,131	5,290	4,122	319,543	310,131	-	-	310,131
- Loan commitments	244,985	-	-	244,985	125,077	-	-	125,077
Total commitments and guarantees	910,294	331,601	4,122	1,246,017	790,386	-	-	790,386

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

4 Financial Risk Management - Continued

4.2 Credit risk (continued)

	Group				Bank			
	Nigeria	Rest of Africa	Rest of the world	Total	Nigeria	Rest of Africa	Rest of the world	Total
December 31, 2020								
<i>In millions of Nigerian Naira</i>								
Financial assets								
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
Financial assets at FVTPL:								
- 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
Derivative assets	38,221	-	14,927	53,148	38,221	-	14,927	53,148
Loans and advances to banks								
- Corporates	77,419	-	-	77,419	65,058	-	-	65,058
Loans and advances to customers:								
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
Investment securities:								
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
Other assets	61,396	21,017	414	82,827	61,396	24,298	-	85,694
Total financial assets	4,384,846	2,519,338	285,057	7,189,241	4,299,316	225,369	207,038	4,731,723
Commitments and guarantees								
- 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
Total commitments and guarantees	453,703	458,657	41,499	953,859	453,703	-	-	453,703



4 Financial Risk Management - Continued

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>													
December 31, 2021													
Cash and bank balances:													
- Current balances with banks	-	-	-	420,361	-	-	-	-	-	-	-	-	420,361
- Unrestricted balances with Central Banks	-	-	-	204,050	-	-	-	-	-	-	-	-	204,050
- Money market placements	-	-	-	98,426	-	-	-	-	-	-	-	-	98,426
- Restricted balances with Central Banks	-	-	-	969,869	-	-	-	-	-	-	-	-	969,869
Financial assets at FVTPL:													
- Treasury bills	-	-	-	-	-	-	10,383	-	-	-	-	-	10,383
- Promissory notes	-	-	-	-	-	-	-	-	-	-	-	-	-
- Government bonds	-	-	-	-	-	-	2,713	-	-	-	-	-	2,713
Derivative assets	-	-	-	33,340	-	-	-	-	-	-	-	-	33,340
Loans and advances to banks	-	-	-	153,897	-	-	-	-	-	-	-	-	153,897
Loans and advances to customers:													
Individuals													
- Overdrafts	-	-	-	-	37,555	-	-	-	-	-	-	-	37,555
- Term loans	-	-	-	-	181,408	-	-	-	-	-	-	-	181,408
Corporates													
- Overdrafts	38,763	15,117	1,745	17,862	99	85,677	88,728	11,106	50,952	63,546	11,566	3,456	388,617
- Term loans	42,956	182,805	10,990	150,711	15,924	286,422	273,983	155,991	340,251	428,290	161,517	23,125	2,072,966
- Others	-	-	-	-	1	119	-	-	-	-	-	-	120
Investment securities:													
At Amortised cost													
- Treasury bills	-	-	-	-	-	-	1,555,787	-	-	-	-	-	1,555,787
- Bonds	-	-	-	10,577	-	-	775,475	-	-	-	-	-	786,052
At FVOCI													
- Treasury bills	-	-	-	-	-	-	633,315	-	-	-	-	-	633,315
- Bonds	-	-	-	-	-	-	221,448	-	-	-	-	-	221,448
Other assets	-	-	-	32,644	89,844	-	-	-	-	-	-	-	122,488
Non-Current Assets Held for Sale	-	-	-	-	-	-	-	-	-	-	82,217	-	82,217
Total financial assets	81,719	197,922	12,736	2,091,737	324,831	373,217	3,561,832	167,097	391,203	491,836	255,299	26,581	7,975,012
Commitments and guarantees													
- Performance bonds and guarantees	-	63,719	200	26,316	511,001	36,823	1,620	961	5,181	23,135	11,712	821	681,489
- Letters of credits	-	62	-	-	2,860	33,843	706	13,444	164,163	104,198	268	-	319,543
- Loan commitments	-	-	-	-	124,238	-	-	16,551	-	104,196	-	-	244,985
Total commitments and guarantees	-	63,781	200	26,316	638,099	70,666	2,326	30,956	169,344	231,529	11,980	821	1,246,017

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



4 FINANCIAL RISK MANAGEMENT (CONTINUED)

4.2 CREDIT RISK (CONTINUED)

Credit concentration - Industry (Continued)

The following table analyses the Bank'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 Banks counterparties. The amounts stated are net of impairment allowances.

Bank	Agriculture	Construction and Real Estate	Education	Finance and Insurance	General Commerce	General Commerce	Governments	Information and Communication	Manufacturing	Oil and Gas	Power and Energy	Transportation and Storage	Total
<i>In millions of Nigerian Naira</i>													
December 31, 2021													
Financial assets													
In millions of Nigerian Naira													
Cash and bank balances:													
- Current balances with banks	-	-	-	272,073	-	-	-	-	-	-	-	-	281,305
- Unrestricted balances with Central Banks	-	-	-	23,368	-	-	-	-	-	-	-	-	23,368
- Money market placements	-	-	-	147,292	-	-	-	-	-	-	-	-	147,292
- Restricted balances with central banks	-	-	-	953,176	-	-	-	-	-	-	-	-	966,355
Financial assets at FVTPL:													
- Treasury bills	-	-	-	-	-	-	7,984	-	-	-	-	-	7,984
- Promissory notes	-	-	-	-	-	-	-	-	-	-	-	-	-
- Government bonds													
Derivative assets													
Loans and advances to banks													
Loans and advances to customers:													
Individuals													
- Overdrafts	-	-	-	-	-	36,658	-	-	-	-	-	-	36,658
- Term loans	-	-	-	-	-	113,385	-	-	-	-	-	-	113,385
Corporates													
- Overdrafts	21,821	5,143	1,594	16,341	1,325	40,123	80,490	139	34,672	33,196	3,838	100	238,782
- Term loans	26,888	170,920	9,806	140,005	15,282	220,496	105,481	101,083	317,867	222,935	117,647	10,747	1,459,156
- Others													
Investment securities:													
At amortised cost													
- Treasury bills	-	-	-	-	-	-	655,793	-	-	-	-	-	655,793
- Promissory notes	-	-	-	-	-	-	-	-	-	-	-	-	-
- Bonds	-	-	-	412	-	-	146,347	-	3,665	-	-	-	150,424
At FVOCI													
- Treasury bills	-	-	-	-	-	-	612,882	-	-	-	-	-	612,882
- Bonds	-	-	-	-	-	-	89,347	-	-	-	-	-	89,347
Other assets													
-	-	-	-	43,445	30,119	-	-	-	-	-	-	-	73,564
Non-Current Assets Held for Sale													
-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total financial assets	48,709	176,063	11,400	1,749,576	196,769	260,738	1,698,324	101,222	356,203	256,131	203,702	10,847	5,069,684
Commitments and guarantees													
- Performance bonds and guarantees													
- Letters of credits													
- Loan Commitments													
Total commitments and guarantees	-	58,041	200	59,760	6,853	204,887	19,768	30,956	204,884	181,867	22,350	821	790,386



4 FINANCIAL RISK MANAGEMENT - CONTINUED

CREDIT CONCENTRATION - INDUSTRY (CONTINUED)

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>													
December 31, 2020													
Cash and bank balances:													
- 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
Financial assets at FVTPL:													
- Treasury bills	-	-	-	-	-	-	176,172	-	-	-	-	-	176,172
- Promissory notes	-	-	-	-	-	-	-	-	-	75	-	-	75
- Government bonds	-	-	-	-	-	-	38,153	-	-	-	-	-	38,153
Derivative assets	-	-	-	53,148	-	-	-	-	-	-	-	-	53,148
Loans and advances to banks	-	-	-	77,419	-	-	-	-	-	-	-	-	77,419
Loans and advances to customers:													
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	148,235	416,269	150,280	201,221	326,395	232,919	6,230	1,813,652
- Others	-	-	-	-	-	769	-	-	713	-	-	6	1,489
Investment securities:													
At Amortised cost													
- Treasury bills	-	-	-	-	-	-	1,142,908	-	-	-	-	-	1,142,908
- Promissory notes	-	-	-	-	-	-	-	-	-	-	-	-	-
- Bonds	-	-	-	10,577	-	-	140,245	-	-	-	-	-	150,822
At FVOCI													
- Treasury bills	-	-	-	-	-	-	716,448	-	-	-	-	-	716,448
- Bonds	-	-	-	-	-	-	442,816	-	-	-	-	-	442,816
Other assets	-	-	-	32,644	50,183	-	-	-	-	-	-	-	82,827
Total financial assets	82,215	123,739	24,695	2,055,623	255,655	241,790	3,172,525	166,148	312,884	498,863	242,943	12,161	7,189,241
Commitments and guarantees													
- 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
Total commitments and guarantees	-	63,781	200	26,316	525	70,666	2,326	25,285	540,477	211,483	11,980	821	953,859

4 FINANCIAL RISK MANAGEMENT - CONTINUED

CREDIT CONCENTRATION - INDUSTRY (CONTINUED)

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>													
December 31, 2020													
Financial assets													
- 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
- Restricted balances with Central Banks	-	-	-	1,072,094	-	-	-	-	-	-	-	-	1,072,094
Financial assets at FVTPL:													
- Treasury bills	-	-	-	-	-	-	168,035	-	-	-	-	-	168,035
- Promissory notes	-	-	-	-	-	-	-	-	-	75	-	-	75
- Government bonds	-	-	-	-	-	-	2,948	-	-	-	-	-	2,948
- Derivative assets	-	-	-	53,148	-	-	-	-	-	-	-	-	53,148
- Loans and advances to banks	-	-	-	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	12,490	106,212	23,410	247,213	133,734	105,119	182,025	246,040	181,445	3,927	1,377,804
- Others	-	-	-	-	-	769	-	-	721	-	-	-	1,491
Investment securities:													
- At Amortised cost													
- Treasury bills	-	-	-	-	-	-	-	-	-	-	-	-	-
- Promissory notes	-	-	-	-	-	-	-	-	-	-	-	-	-
- Bonds	-	-	-	367	-	-	66,112	-	5,000	-	-	-	71,479
At FVOCI													
- Treasury bills	-	-	-	-	-	-	1,101,232	-	-	-	-	-	1,101,232
- Bonds	-	-	-	-	-	-	5,592	-	-	-	-	-	5,592
Other assets													
-	-	-	-	41,382	44,312	-	-	-	-	-	-	-	85,694
Total financial assets	51,056	94,748	13,608	1,643,410	134,696	284,474	1,550,849	112,557	284,323	373,035	184,959	4,008	4,731,723
Commitments and guarantees													
- Performance bonds and guarantees	-	56,524	200	26,316	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
Total commitments and guarantees	-	56,586	200	26,316	525	70,667	2,326	25,285	146,107	112,891	11,980	821	453,703



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



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 31 December 2021, the carrying amount of loans with renegotiated terms was N53.06billion (December 2020 : N453billion). There are no other financial assets with renegotiated terms as at 31 December 2021 (December 2020 : 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.

The Group records an allowance for expected losses for all loans and other debt financial assets not held at FVPL, together with loan commitments and financial guarantee contracts. The allowance is based on the expected credit losses associated with the probability of default in the next twelve months unless there has been a significant increase in credit risk since origination, in which case, the allowance is based on the probability of default over the life of the asset. The measurement of expected credit losses is based 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 using the effective interest rate.

The ECL model has three stages. The Group recognises a 12-month expected loss allowance on initial recognition (stage 1) and a lifetime expected loss allowance when there has been a significant increase in credit risk since initial recognition (stage 2). Stage 3 requires objective evidence that an asset is credit-impaired and then a lifetime expected loss allowance is recognised.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

4 Financial Risk Management - Continued

4.2 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, 2021	Group				Bank			
	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
<i>In millions of Nigerian Naira</i>								
Cash and bank balances:								
- Current balances with banks	420,361	-	-	420,361	272,073	-	-	272,073
- Unrestricted balances with Central Banks	204,050	-	-	204,050	23,368	-	-	23,368
- Money market placements	98,426	-	-	98,426	147,292	-	-	147,292
- Restricted balances with Central Banks	969,869	-	-	969,869	953,176	-	-	953,176
Financial assets at FVTPL:								
- Treasury bills	10,383	-	-	10,383	7,984	-	-	7,984
- Promissory notes	-	-	-	-	-	-	-	-
- Government bonds	2,713	-	-	2,713	-	-	-	-
Derivative assets	33,340	-	-	33,340	33,340	-	-	33,340
Loans and advances to banks	156,491	-	-	156,491	122,505	-	-	122,505
Loans and advances to customers								
Individuals								
- Overdrafts	24,112	1,809	27,602	53,523	21,272	502	22,994	44,768
- Term loans	184,614	1,235	4,585	190,433	116,964	411	2,995	120,371
Corporates								
- Overdrafts	300,978	38,386	67,084	406,447	201,126	19,128	24,495	244,749
- Term loans	1,857,408	264,314	4,837	2,126,559	1,257,651	245,236	508	1,503,395
- Others	121	-	-	121	121	-	-	121
Investment securities:								
At Amortised Cost								
- Treasury bills	1,555,787	-	-	1,555,787	655,793	-	-	655,793
- Bonds	787,832	-	-	787,832	151,591	-	-	151,591
- Promissory notes	-	-	-	-	-	-	-	-
At FVOCI								
- Treasury bills	633,315	-	-	633,315	612,882	-	-	612,882
- Bonds	221,448	-	-	221,448	89,347	-	-	89,347
Other assets	122,488	-	11,204	133,692	73,654	-	10,233	83,797
Non-Current Assets Held for Sale	82,217	-	-	82,217	82,217	-	-	82,217
Gross financial assets	7,665,953	305,743	115,311	8,087,007	4,822,266	265,277	61,225	5,148,768
Allowance for impairment on financial assets is as follows:								
Allowance for credit losses								
Loans and advances to customers								
- Individuals	6,754	251	17,987	24,992	4,259	1,189	9,647	15,095
- Corporates	49,057	7,448	14,919	71,424	33,767	6,325	10,114	50,206
Loans and advances to banks	2,594	-	-	2,594	2,381	-	-	2,381
	58,405	7,699	32,906	99,010	40,407	7,514	19,761	67,682
Allowance for impairment								
Other assets	322	-	10,882	11,204	322	-	9,911	10,233
FVOCI and amortised cost securities	1,780	-	-	1,780	1,167	-	-	1,167
	2,102	-	10,882	12,984	1,489	-	9,911	11,400
Total impairment allowance on financial assets	60,507	7,699	43,788	111,994	41,896	7,514	29,672	79,082
Net amount	7,605,446	298,044	71,523	7,975,013	4,747,030	257,763	31,553	5,036,346



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

4 Financial Risk Management - Continued

4.2 Credit Quality (continued)

December 31, 2020	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>								
Cash and bank balances:								
- 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
Financial assets at FVTPL:								
- 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
Derivative assets	53,148	-	-	53,148	53,148	-	-	53,148
Loans and advances to banks	79,394	-	-	79,394	67,020	-	-	67,020
Loans and advances to customers								
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	-	-	1,519
Investment securities:								
At Amortised Cost								
- Treasury bills	716,448	-	-	716,448	-	-	-	-
- Bonds	443,708	-	-	443,708	72,276	-	-	72,276
- Promissory notes	-	-	-	-	-	-	-	-
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
Other assets	82,827	-	11,672	94,449	85,694	-	11,120	96,814
Gross financial assets	6,904,841	269,813	140,473	7,315,127	4,531,625	221,851	54,448	4,807,924
Allowance for impairment on financial assets is as follows:								
Allowance for credit losses								
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
	50,560	11,206	51,556	113,322	32,295	7,622	24,367	64,284
Allowance for impairment								
Other assets	322	-	11,350	11,672	322	-	10,798	11,120
Bonds at amortised cost	892	-	-	892	797	-	-	797
	1,214	-	11,350	12,564	1,119	-	10,798	11,917
Total impairment allowance on financial assets	51,774	11,206	62,906	125,886	33,414	7,622	35,165	76,201
Net amount	6,853,067	258,607	77,567	7,189,241	4,498,211	214,229	19,283	4,731,723

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

4 Financial Risk Management - Continued

4.2 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, 2021

In millions of Nigerian Naira

	Very Low risk	Low risk	Acceptable risk	Moderately High risk	Unrated	Gross Amount	Allowance for credit losses	Carrying amount
Cash and bank balances:								
- Current balances with banks	-	420,361	-	-	-	420,361	-	420,361
- Unrestricted balances with Central Banks	204,050	-	-	-	-	204,050	-	204,050
- Money market placements	-	98,426	-	-	-	98,426	-	98,426
- Restricted balances with Central Banks	969,869	-	-	-	-	969,869	-	969,869
Financial assets at FVTPL:								
- Treasury bills	10,383	-	-	-	-	10,383	-	10,383
- Promissory notes	-	-	-	-	-	-	-	-
- Government bonds	2,713	-	-	-	-	2,713	-	2,713
Derivative assets	33,340	-	-	-	-	33,340	-	33,340
Loans and advances to banks	-	79,394	77,097	-	-	156,491	(2,594)	153,897
Loans and advances to customers								
Individuals								
- Overdrafts	-	-	24,112	-	-	24,112	(475)	23,637
- Term loans	-	-	184,614	-	-	184,614	(6,279)	178,335
Corporates								
- Overdrafts	204	593	300,180	-	-	300,978	(3,550)	297,428
- Term loans	51,652	70,457	1,735,299	-	-	1,857,408	(45,506)	1,811,902
- Others	-	-	121	-	-	121	(1)	120
Investment securities:								
At Amortised Cost								
- Treasury bills	1,555,787	-	-	-	-	1,555,787	-	1,555,787
- Bonds	766,634	19,969	1,229	-	-	787,832	(1,780)	786,052
At FVOCI								
- Treasury bills	633,315	-	-	-	-	633,315	-	633,315
- Bonds	221,448	-	-	-	-	221,448	-	221,448
Other assets	-	-	-	-	122,488	122,488	(11,204)	111,284
	4,449,395	689,200	2,322,652	-	122,488	7,583,736	(71,389)	7,512,347



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

4 Financial Risk Management - Continued

4.2 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
Cash and bank balances:								
- 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
Financial assets at FVTPL:								
- Treasury bills	176,172	-	-	-	-	176,172	-	176,172
- Promissory notes	-	-	75	-	-	75	-	75
- Government bonds	38,153	-	-	-	-	38,153	-	38,153
Derivative assets	53,148	-	-	-	-	53,148	-	53,148
Loans and advances to banks	-	79,394	-	-	-	79,394	(1,975)	77,419
Loans and advances to customers								
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
Investment securities:								
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
Other assets	-	-	-	-	87,430	87,430	(11,672)	75,758
	4,093,112	591,756	2,535,760	-	87,430	7,308,058	(125,886)	7,182,172

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

4 Financial Risk Management - Continued

4.2 Credit Quality (continued)

Bank

December 31, 2021

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	-	272,073	-	-	-	272,073	-	272,073
- Unrestricted balances with Central Banks	23,368	-	-	-	-	23,368	-	23,368
- Money market placements	-	147,292	-	-	-	147,292	-	147,292
- Restricted balances with Central Banks	953,176	-	-	-	-	953,176	-	953,176

Financial assets at FVTPL:

- Treasury bills	7,984	-	-	-	-	7,984	-	7,984
- Promissory notes	-	-	-	-	-	-	-	-
- Government bonds	-	-	-	-	-	-	-	-

Derivative assets

	33,340	-	-	-	-	33,340	-	33,340
--	--------	---	---	---	---	--------	---	--------

Loans and advances to banks

	-	122,505	-	-	-	122,505	(2,381)	120,124
--	---	---------	---	---	---	---------	---------	---------

Loans and advances to customers

Individuals								
- Overdrafts	-	-	21,272	-	-	21,272	(430)	20,842
- Term loans	-	-	116,964	-	-	116,964	(3,828)	113,136
Corporates								-
- Overdrafts	204	593	200,328	-	-	201,126	(1,965)	199,161
- Term loans	51,652	70,457	1,135,542	-	-	1,257,651	(31,801)	1,225,850
- Others	-	-	121	-	-	121	(1)	119

Investment securities:

At Amortised Cost								-
- Treasury bills	655,793	-	-	-	-	655,793	-	655,793
- Bonds	130,393	19,969	1,229	-	-	151,591	(1,167)	150,424
At FVOCI								-
- Treasury bills	612,882	-	-	-	-	612,882	-	612,882
- Bonds	89,347	-	-	-	-	89,347	-	89,347

Other assets

	-	-	-	-	73,564	73,564	(10,233)	63,331
--	---	---	---	---	--------	--------	----------	--------

2,558,139	632,889	1,475,456	-	73,564	4,740,049	(51,806)	4,688,242
------------------	----------------	------------------	----------	---------------	------------------	-----------------	------------------



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

4 Financial Risk Management - Continued

4.2 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	-	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

- Loans and advances to customers	-	67,020	-	-	-	67,020	(1,962)	65,058
-----------------------------------	---	--------	---	---	---	--------	---------	--------

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

Restricted balances with central banks

- Other assets	-	-	-	-	85,694	85,694	(11,120)	74,574
----------------	---	---	---	---	--------	--------	----------	--------

2,577,587	389,227	1,744,296	-	85,694	4,796,804	(76,201)	4,720,603
------------------	----------------	------------------	----------	---------------	------------------	-----------------	------------------

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



4 Financial Risk Management - Continued

4.2 Credit Quality (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 31 December 2021, the difference between the Prudential provision and IFRS impairment was N40.637 billion for the Group (December 2020: N45.496 billion) and N41.705 billion for the Bank (December 2020: N45.773 billion). This requires a transfer of N4.859 billion from regulatory credit risk reserve to retained earnings for the Group and N4.068 billion transfer from regulatory credit risk reserve to retained earnings 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. 2021	Dec. 2020	Dec. 2021	Dec. 2020
118,039	128,693	82,515	78,711
158,676	174,189	124,220	124,484
(40,637)	(45,496)	(41,705)	(45,773)
(45,496)	(50,595)	(45,773)	(36,554)
4,859	5,099	4,068	(9,219)



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



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.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

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. 2021	Dec. 2020	Dec. 2021	Dec. 2020
Loans to individuals				
Against Stage 3 loans				
Property	2,674	1,703	1,997	1,703
Others	14,491	26,833	12,123	17,328
	17,165	28,537	14,120	19,031
Against Stage 2 loans				
Property	2,578	2,336	1,404	1,112
Others	7,958	7,724	3,189	2,330
	10,536	10,060	4,593	3,442
Against Stage 1 loans				
Property	2,823	2,654	2,513	2,484
Others	131,050	129,953	51,356	50,893
	133,873	132,607	53,869	53,377
Total for loans to individuals	161,574	171,204	72,582	75,850
Loans to corporates				
Against Stage 3 loans				
Property	55,963	32,408	13,993	16,405
Others	132,173	72,080	15,221	10,327
	188,135	104,488	29,214	26,731
Against Stage 2 loans				
Property	192,889	87,925	93,482	73,232
Others	77,777	158,859	55,402	125,810
	270,666	246,784	148,884	199,042
Against Stage 1 loans				
Property	526,618	434,662	518,368	388,410
Others	1,391,520	1,423,353	936,904	882,817
	1,918,138	1,858,015	1,455,273	1,271,227
Total for loans to corporates	2,376,939	2,209,287	1,633,371	1,497,000
Total for loans and advances to customers	2,538,513	2,380,491	1,705,953	1,572,850

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.

December 31, 2021 <i>In millions of Nigerian Naira</i>	Group		Bank	
	Total Exposure	Value of Collateral	Total Exposure	Value of Collateral
Loans and advances to banks				
Unsecured	153,897	11,106	120,124	9,717
Loans and advances to customers				
Secured against real estate	578,015	693,588	511,726	583,346
Secured against cash	85,113	101,658	31,320	33,138
Secured against other collateral*	1,904,905	1,743,266	1,233,271	1,089,469
Unsecured	112,635	-	71,785	-
	2,680,667	2,538,513	1,848,102	1,705,953

* Other collateral are mainly domiciliation of payments (sales, invoices, salaries, allowances and terminal benefits), lien on shipping documents, corporate guarantees and similar collaterals.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

4 Financial Risk Management - Continued

4.2 Credit risk (continued)

(e) Credit Collateral (continued)

December 31, 2021

In millions of Nigerian Naira

Off-balance sheet exposures

Secured against real estate	720,580	219,776	427,981	211,011
Secured against cash	79,411	67,780	65,711	46,541
Secured against other collateral*	446,026	521,100	296,694	488,959
	1,246,017	808,656	790,386	746,511

December 31, 2020

Loans and advances to banks				
Unsecured	79,394	5,106	67,020	5,106

Loans and advances to customers

Secured against real estate	544,015	561,688	506,726	483,346
Secured against cash	85,963	78,658	29,320	33,008
Secured against other collateral*	1,832,363	1,740,144	1,224,725	1,056,496
Unsecured	92,635	-	51,765	-
	2,554,975	2,380,491	1,812,536	1,572,850

Off-balance sheet exposures

Secured against real estate	339,039	69,992	95,215	69,992
Secured against cash	68,794	62,780	21,794	15,780
Secured against other collateral*	546,026	413,534	336,694	288,959
	953,859	546,306	453,703	374,731

* 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.

(f) Repossessed collateral

The repossessed collateral in the Group's books have been recognized as assets classified as held for sale in line with IFRS 5. These assets were held as collateral against certain loans and have been used in offsetting the affected customers' outstanding obligations.

Details of collaterals realised during the year is as shown below:

Loans and advances to customers

In millions of Nigerian Naira

Property

Group		Bank	
Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020
-	2,755	-	2,755
-	2,755	-	2,755

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



4 Financial Risk Management - Continued

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.

(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 liquid-



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



ity 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:

	Bank Dec. 2021	Bank Dec. 2020
At period end	47.56%	44.30%
Average for the period	44.86%	35.83%
Maximum for the period	51.53%	50.12%
Minimum for the period	37.43%	30.02%

(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.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

4 Financial Risk Management - Continued

4.3 Liquidity risk (continued)

Maturity analysis for financial liabilities

Group

December 31, 2021

In millions of Nigerian Naira

Non-derivative financial liabilities

	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	654,211	657,783	453,973	146,238	57,246	327	
Deposits from customers							
Retail Customers:							
Term deposits	71,291	71,996	51,774	17,637	2,366	220	-
Current deposits	649,573	649,573	649,573				
Savings deposits	1,727,710	1,727,710	1,727,710				
Corporate Customers:							
Term deposits	785,260	793,024	571,324	193,353	25,939	2,404	5
Current deposits	3,135,355	3,135,355	3,135,355				
Other financial liabilities	208,607	208,607	208,607			-	-
Borrowings	455,772	522,894	-	6,597	112,683	47,175	356,438
Total financial liabilities	7,687,779	7,766,943	6,798,316	363,825	198,234	50,126	356,443

Derivative liabilities:

Cross Currency Swap	98	98	98	-	-	-	-
Contingents and loan commitments							
Performance bonds and guarantees	681,489	681,489	519,164	24,079	32,990	37,738	67,516
Letters of credit	319,543	319,543	29,539	110,536	39,148	79,084	61,235
Loan commitments	244,985	244,985	119,909	-	-	-	125,076

Assets used to manage liquidity

Cash and bank balances	1,818,784	1,820,875	644,792	87,762	77,049	41,403	969,869
Financial assets at FVTPL							
Treasury bills	10,383	10,859	2,509	-	-	8,350	-
Promissory notes	-	-	-	-	-	-	-
Bonds	2,713	3,571	3,571	-	-	-	-
Loans and advances to banks	153,897	161,592	97,860	142	-	-	63,590

Loans and advances to customers

Individual							
Term loans	181,408	191,189	36,806	2,790	2,822	12,082	136,690
Overdrafts	37,555	53,409	46,417	253	837	3,602	2,299
Corporates							
Term loans	2,072,966	2,197,586	191,404	190,633	106,414	152,377	1,556,758
Overdrafts	388,617	479,447	203,435	77,346	73,673	88,322	36,670
Others	120	120	1	-	-	-	119
Investment securities							
At FVOCI							
Treasury bills	633,315	667,488	104,953	134,119	243,958	184,458	-
Bonds	221,448	292,862	(7)	4,893	700	7,007	280,269
At amortised cost		-					
Treasury bills	1,555,787	1,557,771	407,913	287,464	862,393	-	-
Bonds	787,832	1,036,926	132,887	3,077	21,204	62,190	817,567
Other assets	122,488	133,692	133,692	-	-	-	-
Derivative assets	33,340	33,340	7,774	10,470	15,097	-	-
Non - Current Assets Held for Sale	82,217	82,217	-	-	-	82,217	-
Total financial assets	8,102,871	8,722,943	2,014,008	798,950	1,404,147	642,007	3,863,832
Gap	(831,023)	(290,115)	(5,452,784)	300,510	1,133,774	475,058	3,253,326



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

4 Financial Risk Management - Continued

4.3 Liquidity risk (continued)

Maturity analysis for financial liabilities

Bank

December 31, 2021

In millions of Nigerian Naira

Non-derivative liabilities

	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	483,110	485,748	343,131	102,330	40,058	229	
Deposits from customers							
Retail Customers:							
Term deposits	18,808	18,994	13,659	4,653	624	58	
Current deposits	329,747	329,747	329,747				
Savings deposits	1,396,905	1,396,905	1,396,905				
Corporate Customers:							
Term deposits	433,054	437,336	317,016	104,935	14,077	1,305	3
Current deposits	1,825,792	1,825,792	1,825,792				
Other financial liabilities	123,241	123,241	89,786	33,455		-	-
Borrowings	455,772	522,895	-	6,597	112,683	47,175	356,438
Total financial liabilities	5,066,429	5,140,658	4,316,037	251,972	167,441	48,767	356,441

Derivative liabilities

Cross Currency Swap	98	98	-		98	-	-
Contingents and loan commitments							
Performance bonds and guarantees	355,178	355,587	203,089	32,005	24,069	49,341	47,082
Letters of credit	310,131	310,488	174,911	53,355	10,004	17,114	55,103
Loan commitments	125,077	125,221	27,888	-	-	-	97,332

Assets used to manage liquidity

Cash and bank balances	1,446,906	1,448,570	354,190	61,328	39,650	28,062	965,340
Financial assets at FVTPL							
Treasury bills	7,984	8,350	-			8,350	
Loans and advances to banks	120,124	144,149	67,638	21,508	29,743	449	24,810
Loans and advances to customers							
Individual :							
Term loans	113,385	140,597	35,708	2,623	2,361	10,119	89,787
Overdrafts	36,658	44,393	40,172	88	3	2,703	1,428
Corporates :							
Term loans	1,459,156	1,610,258	169,495	141,393	71,468	134,218	1,093,684
Overdrafts	238,782	312,478	132,546	62,161	47,576	44,371	25,825
Others	119	119	-	-	-	-	119
Investment securities							
At FVOCI							
Treasury bills	612,882	645,952	101,568	129,792	236,086	178,506	-
Bonds	89,347	118,160	(5,715)	2,046	293	2,930	118,606
At amortised cost							
Treasury bills	655,793	656,629	145,106	127,881	383,642		-
Bonds	151,591	199,521	25,191	593	4,089	11,992	157,655
Other assets	73,564	83,797	83,797	-	-	-	-
Derivative asset	33,340	33,340	7,773	10,470	15,097		-
Non - Current Assets Held for Sale	82,217	82,217	-	-	-	82,217	-
Total financial assets	5,121,848	5,528,530	1,157,469	559,882	830,008	503,917	2,477,255
Gap	(735,065)	(403,520)	(3,564,222)	222,551	628,395	388,695	1,921,062

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

4 Financial Risk Management - Continued

4.3 Liquidity risk (continued)

Maturity analysis for financial liabilities (Continued)

December 31, 2020

Group

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	-	-	-	-	-	-	-
Total financial liabilities	6,935,685	7,410,200	5,863,701	633,989	186,352	263,577	462,582

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	95,030	95,030	-	-	-	-	95,030

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	38,153	38,153	38,153	-	-	-	-
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	82,827	94,499	91,397	-	-	-	3,102
Derivative assets	53,148	53,148	13,727	17,406	17,374	4,641	-
Total financial assets	7,311,273	7,784,389	2,093,123	1,426,055	466,429	914,860	2,883,921
Gap	(578,779)	(580,178)	(3,944,583)	424,447	207,938	534,460	2,197,557



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

4 Financial Risk Management - Continued

4.3 Liquidity risk (continued)

Maturity analysis for financial liabilities (Continued)

December 31, 2020

Bank

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	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
Total financial liabilities	4,722,694	4,840,650	3,831,468	310,343	109,758	132,050	457,031

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	85,694	96,814	76,812	-	-	-	-
Derivative assets	53,148	53,148	13,727	17,406	17,374	4,641	-
Total financial assets	4,803,416	5,208,480	1,198,068	997,142	308,686	544,990	2,139,594
Gap	(373,489)	(86,382)	(2,704,504)	601,436	164,854	366,484	1,485,348

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

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



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



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.

(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

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



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.

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.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



(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.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

4 Financial Risk Management - Continued

4.4 Market risk - continued

Interest rate risk (continued)

December 31, 2021

Group

In millions of Nigerian Naira

	Carrying amount	Re-pricing period					Non-interest bearing
		< 1 month	1-3 months	3-6 months	6-12 months	More than 1 year	
Cash and bank balances	1,818,784	64,671	25,717	719	7,319	-	1,720,358
Financial assets at FVTPL							
Treasury bills	10,383	-	-	-	10,383	-	-
Bonds	2,713	-	-	-	-	2,713	-
Loans and advances to banks	153,897	90,135	18,030	24,878	381.76	20,472	-
Loans and advances to customers:							
Individual							
Term loans	181,408	27,302	8,612	4,587	15,603	125,304	-
Overdrafts	37,555	37,555	-	-	-	-	-
Corporates							
Term loans	2,072,966	390,808	155,488	80,099	158,773	1,287,797	-
Overdrafts	388,617	388,617	-	-	-	-	-
Others	120	120	-	-	-	-	-
Investment securities:							
At FVOCI:							
Treasury bills	633,315	102,506	111,419	234,768	184,623	-	-
Bonds	221,448	(3,175)	8,647	5,984	23,197	186,795	-
Equity	139,028	-	-	-	-	-	139,028
At amortised cost:							
Treasury bills	1,555,787	188,466	284,750	582,069	500,502	-	-
Bonds	787,832	99,906	22,977	22,327	61,392	581,229	-
Derivative assets	33,340	-	-	-	-	-	33,340
Other assets	122,488	-	-	-	-	-	122,488
Non-Current Assets Held for Sale	82,217	-	-	-	-	-	82,217
	8,241,899	1,386,911	635,641	955,431	962,173	2,204,312	2,097,431
Derivative liability	98	-	-	-	-	-	98
Deposits from banks	654,211	250,481	119,422	39,372	229	-	244,707
Deposits from customers	6,369,189	2,252,504	140,870	39,986	59,651	91,250	3,784,929
Other liabilities	208,607	16,760	-	-	-	-	191,847
Borrowings	455,772	11,534	32,151	166,818	-	245,270	-
	7,687,877	2,531,279	292,443	246,176	59,880	336,520	4,221,581
Gaps	554,023	(1,144,368)	343,198	709,255	902,293	1,867,792	(2,124,150)



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

4 Financial Risk Management - Continued

4.4 Market risk - continued

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 note	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	82,827	-	-	-	-	-	82,827
	7,439,070	840,874	419,517	962,278	1,663,999	1,540,844	2,011,558
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	-
	6,936,193	2,398,709	814,091	142,477	212,572	290,515	3,077,829
Gaps	502,877	(1,557,835)	(394,574)	819,801	1,451,427	1,250,329	(1,066,271)

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

4 Financial Risk Management - Continued

4.4 Market risk - continued

Interest rate risk - continued

December 31, 2021

Bank	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	1,446,906	19,520	60,725	39,260	27,786	-	1,299,614
Financial assets at FVTPL							
Treasury bills	7,984	-	-	-	7,984	-	-
Promissory notes	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-
Loans and advances to banks	120,124	56,362	18,030	24,878	382	20,472	-
Loans and advances to customers:							
Individual							
Term loans	113,385	62,727	1,976	1,118	8,251	39,313	-
Overdrafts	36,658	36,658	-	-	-	-	-
Corporates							
Term loans	1,459,156	203,005	128,161	65,817	128,495	933,679	-
Overdrafts	238,782	238,782	-	-	-	-	-
Others	119	119	-	-	-	-	-
Investment securities:							
At FVOCI:							
Treasury bills	612,882	101,412	109,996	230,272	171,203	-	-
Bonds	89,347	(4,670)	-	-	-	94,017	-
Equity	138,020	-	-	-	-	-	138,020
At amortised cost:							
Treasury bills	655,793	145,116	127,776	382,900	-	-	-
Bonds	151,591	18,413	91	6,489	-	126,598	-
Promissory notes	-	-	-	-	-	-	-
Derivative assets	33,340	-	-	-	-	-	33,340
Other assets	73,564	-	-	-	-	-	73,564
Non-Current Assets Held for Sale	82,217	-	-	-	-	-	82,217
	5,259,868	877,445	446,755	750,735	344,101	1,214,078	1,626,755
Derivative liability	98	-	-	-	-	-	98
Deposits from banks	483,110	99,772	100,801	39,372	-	229	242,937
Deposits from customers	4,004,306	1,706,651	108,141	14,355	1,311	3	2,173,846
Other liabilities	123,241	-	-	-	-	-	123,241
Borrowings	455,772	11,534	32,151	166,818	-	245,270	-
	5,066,527	1,817,956	241,092	220,545	1,311	245,501	2,540,122
Gaps	109,876	(936,068)	205,663	530,189	342,817	968,577	(1,001,303)



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

4 Financial Risk Management - Continued

4.4 Market risk - continued

Interest rate risk - continued

December 31, 2020

Bank

In millions of Nigerian Naira

Financial assets at FVTPL

	Carrying amount	Re-pricing period					Non-interest bearing
		< 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
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	85,694	-	-	-	-	-	85,694

4,930,276 568,581 255,918 398,322 1,031,963 1,024,205 1,651,287

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
Borrowings	688,280	-	64,345	127,983	211,689	284,263	-

4,723,202 1,257,946 459,513 138,402 212,323 284,390 2,370,628

Gaps 207,074 (689,365) (203,595) 259,920 819,640 739,815 (730,461)

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

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.

Borrowings	Group		Bank	
	31 Dec. 2021	31 Dec. 2020	31 Dec. 2021	31 Dec. 2020
<i>In millions of Nigerian Naira</i>				
- Sumitomo Mitsui Banking Corporation (note 37.9)	-	44,056	-	44,056
- European Investment Bank (EIB) (note 38.4)	17,670	20,811	17,670	20,811
- Africa Trade Finance Limited	-	32,004	-	32,004
- Eurobond debt security (note 38.5)	206,746	199,256	206,746	199,256
- African Development Bank (note 38.3)	32,151	40,422	32,151	40,422
- Abu Dhabi Commercial Bank (ADCB)(note 38.10)	21,641	8,015	21,641	8,015
- Proparco (note 38.7)	36,091	34,048	36,091	34,048
- Agence Francaise de Development (AFD) (note 38.6)	8,453	7,971	8,453	7,971
- CitiBank	-	20,241	-	20,241
- African Export-Import Bank	-	119,566	-	119,566
- Mashreqbank psc	-	16,192	-	16,192
- Rand Merchant Bank	-	40,438	-	40,438
- ABSA Bank Limited	-	30,264	-	30,264
- Others	-	6,075	-	-
	322,750	619,359	322,750	613,284
Impact on profit or loss:				
Favourable change @ 0.5% increase in rates	(1,614)	(3,127)	(1,614)	(3,066)
Unfavourable change @ 0.5% reduction in rates	1,614	3,127	1,614	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.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

4 Financial Risk Management - Continued

4.4 Market risk - continued

Interest rate risk - continued

In millions of Nigerian Naira

Treasury bills

Government bonds

Impact on profit or loss:

Favourable change @ 2% increase in prices

Unfavourable change @ 2% reduction in prices

Derivative assets

Impact on profit or loss:

Favourable change @ 2% increase in rates

Unfavourable change @ 2% reduction in rates

Derivative liabilities

Impact on income statement:

Favourable change @ 2% increase in rates

Unfavourable change @ 2% reduction in rates

	Group		Bank	
	Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020
Treasury bills	10,383	176,172	7,984	168,035
Government bonds	2,713	38,153	-	2,948
	13,096	214,325	7,984	170,983
Impact on profit or loss:				
Favourable change @ 2% increase in prices	(262)	(4,287)	(160)	(3,420)
Unfavourable change @ 2% reduction in prices	262	4,287	160	3,420
Derivative assets	33,340	53,148	33,340	53,148
Impact on profit or loss:				
Favourable change @ 2% increase in rates	(667)	(1,063)	(667)	(1,063)
Unfavourable change @ 2% reduction in rates	667	1,063	667	1,063
Derivative liabilities	98	508	98	508
Impact on income statement:				
Favourable change @ 2% increase in rates	2	10	2	10
Unfavourable change @ 2% reduction in rates	(2)	(10)	(2)	(10)

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

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. 2021	Dec. 2020	Dec. 2021	Dec. 2020
Treasury bills	633,315	1,142,908	612,882	1,101,232
Government bonds	221,448	150,822	89,347	5,592
Total	854,763	1,293,730	702,229	1,106,824
Impact on other comprehensive income statement:				
Favourable change @ 2% increase in prices	17,095	25,875	14,045	22,136
Unfavourable change @ 2% reduction in prices	(17,095)	(25,875)	(14,045)	(22,136)

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



4 Financial Risk Management - Continued

4.4 Market risk - continued

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. 2021	Dec. 2020	Dec. 2021	Dec. 2020
134,027	123,756	133,019	122,819
134,027	123,756	133,019	122,819
6,701	6,212	6,651	12,025
(6,701)	(5,597)	(6,651)	(9,871)

(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.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

4 Financial Risk Management - Continued

4.4 Market risk - continued

(d) Exchange rate exposure limits

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, 2021

	Naira	US Dollar	Euro	Pound	Others	Total
Cash and bank balances	1,004,215	317,073	100,756	9,738	387,001	1,818,784
Financial assets at FVTPL	7,984	-	-	-	5,112	13,096
Derivative assets	33,315	5	20	-	-	33,340
Loans and advances to banks	14,017	119,879	9,748	444	9,810	153,897
Loans and advances to customers	1,198,791	903,476	44,900	681	532,818	2,680,667
Investment securities	1,581,449	128,520	1,180	-	1,624,481	3,335,630
Other assets	20,757	43,220	268	264	69,183	133,692
Non-Current Assets Held for Sale	-	82,217	-	-	-	82,217
Total financial assets	3,860,528	1,594,390	156,872	11,127	2,628,406	8,251,323
Derivative liability	-	-	-	-	98	98
Deposits from banks	-	475,827	57,031	155	121,199	654,211
Deposits from customers	3,192,210	1,089,133	81,378	12,081	1,994,387	6,369,189
Other liabilities	69,332	99,001	14,630	546	25,097	208,607
Borrowings	62,040	393,732	-	-	-	455,772
Total financial liabilities	3,323,583	2,057,693	153,039	12,782	2,140,781	7,687,877
Swap and forward contracts	(506,500)	588,566	(56,968)	(1,529)	-	23,568
Net FCY Exposure		125,263	(53,135)	(3,184)		
Effect of naira depreciation by 10% on profit before tax		12,526	(5,314)	(318)	-	6,894
Effect of naira appreciation by 10% on profit before tax		(12,526)	5,314	318	-	(6,894)

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

4 Financial Risk Management - Continued

4.4 Market risk - continued

(d) Exchange rate exposure limits - continued

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	7,542	94,499
Total financial assets	3,909,536	1,185,541	120,202	11,303	2,223,269	7,449,850
Derivative liability	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
Total financial liabilities	3,756,772	1,288,601	69,436	12,340	1,809,043	6,936,193
Swap and forward contracts	(500,413)	500,413	-	-	-	-
Net FCY Exposure		397,353	50,766	(1,037)		
Effect of naira depreciation by 10% on profit before tax		39,735	5,077	(104)	-	44,708
Effect of naira appreciation by 10% on profit before tax		(39,735)	(5,077)	104	-	(44,708)

Bank

In millions of Nigerian Naira

December 31, 2021

	Naira	US Dollar	Euro	Pound	Others	Total
Cash and bank balances	1,004,215	374,620	53,778	5,983	8,310	1,446,906
Financial assets at FVTPL	7,984	-	-	-	-	7,984
Derivative assets	33,315	5	20	-	-	33,340
Loans and advances to banks	14,017	106,107	-	-	-	120,124
Loans and advances to customers	1,198,791	614,069	35,020	222	-	1,848,102
Investment securities	1,581,449	65,017	-	-	-	1,646,466
Other assets	20,757	35,911	246	33	4	56,951
Non-Current Assets Held for Sale	-	82,217	-	-	-	82,217
Total financial assets	3,860,528	1,277,946	89,064	6,239	8,314	5,242,090
Derivative liability	-	1	95	2	-	98
Deposits from banks	-	468,342	14,679	89	-	483,110
Deposits from customers	3,192,210	760,864	40,556	10,676	-	4,004,306
Other liabilities	69,332	33,162	14,161	544	6,042	123,241
Borrowings	62,040	393,732	-	-	-	455,772
Total financial liabilities	3,323,583	1,656,102	69,490	11,311	6,042	5,066,527
Swap and forward contracts	(506,500)	588,566	(56,968)	(1,529)	-	23,568
Net FCY Exposure		210,410	(37,394)	(6,601)	2,272	
Effect of naira depreciation by 15% on profit before tax		31,561	(5,609)	(990)	341	25,303
Effect of naira appreciation by 15% on profit before tax		(31,561)	5,609	990	(341)	(25,303)



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

4 Financial Risk Management - Continued

4.4 Market risk - continued

(d) Exchange rate exposure limits

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 held for trading	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
Total financial assets	3,680,133	1,107,866	141,941	7,125	3,535	4,940,599
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
Total financial liabilities	3,282,739	1,381,512	47,819	9,124	2,007	4,723,202
Swap and forward contracts	(500,413)	500,413	-	-	-	-
Net FCY Exposure		226,767	94,122	(1,999)	1,528	
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)

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



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.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



5 CAPITAL (CONTINUED)

5.2 REGULATORY CAPITAL (CONTINUED)

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.

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.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

5 CAPITAL

(f) Capital management

Regulatory capital - continued

In millions of Nigeria naira

Tier 1 capital

Ordinary share capital

Share premium

Retained earnings

Other reserves

Gross Tier 1 capital

Less:

Deferred tax on accumulated losses

Intangible assets

Tier 1 Capital After Regulatory Deduction

Investment in subsidiaries

Eligible Tier 1 Capital

Risk management report (continued)

Tier 2 capital

Fair value reserve for securities measured at FVOCI

Subordinated liabilities

Less: limit of tier 2 to tier 1 capital

Qualifying Tier 2 Capital Before Deductions

Less: Investment in subsidiaries

Net Tier 2 Capital

Qualifying capital

Net Tier I regulatory capital

Net Tier II regulatory capital

Total qualifying capital

Composition of risk-weighted assets:

Risk-weighted amount for credit risk

Risk-weighted amount for operational risk

Risk-weighted amount for market risk

Total Basel II Risk-weighted assets

Basel II Capital ratios

Risk Weighted Capital Adequacy Ratio

Group		Bank	
Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020
17,100	17,100	17,100	17,100
98,715	98,715	98,715	98,715
335,843	251,642	124,536	95,480
133,110	115,379	112,322	97,451
584,768	482,836	352,673	308,746
2,852	7,522	1,773	7,816
30,450	28,900	18,063	16,237
551,466	446,414	332,837	284,693
-	-	(51,638)	(51,638)
551,466	446,414	281,199	233,055
106,517	122,807	107,223	123,421
-	-	-	-
-	(28,523)	-	(28,523)
106,517	94,284	107,223	94,898
-	-	(51,638)	(51,638)
106,517	94,284	55,585	43,260
551,466	446,414	281,199	233,055
106,517	94,284	55,585	43,260
657,983	540,698	336,784	276,315
1,957,050	1,685,209	1,111,074	991,245
665,037	732,958	409,173	396,319
20,710	16,160	23,091	15,390
2,642,796	2,434,326	1,543,338	1,402,955
24.9%	22.2%	21.8%	19.7%

CAPITAL ADEQUACY - BASEL III

The Central Bank of Nigeria (CBN), in September 2021, published in-country Basel III Implementation Guidelines, to run concurrently with Basel II Guidelines, for initial period of six months, commencing at the end of November 2021 and might be extended for another three months, subject to achieved milestones, based on supervisory expectations. Thereafter, will become fully effective and replace the Basel II Guidelines.

The Basel III Guidelines set minimum capital requirements of 10.5percent as Common Equity Tier I (CET1) capital ratio, 11.25per cent as Tier I capital ratio, 15per cent as Total Capital Adequacy Ratio, additional 1per cent each as Capital Conversation Buffer (CCB1) and Higher Loss Absorbency (HLA). The HLA is to be met fully with CET1 capital, while CCB1 to be met with Total Eligible Capital, implying 12.5percent minimum CET1 and 17percent minimum Total Capital Adequacy Ratio, for banks designated as Domestic Systemically Important Bank (DSIB) and with international authorization. UBA has international authorization and designated as Domestic Systemically Important Bank (DSIB).

Also, the Guidelines contemplate a Countercyclical Capital Buffer (CCB2) ranging from 0 – 2.5 per cent, which shall be determined by the CBN from time to time, taking into cognizance prevailing economic and industry circumstances. CCB2 is to be met with CET1 capital. CBN shall announce the required CCB2 twelve months in advance (or at a shorter notice if there is imminent crisis) to allow banks to take measures to build capital buffers to the required level.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



5 CAPITAL (CONTINUED)

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.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



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



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



6 FAIR VALUE MEASUREMENT (CONTINUED)

6.1 Valuation models (Continued)

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.

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;

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

6 FAIR VALUE MEASUREMENT

6.2 Valuation framework

- 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.

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 2021

In millions of Nigerian Naira

Assets

Financial assets at FVTPL

	Note	Level 1	Level 2	Level 3	Total
Government bonds	23	-	2,713	-	2,713
Promissory notes		-	-	-	-
Treasury bills		-	10,383	-	10,383

Derivative assets measured at fair value through profit and loss:	33(a)	-	33,340	-	33,340
---	-------	---	--------	---	--------

Investment securities at FVOCI

Treasury bills	26	-	633,315	-	633,315
Bonds		-	221,448	-	221,448
Equity investments		5,001	-	134,027	139,028

Total assets

Liabilities

Financial liabilities at fair value through profit or loss

Derivative liability	33(b)	-	98	-	98
----------------------	-------	---	----	---	----



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

6 FAIR VALUE MEASUREMENT - CONTINUED

6.3 Financial instruments measured at fair value

Bank:

December 31, 2021

In millions of Nigerian Naira

Assets

Financial assets at FVTPL

Note	Level 1	Level 2	Level 3	Total
23				
Government bonds	-	-	-	-
Promissory notes	-	-	-	-
Treasury bills	-	7,984	-	7,984

Derivative assets measured at fair value through profit and loss:	33(a)	-	33,340	-	33,340
---	-------	---	--------	---	--------

Investment securities at FVOCI

Note	Level 1	Level 2	Level 3	Total
26				
Treasury bills	-	612,882	-	612,882
Bonds	-	89,347	-	89,347
Equity investments	5,001	-	133,019	138,020
	5,001	743,553	133,019	881,573

Liabilities

Financial liabilities at fair value through profit or loss

Derivative liability	33(b)	-	98	-	98
----------------------	-------	---	----	---	----

Group:

December 31, 2020

In millions of Nigerian Naira

Assets

Financial assets at FVTPL

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

Derivative liability	33(b)	-	508	-	508
----------------------	-------	---	-----	---	-----

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

6 FAIR VALUE MEASUREMENT - CONTINUED

6.3 Financial instruments measured at fair value

Bank:

December 31, 2020

In millions of Nigerian Naira

Assets

Financial assets at FVTPL

	Note	Level 1	Level 2	Level 3	Total
Government bonds	23	-	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
Treasury bills	26	-	1,101,232	-	1,101,232
Bonds		-	5,592	-	5,592
Equity investments		4,041	-	122,819	126,860

4,041 1,331,030 122,819 1,457,890

Liabilities

Financial liabilities

Derivative liability 33(b) - 508 - 508

The following table presents the changes in level 3 instruments during the year. Level 3 instruments are all unquoted equities.

In millions of Nigerian Naira

	Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020
Balance, beginning of year	123,756	108,408	122,819	107,818
Addition during the year	71	347	-	-
Gain recognised in other comprehensive income (under fair value gain on FVOCI)	8,314	10,875	8,314	10,875
Translation differences	1,886	4,126	1,886	4,126
Balance, end of year	134,027	123,756	133,019	122,819

- (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. There were no transfers from level 2 to level 3 in 2021.
- (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 31 December 2021 in measuring financial instruments categorised as Level 3 in the fair value hierarchy:



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

6 FAIR VALUE MEASUREMENT - CONTINUED

6.3 Financial instruments measured at fair value

Type of financial instrument	"Fair value as at 31 December 2021 N'million"	"Fair value as at 31 December 2020 N'million"	Valuation technique	Unobservable input	Range of estimates for unobservable inputs (31 December 2021)	Range of estimates for unobservable inputs (31 December 2020)	Relationship of unobservable inputs to fair value
Unquoted equity securities	121,453	122,718	Income Approach (Dividend discount model)	Cost of equity	13.0% - 26.0%	12.7% - 17.5%	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	2.7% - 5.2%	1.7%-2.4%	Significant increases in terminal growth rate, in isolation, would result in higher fair values. Significant reduction would result in lower fair values

(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:

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

6 FAIR VALUE MEASUREMENT - CONTINUED

6.3 Financial instruments measured at fair value

In millions of Nigerian Naira

Key Assumption

	Effect on other comprehensive income (OCI)			
	Dec. 2021		Dec. 2020	
	5% Increase	5% Decrease	5% Increase	5% Decrease
Cost of Equity	(6,290)	6,976	(5,710)	6,325
Terminal Growth Rate	207	(207)	113	(113)

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.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

6 FAIR VALUE MEASUREMENT - CONTINUED

Group	Level 1	Level 2	Level 3	Total fair value	Carrying amount
<i>In millions of Nigerian Naira</i>					
December 31, 2021					
Assets					
Cash and bank balances	-	-	1,818,784	1,818,784	1,818,784
Loans and advances to banks	-	-	155,638	155,638	153,897
Loans and advances to customers					
-Individual					
Term loans	-	-	186,449	186,449	181,408
Overdrafts	-	-	41,874	41,874	37,555
-Corporate					
Term loans	-	-	2,092,739	2,092,738	2,072,966
Overdrafts	-	-	399,962	399,962	388,617
Others		-	121	121	120
Investment Securities - Amortised cost					
Treasury bills	-	1,548,008	-	1,548,008	1,555,787
Bonds	-	789,408	-	789,408	787,832
Other assets	-		122,488	122,488	122,488
Liabilities					
Deposits from banks	-		654,211	654,211	654,211
Deposits from customers	-	-	6,369,189	6,369,189	6,369,189
Other liabilities	-	-	208,607	208,607	208,607
Borrowings	-	-	522,894	522,894	455,772
December 31, 2020					
Assets					
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	-		82,827	82,827	82,827
Liabilities					
Deposits from banks	-		418,157	418,157	418,157
Deposits from customers	-	-	5,697,797	5,697,797	5,676,011
Other liabilities	-	-	147,162	147,162	147,162
Borrowings	-	-	727,824	727,824	694,355

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

6 FAIR VALUE MEASUREMENT - CONTINUED

6.4 Financial instruments not measured at fair value

Bank	Level 1	Level 2	Level 3	Total fair value	Carrying amount
<i>In millions of Nigerian Naira</i>					
December 31, 2021					
Assets					
Cash and bank balances	-	-	1,436,822	1,436,822	1,446,906
Loans and advances to banks	-	-	121,483	121,483	120,124
Loans and advances to customers	-	-	-	-	-
-Individual	-	-	-	-	-
Term loans	-	-	116,536	116,536	113,385
Overdrafts	-	-	40,873	40,873	36,658
-Corporate	-	-	-	-	-
Term loans	-	-	1,473,073	1,473,073	1,459,156
Overdrafts	-	-	245,753	245,753	238,782
Others	-	-	120	120	119
Investment Securities - Amortised cost	-	-	-	-	-
Treasury bills	-	-	-	-	655,793
Bonds	-	151,591	-	151,591	151,591
Other assets	-	-	73,564	73,564	73,564
Liabilities					
Deposits from banks	-	-	483,110	483,110	483,110
Deposits from customers	-	-	4,004,306	4,004,306	4,004,306
Other liabilities	-	123,241	-	123,241	123,241
Borrowings	-	-	522,895	522,895	455,772

December 31, 2020

Assets					
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	-	-	85,694	85,694	85,694
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



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



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.

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.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

7 OFFSETTING OF FINANCIAL INSTRUMENTS - CONTINUED

Group

31 December 2021

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
348,398	(297,596)	50,802
416,022	(297,596)	118,426

Group

31 December 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
201,823	(169,526)	32,297
255,269	(169,526)	85,743

Bank

31 December 2021

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
277,387	(264,474)	12,913
320,469	(264,474)	55,995

Bank

31 December 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

- (a) Standard terms of electronic banking and similar payment transactions allow for net settlement of payments in the normal course of business.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



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.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

8 CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS (CONTINUED)

(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	(465)	463	(24,859)	29,480
Derivative liabilities	-	-	1,967	5

(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.

In millions of Nigerian Naira	December 31, 2021		December 31, 2020	
	Probability of Default -PD	Loss Given Default-LGD	Probability of Default -PD	Loss Given Default-LGD
Increase/decrease				
1% increase	577	647	128	148
1% decrease	(577)	(647)	(125)	(148)



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



8 CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS (CONTINUED)

(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.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



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) and UBA Pensions Custodian 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's operations have been classified into 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.

Unallocated Segment – This comprises assets that are held solely for the purpose of disposal. They are not utilized for the Group's day to day operations.

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.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

9 OPERATING SEGMENTS (CONTINUED)

(a) Geographical segments

(i) December 31, 2021

In millions of Nigerian Naira

Total revenue¹

	Nigeria	Rest of Africa	Rest of the World	Eliminations	Total
Total revenue¹	372,779	275,497	23,912	(13,897)	658,291
Interest expenses	(100,657)	(56,504)	(4,690)	4,300	(157,551)
Fee and commission expense	(40,410)	(17,335)	-	(1)	(57,746)
Impairment loss recognised in income statement	(9,069)	(2,587)	(1,206)	(0)	(12,863)
Operating expenses	(165,366)	(104,191)	(9,429)	0	(278,986)
Share of gains in equity-accounted investee	-	1,928	-	-	1,928
Profit before tax	57,277	96,807	8,587	(9,597)	153,073
Income tax expenses	(4,300)	(30,096)	-	-	(34,395)

Profit for the year

52,977 66,711 8,587 (9,597) 118,678

31 December 2021

Loans and advances	1,851,342	881,963	252,083	(150,824)	2,834,564
Deposits from customers and banks	4,220,848	2,761,409	472,536	(431,392)	7,023,400
Total segment assets ²	5,305,657	3,312,971	501,645	(578,955)	8,541,318
Total segment liabilities	4,806,854	2,910,598	476,014	(456,954)	7,736,511

¹ Includes:

Recognised at a point in time	81,136	74,436	1,751	(13)	157,310
Recognised over time	776	562	-	-	1,338
Total revenue within the scope of IFRS 15	81,912	74,998	1,751	(13)	158,648

² Includes:

Investments in associate and accounted for by using the equity method	-	8,944	-	-	8,944
---	---	-------	---	---	-------

Expenditure for reportable segment:

Depreciation	12,052	5,909	455	-	18,417
Amortisation	3,390	627	267	-	4,283

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

9 OPERATING SEGMENTS - CONTINUED

(a) Geographical segments - continued

December 31, 2020

In millions of Nigerian Naira

		*Restated			*Restated
	Nigeria	Rest of Africa	Rest of the World	Eliminations	Total
Total revenue¹	372,223	227,452	19,750	(3,653)	615,772
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	70,520	7,259	(3,716)	127,257
Income tax expenses	(2,366)	(15,848)	-	119	(18,095)
Profit for the year	50,828	54,672	7,259	(3,597)	109,162
31 December 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 ²	5,240,176	2,649,717	244,824	(441,340)	7,693,377
Total segment liabilities	4,765,739	2,316,525	219,457	(327,890)	6,973,831
¹ Includes:					
Recognised at a point in time	57,302	66,220	2,055	-	125,577
Recognised over time	829	537	-	-	1,366
Total revenue within the scope of IFRS 15	58,131	66,757	2,055	-	126,943
² Includes:					
Investments in associate and accounted for by using the equity method	-	4,504	-	-	4,504
Expenditure for reportable segment:					
Depreciation	10,573	4,006	391	-	14,970
Amortisation	2,665	172	135	-	2,972



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

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, 2021

In millions of Nigerian Naira

Revenue:

Derived revenue from external customers

	Corporate	Retail and commercial	Treasury and financial markets	Unallocated Segment	Total
Interest expenses	(69,935)	(25,573)	(62,042)	-	(157,551)
Fee and commission expense	(654)	(50,067)	(7,025)	-	(57,746)
Impairment loss recognised in income statement	(8,042)	(3,392)	(1,429)	-	(12,863)
Operating expenses	(114,351)	(93,702)	(48,234)	-	(256,286)
Depreciation and amortisation	(10,076)	(8,373)	(4,250)	-	(22,700)
Share of profit of equity-accounted investee		1,928			1,928
Profit before income tax	89,738	30,269	33,066	--	153,073
Taxation	(20,164)	(6,801)	(7,430)		(34,395)
Profit for the period	69,575	23,467	25,636		118,678

December 31, 2021

Loans and advances	1,707,174	931,260	196,130	-	2,834,564
Deposits from customers and banks	1,624,869	4,254,092	1,144,439	-	7,023,400
Total segment assets	3,607,181	2,774,632	2,063,597	95,909	8,541,318
Total segment liabilities	1,773,238	4,267,154	1,600,211	95,909	7,736,511

December 31, 2020

*Restated

In millions of Nigerian Naira

Revenue:

Derived revenue from external customers

	Corporate	Retail and commercial	Treasury and financial markets	Unallocated Segment	Total
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)	(104,608)	(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	70,900	30,330	26,027	-	127,257
Taxation	(8,581)	(4,704)	(4,810)	-	(18,095)
Profit for the period	62,319	25,626	21,217	-	109,162

31 December 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	1,684,846	891,639	-	7,693,377
Total segment liabilities	1,841,374	4,020,691	1,111,766	-	6,973,831

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

10 INTEREST INCOME

In millions of Nigerian Naira

Interest income on amortised cost and FVOCI securities

Cash and bank balances
Interest income on loans and advances to banks
Interest on loans to customers

- To individuals

Term loans

Overdrafts

- To corporates

Term loans

Overdrafts

Others

Investment securities

- Treasury bills

- Bonds

Interest income on financial assets at FVTPL

- Promissory notes

- Bonds

Total interest income

Group		Bank	
Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020
12,721	12,089	12,641	4,542
20,727	9,521	1,822	594
17,409	15,223	9,550	7,177
6,354	6,565	3,838	4,003
173,588	166,541	142,932	136,699
47,874	35,650	37,939	27,536
6,662	1,063	256	1,024
129,130	134,863	68,671	79,401
59,444	41,140	10,704	8,942
473,909	422,655	288,353	269,918
-		-	4,718
353		211	339
474,262	427,862	288,564	274,975

1. 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 N4.522 billion for the Group (Bank: N4.237 billion) for the year ended 31 December 2021.

11 INTEREST EXPENSE

Interest expense

In millions of Nigerian Naira

Deposits from banks

Deposits from customers

Borrowings

Subordinated liabilities

Lease liabilities

Group		Bank	
Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020
20,301	16,240	6,016	4,666
104,039	103,628	62,838	69,814
32,543	45,506	32,543	39,435
-	2,505	-	2,505
668	516	252	328
157,551	168,395	101,649	116,748

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. 2021	Dec. 2020	Dec. 2021	Dec. 2021
9,901	19,366	5,111	8,250
645	49	427	61
4,653	6,152	3,896	5,966
(5,348)	(3,124)	(385)	(131)
9,851	22,443	9,049	14,146
784	385	371	336
3,520	1,598	1,216	1,301
(1,292)	2,583	(887)	6,081
3,012	4,566	700	7,718

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))



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

13 FEES AND COMMISSION INCOME

In millions of Nigerian Naira

Credit-related fees and commissions ^[1]
Commission on turnover
Account maintenance fee
Electronic banking income
Funds transfer fee
Trade transactions income ^[2]
Remittance fee
Commissions on transactional services
Pension funds custody fees

Group		Bank	
Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020
20,858	14,737	9,474	7,279
4,262	2,113	-	-
11,442	8,461	11,442	8,461
64,595	44,248	38,144	24,988
13,121	10,730	77	199
19,502	19,123	10,482	7,687
6,927	9,232	3,713	4,492
11,758	12,793	3,304	5,696
6,183	5,506	-	-
158,648	126,943	76,636	58,802

[1] Credit related fees and commission income excludes amount included in determining effective interest rates on financial assets carried at amortized cost. Credit related fees are taken over the life of the related facility, whilst transaction related fees are earned when the service is rendered.

[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. 2021	Dec. 2020	Dec. 2021	Dec. 2020
47,913	35,303	36,504	24,968
9,194	8,599	3,872	3,639
639	433	34	53
57,746	44,335	40,410	28,660

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. 2021	Dec. 2020	Dec. 2021	Dec. 2020
18,357	19,648	16,778	17,224
19,457	23,664	6,068	12,027
(2,031)	6,174	(3,101)	5,654
(19,398)	5,361	(19,398)	5,361
16,385	54,847	347	40,266

(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)
Other Income
Rental income
Gain on disposal of property and equipment

Group		Bank	
Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020
3,352	2,943	12,660	6,410
3,364	2,857	1,007	705
288	320	287	318
1,992	-	1,992	-
8,996	6,120	15,946	7,433

(i) 'i) Dividend income of N12.66 billion for the Bank includes a sum of N9.593 billion (December 2020: N3.678 billion) being total dividend received from the Bank's subsidiaries. This amount has been eliminated in arriving at the Group's dividend of N3.234 billion income from other equity investments .

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

17 EMPLOYEE BENEFIT EXPENSES

In millions of Nigerian Naira

Wages and salaries (note 43)

Defined contribution plans

Termination Benefits

Group		Bank	
Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020
86,544	84,483	41,937	45,853
3,761	3,062	1,371	1,325
2,939	-	2,677	-
93,244	87,545	45,985	47,178

Included in the employee benefit expenses is the sum of N281.87 million, which represents the amount set aside as Industrial Training Fund (ITF) contribution for FY2021 (2020:N279.85 million)

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. 2021	Dec. 2020	Dec. 2021	Dec. 2020
14,913	14,970	10,606	10,755
3,504	2,063	1,673	1,647
4,283	2,972	3,482	2,634
22,700	20,005	15,761	15,036

19 OTHER OPERATING EXPENSES

In millions of Nigerian Naira

Fuel, repairs and maintenance

Banking sector resolution cost ¹

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. 2021	Dec. 2020	Dec. 2021	Dec. 2020
29,321	33,998	14,472	14,398
27,978	22,417	27,978	22,417
19,756	14,689	14,421	12,217
15,906	11,488	13,491	10,423
13,877	10,109	1,990	1,688
8,747	8,509	6,804	5,119
8,016	6,752	5,498	5,563
8,133	6,632	7,675	6,027
7,046	4,607	4,016	2,756
5,181	4,936	4,196	4,130
1,405	5,104	1,384	3,944
7,107	5,588	2,805	1,581
2,481	1,921	908	927
4,194	2,882	230	747
1,088	773	320	300
1,768	709	450	293
513	719	377	636
453	232	333	232
72	64	72	64
-	168	-	168
163,042	142,297	107,420	93,630

1. Banking sector resolution cost represents AMCON levy, which is applicable on total balance sheet size of the Bank. The current applicable rate based on AMCON Act of 2015 is 0.5% of total assets plus total off balance sheet asset.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

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

(c) Current income tax payable

Balance, beginning of period

Tax paid

Income tax charge

Balance, end of period

	Group		Bank	
	Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020
	34,497	15,506	1,850	1,449
	(102)	2,589	-	-
	34,395	18,095	1,850	1,449
	9,982	9,164	1,478	722
	(23,064)	(14,688)	(577)	(693)
	34,497	15,506	1,850	1,449
	21,415	9,982	2,751	1,478

(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

NASENI Levy

Minimum tax/excess dividend tax adjustment

Tax relating to net change in fair value during the period

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. 2021	Dec. 2020	Dec. 2021	Dec. 2020
	30%	30%	30%	30%
	153,073	131,860	60,519	58,360
	45,922	39,558	18,156	17,508
	599	578	599	578
	3	3	3	3
	92	-	92	-
	152	-	152	-
	1,002	870	1,002	870
	-	-	-	-
	5,177	-	-	-
	(271,621)	(36,895)	(39,528)	(31,269)
	253,069	13,605	21,374	7,145
	-	376	-	6,614
	34,395	18,095	1,850	1,449
	22%	14%	3%	2%

i. Companies Income Tax

The tax law is similar in most of the countries the Bank operates. The Companies Income Tax Act (CITA) in Nigeria requires companies having more than N100 Million Naira turnover to pay income tax at the rate of 30% of their taxable profits. Where the company do not have a taxable profit or where the income tax on the taxable profit is lower than the prescribed minimum tax, the minimum tax shall apply. Minimum tax in Nigeria is assessed at the rate of 0.5% of the turnover.

Due to unutilized tax losses and unclaimed capital allowance, UBA Plc has no taxable profit in 2021 financial year and, as a result, was assessed to minimum tax for the year under review

ii. Education Tax

Education tax is applicable to UBA Plc only and its imposed on Nigerian companies by the Tertiary Education Trust Fund Act. The rate applicable to the financial statement is 2% of the assessable profit. The rate have been increased to 2.5% effective from 1 January 2022.

iii. Information Technology Levy

UBA Plc is also required to pay 1% of its profit before tax (PBT) as the National Information Technology Development (NITD) levy. The levy is payable by specified companies in Nigeria with annual turnover of at least 100 million Naira.

iv. Nigerian Police Trust Fund Levy

The Nigeria Police Trust Fund levy was introduced by the Nigeria Police Fund Trust Establishment Act 2019 and is charged at the rate of 0.005% of the net profit of companies operating in Nigeria.

v. National Agency for Science and Engineering Infrastructure (NASENI) Levy

The NASENI levy is imposed on Nigerian companies by the National Agency for Science and Engineering Infrastructure Act. The rate of the levy is 0.25% of the profit before tax for specific companies having more than 100million Naira turnover.

“



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

21 EARNINGS PER SHARE

The calculation of basic earnings per share as at 31 December 2021 was based on the profit attributable to ordinary shareholders of the Parent of N115.883 billion (Bank: N58.669 billion) and the weighted average number of ordinary shares outstanding of 34.199 billion (Bank: 34.199 billion). The Bank had no dilutive instruments as at period end (December 2020 : nil). Hence the basic and diluted earnings per share are equal.

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. 2021	Dec. 2020	Dec. 2021	Dec. 2020
115,883	105,909	58,669	56,911
34,199	34,199	34,199	34,199
3.39	3.10	1.72	1.66

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)

Current

(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)

Total

Group		Bank	
Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020
126,078	121,140	50,997	70,896
420,361	291,225	272,073	176,665
204,050	231,533	23,368	65,930
98,426	126,832	147,292	51,237
969,869	1,103,888	953,176	1,072,094
1,818,784	1,874,618	1,446,906	1,436,822
1,818,784	1,874,618	1,446,906	1,436,822
915,151	1,049,170	898,458	1,017,376
54,718	54,718	54,718	54,718
969,869	1,103,888	953,176	1,072,094

(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 channelled 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. 2021	Dec. 2020	Dec. 2021	Dec. 2020
546,439	412,365	323,070	247,561
204,050	231,533	23,368	65,930
35,421	75,595	46,733	44,837
-	75,101	-	75,101
785,910	794,594	393,171	433,429

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

23 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

<i>In millions of Nigerian Naira</i>	Group		Bank	
	Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020
Government bonds	2,713	38,153	-	2,948
Promissory notes	-	75	-	75
Treasury bills (less than 90 days maturity) (note (i) below)	-	75,101	-	75,101
Treasury bills (above 90 days maturity)	10,383	101,071	7,984	92,934
	13,096	214,400	7,984	171,058
Current	13,096	214,400	7,984	171,058

- (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

<i>In millions of Nigerian Naira</i>	Group		Bank	
	Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020
Gross amount	156,491	79,394	122,505	67,020
Less: Allowance for credit losses				
Stage 1 loans	(2,594)	(1,975)	(2,381)	(1,962)
	153,897	77,419	120,124	65,058
Current	153,897	77,419	120,124	65,058
Non-current	-	-	-	-
	153,897	77,419	120,124	65,058

- (a) Allowance for credit losses on loans and advances to banks

December 31, 2021

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	1,975	-	-	1,975
Charge for the year	645	-	-	645
Exchange difference	(26)	-	-	(26)
Balance, end of year	2,594	-	-	2,594

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	1,962	-	-	1,962
Charge for the year	427	-	-	427
Exchange difference	(8)	-	-	(8)
Balance, end of year	2,381	-	-	2,381



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

24 LOANS AND ADVANCES TO BANKS (CONTINUED)

December 31, 2020

Group

Allowance for credit loss

In millions of Nigerian Naira

Balance, beginning of year
Charge for the year
Exchange difference
Balance, end of year

Stage 1 - 12-month ECL	Stage 2 - Lifetime ECL	Stage 3 - Lifetime ECL	Total
1,912	-	-	1,912
49	-	-	49
14	-	-	14
1,975	-	-	1,975

Bank

Allowance for credit loss

In millions of Nigerian Naira

Balance, beginning of year
Charge for the year
Exchange difference
Balance, end of year

Stage 1 - 12-month ECL	Stage 2 - Life- time ECL	Stage 3 - Life- time ECL	Total
1,962	-	-	1,962
61	-	-	61
(61)	-	-	(61)
1,962	-	-	1,962

25 LOANS AND ADVANCES TO CUSTOMERS

In millions of Nigerian Naira

Gross amount
Allowance for credit losses

Current
Non-current

Group		Bank	
Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020
2,777,083	2,666,322	1,913,403	1,874,858
(96,416)	(111,347)	(65,301)	(62,322)
2,680,667	2,554,975	1,848,102	1,812,536
948,131	1,607,445	708,909	1,055,852
1,732,536	947,530	1,139,193	756,684
2,680,667	2,554,975	1,848,102	1,812,536

(a) **December 31, 2021**

Loans and advances to customers

In millions of Nigerian Naira

Gross amount
Allowance 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

Loans and advances to individuals

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. 2021	Dec. 2020	Dec. 2021	Dec. 2020
2,777,083	2,666,322	1,913,403	1,874,858
(55,811)	(48,585)	(38,026)	(32,521)
(7,699)	(11,680)	(7,514)	(7,868)
(32,906)	(51,082)	(19,761)	(21,933)
(96,416)	(111,347)	(65,301)	(62,322)
2,680,667	2,554,975	1,848,102	1,812,536
243,956	200,392	165,139	79,480
(6,754)	(4,762)	(4,259)	(3,335)
(251)	(413)	(1,189)	(589)
(17,987)	(14,144)	(9,647)	(9,960)
(24,992)	(19,319)	(15,095)	(13,884)
218,964	181,073	150,044	65,596

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

Loans and advances to corporate entities and other organizations

Loans and advances to customers

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. 2021	Dec. 2020	Dec. 2021	Dec. 2020
2,533,127	2,465,930	1,748,264	1,795,378
(49,057)	(43,823)	(33,767)	(29,186)
(7,448)	(11,267)	(6,325)	(7,279)
(14,919)	(36,938)	(10,114)	(11,973)
(71,424)	(92,028)	(50,206)	(48,438)
2,461,703	2,373,902	1,698,058	1,746,940

(b) December 31, 2021

Group

Loans and advances to individuals

Overdrafts

Term loans

Gross amount	Stage 1 - 12-month ECL	Stage 2 - Lifetime ECL	Stage 3 - Lifetime ECL	Total allowances	Carrying amount
53,523	(475)	(76)	(15,416)	(15,967)	37,555
190,433	(6,279)	(175)	(2,571)	(9,025)	181,408
243,956	(6,754)	(251)	(17,987)	(24,992)	218,964

Loans and advances to corporate entities and other organizations

Overdrafts

Term loans

Others

406,447	(3,550)	(1,077)	(13,203)	(17,830)	388,617
2,126,559	(45,505)	(6,371)	(1,716)	(53,593)	2,072,967
121	(1)	-	-	(1)	120
2,533,127	(49,057)	(7,448)	(14,919)	(71,424)	2,461,703

Bank

Loans and advances to individuals

Overdrafts

Term loans

44,768	(430)	(10)	(7,669)	(8,110)	36,658
120,371	(3,828)	(1,179)	(1,978)	(6,986)	113,385
165,139	(4,259)	(1,189)	(9,647)	(15,095)	150,043

Loans and advances to corporate entities and other organizations

Overdrafts

Term loans

Others

244,749	(1,965)	(124)	(3,877)	(5,966)	238,782
1,503,395	(31,801)	(6,201)	(6,237)	(44,239)	1,459,156
121	(1)	-	-	(1)	119
1,748,264	(33,767)	(6,325)	(10,114)	(50,206)	1,698,057

December 31, 2020

Group

Loans and advances to individuals

Overdrafts

Term loans

Gross amount	Stage 1 - 12-month ECL	Stage 2 - Life-time ECL	Stage 3 - Life-time ECL	Total allowances	Carrying amount
33,209	(100)	(99)	(13,120)	(13,319)	19,890
167,184	(4,662)	(314)	(1,024)	(6,000)	161,184
200,392	(4,762)	(413)	(14,144)	(19,319)	181,074

Loans and advances to corporate entities and other organizations

Overdrafts

Term loans

Others

600,759	(7,886)	(2,692)	(31,421)	(41,999)	558,760
1,863,651	(35,907)	(8,575)	(5,518)	(49,999)	1,813,652
1,519	(30)	-	-	(30)	1,489
2,465,930	(43,823)	(11,267)	(36,938)	(92,028)	2,373,901

Bank

Loans and advances to individuals

Overdrafts

Term loans

19,723	(60)	(8)	(9,405)	(9,473)	10,250
59,757	(3,275)	(581)	(555)	(4,411)	55,346
79,480	(3,335)	(589)	(9,960)	(13,884)	65,596

Loans and advances to corporate entities and other organizations

Overdrafts

Term loans

Others

383,028	(3,378)	(141)	(11,864)	(15,383)	367,645
1,410,831	(25,780)	(7,138)	(109)	(33,027)	1,377,804
1,519	(28)	-	-	(28)	1,491
1,795,378	(29,186)	(7,279)	(11,973)	(48,438)	1,746,940



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

25 LOANS AND ADVANCES TO CUSTOMERS (CONTINUED)

(c) Allowance for credit losses on loans and advances to customers

December 31, 2021

(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	48,585	11,680	51,081	111,345
Impairment charge/(write back) in the year	4,290	(4,591)	10,201	9,900
Write offs	-	-	(27,543)	(27,543)
Transfer between stages	2,230	88	(2,318)	-
Exchange difference	705	523	1,485	2,714
Balance, end of year	55,811	7,700	32,905	96,416

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	4,762	413	14,142	19,317
Impairment charge/(write back) in the year	1,987	(648)	3,577	4,916
Write offs	-	-	(877)	(877)
Transfer between stages	(103)	427	(324)	-
Exchange difference	108	60	1,469	1,637
Balance, end of year	6,754	251	17,987	24,993

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	43,823	11,267	36,938	92,028
Impairment charge/(write back) in the period	2,303	(3,943)	6,624	4,984
Write offs	-	-	(26,666)	(26,666)
Transfer between stages	2,333	(339)	(1,994)	-
Exchange difference	598	463	16	1,077
Balance, end of year	49,057	7,448	14,918	71,423

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

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	32,521	7,868	21,933	62,322
Impairment charge/(write back) in the year	2,946	(505)	2,670	5,111
Write offs	-	-	(2,226)	(2,226)
Transfer between stages	2,465	151	(2,616)	-
Exchange difference	94	-	-	94
Balance, end of year	38,026	7,514	19,761	65,301

Loans and advances to individuals Allowance for credit losses

In millions of Nigerian Naira

	Stage 1 - 12-month ECL	Stage 2 - Life- time ECL	Stage 3 - Lifetime ECL	Total
Balance, beginning of year	3,335	589	9,960	13,884
Impairment charge/(write back) in the year	944	122	940	2,006
Write offs	-	-	(877)	(877)
Transfer between stages	(102)	478	(376)	-
Exchange difference	82	-	-	82
Balance, end of year	4,259	1,189	9,647	15,095

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	29,186	7,279	11,973	48,438
Impairment charge/(write back) in the year	2,002	(627)	1,730	3,105
Write offs	-	-	(1,349)	(1,349)
Transfer between stages	2,567	(327)	(2,240)	-
Exchange difference	12	-	-	12
Balance, end of year	33,767	6,325	10,114	50,206



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

25 LOANS AND ADVANCES TO CUSTOMERS (CONTINUED)

(c) Allowance for credit losses on loans and advances to customers

December 31, 2020

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	33,643	16,200	36,293	86,136
Impairment charge in the year	10,292	(5,767)	14,842	19,366
Write offs	-	-	-	-
Transfer between stages	2,375	151	(2,526)	-
Exchange difference	2,275	1,096	2,472	5,843
Balance, end of year	48,585	11,680	51,081	111,345

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	(969)	5,457	7,687
Write offs	-	-	-	-
Transfer between stages	(80)	467	(387)	-
Exchange difference	108	60	594	762
Balance, end of year	4,762	413	14,142	19,319

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 year	7,092	(4,798)	9,384	11,679
Write offs	-	-	-	-
Transfer between stages	2,455	(316)	(2,139)	-
Exchange difference	2,168	1,036	1,878	5,081
Balance, end of year	43,823	11,267	36,938	92,028

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

25 LOANS AND ADVANCES TO CUSTOMERS (CONTINUED)

(c) Allowance for credit losses on loans and advances to customers

December 31, 2020

(iv) 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 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	32,521	7,868	21,933	62,322

Loans and advances to individuals Allowance for credit losses

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	3,335	589	9,960	13,884

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)	23,717	8,222	14,808	46,747
Impairment charge 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	29,186	7,279	11,973	48,438



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

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 FVOCI 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 2021	Dec 2020	Dec 2021	Dec 2020
633,315	1,142,908	612,882	1,101,232
221,448	150,822	89,347	5,592
139,028	127,797	138,020	126,860
993,791	1,421,527	840,249	1,233,684
1,555,787	716,448	655,793	-
787,832	443,708	151,591	72,276
2,343,619	1,160,156	807,384	72,276
(1,780)	(892)	(1,167)	(797)
2,341,839	1,159,264	806,217	71,479
3,335,630	2,580,791	1,646,466	1,305,163
892	496	797	461
784	385	371	336
104	11	(1)	-
1,780	892	1,167	797

(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)
Treasury bills (at FVOCI)
Bonds (at amortised cost)
Total Pledged assets

Group		Bank	
Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020
-	121,459	-	121,459
177,029	155,435	177,029	155,435
17,891	35,378	17,891	35,378
194,920	312,272	194,920	312,272
107,849	102,014	107,849	102,014
12,574	9,728	12,574	9,728
6,337	6,061	6,337	6,061
4,900	4,041	4,900	4,041
2,429	2,330	2,429	2,330
2,261	1,733	2,261	1,733
1,206	641	1,206	641
361	210	361	210
101	101	101	101
1,008	937	-	-
139,028	127,797	138,020	126,860

(ii) Unquoted equity securities at FVOCI are analysed below:

Africa Finance Corporation
SMEIS investment
Unified Payment Services Limited
Central Securities Clearing System limited
Nigeria Interbank Settlement System Plc.
African Export-Import Bank
FMDQ OTC Plc
Credit Reference Company
NG Clearing Limited
Others¹

¹ 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.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

27 OTHER ASSETS

In millions of Nigerian Naira

Financial assets

Electronic payments receivables	50,802	32,297
Accounts receivable	80,718	60,942
Intercompany receivables	-	-
Dividends receivable	703	347
Pension custody fees receivable	1,469	913
Allowance for impairment on accounts receivable (a)	(11,204)	(11,672)
Subscription for Investment in African Subsidiaries (d)	-	-

Non-financial assets

Prepayments	15,739	14,218
Reposessed collaterals (c)	-	2,755
Recoverable taxes	7,903	5,898
Stock of consumables	3,024	5,131

(a) Movement in impairment for other assets

At start of year	11,672	11,672
(Reversal) / Charge for the year (Note 12)	(1,292)	2,583
Exchange difference	824	(2,583)

(b) Current

Non-current

Group		Bank	
Dec 2021	Dec 2020	Dec 2021	Dec 2020
50,802	32,297	12,913	17,084
80,718	60,942	14,383	55,432
-	-	19,237	16,718
703	347	10,418	7,580
1,469	913	-	-
(11,204)	(11,672)	(10,233)	(11,120)
-	-	26,846	-
122,488	82,827	73,564	85,694
15,739	14,218	9,093	4,026
-	2,755	-	2,755
7,903	5,898	3,193	1,364
3,024	5,131	2,799	2,685
26,666	28,002	15,085	10,830
149,154	110,829	88,649	96,524
11,672	11,672	11,120	5,039
(1,292)	2,583	(887)	6,081
824	(2,583)	-	-
11,204	11,672	10,233	11,120
143,881	110,159	85,717	93,778
5,273	5,273	2,932	2,746
149,154	110,829	88,649	96,524

(c) Reposessed collateral have been recognized as Non-Current assets held for sale in Note 34

(d) Subscription for investment balance relates to deposits paid for additional investment made in few of our African Subsidiaries awaiting Central Bank's approval

(e) The electronic payment receivables balance is presented on net basis in line with IAS 32. Details are provided in note 7 of this financial statement.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



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

In millions of Nigerian Naira

Balance, beginning of the year	
Share of current period's result	
Share of foreign currency translation differences	
Balance, end of the year	

Group		Bank	
Dec 2021	Dec 2020	Dec 2021	Dec 2020
4,504	4,143	2,715	2,715
1,928	1,071	-	-
2,512	(710)	-	-
8,945	4,504	2,715	2,715

(i) Reconciliation of summarised financial information

Reconciliation of the summarised financial information presented, to the carrying amount of the interest in associates is shown below :

In millions of Nigerian Naira

Opening net assets	
Profit for the year	
Foreign currency translation differences	

Closing net assets

Group's interest in associate (49%)	
Notional goodwill	
Carrying amount	

Dec 2021	Dec 2020
4,837	4,103
3,936	2,186
5,125	(1,452)
13,897	4,837
6,810	2,370
2,135	2,134
8,945	4,504

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

28 INVESTMENT IN EQUITY-ACCOUNTED INVESTEE (CONTINUED)

(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.

(c) Summarised financial information for associate

In millions of Nigerian Naira

(i) Summarised Statement of Financial Position

Assets

Cash and cash equivalents

36,823

18,555

Other current assets

59,834

33,021

Non-current assets

2,771

3,267

Total assets

99,428

54,843

Financial liabilities

67,754

46,535

Other current liabilities

17,777

3,470

Total liabilities

85,531

50,006

Net assets

13,897

4,837

(ii) Summarised statement of comprehensive income

Operating income

15,027

5,950

Operating expense

(7,753)

(3,764)

Net impairment (loss)/reversal on financial assets

(996)

0

Profit for the year

6,278

2,186

Total comprehensive income

6,278

2,186

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.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



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 2021	Bank Dec 2020
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
Non-Bank Subsidiaries:							
UBA Pensions Custodian Limited (see (iii) below)	2004	100%	0%	Nigeria	Pension custody	2,000	2,000
						103,275	103,275

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.

- (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.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

29 INVESTMENT IN SUBSIDIARIES (CONTINUED)

(a) Holding in subsidiaries (Continued)

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 N28.55 billion (2020: N29.08 billion) is attributed to the following non-fully owned subsidiaries:

	Dec 2021	Dec 2020
UBA Ghana Limited	7,200	6,298
UBA Burkina Faso	9,672	9,487
UBA Benin	3,203	2,923
UBA Uganda Limited	981	1,684
UBA Kenya Bank Limited	732	1,234
UBA Senegal (SA)	4,167	3,727
UBA Mozambique (SA)	370	279
UBA Chad (SA)	1,523	1,536
UBA Tanzania Limited	785	726
	28,633	27,895

- (ii) Set out below is summarised financial information for each subsidiary that has non-controlling interests as at 31 December 2021. The amounts disclosed for each subsidiary are before inter-company eliminations.

	UBA Ghana Limited		UBA Burkina Faso		UBA Benin	
	Dec 2021	Dec 2020	Dec 2021	Dec 2020	Dec 2021	Dec 2020
<i>In millions of Nigerian Naira</i>						
Summarised statement of financial position						
Cash and bank balances	71,476	66,099	37,569	36,969	52,037	38,656
Other financial assets	293,364	202,623	351,529	315,280	246,819	206,296
Non-financial assets	4,651	4,754	10,370	3,960	3,449	2,841
Total assets	369,491	273,476	399,468	356,209	302,306	247,793
Financial liabilities	285,067	198,714	367,771	326,355	273,837	222,301
Non-financial liabilities	6,417	6,525	5,023	3,690	4,917	3,999
Total liabilities	291,484	205,239	372,794	330,045	278,754	226,300
Net assets	78,007	68,237	26,674	26,164	23,552	21,493



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



29 INVESTMENT IN SUBSIDIARIES - CONTINUED

Summarised financial information of subsidiaries with non-controlling interest (continued)

Summarized statement of comprehensive income	Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020
Operating Revenue	44,903	43,667	23,502	19,095	19,372	15,086
Profit for the year	9,972	10,425	4,675	3,834	4,557	3,018
Other comprehensive income	39	58	-	-	-	-
Total comprehensive income	10,011	10,483	4,675	3,834	4,557	3,018
Total comprehensive income allocated to non-controlling interest	920	962	1,695	1,389	620	410
Summarized cash flows						
Cash flows (used in)/ from operating activities	76,625	24,701	38,225	66,978	47,664	90,439
Cash flows(used in)/ from financing activities	(203)	5,626	(4,165)	5,872	(2,498)	9,469
Cash flows (used in)/ from investing activities	(71,046)	(20,982)	(33,459)	(60,563)	(31,784)	(69,979)
Net (decrease)/increase in cash and cash equivalents	5,377	9,345	600	12,287	13,381	29,929

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

29 INVESTMENT IN SUBSIDIARIES - CONTINUED

Summarised financial information of subsidiaries with non-controlling interest (continued)

	UBA Uganda Limited		UBA Kenya Bank Limited		UBA Senegal (SA)	
	Dec 2021	*Restated Dec 2020	Dec 2021	*Restated Dec 2020	Dec 2021	Dec 2020
<i>In millions of Nigerian Naira</i>						
Summarised statement of financial position						
Cash and bank balances	35,000	26,195	27,211	14,694	40,842	4,455
Other financial assets	28,506	21,434	21,809	48,706	219,140	191,176
Non-financial assets	3,707	4,498	6,128	3,600	13,070	1,022
Total assets	67,213	52,127	55,149	67,000	273,053	196,653
Financial liabilities	55,152	43,996	46,653	58,310	231,936	130,869
Non-financial liabilities	8,884	2,673	4,644	2,192	10,283	38,207
Total liabilities	64,036	46,669	51,297	60,502	242,219	169,076
Net assets	3,177	5,458	3,852	6,498	30,834	27,577
Summarized statement of comprehensive income						
	Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020
Operating Revenue	4,736	4,902	2,177	5,194	16,773	14,762
Profit/(loss) for the year	(1,956)	(592)	(4,585)	(1,576)	6,892	5,100
Other comprehensive income	-	-	-	-	-	-
Total comprehensive income	(1,956)	(592)	(4,585)	(1,576)	6,892	5,100
Total comprehensive income allocated to non-controlling interest	(604)	(183)	(871)	(299)	931	689
Summarized cash flows						
Cash flows (used in)/ from operating activities	14,694	28,639	(15,373)	45,527	44,285	41,611
Cash flows(used in)/ from financing activities	(325)	1,760	1,939	1,210	(3,635)	9,920
Cash flows (used in)/ from investing activities	(5,564)	(11,625)	25,952	(32,369)	(4,263)	(74,191)
Net increase/(decrease) in cash and cash equivalents	8,805	18,774	12,517	14,368	36,387	(22,660)



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

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 2021	Dec 2020	Dec 2021	Dec 2020	Dec 2021	Dec 2020
Summarised statement of financial position						
Cash and bank balances	23,836	18,418	14,812	9,443	9,985	14,519
Other financial assets	22,644	4,096	122,569	105,897	17,859	14,492
Non-financial assets	972	236	2,387	1,436	4,235	342
Total assets	47,453	22,750	139,768	116,776	32,080	29,353
Financial liabilities	32,909	15,968	108,191	92,225	25,878	23,929
Non-financial liabilities	5,932	301	17,727	10,589	1,817	1,372
Total liabilities	38,841	16,269	125,918	102,814	27,695	25,301
Net assets	8,612	6,481	13,850	13,962	4,386	4,052
Summarized statement of comprehensive income						
Operating Revenue	4,411	1,724	11,420	8,831	3,842	3,766
(Loss)/Profit for the year	660	(343)	230	1,769	281	578
Other comprehensive income	-	-	-	-	-	-
Total comprehensive income	660	(343)	230	1,769	281	578
Total comprehensive income allocated to non-controlling interest	28	(15)	25	195	50	103
Summarized cash flows						
Cash flows (used in)/ from operating activities	14,436	5,201	22,460	55,617	(2,929)	6,822
Cash flows(used in)/ from financing activities	1,471	(1,140)	(342)	2,402	53	(61)
Cash flows (used in)/ from investing activities	(10,488)	10,408	(16,749)	(62,102)	(1,657)	797
Net increase/(decrease) in cash and cash equivalents	5,418	14,469	5,369	(4,083)	(4,534)	7,558

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

30 PROPERTY AND EQUIPMENT

In millions of Nigerian Naira

Property and equipment

Right-of-use assets

Carrying amount

Group		Bank	
Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020
156,881	141,286	131,775	117,632
21,236	11,905	9,806	5,803
178,117	153,191	141,581	123,435

(a) Property and equipment As at December 31, 2021

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
Cost										
Balance at 1 January 2021	34,677	39,307	13,921	8,564	15,943	13,281	55,877	58,474	23,553	263,597
Additions	101	569	963	-	543	1,069	2,153	2,735	27,233	35,366
Reclassifications	376	906	3,733	24,192	104	196	1,149	1,433	(32,088)	-
Disposals	-	(53)	(11)	(8,565)	(286)	(197)	(124)	(443)	(425)	(10,103)
Transfers	-	-	-	-	-	-	-	-	(15)	(15)
Write-off	(6)	(59)	(19)	0	(119)	(16)	(6)	(115)	(6)	(347)
Exchange difference (note i)	478	1,955	5,013	0	543	6,305	2,868	(3,569)	(197)	13,396
Balance at 31 December 2021	35,625	42,624	23,600	24,192	16,728	20,637	61,917	58,515	18,055	301,894

Accumulated depreciation

Balance at 1 January 2021	-	15,467	8,575	2,778	12,100	10,651	34,135	38,607	-	122,313
Charge for the period	-	1,086	994	408	728	1,372	5,932	4,393	-	14,913
Reclassifications	-	1	(1)	-	-	(0)	0	(0)	-	-
Disposals	-	-	(31)	(2,892)	(262)	(246)	(167)	(405)	-	(4,002)
Write-off	-	(17)	(15)	0	(19)	(11)	(4)	(50)	-	(116)
Exchange difference (note i)	-	2,597	3,286	(295)	894	4,462	1,980	(1,021)	-	11,905
Balance at 31 December 2021	-	19,134	12,808	-	13,441	16,228	41,877	41,524	-	145,013

Carrying amounts

Balance at 31 December 2021	35,625	23,490	10,792	24,192	3,287	4,409	20,040	16,991	18,055	156,881
Balance at 31 December 2020	34,677	23,840	5,346	5,786	3,843	2,630	21,742	19,867	23,553	141,286

(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 2020: nil)



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

30 PROPERTY AND EQUIPMENT (CONTINUED)

(a) Property and equipment (Continued) 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
Cost										
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	-	490	799	-	369	303	414	74	110	2,558
Balance at 31 December 2020	34,677	39,307	13,921	8,564	15,943	13,281	55,877	58,474	23,553	263,597
Accumulated depreciation										
Balance at 1 January 2020	-	15,035	7,773	2,334	12,066	9,543	31,311	32,662	-	110,724
Charge for the year	-	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)
Transfers	-	-	-	-	-	-	-	-	-	-
Write-off	-	(2)	(4)	-	(199)	(298)	(194)	(129)	-	(826)
Exchange difference	-	127	44	35	16	21	160	289	-	693
Balance at 31 December 2020	-	15,467	8,575	2,778	12,100	10,651	34,135	38,607	-	122,311
Carrying amounts										
Balance at 31 December 2020	34,677	23,840	5,346	5,786	3,843	2,630	21,742	19,867	23,553	141,286
Balance at 31 December 2019	34,365	22,361	7,823	6,230	2,893	3,645	12,433	16,673	15,867	122,290

(b) Right-of-use assets December 31, 2021

Group

<i>In millions of Nigerian Naira</i>	Land	Buildings	Total
Right-of-use assets			
Balance - 1 January 2021	503	15,348	15,851
New lease contracts	337	12,498	12,835
Balance - 31 December 2021	840	27,846	28,686
Accumulated depreciation			
Balance - 1 January 2021	44	3,902	3,946
Depreciation charge for the year	100	3,404	3,504
Balance - 31 December 2021	144	7,306	7,450
Carrying amounts			
Balance at 31 December 2021	696	20,540	21,236
Balance at 31 December 2020	459	11,446	11,905

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

30 PROPERTY AND EQUIPMENT (CONTINUED)

(b) Right-of-use assets (Continued) December 31, 2020

Group

<i>In millions of Nigerian Naira</i>	Land	Buildings	Total
Right-of-use assets			
Balance - 1 January 2020	166	7,926	8,092
New lease contracts	337	7,422	7,759
Balance - 31 December 2020	503	15,348	15,851
Accumulated depreciation			
Balance - 1 January 2020	23	1,860	1,883
Depreciation charge for the year	21	2,042	2,063
Balance - 31 December 2020	44	3,902	3,946
Carrying amounts			
Balance at 31 December 2020	459	11,446	11,905
Balance at 31 December 2019	143	6,066	6,209

(c) As at December 31, 2021 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
Cost										
Balance at 1 January 2021	33,645	27,833	4,864	8,564	11,273	8,500	49,485	47,328	16,814	208,306
Additions	101	45	60	-	244	408	1,387	2,302	26,041	30,589
Reclassifications	376	906	89	24,192	22	138	1,027	1,176	(27,926)	-
Disposals	-	-	(1)	(8,565)	(120)	(15)	(79)	(382)	(204)	(9,366)
Transfers	-	-	-	-	-	-	-	-	-	-
Write-off	(6)	(59)	(17)	0	(119)	(14)	(5)	(115)	-	(335)
Exchange difference (note i)	-	-	23	-	3	12	69	3	290	402
Balance at 31 December 2021	34,116	28,725	5,018	24,192	11,304	9,030	51,884	50,313	15,015	229,596
Accumulated depreciation										
Balance at 1 January 2021	-	9,942	1,867	2,483	8,537	6,730	28,862	32,253	-	90,674
Charge for the year	-	440	143	408	350	557	5,000	3,708	-	10,606
Reclassifications	-	1	(1)	-	-	-	0	(0)	-	-
Disposals	-	-	(1)	(2,892)	(109)	(14)	(78)	(343)	-	(3,437)
Transfers	-	-	-	-	-	-	-	-	-	-
Write-off	-	(17)	(15)	0	(19)	(11)	(4)	(50)	-	(116)
Exchange difference (note i)	-	-	22	-	3	12	53	3	-	94
Balance at 31 December 2021	-	10,366	2,015	-	8,762	7,273	33,834	35,571	-	97,821
Carrying amounts										
Balance at 31 December 2021	34,116	18,359	3,003	24,192	2,542	1,757	18,050	14,742	15,015	131,775
Balance at 31 December 2020	33,645	17,891	2,997	6,081	2,736	1,770	20,623	15,075	16,814	117,632

(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 2020: nil)



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

30 PROPERTY AND EQUIPMENT (CONTINUED)

(d) 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
Cost										
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	9,098	26,588
Reclassifications	101	904	338	-	1,376	470	(1,345)	3,011	(4,855)	-
Disposals	-	(5)	(0)	-	(990)	(91)	(223)	(460)	(38)	(1,807)
Transfers	-	-	-	-	-	-	-	-	-	-
Write-off	(3)	(8)	(6)	-	(200)	(306)	(208)	(130)	-	(862)
Exchange difference	-	-	35	-	29	18	60	35	208	385
Balance at 31 December 2020	33,645	27,833	4,864	8,564	11,273	8,500	49,485	47,328	16,814	208,305
Accumulated depreciation										
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	-	-	15	-	30	17	46	36	-	144
Balance at 31 December 2020	-	9,942	1,867	2,483	8,537	6,730	28,862	32,253	-	90,673
Carrying amounts										
Balance at 31 December 2020	33,645	17,891	2,997	6,081	2,736	1,770	20,623	15,075	16,814	117,632
Balance at 31 December 2019	33,347	17,327	2,738	6,489	1,652	1,894	10,755	15,405	12,402	102,009

Exchange differences arise from the translation of the property and equipment of the UBA New York branch.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

30 PROPERTY AND EQUIPMENT (CONTINUED)

(e) Right-of-use assets (Continued) December 31, 2021

Bank

In millions of Nigerian Naira

	Land	Buildings	Total
Right-of-use assets			
Balance - 1 January 2021	166	8,889	9,055
New lease contracts	286	5,390	5,676
Terminations of lease contracts	-	-	-
Exchange difference	-	-	-
Balance - 31 December 2021	452	14,279	14,731
Accumulated depreciation			
Balance - 1 January 2021	44	3,208	3,252
Depreciation charge for the year	100	1,573	1,673
Matured during the period	-	-	-
Exchange difference	-	-	-
Balance - 31 December 2021	144	4,781	4,925
Carrying amounts			
Balance at 31 December 2021	308	9,498	9,806
Balance at 31 December 2020	122	5,681	5,803

December 31, 2020

Bank

In millions of Nigerian Naira

	Land	Buildings	Total
Right-of-use assets			
Balance - 1 January 2020	166	6,878	7,044
New lease contracts	-	2,011	2,011
Balance - 31 December 2020	166	8,889	9,055
Accumulated depreciation			
Balance - 1 January 2020	23	1,582	1,605
Depreciation charge for the year	21	1,626	1,647
Balance - 31 December 2020	44	3,208	3,252
Carrying amounts			
Balance at 31 December 2020	122	5,681	5,803
Balance at 31 December 2019	143	5,296	5,439



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

31 INTANGIBLE ASSETS

(a) (i) **As at December 31, 2021**
Group

<i>In millidons of Nigerian Naira</i>	Goodwill	Purchased software	Work in progress²	Total
Cost				
Balance at 1 January 2021	10,718	35,926	3,614	50,258
Additions	-	465	4,901	5,366
Reclassifications	-	1,176	(1,176)	-
Disposal	-	(52)	(9)	(61)
Exchange difference	413	(34)	(104)	275
Balance at 31 December 2021	11,131	37,481	7,227	55,838
Amortization				
Balance at 1 January 2021	-	21,358	-	21,358
Amortisation for the year	-	4,283	-	4,283
Disposal	-	(55)	-	(55)
Exchange difference	-	(197)	-	(197)
Balance at 31 December 2021	-	25,389	-	25,389
Carrying amounts				
Balance at 31 December 2021	11,131	12,092	7,227	30,449
Balance at 31 December 2020	9,558	3,066	5,046	28,900

(ii) **December 31, 2020**
Group

<i>In millions of Nigerian Naira</i>	Goodwill	Purchased software	Work in progress²	Total
Cost				
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 ¹	-	86	(86)	-
Exchange difference	1,160	(169)	-	991
Balance at 31 December 2020	10,718	35,926	3,614	50,258
Amortization				
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 31 December 2020	-	21,358	-	21,358
Carrying amounts				
Balance at 31 December 2020	10,718	14,568	3,614	28,900
Balance at 31 December 2019	9,558	3,066	5,046	17,671

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

31 INTANGIBLE ASSETS (CONTINUED)

(b) (i) Bank

As at December 31, 2021

In millions of Nigerian Naira

Cost

Balance at 1 January 2021
Additions
Reclassifications
Disposal
Exchange difference
Balance at 31 December 2021

Amortization

Balance at 1 January 2021
Amortisation for the year
Disposal
Exchange difference
Balance at 31 December 2021

Carrying amounts

Balance at 31 December 2021
Balance at 31 December 2020

Purchased software	Work in progress ²	Total
28,442	3,430	31,872
137	5,160	5,296
1,167	(1,167)	-
(52)	(9)	(61)
34	-	34
29,728	7,414	37,142
15,635	-	15,635
3,482	-	3,482
(52)	-	(52)
15	-	15
19,079	-	19,079
10,649	7,414	18,063
12,807	3,430	16,237

(ii) Bank

December 31, 2020

In millions of Nigerian Naira

Cost

Balance at 1 January 2020
Additions
Reclassifications
Disposal
Transfers ¹
Write-off
Exchange difference
Balance at 31 December 2020

Amortization

Balance at 1 January 2020
Amortisation for the year
Exchange difference
Balance at 31 December 2020

Carrying amounts

Balance at 31 December 2020
Balance at 31 December 2019

Purchased software	Work in progress ²	Total
15,023	5,044	20,067
10,605	1,488	12,093
2,723	(2,723)	-
-	(293)	(293)
86	(86)	-
-	-	-
5	-	5
28,442	3,430	31,872
12,997	-	12,997
2,634	-	2,634
4	-	4
15,635	-	15,635
12,807	3,430	16,237
2,026	5,044	7,070

There were no capitalised borrowing costs related to the internal development of software during the period (December 2020: 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.

¹ 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.

² Work in progress represents software implementation projects that were currently in their development phase as at reporting date.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

31 INTANGIBLE ASSETS (CONTINUED)

(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.

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. 2021	Dec. 2020	Dec. 2021	Dec. 2020
Gross earnings (% annual growth rate)	16.4	12.4	10.2	8.0
Deposits (% annual growth rate)	6.2	6.0	32.0	10.0
Loans and advances (% annual growth rate)	10.0	12.0	9.0	11.0
Operating expenses (% annual growth rate)	3.0	3.0	2.0	3.0
Terminal growth rate (%)	1.2	1.2	3.3	3.6
Discount rate (pre-tax) (%)	13.0	13.9	4.8	4.6

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.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

31 INTANGIBLE ASSETS (CONTINUED)

Below is the result of the impairment test:

In millions of Nigerian Naira

	UBA Benin		UBA UK Limited	
	Dec. 2021	Dec. 2020	Dec. 2021	Dec. 2020
Recoverable amount	61,258	40,136	58,253	46,732
Less: Carrying amount				
Goodwill	(6,300)	(6,553)	(4,626)	(4,343)
Net assets	(23,552)	(21,493)	(16,749)	(16,513)
Total carrying amount	(29,852)	(28,046)	(21,374)	(20,856)
Excess of recoverable amount over carrying amount	31,406	12,090	36,879	25,876

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:

In millions of Nigerian Naira

UBA Benin

	Dec. 2021		Dec. 2020	
	% From	% To	% From	% To
Deposit growth rate	6.2	3.5	6.0	15.0
Discount rate	13.9	28.5	13.9	18.9

UBA UK Limited

Deposit growth rate	32.0	32.1	10.0	5.0
Discount rate	4.8	7.2	4.6	5.4

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

(a.) 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
December 31, 2021						
Property, equipment, and software	19,524	7	19,517	19,478	-	19,478
Allowances for loan losses	1,354	11	1,343	611	-	611
Financial assets at FVOCI	-	13,475	(13,475)	-	13,476	(13,476)
Tax losses carried forward	21,491	-	21,491	19,741	-	19,741
Other liabilities	-	759	(759)	-	757	(757)
Fair value gain on derivatives	-	4,486	(4,486)	-	4,486	(4,486)
Foreign currency revaluation gain	751	-	751	751	-	751
Others	209	879	(669)	-	-	-
Net deferred tax assets /liabilities	43,329	19,617	23,712	40,581	18,719	21,862



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

In millions of Nigerian Naira	Group			Bank		
	Assets	Liabilities	Net	Assets	Liabilities	Net
December 31, 2020						
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 Loss	-	-	-	3,624	-	3,624
Others	3,532	-	3,532	-	-	-
Net deferred tax assets /liabilities	40,602	16,992	23,610	38,515	16,653	21,862

(b) Movements in temporary differences during the period 31 December 2021

Group

In millions of Nigerian Naira	Opening	Recognised in profit or loss	Recognised in equity	Closing balance
Property, equipment, and software	23,148	(3,631)	-	19,517
Allowances for loan losses	3,890	(2,547)	-	1,343
Financial assets at FVOCI	(12,323)	(1,152)	-	(13,475)
Tax losses carried forward	7,522	13,969	-	21,491
Prior year DTA written-off in FY2019	882	(1,641)	-	(759)
Prior year DTL written-off in FY2021	119	(119)	-	-
Tax losses on fair value gain on derivatives	(3,218)	(1,268)	-	(4,486)
Foreign currency revaluation Loss	-	751	-	751
Loss on revaluation of investment securities	59	(59)	-	-
Others	3,532	(4,201)	-	(669)
	23,610	102	-	23,712

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

32 DEFERRED TAX ASSETS AND LIABILITIES (CONTINUED)

(b) Movements in temporary differences during the period (Continued) December 31, 2021

Bank

In millions of Nigerian Naira

	Group		Bank	
	Opening	Recognised in profit or loss	Recognised in equity	Closing balance
Property, equipment, and software	22,406	(2,928)	-	19,478
Allowances for loan losses	3,728	(3,117)	-	611
Impairment on account receivable	1,454	(1,454)	-	-
Financial assets at FVOCI	(13,475)	(1)	-	(13,476)
Tax losses carried forward	6,362	13,379	-	19,741
Prior year DTL written-off in FY2020	882	(1,639)	-	(757)
Tax losses on fair value gain on derivatives	(3,179)	(1,307)	-	(4,486)
Foreign currency revaluation Loss	3,625	(2,874)	-	751
Loss on revaluation of investment securities	59	(59)	-	-
	21,862	-		21,862

31 December 2020

Group

In millions of Nigerian Naira

	Opening	Recognised in profit or loss balance	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 DTA written-off in FY2019	-	882		882
Prior year DTL written-off in FY2021	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
	26,199	(2,589)		23,610



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

32 DEFERRED TAX ASSETS AND LIABILITIES (CONTINUED)

(b) Movements in temporary differences during the period (Continued) December 31, 2020

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
Impairment on account receivable	1,454	-	-	1,454
Financial assets at FVOCI	(13,475)	-	-	(13,475)
Tax losses carried forward	6,362	-	-	6,362
Prior year DTL written-off in FY2021	882	-	-	882
Tax losses on fair value gain on derivatives	(3,179)	-	-	(3,179)
Foreign currency revaluation Loss	3,625	-	-	3,625
Loss on revaluation of investment securities	59			59
	21,862			21,862

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 N143 billion (2020: N135 billion)

Deferred tax assets relating to the group's deductible temporary differences is N75 billion (2020: N58billion). 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.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

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 2021	Dec 2020	Dec 2021	Dec 2020
<i>In millions of Nigerian Naira</i>				
Derivative assets				
Carrying value	33,340	53,148	33,340	53,148
Notional amount	551,614	529,782	551,614	529,782
Derivative liabilities				
Carrying value	98	508	98	508
Notional amount	52,807	77,923	52,807	77,923
(a) Derivative assets				
Instrument type:				
Cross-currency swaps	14	-	14	-
Foreign exchange forward contracts	33,340	53,148	33,340	53,148
The movement in derivative assets is as follows:				
Balance, beginning of year	53,148	53,148	53,148	48,131
Derivatives derecognised	(53,148)	(53,148)	(53,148)	(48,131)
Derivatives acquired	33,340	53,148	33,340	53,148
Balance, end of year	33,340	53,148	33,340	53,148
<i>Derivative assets are current in nature</i>				
(b) Derivative liabilities				
Instrument type:				
Cross-currency swap	67	255	67	255
Foreign exchange forward contracts	31	253	31	253
	98	508	98	508
The movement in derivative liability is as follows:				
Balance, beginning of year	508	852	508	852
Derivatives derecognised	(508)	(852)	(508)	(852)
Derivatives acquired	98	508	98	508
Balance, end of year	98	508	98	508

Derivative liabilities are current in nature



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

33 DERIVATIVE FINANCIAL INSTRUMENTS (CONTINUED)

(c) Fair value gain on derivatives

In millions of Nigerian Naira

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 2021	Dec 2020	Dec 2021	Dec 2020
33,340	53,148	33,340	53,148
(53,148)	(48,131)	(53,148)	(48,131)
(19,808)	5,017	(19,808)	5,017
(98)	(508)	(98)	(508)
508	852	508	852
410	344	410	344
(19,398)	5,361	(19,398)	5,361

34 NON-CURRENT ASSETS HELD FOR SALE

Measured at fair value (note 34.1)

Measured at lower of carrying amount and fair value less cost to sell (note 34.2)

Group		Bank	
Dec 2021	Dec 2020	Dec 2021	Dec 2020
82,217	-	82,217	-
13,692	-	13,692	-
95,909	-	95,909	-

In line with with IFRS 5, equity shares classified as non-current assets held for sale are measured at fair value, whilst properties classified as non-current assets held for sale are measured at lower of carrying amount and fair value less cost to sell.

- 34.1 UBA Plc granted facilities to KANN Consortium collateralised by its 60% controlling stake in Abuja Electricity Distribution Company Plc ("AEDC"). Following the failure of KANN Consortium to service its debt, the Bank exercised its foreclosure rights over KANN Consortium's shares in AEDC, and now holds the shares for the sole purpose of subsequent disposal in the ordinary course of banking business(credit extension). Following the foreclosure, the board of directors of UBA Plc has approved the disposal of its interest in assets and liabilities of AEDC at the earliest possible time.

The valuation of the shares of AEDC was carried out by an independent valuers, using the following methodologies in order to arrive at an indicative valuation range:

- Discounted Free Cash Flow
- Total Enterprise Value to Total Revenue Multiple

- 34.2 In the course of the year, UBA Plc took repossessed properties held as collaterals against some customer loans. The fair value of these properties less cost to sell amounts to N13.69bn (2020: Nil). This amount has been presented in Note 6(a) as unallocated segment, in accordance with IFRS 8. The Group's policy is to pursue timely reali-

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

zation of the collaterals in an orderly manner. The Group does not intend to use these properties for its operations.

The assets have been valued by reputable estate surveyors and valuers using the comparable transactions method of valuation to arrive at the open market value.

35 DEPOSITS FROM BANKS

In millions of Nigerian Naira

Money market deposits

Due to other banks

Current

Group		Bank	
Dec 2021	Dec 2020	Dec 2021	Dec 2020
407,855	334,146	240,173	103,705
246,356	84,011	242,937	18,110
654,211	418,157	483,110	121,815
654,211	418,157	483,110	121,815

36 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 2021	Dec 2020	Dec 2021	Dec 2020
71,291	144,720	18,808	65,422
649,573	815,250	329,747	569,288
1,727,710	1,447,514	1,396,905	1,199,738
2,448,574	2,407,484	1,745,460	1,834,448
785,260	890,012	433,054	603,361
3,135,355	2,378,515	1,825,792	1,386,334
6,369,189	5,676,011	4,004,306	3,824,143
6,362,806	5,669,628	4,004,103	3,823,985
6,383	6,383	203	158
6,369,189	5,676,011	4,004,306	3,824,143



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

37 OTHER LIABILITIES

In millions of Nigerian Naira

Financial liabilities

	Group		Bank	
	Dec 2021	Dec 2020	Dec 2021	Dec 2020
Creditors and payables (ai)	118,426	85,742	55,995	42,898
Managers cheques	7,121	4,475	4,273	4,465
Unclaimed dividends (note (i))	11,499	7,678	10,240	7,678
Customers' deposit for foreign trade (note (ii))	24,034	23,950	31,415	23,678
Lease liabilities (note (iii))	16,760	6,929	5,487	2,462
Accrued expenses ¹	30,767	25,316	15,831	9,737
	208,607	154,090	123,241	90,918
Provisions (note (iv))	252	252	147	147
Allowance for credit losses on off-balance sheet items (note (v))	6,045	2,807	3,433	2,363
Deferred income	1,305	677	517	241
	7,602	3,736	4,097	2,751
Total other liabilities	216,209	157,826	127,338	93,669
Non-current	15,878	3,423	5,633	1,050
Current	200,331	154,404	121,705	92,619
	216,209	157,827	127,338	93,669

- (ai) The creditors and payables balance is presented on net basis in line with IAS 32. Details are provided in note 7 of this financial statements.
- (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.

Balance - December 31, 2021

In millions of Nigerian Naira

Lease liabilities

	Group			Bank		
	Land	Buildings	Total	Land	Buildings	Total
Balance - 1 January 2021	271	6,658	6,929	99	2,363	2,462
Additions (new lease contracts) during the year	163	10,607	10,770	182	3,830	4,013
Principal repayments/cashflows during the year	(2)	(1,338)	(1,340)	(22)	(1,112)	(1,134)
Interest repayments/cashflows during the year	(11)	(386)	(398)	(2)	(104)	(106)
Termination of lease contracts	-	-	-	-	-	-
Interest accrued (note 11)	35	633	668	11	241	252
Exchange difference	-	131	131	-	-	-
Balance - 31 December 2021	455	16,305	16,760	268	5,219	5,487

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

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	90	200	228	1,041	15,878	17,436	16,760
Bank		82	123	325	5,633	6,163	5,487

In millions of Nigerian Naira

Lease liabilities

Balance - 1 January 2020	
Additions (new lease contracts) during the year	
Principal repayments/cashflows during the year	
Interest repayments/cashflows during the year	
Interest accrued (note 11)	

Group			Bank		
Land	Buildings	Total	Land	Buildings	Total
83	1,547	1,630	83	1,026	1,109
163	5,341	5,504	6	1,426	1,432
(2)	(493)	(495)	-	(191)	(191)
(11)	(215)	(227)	(4)	(212)	(217)
38	478	516	14	314	328
271	6,658	6,929	99	2,363	2,462

Balance - 31 December 2020

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	11,473	6,929
Bank	602	221	481	326	1,050	2,680	2,462

- (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 31 December 2021. 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

At 1 January
At 31 December

Group		Bank	
Dec 2021	Dec 2020	Dec 2021	Dec 2020
252	252	147	147
252	252	147	147
252	252	147	147

Current

- (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 loss on off-balance sheet items during the year is as follows:

In millions of Nigerian Naira

Balance, beginning of the year
Charge to profit or loss
Reclassification
Exchange difference
Balance, end of the year

Group		Bank	
Dec 2021	Dec 2020	Dec 2021	Dec 2020
2,807	1,157	2,363	1,062
3,520	1,598	1,216	1,301
(252)	-	(147)	-
(30)	52	1	-
6,045	2,807	3,433	2,363



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

38 BORROWINGS (CONTINUED)

In millions of Nigerian Naira

Long Term Borrowings

- Central Bank of Nigeria (note 38.1)
- Bank of Industry (BoI) (note 38.2)
- European Investment Bank (EIB) (note 38.4)
- DEG (note 38.9)
- Africa Trade Finance Limited
- Afrexim (note 38.8)
- Eurobond debt security (note 38.5)
- African Development Bank (note 38.3)
- Agence Francaise de Development (AFD) (note 38.6)
- Proparco (note 38.7)

Short Term Borrowings

- Sumitomo Mitsui Banking Corporation
- Mashreqbank psc
- Rand Merchant Bank
- ABSA Bank Limited
- CitiBank
- African Export-Import Bank
- Abu Dhabi Commercial Bank (ADCB)(note 38.10)
- Others

Current
Non-current

Movement in borrowings during the period:

Opening balance

Additions

Interest expense

Interest paid

Repayments (principal)

Exchange difference

Group		Bank	
Dec 2021	Dec 2020	Dec 2021	Dec 2020
58,516	70,117	58,516	70,117
3,524	4,879	3,524	4,879
17,670	20,811	17,670	20,811
21,122	-	21,122	-
-	32,004	-	32,004
49,860	-	49,860	-
206,746	199,256	206,746	199,256
32,151	40,422	32,151	40,422
8,453	7,971	8,453	7,971
36,091	34,048	36,091	34,048
434,131	409,508	434,131	409,508
-	44,056	-	44,056
-	16,192	-	16,192
-	40,438	-	40,438
-	30,264	-	30,264
-	20,241	-	20,241
-	119,566	-	119,566
21,641	8,015	21,641	8,015
-	6,075	-	-
21,641	284,847	21,641	278,772
455,772	694,355	455,772	688,280
133,332	284,847	133,332	278,772
322,441	409,508	322,441	409,508
455,772	694,355	455,772	688,280
694,355	758,682	688,280	744,094
280,752	487,475	280,752	472,887
32,543	45,506	32,543	39,435
(34,805)	(56,085)	(33,782)	(55,760)
(543,972)	(582,713)	(539,920)	(556,315)
26,899	41,490	27,899	43,939
455,772	694,355	455,772	688,280

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



38 BORROWINGS (CONTINUED)

38.1 This represents on-lending facilities provided by the Central Bank of Nigeria (CBN):

- (a) N11.674 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) N35.309 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) N11.534 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.

38.2 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.

38.3 This represents the amount granted under a \$150million line of credit by African Development Bank in December 2016 for a tenor of 8 years. The first tranche of \$120million 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 is to be used for 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 440 basis points and is payable semi-annually. Principal repayment commenced on a semi-annual basis after a moratorium period of 2 years. Outstanding balance on the facility is \$75million and Facility matures August 2024.

38.4 The US\$63million 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 337 basis points and is payable semi-annually. Principal repayment will be on a semi-annual basis after a moratorium period of 36 months. Outstanding balance on the facility is \$41.756million. Facility matures December 2025.

38.5 This represents the amortised cost of the Eurobond issued by the Bank on June 8, 2017 and November 19, 2021. The \$500million Notes issued by the Bank on June 8, 2017 with a tenor of 5 years, maturity date of June 8, 2022 and interest rate (coupon) of 7.75% p.a payable semi-annually with bullet repayment of the Principal sum at maturity. In line with the Eurobond's callable option, a tender offer was made in November 2021 and \$310,930,000 notes were tendered leading to an outstanding face value of \$189,070,000 as at November 19, 2021. In addition, \$300,000,000 notes with a tenor of 5 years, maturity date of November 19, 2027 and interest rate of 6.75% p.a were issued in November 2021



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



38 BORROWINGS (CONTINUED)

- 38.6 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 303 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 November 2029.
- 38.7 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 320 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 October 2026.
- 38.8 This 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 485 basis points and 316 basis points respectively. The interest repayments are on a quarterly basis while the principal repayment is due upon maturity in September 2022 and September 2023 respectively.
- 38.9 This represents the amount granted under a \$50 million loan facilities granted by DEG - Deutsche Investitions-und Entwicklungsgesellschaft MBH Bank in August 2021 with a tenor of six (6) years. The facilities' Interest rate is six (6) months USD LIBOR plus 360 basis points. The interest repayments are payable semi-annually while the principal repayment is due upon maturity in June 2027.
- 38.10 This represents the amount granted under a \$50 million trade finance loan facility granted by Abu Dhabi Commercial Bank in July 2021. The facility is for a tenor of 1 year and Interest rate is twelve (12) months USD LIBOR plus 385 basis points. The interest and principal repayments are due upon maturity in June 2022.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



40 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:

In millions

Number of shares in issue at end of the period

Group		Bank	
Dec 2021	Dec 2020	Dec 2021	Dec 2020
22,500	22,500	22,500	22,500
17,100	17,100	17,100	17,100
34,199	34,199	34,199	34,199

(b) Share premium

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 2021	Dec 2020	Dec 2021	Dec 2020
44,252	40,512	-	-
133,110	115,379	112,322	97,451
106,517	122,807	107,223	123,421
40,637	45,496	41,705	45,773
324,516	324,194	261,250	266,645

(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 N8.800 billion representing 15% (2020: 15%) of its profit after taxation to statutory reserves.
- Small and Medium Enterprises Equity Investment Scheme (SMEEIS) reserves of 2.635 billion as at 31 December 2021 (December 2020: 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 N15.468 billion as at 31 December 2021 (December 2020: N9.397). The reserve was set aside in compliance with Central Bank of Nigeria's directive of April 2017.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



40 CAPITAL AND RESERVES (CONTINUED)

(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.

41 DIVIDENDS

Dividend Proposed

Number of Shares in issue and Ranking for Dividend

Proposed Dividend Per Share (Naira)

Interim Dividend Per Share Paid (Naira)

Final Dividend Per Share Proposed (Naira)

Final Dividend paid during the year

Interim dividend paid during the year

Total dividend paid during the year

Bank Dec 21	Bank Dec 20
34,199	17,783
34,199	34,199
1.00	0.52
0.20	0.17
0.80	0.35
11,970	27,359
6,840	5,814
18,810	33,173

The Board of Directors have proposed a final dividend of N0.80 per share which in addition to the N0.20 per share paid as interim dividend, amounts to a total dividend of N1.00 per share (2020: N0.52 per share) from the retained earnings account as at 31 December 2021. The number of shares in issue and ranking for dividend represents the outstanding number of shares as at 31 December 2021 and 31 December 2020 respectively

Payment of dividend to shareholders is subject to withholding tax at a rate of 10%.

42 CONTINGENCIES

(i) Litigation and claims

The Group, in the ordinary course of business is currently involved in 1,363 legal cases (2020: 1000). The total amount claimed in the cases against the Group is estimated at N698.95 billion (2020: N385.07 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.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021



42 CONTINGENCIES (CONTINUED)

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.

In millions of Nigerian naira

	Dec 2021	Dec 2020	Dec 2021	Dec 2020
Performance bonds and guarantees	681,489	170,988	355,178	163,793
Allowance for credit losses	(4,852)	(941)	(2,240)	(756)
Net carrying amount	676,637	170,047	352,938	163,037
Letters of credits	319,543	687,841	310,131	194,880
Allowance for credit losses	(1,193)	(1,866)	(1,193)	(1,607)
Net carrying amount	318,350	685,975	308,938	193,273
Gross amount	1,001,032	858,829	665,309	358,673
Total allowance for credit losses	(6,045)	(2,807)	(3,433)	(2,363)
Total carrying amount for performance bonds and guarantees	994,987	856,022	661,876	356,310

(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 N245 billion (December 2020: N95 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 N5.358 billion (December 2020: N5.247 billion) in respect of authorised and contracted capital projects.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

42 CONTINGENCIES (CONTINUED)

In millions of Nigerian naira

Property and equipment

Intangible assets

Group	Group
Dec 2021	Dec 2020
3,569	3,458
1,788	1,789
5,358	5,247

43 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) Cash and cash equivalents with the following subsidiaries are:

(i) Interest income:

(i) Cash and cash equivalents with the following subsidiaries are:

Name of Subsidiary	Nature of Balance	Dec 2021	Dec 2020
<i>In millions of Nigerian naira</i>			
UBA UK Limited	Money market placement	137,172	35,989
UBA UK	Nostro Balances	55,113	25,620
UBA Congo DRC	Money market placement	12,723	-
UBA Kenya	Money market placement	2,969	4,003
UBA Uganda	Money market placement	6,404	-
UBA Mozambique	Money market placement	4,750	-
		219,131	65,612

(ii) Loan and advances

Name of Subsidiary	Type of Loan	Dec 2021	Dec 2020
<i>In millions of Nigerian naira</i>			
UBA Cameroun	Overdraft	9,481	15,978
UBA DRC	Overdraft	7,576	-
UBA Gabon	Overdraft	7,138	73
UBA Chad	Overdraft	2,610	2,307
UBA Kenya	Term Loans	29	-
UBA Burkina Faso	Overdraft	-	2,994
UBA Congo Brazzaville	Overdraft	-	2,888
UBA Benin	Overdraft	-	1,970
UBA Senegal	Overdraft	-	183
		26,834	26,392

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

43 RELATED PARTIES AND INSIDER RELATED CREDITS (CONTINUED)

Term loans to subsidiaries are unsecured.

(iii) Deposits

Name of Subsidiary	Type of Deposit	Dec 2021	Dec 2020
<i>In millions of Nigerian naira</i>			
UBA Congo DRC	Current	2,396	1,709
UBA Uganda	Current	632	887
UBA Senegal	Current	388	29
UBA Mozambique	Current	256	55
UBA Mali	Current	239	6,104
UBA Congo Brazzaville	Current	134	125
UBA Sierra Leone	Current	121	71
UBA Ghana	Current	118	55
UBA Benin	Current	93	12
UBA Cameroun	Current	92	8
UBA Kenya	Current	76	60
UBA Guinea	Current	44	20
UBA Chad	Current	71	
UBA Pension Custodian	Current	20	8
UBA Liberia	Current	24	20
UBA UK Limited	Current	7	-
UBA Tanzania	Current	6	-
UBA Burkina Faso	Current	3	16
UBA Cote D'Ivoire	Current	3	4
UBA Gabon	Current	4	-
UBA Liberia	Domiciliary	23,200	13,760
UBA Uganda	Domiciliary	15,692	248
UBA Ghana	Domiciliary	9,372	6,663
UBA Guinea	Domiciliary	1,319	1,279
UBA Senegal	Domiciliary	2,820	798
UBA Benin	Domiciliary	2,614	339
UBA Sierra Leone	Domiciliary	430	406
UBA Kenya	Domiciliary	317	100
UBA Burkina Faso	Domiciliary	123	299
UBA Cameroon	Domiciliary	117	-
UBA Cote D'Ivoire	Domiciliary	48	66
UBA Chad	Domiciliary	186	64
UBA Tanzania	Domiciliary	54	35
UBA Gabon	Domiciliary	34	78
UBA Ghana	Money market deposit	44	14
UBA UK Limited	Money market deposit	-	22,315
		61,094	55,649

(iv) Accounts receivable from the following subsidiaries are:

Name of Subsidiary	Type of Deposit	Dec 2021	Dec 2020
<i>In millions of Nigerian naira</i>			
UBA Ghana	Accounts receivable	5,714	4,796
UBA Cote D'Ivoire	Accounts receivable	918	2,148



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

43 RELATED PARTIES AND INSIDER RELATED CREDITS (CONTINUED)

UBA Cameroon	Accounts receivable	1,593	1,449
UBA Burkina Faso	Accounts receivable	1,157	805
UBA Benin	Accounts receivable	1,306	971
UBA DRC Congo	Accounts receivable	985	630
UBA Zambia	Accounts receivable	1,008	596
UBA Gabon	Accounts receivable	749	591
UBA Congo Brazzaville	Accounts receivable	850	585
UBA Senegal	Accounts receivable	684	539
UBA Guinea	Accounts receivable	929	822
UBA Uganda	Accounts receivable	614	583
UBA Chad	Accounts receivable	1,275	751
UBA Liberia	Accounts receivable	55	134
UBA Sierra Leone	Accounts receivable	214	159
UBA Pension Custodian	Accounts receivable	20	69
UBA Tanzania	Accounts receivable	297	280
UBA Kenya	Accounts receivable	351	418
UBA Mali	Accounts receivable	50	184
UBA Mozambique	Accounts receivable	468	312

19,237 16,821

(v) Dividend receivable from the following subsidiaries are:

<i>In millions of Nigerian naira</i>	Type of Deposit	Dec 2021	Dec 2020
UBA Pension Custodian		3,300	2,500
UBA Ghana		1,188	1,129
UBA Gabon		1,132	1,069
UBA Chad		930	878
UBA Sierra Leone		2,311	851
UBA Liberia		855	807
UBA Senegal		-	-
		9,715	7,233

(vi) Interest income from the following subsidiaries are:

	Dec 2021	Dec 2020
UBA UK Limited	3,206	1,746
UBA Kenya	163	187
UBA Ghana	-	246
UBA Guinea	-	10
UBA Tanzania	-	7
	3,369	2,196

(vii) Interest expense to the following subsidiaries are:

<i>In millions of Nigerian naira</i>	Dec 2021	Dec 2020
UBA New York	4,897	5,145
UBA UK Limited	4,479	2,021
UBA Congo DRC	783	356
UBA Guinea	344	38
UBA Ghana	146	232
UBA Uganda	31	77
UBA Sierra Leone	99	72
UBA Mozambique	11	51

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

43 RELATED PARTIES AND INSIDER RELATED CREDITS (CONTINUED)

UBA Tanzania	6	54
UBA Congo Brazzaville	-	26
UBA Liberia	-	61
UBA Pension Custodian	-	50
UBA Kenya	-	15
	10,796	8,200
(viii) Dividend income from the following subsidiaries are:		
UBA Pension Custodian	3,300	2,500
UBA Burkina Faso	1,089	1,179
UBA Cote D'Ivoire	3,193	-
UBA Senegal	-	-
UBA Benin	1,516	-
UBA Sierra Leone	1,376	-
	10,473	3,679
(ix) Internal transfer pricing charges from the following subsidiaries are:		
	Dec 2021	Dec 2020
UBA Ghana	597	1,010
UBA Burkina Faso	770	735
UBA Cote d' Ivoire	737	712
UBA Benin	725	531
UBA Cameroun	205	501
UBA Senegal	497	383
UBA Congo DRC	343	302
UBA Liberia	292	280
UBA Sierra Leone	341	271
UBA Zambia	296	239
UBA Chad	409	265
UBA Kenya	151	228
UBA Congo Brazzaville	205	192
UBA Gabon	205	192
UBA Guinea Conakry	68	171
UBA Tanzania	-	74
UBA Mozambique	142	68
UBA Pension	126	129
UBA Uganda	-	164
UBA Mali	202	156
	6,310	6,604

(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 2021	Dec 2020
Money market deposit	18,237	-
	18,237	-

(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:



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

Loans and advances to key management personnel

<i>In millions of Nigerian Naira</i>	Dec 2021	Dec 2020
Loans and advances as at year end	179	206

<i>In millions of Nigerian Naira</i>	Dec 2021	Dec 2020
Interest income earned during the year	16	68

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 (2020: Nil) have been recorded against related party loans.

Loans and advances to key management personnel's related persons and entities as at December 31, 2021

<i>In millions of Nigerian naira</i>							Dec 2021	Dec 2020
Name of company/ individual	Name of Director	Facility Type	Security	Status	Rate	Currency		
Heirs Holdings	Mr. Tony O. Elumelu	Term Loan	Real Estate	Performing	10.5%	NGN	15,104	17,196
							15,104	17,196
							Dec 2021	Dec. 2020
							1,351	1,772

Interest income earned during the year

Deposit liabilities

Deposit liabilities relating to key management personnel and their related persons and entities as at end of the period is as follows:

	Group	Bank
<i>In millions of Nigerian Naira</i>	Dec 2021	Dec 2020
Deposits as at year end	549	815
Interest expense during the year	1	15

Compensation

Aggregate remuneration to key management staff during the period is as follows:

<i>In millions of Nigerian Naira</i>	Dec 2021	Dec 2020
Executive compensation	642	698
Defined contribution plan	19	20
	661	718

44 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:

	Group		Bank	
<i>(In absolute units)</i>	Dec 2021	Dec 2020	Dec 2021	Dec 2020
Group executive directors	6	7	6	7
Management	104	88	80	68
Non-management	10,089	10,729	6,548	7,241
	10,199	10,824	6,634	7,316

Compensation for the above personnel (including executive directors):

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

44 COMPENSATION TO EMPLOYEES AND DIRECTORS

In millions of Nigerian Naira

Salaries and wages
Termination Benefits
Defined contribution plans

Group		Bank	
Dec 2021	Dec 2020	Dec 2021	Dec 2020
86,544	84,483	41,937	45,853
2,939	-	2,677	-
3,761	3,062	1,371	1,325
93,244	87,545	45,985	47,178

- (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 2021	Dec 2020	Dec 2021	Dec 2020
3,207	4,200	1,484	2,198
852	628	481	222
564	1,516	246	1,257
1,250	1,439	1,080	1,311
1,665	740	1,458	537
563	394	423	221
163	564	1	452
556	409	422	334
1,373	927	1,033	777
10,193	10,817	6,628	7,309

- (iii) Directors

In millions of Nigerian Naira

Remuneration paid to the Group's Directors was:
Fees and sitting allowances
Executive compensation
Defined contribution plan

Dec 2021	Dec 2020	Dec 2021	Dec 2020
72	64	72	64
642	698	642	698
19	20	19	20
733	782	733	782

Fees and other emoluments disclosed above includes amounts paid to:

The Chairman
The highest paid Director

30	3	30	3
143	143	143	143

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

-	10	-	10
16	9	16	9
16	19	16	19

45 Non-audit services

During the year, the Bank's external auditors (Ernst & Young) rendered the following non-audit service to the Bank:

- (i) Review of the Bank's IT Shared Service Center hosted by UBA PLC on behalf of its Subsidiaries for the purpose of generating a Service Organisation Control report. The fee paid by UBA PLC for this service was N10.00 million.
- (ii) NDIC deposit certification. The fee paid for this service was N5.00 million.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

- (iii) Assessment of risk management practices and whistleblowing compliance. The fee paid for this service was N17.00 million.
- (iv) Annual validation of UBA's Recovery and Resolution Plan (RRP) 2021. The fee paid for this service was N4.50 million.
- (v) Review of condensed interim consolidated and separate financial statements of UBA PLC for the period ended 30 September, 2021. The fee paid for this service was N56.00 million.

Note: These non-audit services are being undertaken by different E&Y teams. These payments are included as part of contract services expense in "other operating expenses" in note 19.

46 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 KYC deficiencies on a customer	12.5
2 Foreign exchange documentation deficiencies in respect of three (3) customer accounts	260.0
3 Delay in a customer's complaint resolution	2.0
4 Delay in implementing recommended expression in standard offer letters	2.0
5 Penalty imposed for cryptocurrency transactions by a customer	100.0
Total	376.5

47 Group Responses towards Combatting Covid-19 impact

2021 saw a significant progress in the fight against Covid-19. With vaccines being discovered and administered to individuals across the world, many economies witnessed a vaccine boosted recovery. To ensure the safety of our staff, UBA took a deliberate step to encourage all employees to get vaccinated. Also, the Bank continued to maintain its Covid-19 containment strategies for the safety of our employees, customers, and the communities. The measures included:

- i) Communicating to all employees and customers on the Bank's containment strategies aimed at protecting staff and customers.
- ii) Conducting temperature checks at the entrance of our business locations.
- iii) Placed hand sanitizers, soap, and water in strategic locations within the bank's premises to improve personal hygiene and develop more resilience against Covid-19. Also, we disinfected our business offices.
- iv) Increased the frequency of cleaning of our offices, especially the high-risk points – door handles, toilets, slabs, stair-case railings, ATMS.
- v) Provided face masks and hand gloves for employees and enforcement of mask wearing by customers.
- vi) Used social distancing footprints to enforce social distance intervals and line management in our offices.
- vii) Provided waiting areas outside the business offices where customers can wait while observing social distancing.
- viii) Sent advisory mails to customers to use our digital channels, while we improved on our channels to deliver better and uninterrupted services.
- ix) Sent advisory mails to employees on proper protocols to observe while travelling, at social engagements, and on how to self-isolate in case of contact with a suspected case. We also made available incident management hotlines and national emergency numbers to staff and customers.
- x) Created regular awareness to employees and customers on preventive measures to curtail the spread of the virus.
- xi) Empowered employees to work remotely.

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

The group adjustment to IFRS9 model led to an incremental ECL(expected credit loss) of N0.97bn and this was duly recognized in the final ECL figure

48 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 31 December 2021 and the profit and other comprehensive income for the year ended which have not been adjusted or disclosed.

49 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.



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

50 Free Float Declaration

United Bank for Africa Plc with a free float percentage of 81.4% (and a free float value of N223,993,222,185.60) as at 31 December 2021, is compliant with free float requirements for companies listed on the Premium Board of The Nigerian Exchange Limited.

51 Restatement of prior year financial information

	Reported	Restatements	Restated	Reported	Restatements	Restated
	Group			Bank		
(i) Changes to statement of financial position	Dec 2020		Dec 2020	Dec 2020		Dec 2020
Other assets	115,432	-	115,432	96,524	-	96,524
Restatement of prior period balance	-	(4,603)	(4,603)	-	-	-
	-	-	-	-	-	-
Restated balance	115,432	(4,603)	110,829	96,524	-	96,524
(ii) Changes to statement of comprehensive income						
Interest income	427,862	-	427,862	274,975	-	274,975
Interest income on amortised cost and FVOCI securities 2	422,655	-	422,655	269,918	-	269,918
Interest income on FVTPL securities	5,207	-	5,207	5,057	-	5,057
Interest expense	(168,395)	-	(168,395)	(116,748)	-	(116,748)
Net interest income	259,467	-	259,467	158,227	-	158,227
Impairment charge for credit losses on Loans	(22,443)	-	(22,443)	(14,146)	-	(14,146)
Net impairment charge on other financial assets	(4,566)	-	(4,566)	(7,718)	-	(7,718)
Net interest income after impairment on financial and non-financial instruments	232,458	-	232,458	136,363	-	136,363
Fees and commission income	126,943	-	126,943	58,802	-	58,802
Fees and commission expense	(44,335)	-	44,335	(28,660)	-	(28,660)
Net fee and commission income	82,608	-	82,608	30,142	-	30,142
Net trading and foreign exchange income 1	59,450	(4,603)	54,847	40,266	-	40,266
Other operating income	6,120	-	6,120	7,433	-	7,433
Employee benefit expenses	(87,545)	-	(87,545)	(47,178)	-	(47,178)
Depreciation and amortisation	(20,005)	-	(20,005)	(15,036)	-	(15,036)
Other operating expenses	(142,297)	-	(142,297)	(93,630)	-	(93,630)
Share of profit of equity-accounted investee	1,071	-	1,071	-	-	-
Profit before income tax	131,860	(4,603)	127,257	58,360	-	58,360
Income tax expense 2	(18,095)	-	(18,095)	(1,449)	-	(1,449)
Profit for the year	113,765	(4,603)	109,162	56,911	-	56,911
Other comprehensive income						
Items that will be reclassified to Profit or loss:						
Exchange differences on translation of foreign operations	37,926	-	37,926	-	-	-
Fair value changes on investments in debt securities at fair value through other comprehensive income (FVOCI):						
Net change in fair value during the year	5,102	-	5,102	5,044	-	5,044

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

Tax relating to net change in fair value during the period	-	-	-			
Net amount transferred to profit or loss	(10,577)	-	(10,577)	(10,492)	-	(10,492)
	32,451	-	32,451	(5,448)	-	(5,448)
	Reported	Restatements	Restated	Reported	Restatements	Restated
Items that will not be reclassified to Profit or loss:	Group			Bank		
	Dec 2020		Dec 2020	Dec 2020		Dec 2020
Fair value changes on equity investments designated at FVOCI	10,875		10,875	10,875	-	10,874.73
	10,875		10,875	10,875	-	10,875
Tax relating to net change in fair value on equity investments designated at FVOCI						
Other comprehensive income for the year, net of tax	43,326		43,326	5,427	-	5,427
Total comprehensive income for the year	157,091	(4,603)	152,487	62,338	-	62,338
Profit for the year attributable to:						
Owners of Parent	109,327	(3,418)	105,909	56,911	-	56,911
Non-controlling interests	4,438	(1,185)	3,253	-	-	-
Profit for the year	113,765	(4,603)	109,162	56,911	-	56,911
Total comprehensive income attributable to:						
Owners of Parent	147,416	(3,418)	143,998	62,338	-	62,338
Non-controlling interests	9,675	(1,185)	8,490	-	-	-
Total comprehensive income for the year	157,091	(4,603)	152,488	62,338	-	62,338
Earnings per share attributable to owners of the parent						
Basic and diluted earnings per share (Naira)	3.20	-	3.10	1.66	-	1.66

Restatement of prior period other asset account and Net trading and foreign exchange income 1

During the year 2021, the Group identified an error in the prior period foreign exchange income to the tune of N4.6bn due to movement in exchange rates on some assets in its Ugandan and Kenyan operations, during the 2020 financial year.

The N4.6bn impacted the Other Assets line on the statement of financial position and Foreign Exchange income recorded for the period.

This has been corrected by restating the foreign exchange income for the year 2020 and the underlying assets which were reported as part of other assets. Further information on the restatement is as set out in this section.

	Reported	Restatements	Restated	Reported	Restatements	Restated
(iii) Changes to statement of changes in equity	Group			Bank		
	Dec 2020		Dec 2020	Dec 2020		Dec 2020
<i>In millions of Nigerian naira</i>						
Retained earnings	255,059	-	255,059	95,480	-	95,480
Restatement of prior period balance 1	-	(3,418)	(3,418)	-	-	-
Non Controlling Interest	29,080	-	29,080	-	-	-
		(1,185)	(1,185)	-	-	-
Restated balance at the beginning of the financial year	284,140	(4,603)	279,537	95,480	-	95,480



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

52 Condensed result of consolidated subsidiaries

For the year ended 31 December 2021

For the year ended December 31, 2021

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 Revenue	44,903	7,117	30,443	16,773	2,177	10,062	13,983	19,372
Total operating expenses	(22,762)	(3,877)	(16,357)	(10,308)	(6,261)	(4,689)	(8,776)	(14,833)
Net impairment gain/(reversal) on financial assets	(5,895)	(44)	1,165	887	(1,031)	(105)	478	216
Profit before income tax	16,246	3,196	15,252	7,353	(5,115)	5,268	5,685	4,756
Income tax expense	(6,274)	(770)	(1,634)	(461)	530	(1,786)	(1,767)	(199)
Profit for the year from continuing operations	9,972	2,426	13,617	6,892	(4,585)	3,482	3,918	4,557
Profit for the year	9,972	2,426	13,617	6,892	(4,585)	3,482	3,918	4,557

Condensed statements of financial position

Assets

Cash and bank balances	71,476	38,886	31,950	40,842	27,211	39,210	39,210	52,037
Loans and Advances to Banks	-	-	5,472	17,355	3,228	-	-	-
Loans and advances to customers	71,631	12,018	124,117	86,568	7,017	3,950	23,161	65,947
Investment securities	190,970	13,774	262,982	115,217	11,565	47,974	71,847	175,075
Other assets	30,763	19,514	6,497	11,355	2,858	506	997	5,797
Investments in equity-accounted investee	-	-	-	-	-	-	-	-
Investments in Subsidiaries	-	-	-	-	-	-	-	-
Property and equipment	4,368	1,323	1,588	1,716	1,509	1,304	3,944	3,445
Intangible assets	114	6	82	(1)	12	25	13	4
Deferred tax assets	170	86	743	-	1,750	-	-	-
Total assets	369,491	85,606	433,433	273,053	55,149	92,968	101,612	302,306

Financed by:

Deposits from banks	4,057	-	65,177	46,461	5,128	665	50	62,800
Deposits from customers	281,010	71,786	312,727	185,476	41,525	78,272	74,268	211,037
Other liabilities	6,237	1,406	15,962	9,823	4,644	1,294	9,220	4,720
Current income tax liabilities	180	1,273	-	460	-	1,984	1,747	197
Deferred tax liability	-	-	843	-	-	-	-	-
Total Equity	78,006	11,142	38,723	30,834	3,852	10,752	16,328	23,552
Total liabilities and equity	369,491	85,606	433,433	273,053	55,149	92,968	101,612	302,306

Condensed cash flows

Net cash from/(used in) operating activities	76,625	12,356	76,173	44,285	(15,373)	29,940	7,014	47,664
Net cash from /(used in) financing activities	(203)	1,559	(4,867)	(3,635)	1,939	(3,173)	287	(2,498)
Net cash from/(used in) investing activities	(71,046)	(1,887)	(85,535)	(4,263)	25,952	(8,258)	(15,520)	(31,784)
Increase/(decrease) in cash and cash equivalents	5,377	12,028	(14,229)	36,387	12,517	18,509	(8,220)	13,381
Cash and cash equivalents at beginning of the year	66,099	26,858	46,179	4,455	14,694	20,701	9,869	38,656
Cash and cash equivalents at end of the year	71,476	38,886	31,950	40,842	27,211	39,210	1,649	52,037

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

52 CONDENSED RESULT OF CONSOLIDATED SUBSIDIARIES (CONTINUED)

For the year ended 31 December 2021

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	10,224	23,502	11,420	4,736	25,627	4,411	35,746	7,142	4,484
Total operating expenses	(3,942)	(18,651)	(7,381)	(5,977)	(15,035)	(3,221)	(20,808)	(1,369)	(4,319)
Net impairment gain/(reversal) on financial assets	(36)	(37)	(1,073)	(71)	(68)	(92)	(2)	-	(10)
Profit before income tax	6,247	4,813	2,966	(1,312)	10,525	1,098	14,936	5,773	155
Income tax expense	(1,571)	(138)	(2,736)	(644)	(6,037)	(438)	(5,974)	(2,450)	(58)
Profit or loss for the year from continuing operations	4,676	4,675	230	(1,956)	4,488	660	8,962	3,323	97
Profit for the year	4,676	4,675	230	(1,956)	4,488	660	8,962	3,323	97

Condensed statements of financial position

Assets

Cash and bank balances	24,388	37,569	14,812	35,000	58,799	23,836	35,574	11,114	10,547
Financial assets at FVTPL	-	-	-	-	-	-	-	-	-
Loans and advances to customers	6,048	119,874	37,752	7,869	60,388	10,368	157,161	-	19,875
Investment securities	40,276	231,655	84,817	20,636	93,783	12,276	244,548	-	20,577
Other assets	210	6,783	375	1,235	6,590	101	21,938	1,086	1,658
Property and equipment	1,575	3,464	1,984	2,449	1,400	820	1,571	129	1,165
Intangible assets	-	123	28	23	17	51	42	65	36
Deferred tax assets	-	-	-	-	-	-	-	-	-
Total assets	72,497	399,468	139,768	67,213	220,976	47,453	460,834	12,393	53,858

Financed by:

Derivative liabilities	-	-	-	-	-	-	-	-	-
Deposits from banks	958	67,511	-	6,908	52,831	5,463	9,405	-	2,212
Deposits from customers	51,080	300,260	108,191	48,244	119,988	27,446	377,197	3,895	41,390
Other liabilities	7,613	4,886	16,243	8,884	3,497	5,932	14,138	-	2,450
Current income tax liabilities	51	137	1,484	-	2,711	-	5,907	2,407	58
Deferred tax liability	19	-	-	-	-	-	-	7	-
Total Equity	12,775	26,674	13,850	3,177	41,949	8,612	54,188	6,084	7,748
Total liabilities and equity	72,497	399,468	139,768	67,213	220,976	47,453	460,834	12,393	53,858

Condensed cash flows

Net cash from/(used in) operating activities	19,473	38,225	22,460	14,694	56,497	14,436	35,001	6,012	4,563
Net cash from/(used in) financing activities	(2,362)	(4,165)	(342)	(325)	(828)	1,471	613	(2,591)	(223)
Net cash from/(used in) investing activities	(8,188)	(33,459)	(16,749)	(5,564)	(50,733)	(10,488)	(56,539)	7,674	(9,848)
Increase/(decrease) in cash and cash equivalents	8,923	600	5,369	8,805	4,936	5,418	(20,925)	11,096	(5,508)
Cash and cash equivalents at beginning of the year	15,465	36,969	9,443	26,195	53,863	18,418	56,499	18	16,055
Cash and cash equivalents at end of the year	24,388	37,569	14,812	35,000	58,799	23,836	35,574	11,114	10,547



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

52 CONDENSED RESULT OF CONSOLIDATED SUBSIDIARIES (CONTINUED)

For the year ended 31 December 2021

In millions of Nigerian Naira

Condensed statements of comprehensive income

	UBA Tanzania	UBA Congo DRC	UBA UK Limited	Bank	Group Adjustments	Group
Operating income	3,842	6,674	8,056	381,493	(13,897)	658,291
Total operating expenses	(3,458)	(7,377)	(7,958)	(311,225)	4,300	(494,283)
Net impairment gain/(reversal) on financial assets	(34)	3,164	(526)	(9,749)	(1)	(12,863)
Share of loss of equity-accounted investee	-	-	-	-	1,928	1,928
(Loss)/Profit before income tax	350	2,461	(428)	60,519	(7,669)	153,073
Income tax expense	(69)	(67)	-	(1,850)	-	(34,395)
Profit/(loss) for the year from continuing operations	281	2,394	(428)	58,669	(7,669)	118,678
(Loss)/Profit for the year	281	2,394	(428)	58,669	(7,669)	118,678

Condensed statements of financial position

Assets

Cash and bank balances	9,985	67,986	25,144	1,446,906	(286,138)	1,818,784
Financial assets at FVTPL	5,112	-	-	7,984	-	13,096
Derivative assets	-	-	-	33,340	-	33,340
Loans and Advances to Banks	-	-	135,199	120,124	(127,481)	153,897
Loans and advances to customers	12,748	29,415	-	1,848,102	(23,343)	2,680,667
Investment securities	-	-	56,758	1,646,466	(5,567)	3,335,630
Other assets	3,203	881	938	88,649	(62,777)	149,154
Investments in equity-accounted investee	-	-	-	2,715	6,230	8,945
Investments in Subsidiaries	-	-	-	103,275	(103,275)	-
Property and equipment	1,031	733	1,017	141,581	1	178,117
Intangible assets	2	(36)	876	18,063	10,906	30,450
Deferred tax assets	-	-	-	21,862	18,719	43,329
Non-current assets held for distribution	-	-	-	95,909	-	95,909
Total assets	32,080	98,979	219,932	5,574,976	(572,725)	8,541,318

Financed by:

Derivative liabilities	-	-	0	98	-	98
Deposits from banks	4,540	344	202,066	483,110	(365,475)	654,211
Deposits from customers	21,338	75,664	7	4,004,306	(65,918)	6,369,189
Other liabilities	1,817	13,303	1,082	127,338	(44,281)	216,209
Current tax liability	-	69	-	2,751	-	21,415
Borrowings	-	-	-	455,772	-	455,772
Deferred tax liability	-	-	28	-	18,719	19,617
Total Equity	4,386	9,599	16,749	501,601	(115,771)	804,807
Total liabilities and equity	32,080	98,979	219,932	5,574,976	(572,726)	8,541,318

Condensed cash flows

Net cash from/(used in) operating activities	(2,929)	25,824	17,376	671,618	(93,828)	1,108,106
Net cash from/(used in) financing activities	53	314	664	(312,999)	12,742	(318,572)
Net cash from/(used in) investing activities	(1,657)	138	(9,658)	(398,547)	(10,427)	(796,386)
Increase/(decrease) in cash and cash equivalents	(4,534)	26,276	8,382	(39,928)	(91,513)	(6,852)
Effects of exchange rate changes on cash and cash equivalents	-	-	-	(330)	(1,502)	(1,832)
Cash and cash equivalents at beginning of the year	14,519	41,710	16,762	433,429	(172,262)	794,594
Cash and cash equivalents at end of the year	9,985	67,986	25,144	393,171	(265,277)	785,910

United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

52 CONDENSED RESULT OF CONSOLIDATED SUBSIDIARIES (CONTINUED)

For the year ended 31 December 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 Revenue	43,658	4,661	21,206	14,762	5,194	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
Profit before income tax	15,327	1,309	6,747	5,426	(1,439)	2,640	3,738	3,175
Income tax expense	(4,902)	(326)	(369)	(326)	(137)	(812)	(1,326)	(157)
Profit for the year from continuing operations	10,425	983	6,378	5,100	(1,576)	1,828	2,412	3,018
Profit for the year	10,425	983	6,378	5,100	(1,576)	1,828	2,412	3,018

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
Financial assets at FVTPL	-	-	-	-	-	-	-	-
Derivative assets	-	-	-	-	-	-	-	-
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	2,221	95	7,774	1,692
Property and equipment	4,679	327	408	896	218	454	4,028	2,830
Intangible assets	49	1	47	126	10	16	62	11
Deferred tax assets	26	44	829	-	1,151	-	-	-
Total assets	273,476	63,595	383,270	196,653	67,000	74,482	109,477	247,793

Financed by:

Derivative liabilities	-	-	-	-	-	-	-	-
Deposits from banks	5,035	-	63,025	4,145	29,816	346	400	46,932
Deposits from customers	193,679	49,304	270,706	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
Subordinated liabilities	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	4,007	-	-
Deferred tax liability	-	41	395	-	-	-	-	-
Total Equity	68,237	7,157	29,972	27,577	6,498	6,436	12,123	21,493
Total liabilities and equity	273,476	63,595	383,270	196,653	67,000	74,482	109,477	247,793

Condensed cash flows

Net cash from/(used in) operating activities	38,991	14,685	172,072	41,611	45,527	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)
Increase/(decrease) in cash and cash equivalents	26,599	8,650	36,043	(22,660)	14,368	11,456	597	29,929
Effects of exchange rate	-	-	-	-	-	-	-	-
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
Cash and cash equivalents at end of the year	66,099	26,858	46,179	4,455	16,681	20,701	9,869	38,656

*See Note 51 - Restatement of prior year financial information



United Bank for Africa Plc

Notes to Financial Statements

For the year ended 31 December 2021

...

52 CONDENSED RESULT OF CONSOLIDATED SUBSIDIARIES (CONTINUED)

For the year ended 31 December 2020

In millions of Nigerian Naira

Condensed statements of comprehensive income

	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
Operating Revenue	8,069	19,095	8,494	4,902	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	-	-
Profit before income tax	4,856	3,959	1,768	(257)	8,692	(124)	13,234	3,521	(610)
Income tax expense	(1,235)	(125)	-	(335)	-	(219)	(5,521)	(917)	(44)
Profit for the year	3,621	3,834	1,768	(592)	8,692	(343)	7,713	2,604	(654)

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	-	-	-	-
Derivative assets	-	-	-	-	-	-	-	-	-
Loans and Advances to Banks	-	-	-	-	-	-	2,996	-	-
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	16,423	2	2,423	187,780	7,678	11,930
Other assets	163	2,659	957	3,377	9,814	76	10,737	1,309	2,776
Investments in equity-accounted investee	-	-	-	-	-	-	-	-	-
Investments in Subsidiaries	-	-	-	-	-	-	-	-	-
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	-
Total assets	51,652	356,209	116,776	52,127	168,731	22,750	359,033	9,233	43,497

Financed by:

Derivative liabilities	-	-	-	-	-	-	-	-	-
Deposits from banks	2,960	72,462	66	-	35,686	3,603	11,471	-	80
Deposits from customers	31,257	253,893	92,159	5,564	86,905	12,365	282,049	-	33,641
Other liabilities	6,966	3,690	10,589	38,432	7,851	301	14,726	2,915	1,889
Current income tax liabilities	-	-	-	2,673	-	-	6,174	953	13
Subordinated liabilities	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	2,068	-	-
Deferred tax liability	10	-	-	-	-	-	-	13	-
Deposit for shares*	-	-	-	-	-	-	-	-	-
Total Equity	10,459	26,164	13,962	5,458	38,289	6,481	42,545	5,352	7,874
Total liabilities and equity	51,652	356,209	116,776	52,127	168,731	22,750	359,033	9,233	43,497

Condensed cash flows

Net cash from/(used in) operating activities	24,701	66,978	55,617	28,639	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
Increase/(decrease) in cash and cash equivalents	9,345	12,287	(4,083)	18,774	43,081	14,469	16,592	(74)	9,407
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
Cash and cash equivalents at end of the year	15,465	36,969	9,443	28,811	53,863	18,418	56,499	18	16,055

*See Note 51 - Restatement of prior year financial information

United Bank for Africa Plc
Notes to Financial Statements
For the year ended 31 December 2021

...

52 CONDENSED RESULT OF CONSOLIDATED SUBSIDIARIES (CONTINUED)

For the year ended December 31, 2020

In millions of Nigerian Naira

Condensed statements of comprehensive income

	UBA Tanzania	UBA Congo DRC	UBA UK Limited	Bank	Group Adjustments	Group
Operating Revenue	3,766	3,351	4,455	236,068	(3,840)	615,772
Total operating expenses	(3,148)	(2,920)	(5,866)	(155,844)	(758)	(462,577)
Net impairment gain/(reversal) on financial assets	(27)	-	-	(21,864)	851	(27,009)
Share of loss of equity-accounted investee	-	-	-	-	1,071	1,071
(Loss)/Profit before income tax	591	431	(1,411)	58,360	(2,676)	127,257
Income tax expense	(12)	-	-	(1,449)	117	(18,095)
Profit/(loss) for the year from continuing operations	579	431	(1,411)	56,911	(2,559)	109,162
(Loss)/Profit for the year	579	431	(1,411)	56,911	(2,559)	109,162

Condensed statements of financial position

Assets

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	-	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	(21,733)	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)	110,829
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
Total assets	29,353	79,741	98,114	5,207,833	(317,418)	7,693,377

Financed by:

Derivative liabilities	-	-	-	508	-	508
Deposits from banks	4,122	629	69,470	121,815	(59,470)	418,157
Deposits from customers	19,807	51,359	6,678	3,824,143	(42,432)	5,676,011
Other liabilities	1,372	20,862	5,453	93,669	(109,685)	157,826
Current tax liability	-	-	-	1,478	(437)	9,982
Borrowings	-	-	-	688,280	-	694,355
Deferred tax liability	-	-	-	-	16,533	16,992
Total Equity	4,052	6,891	16,513	477,940	(121,926)	719,546
Total liabilities and equity	29,353	79,741	98,114	5,207,833	(317,417)	7,693,377

Condensed cash flows

Net cash from/(used in) operating activities	6,822	25,914	39,224	713,898	(120,344)	1,456,784
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)	77,366	(1,106,177)
Increase/(decrease) in cash and cash equivalents	7,558	31,607	4,770	24,979	(160,859)	132,835
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
Cash and cash equivalents at end of the year	14,519	41,710	16,762	433,428	(176,864)	794,594

* See note 51 Restatement of prior year financial information



United Bank for Africa Plc

Other National Disclosures

For the year ended 31 December 2021

...

STATEMENT OF VALUE ADDED

Group

Gross revenue
Interest paid

Administrative overheads:

- local
- foreign

Value added

Distribution

Employees

- Salaries and benefits

Government

- Current Income tax

The future

- Asset replacement (depreciation and amortization)
- Asset replacement (provision for losses)
- Expansion (transfer to reserves and
non-controlling interests)

2021 N'million	%	2020 N'million	%
660,219		616,843	
(157,551)		(168,395)	
502,668		448,448	
(208,992)		(187,625)	
(14,808)		(2,502)	
278,868	100	261,853	100
93,244	33	87,545	33
34,395	12	18,095	7
22,700	8	20,005	8
9,851	4	22,443	9
118,678	43	113,765	43
278,868	100	261,853	100

Bank

Gross revenue
Interest paid

Administrative overheads:

- local
- foreign

Value added

Distribution

Employees

- Salaries and benefits

Government

- Taxation

The future

- Asset replacement (depreciation and amortization)
- Asset replacement (provision for losses)
- Expansion (transfer to reserves and
non-controlling interests)

2021 N'million	%	2020 N'million	%
381,493		381,476	
(101,649)		(116,748)	
279,844		256,044	
(147,857)		(129,035)	
(673)		(973)	
131,314	100	134,720	100
45,985	35	47,178	35
1,850	1	1,449	1
15,761	12	15,036	11
9,049	7	14,146	11
58,669	42	56,911	42
131,314	100	134,720	100

Value added represents the additional wealth which the Group has been able to create by its own and employees efforts.

United Bank for Africa Plc

Five-Year Financial Summary - Group

For the year ended 31 December 2021

...

FIVE - YEAR FINANCIAL SUMMARY-GROUP

STATEMENT OF FINANCIAL POSITION

<i>In millions of Nigerian Naira</i>	December 31, 2021	December 31, 2020	December 31, 2019	December 31, 2018	December 31, 2017
ASSETS					
Cash and bank balances	1,818,784	1,874,618	1,396,228	1,220,596	898,083
Financial assets at fair value through profit or loss	13,096	214,400	102,388	19,439	31,898
Derivative assets	33,340	53,148	48,131	34,784	8,227
Loans and advances to banks	153,897	77,419	108,211	15,797	20,640
Loans and advances to customers	2,680,667	2,554,975	2,061,147	1,715,285	1,650,891
Investment securities					
- At fair value through other comprehensive income	993,791	1,421,527	901,048	1,036,653	-
- Available-for-sale	-	-	-	-	593,299
- At amortised cost	2,341,839	1,159,264	670,502	600,479	-
- Held to maturity	-	-	-	-	622,754
Other assets	149,154	110,829	139,885	63,012	86,729
Investments in equity-accounted investee	8,945	4,504	4,143	4,610	2,860
Property and equipment	178,117	153,191	128,499	115,973	107,636
Intangible assets	30,450	28,900	17,671	18,168	16,891
Deferred tax assets	43,329	40,602	43,054	24,942	29,566
Asset Classified as Held for Sale	95,909	-	-	-	-
TOTAL ASSETS	8,541,318	7,693,377	5,620,907	4,869,738	4,069,474
LIABILITIES					
Derivative liabilities	98	508	852	99	123
Deposits from banks	654,211	418,157	267,070	174,836	134,289
Deposits from customers	6,369,189	5,676,011	3,832,884	3,349,120	2,733,348
Other liabilities	216,209	157,826	107,255	120,764	98,277
Current income tax liabilities	21,415	9,982	9,164	8,892	7,668
Borrowings	455,772	694,355	758,682	683,532	502,209
Subordinated liabilities	-	-	30,048	29,859	65,741
Deferred tax liabilities	19,617	16,992	16,974	28	40
TOTAL LIABILITIES	7,736,511	6,973,831	5,022,929	4,367,130	3,541,695
EQUITY					
Share capital and share premium	115,815	115,815	115,815	115,815	115,815
Reserves	660,359	575,836	462,758	367,654	393,733
EQUITY ATTRIBUTABLE TO EQUITY - HOLDERS OF THE BANK	776,174	691,651	578,573	483,469	509,548
Non-controlling interests	28,633	27,895	19,405	19,139	18,231
TOTAL EQUITY	804,807	719,546	597,978	502,608	527,779
TOTAL LIABILITIES AND EQUITY	8,541,318	7,693,377	5,620,907	4,869,738	4,069,474



United Bank for Africa Plc

Five-Year Financial Summary - Group

For the year ended 31 December 2021

...

OTHER ADDITIONAL DISCLOSURES

Five - Year Financial Summary-Group

Summarized Statement of Comprehensive Income

In millions of Nigerian Naira

	December 31, 2021	December 31, 2020	December 31, 2019	December 31, 2018	December 31, 2017
Net operating income	442,994	403,042	346,293	308,218	326,565
Operating expenses	(278,986)	(249,847)	(217,167)	(197,342)	(189,652)
Net impairment loss on loans and receivables	(12,863)	(27,009)	(18,252)	(4,529)	(32,895)
Share of profit/(loss) of equity-accounted investee	1,928	1,071	413	419	204
Profit before income tax expense	153,073	127,257	111,287	106,766	104,222
Income tax expense	(34,395)	(18,095)	(22,198)	(28,159)	(26,674)
Profit after taxation	118,678	109,162	89,089	78,607	77,548
Profit for the year	118,678	109,162	89,089	78,607	77,548
- Non-controlling interests	2,795	3,253	2,869	3,248	2,544
- Equity holders of the parent	115,883	105,909	86,220	75,359	75,004
Other comprehensive income for the year	(14,607)	43,326	35,350	(33,273)	27,769
Total comprehensive income for the year	104,071	152,488	124,439	45,334	105,317

Statement of financial position ASSETS

Cash and bank balances	1,446,906	1,436,822	1,182,554	1,015,199	727,546
Financial assets at fair value through profit or loss	7,984	171,058	102,388	19,439	31,898
Derivative assets	33,340	53,148	48,131	34,784	7,911
Loans and advances to banks	120,124	65,058	99,849	15,516	19,974
Loans and advances to customers	1,848,102	1,812,536	1,503,380	1,213,801	1,173,214
Investment securities					
- At fair value through other comprehensive income	840,249	1,233,684	772,658	925,892	-
- Available for sale	-	-	-	-	423,293
- At amortised cost	806,217	71,479	73,556	84,265	-
- Held to maturity	-	-	-	-	242,185
Other assets	88,649	96,524	111,607	49,642	77,949
Investments in subsidiaries	103,275	103,275	103,275	103,777	103,777
Investments in equity-accounted investee	2,715	2,715	2,715	2,715	1,770
Property and equipment	141,581	123,435	107,448	97,502	89,285
Intangible assets	18,063	16,237	7,070	6,911	5,846
Deferred tax assets	21,862	21,862	21,862	21,862	27,178
Non-current assets held for Sale	95,909	-	-	-	-
TOTAL ASSETS	5,574,976	5,207,833	4,136,493	3,591,305	2,931,826

LIABILITIES

Derivative liabilities	98	508	852	99	123
Deposits from banks	483,110	121,815	92,717	30,502	15,290
Deposits from customers	4,004,306	3,824,143	2,764,388	2,424,108	1,877,736
Current income tax liabilities	2,751	1,478	722	706	1,108
Subordinated liabilities	-	-	30,048	29,859	65,741
Borrowings	455,772	688,280	744,094	657,134	502,209
Other liabilities	127,338	93,669	57,150	84,299	68,759
TOTAL LIABILITIES	5,073,375	4,729,893	3,689,971	3,226,707	2,530,966

United Bank for Africa Plc

Five-Year Financial Summary - Group

For the year ended 31 December 2021



STATEMENT OF FINANCIAL POSITION

In millions of Nigerian Naira

EQUITY

	December 31, 2021	December 31, 2020	December 31, 2019	December 31, 2018	December 31, 2017
Share capital and share premium	115,815	115,815	115,815	115,815	115,815
Reserves	385,786	362,125	330,707	248,783	285,045
TOTAL EQUITY	501,601	477,940	446,522	364,598	400,860

TOTAL LIABILITIES AND EQUITY

5,574,976	5,207,833	4,136,493	3,591,305	2,931,826
------------------	------------------	------------------	------------------	------------------

Summarized statement of comprehensive income

In millions of Nigerian Naira

	December 31, 2021	December 31, 2020	December 31, 2019	December 31, 2018	December 31, 2017
Net operating income	239,434	236,068	227,464	191,144	209,279
Operating expenses	(169,166)	(155,844)	(141,032)	(131,537)	(126,051)
Net impairment loss on loans and receivables	(9,749)	(21,864)	(16,369)	(4,257)	(30,433)
Profit before income tax expense	60,519	58,360	70,063	55,350	52,795
Income tax expense	(1,850)	(1,449)	(7,313)	(14,303)	(11,399)
Profit for the period	58,669	56,911	62,750	41,047	41,396
Other comprehensive income for the period	(16,198)	5,427	48,244	(12,009)	15,668
Total comprehensive income for the period	42,471	62,338	110,994	29,038	57,064



We are here *for your Business*

We understand that you are working hard to grow your business and as a bank that is committed to your success, we have designed SME banking solutions just for you.

Loan	Features	Tenor	Interest rate
Working Capital Loan	Up to N50m to pay salaries and boost cash flow	12 months	20% p.a <i>(women-owned businesses get special interest rates)</i>
Asset Finance	Up to N50m to buy equipment	36 months	18% p.a
Temporary Overdrafts	Up to N6m to meet urgent cash flow needs	30 days	30% p.a
Healthcare Intervention Facility	Up to N50m to boost cash flow or buy healthcare equipment	36 months	20% p.a
School Owners Loan	Up to N100m to boost cash flow, renovate or buy a new school building	60 months	18% p.a

For more information, please call your Relationship Manager or contact our SME Help Desk on 01-2808822 or email us at cfc@ubagroup.com

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

06

Investor Information

Investor Information

Notice of AGM

Proxy Form

Shareholder Forms

Directors Retiring by Rotation and Seeking Re-election

Investor Information

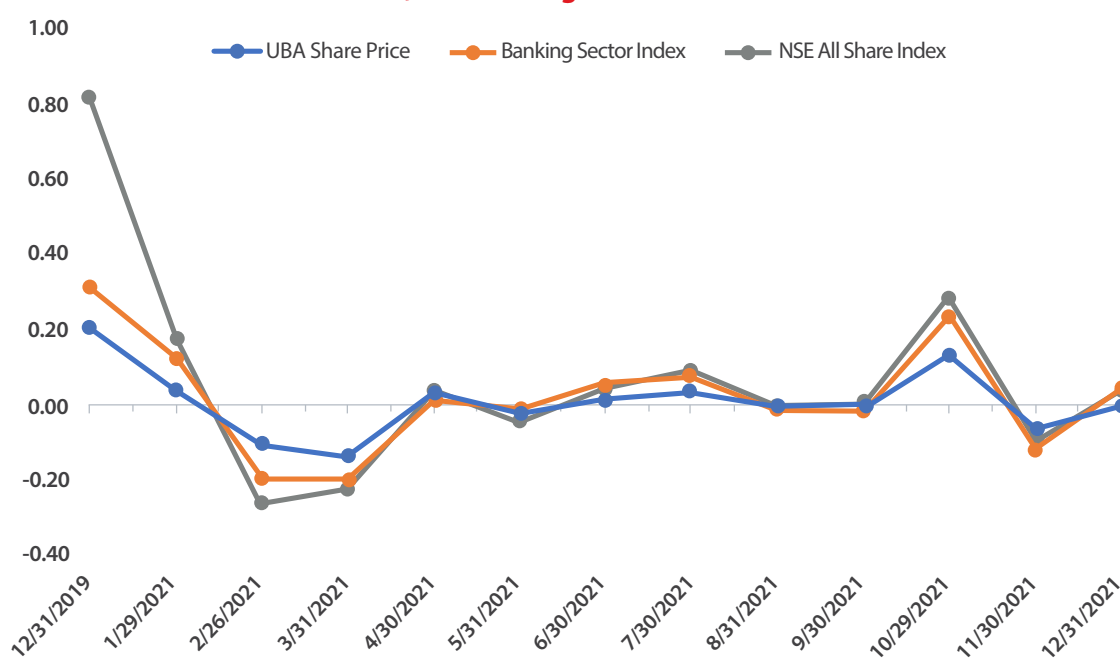
Shareholder Information

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 12.68 million shares. A summary of its key share data is shown below.

Share data as of last trading day in 2021

Year	2021	2020
NSE ticker	UBA	UBA
Bloomberg ticker	UBA NL	UBA NL
Share price(N)	8.05	8.65
Shares outstanding (million)	34.20	34.20
Market capitalisation (N'billion)	275.32	295.82
Market capitalisation (US\$' million)	647.18	738.95
12-month daily average trading volume (million)	12.68	27.93
52-week high share price (N)	9.25	9.75
52-week low share price (N)	6.80	4.40

Trend in Rebased UBA Share Price, the Banking Sector Index and the NSE All Share Index





Share capital

The authorized share capital as of 31 December 2021 amounted to ₦22,500,000,000 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 2021, UBA's shares were held by a total of shareholders as analyzed in the table below:

Headline		Shareholders			Holdings		
Range	Count	Cumulative count	Count (%)	Aggregate Holdings	Cumulative Holdings	Aggregate Holdings (%)	
1 - 1,000	32,486	32,486	11.85	14,848,313	14,848,313	0.04	
1,001 - 5,000	120,284	152,770	43.88	300,466,021	315,314,334	0.88	
5,001 - 10,000	44,752	197,522	16.33	306,353,301	621,667,635	0.90	
10,001 - 50,000	54,070	251,592	19.72	1,127,029,978	1,748,697,613	3.30	
50,001 - 100,000	10,766	262,358	3.93	729,580,563	2,478,278,176	2.13	
100,001 - 500,000	8,891	271,249	3.24	1,820,383,600	4,298,661,776	5.32	
500,001 - 1,000,000	1,321	272,570	0.48	925,536,519	5,224,198,295	2.71	
1,000,001 - 5,000,000	1,194	273,764	0.44	2,349,289,050	7,573,487,345	6.87	
5,000,001 - 10,000,000	155	273,919	0.06	1,079,731,719	8,653,219,064	3.16	
10,000,001 - 50,000,000	138	274,057	0.05	2,853,677,898	11,506,896,962	8.34	
50,000,001 - 100,000,000	25	274,082	0.01	1,651,985,206	13,158,882,168	4.83	
100,000,001 - 500,000,000	34	274,116	0.01	10,074,898,487	23,233,780,655	29.46	
500,000,001 - 1,000,000,000	10	274,126	0.00	6,552,708,870	29,786,489,525	19.16	
1,000,000,001 and Above	3	274,129	0.00	4,412,941,841	34,199,431,366	12.90	
	274,129		100	34,199,431,366		100.00	

Ten-year History of Capitalization

Date	Authorised (N)	Issued and Full Paid Capital (N)	Issued Shares	Considerations
01 August 2005	6,000,000,000	3,236,000,000	6,472,000,000	Bonus (1:5)
22 February 2007	6,000,000,000	4,236,000,000	8,472,000,000	Bonus (1:5)
04 May 2007	6,000,000,000	4,290,214,286	8,580,428,572	Foreign Loan Stock Conversion
25 September 2007	6,000,000,000	5,645,139,990	11,290,279,980	Cash (right and public offering)
18 January 2008	7,500,000,000	5,645,139,990	11,290,279,980	
18 June 2008	12,500,000,000	8,622,584,985	17,245,169,970	Bonus (1:2) (interim)
05 January 2009	12,500,000,000	10,778,231,231	21,556,462,462	Bonus (1:4) (Final)
02 October 2009	17,500,000,000	10,778,231,231	21,556,462,462	
13 May 2010	17,500,000,000	12,933,877,477	25,867,754,954	Bonus (1:5) (Final)
13 May 2011	17,500,000,000	16,167,346,850	32,334,693,700	Bonus (1:4) (Final)
18 May 2012	22,500,000,000	16,490,693,782	32,981,387,564	Bonus (1:50) (Final)
01 July 2015	22,500,000,000	18,139,763,161	36,279,526,322	Rights Issue
12 October 2017	22,500,000,000	17,099,710,683	34,199,421,366	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	31 December 2012	10 June 2013	16,490,693,783	0.50
60	31 December 2013	28 April 2014	16,490,693,783	0.50
61	31 December 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	31 December 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	31 December 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	31 December 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	31 December 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	31 December 2019	02 March 2020	27,359,537,092	0.80
72	30 June 2020 Interim	01 September 2020	5,813,901,632	0.17
73	31 December 2020	08 March 2021	11,969,797,478	0.35
74	30 June 2021 Interim	09 September 2021	6,839,884,273	0.20

Record of Unclaimed Dividend as at 31 December 2021

S/NO	Dividend year	Amount declared	Total amount paid to date	Unclaimed dividend
1	2009	2,155,646,246	2,047,413,259	108,232,988
2	2010	1,293,387,748	1,199,721,354	93,666,394
3	2012	16,490,693,783	14,989,405,514	1,501,288,268
4	2013	16,490,693,783	15,369,460,069	1,121,233,713
5	2014	3,298,138,757	3,085,274,015	212,864,742
6	2015	7,255,905,264	6,730,628,578	525,276,687
7	2015	14,511,810,528	13,352,027,173	1,159,783,355
8	2016	7,255,905,264	6,785,791,000	470,114,264
9	2016	19,953,739,477	18,512,628,231	1,441,111,246
10	2017	6,839,884,273	6,453,660,328	386,223,945
11	2017	22,229,623,888	20,333,733,357	1,895,890,531
12	2018	6,839,884,273	6,437,411,743	402,472,530
13	2018	22,229,623,888	20,414,089,530	1,815,534,358
14	2019	6,839,884,273	6,263,115,736	576,768,537
15	2019	27,359,537,093	25,024,365,386	2,335,171,707
16	2020	5,813,901,632	5,397,686,127	416,215,505
17	2020	11,969,797,478	11,955,171,755	14,625,723
18	2021	6,839,884,273	6,226,876,876	613,007,397



Credit Rating Summary



National

Short-term: Aa-



National

Short-term: A1+ (NG)

Long-term: AA + (NG)

International

Long-term: B



National

Short-term: F1(nga)

Long-term: A+(nga)

International

Short-term: B

Long-term: B



National

Short-term: ngBBB/ngA-2

Long-term: ngBBB

International

Short-term: B

Long-term: B-

Stand alone CR profile: 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.



Let us help you trade in Africa

Africa is home to the largest free trade zone in the world, and with our presence in 20 African countries, we are well positioned to support your business across the continent.

Our Services

- Trade loans and financing
- Trade advisory services
- Business workshops and seminars
- Dedicated relationship managers
- Access to international banks for cross border trading
- Customized import and export product and services

For more information, contact us on 01-7000822, 0700 2255 822
or email cfc@ubagroup.com



NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the 60th Annual General Meeting of United Bank for Africa Plc (the Bank) will hold on Thursday, April 7, 2022 at the Transcorp Hilton Hotel, Abuja FCT by 10:00AM to transact the following business:

ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the year ended December 31, 2021, 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. Mrs. Owanari Duke
 - 3.2. Erelu Angela Adebayo
 - 3.3. Ms. Aisha Hassan-Baba, OON
4. To elect the following Director:
 - 4.1. Mrs. Caroline Anyanwu
5. To authorize the Directors to fix the remuneration of the Auditors for the 2022 financial year.
6. To disclose the remuneration of managers of the Bank.
7. To elect members of the Statutory Audit Committee.

SPECIAL BUSINESS

1. **To consider and if thought fit, to pass the following Ordinary Resolution:**

That the Director Fees for the financial year ending December 31, 2022, until further notice, be and is hereby fixed at N75,000,000.00 per annum, N55,000,000.00 per annum, and N50,000,000.00 per annum for the Chairman, Vice-Chairman, and Non-Executive Director respectively.

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 cxc@aficaprudential.com not later than 48 hours before the fixed time of the meeting.



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. Sir Sunny Nwosu
6. Chief Timothy Adesiyun
7. Mrs. Bisi Bakare
8. Mr. Nornah Awoh
9. Mr. Patrick O. Ajudua

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.

6. Dividend Payment

If the dividend recommended by the Directors is approved, dividend will be posted electronically on Thursday, April 7, 2022 to all shareholders whose names are registered in the Company's Register of Members as at the close of business on Friday, March 18, 2022 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 21, 2022 to Friday, March 25, 2022 for the purpose of paying dividend and updating the register

8. Profiles of Directors for Election/Re-election

The profiles of Mrs. Owanari Duke, Erelu Angela Adebayo, Ms. Aisha Hassan-Baba, OON, and Mrs. Caroline Anyanwu who are seeking election/re-election, are provided in the Annual Report.



NOTICE OF ANNUAL GENERAL MEETING



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.

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 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 10th day of March, 2022

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 (UBA) hereby appoint*

(block letters please)

or failing him/her, 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 Transcorp Hilton Hotel, Abuja FCT, on Thursday, April 7, 2022 at 10:00AM or at any adjournment thereof.

Dated this _____ day of _____ 2022

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.



7. 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.
8. 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 7, 2022.

RESOLUTIONS		For	Against	Abstain
ORDINARY BUSINESS				
1	To receive the audited Accounts for the year ended December 31, 2021 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. Mrs. Owanari Duke			
	3.2. Erelu Angela Adebayo			
	3.3. Ms. Aisha Hassan-Baba, OON			
4	To approve the appointment of the following Director:			
	4.1. Mrs. Caroline Anyanwu			
5	To authorize the Directors to fix the remuneration of the Auditors for the 2022 financial year.			
6	To disclose the remuneration of Managers of the Bank.			
7	To elect members of the Audit Committee.			
SPECIAL BUSINESS				
8	To consider and if thought fit, pass the following as an ordinary resolution:			
	i. That the remuneration of the Directors of the Bank for the year ending December 31, 2022 be and is hereby fixed at N50 million only for each Director			
9	To consider and if thought fit, pass the following as special resolutions:			
	i. That following the recommendation of the Board of Directors, pursuant to Articles 46 & 47 of the Bank's Articles of Association and in compliance with the requirements of Section 124 of the Companies and Allied Matters Act (CAMA) 2020 and Regulation 13 of the Companies Regulations 2021, the Bank's Unissued Share Capital of 10,800,000,000 ordinary shares of 50 kobo each be and is hereby cancelled.			
	ii. That pursuant to Articles 46 & 47 of the Bank's Articles of Association and in compliance with the requirements of Section 124 of the Companies and Allied Matters Act (CAMA) 2020 and Regulation 13 of the Companies Regulations 2021, the Issued			



	Share Capital of the Bank be and is hereby declared as 34,200,000,000 ordinary shares of 50 kobo each.			
	iii. That pursuant to the above resolutions, that Clause 6 of the Memorandum and Article 10 of the Articles of Association of the Bank be and are hereby amended to read as follows: "The Share Capital of the Bank is N17,100,000,000 (Seventeen Billion, One Hundred Million Naira) divided into 34,200,000,000 (Thirty-Four Billion, Two Hundred Million) ordinary shares of 50 kobo each."			
	iv. That the Board of Directors be and is hereby empowered and authorised to carry out, as it deems appropriate and in accordance with any relevant laws thereto, any actions, including but not limited to restructuring, acquisition, investment, reconstruction and business arrangement exercise and actions for the Bank as may be necessary to achieve competitive business advantage and/or comply with any legislation and/or directives and guidelines of the Central Bank of Nigeria.			
	v. That the Board of Directors of the Bank be and is hereby authorised to do all such things and take all such actions as are required to give effect to the above resolutions in compliance with extant laws and regulations.			
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 (RC 2457)
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 Transcorp Hilton Hotel, Abuja FCT, on Thursday, April 7, 2022, at 10:00AM.

Name and Address of Shareholder: _____

Account Number: _____

Number of Shares Held: _____

Shareholder's Signature: _____

**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:

Joint/Company's Signatories

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 | @afriprud





RC 649007

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:

Joint/Company's Signatories

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@afriprudential.com | www.afriprudential.com | @afriprud





RC 649007

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:
Joint/Company's Signatories

Company Seal (if applicable)

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. CAPPAS 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:

Affix
Recent Passport
Photograph

USE GUM ONLY
NO STAPLE PINS

(to be stamped by your banker)
ONLY CLEARING BANKS ARE ACCEPTABLE

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.

Please credit my account at Central Securities Clearing System (CSCS) with shares from my holdings in [] [] [] [] [] [] [] [] [] [] [] [] [] [] [] []
[] [] [] [] [] [] [] [] [] [] [] [] "the company". I recognize this will invalidate any certificate(s) in my possession,
or which might come into my possession in respect of my total holding(s) in this/this company.

Affix recent
passport
photograph

SECTION A:

SHAREHOLDER'S FULL NAMES:																										
	Surname								First Name								Middle Name									

USE GUM ONLY
NO STAPLE PINS

[illegible]

GSM NUMBER:		E-MAIL:	
--------------------	--	----------------	--

GENDER: Male ☐ Female ☐ **DATE OF BIRTH:** DD MM YY YY **CSCS INVESTOR'S A/C NO.:**

CLEARING HOUSE NUMBER(CHN): C REGISTRAR'S ID NO (RIN):

BANK DETAILS FOR DIRECT SETTLEMENT

ACCOUNT NAME:

 BANK:

[illegible]







Authorized Signature (1)
(and stamp of Stockbroker)

Authorized Signature (2)
(and stamp of Stockbroker)

Shareholder's Signature & Date

Shareholder's Signature & Date (2)
(if applicable)

CERTIFICATE DETAILS

S/N	CERTIFICATE NO. (IF ANY)						UNITS					
1.												
2.												
3.												

S/N	CERTIFICATE NO. (IF ANY)	UNITS
4.		
5.		
6.		

Thumb Print

Compan
Seal

SECTION B: INDEMNITY FOR MISPLACED, LOST OR DESTROYED CERTIFICATE(S)

I hereby request Africa Prudential Plc to credit 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:

Name:

 GSM NO:

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):

Authorized Signatory (2):

Compan
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 AFRIPRUD (0700 2374 7783) | E-MAIL: cxc@africaprudential.com | www.africaprudential.com | @afriprud





Directors Retiring by Rotation and Seeking Re-election



Owanari Duke

INDEPENDENT
NON-EXECUTIVE DIRECTOR

She holds an LLB 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.



Erelu Angela Adebayo

NON-EXECUTIVE
DIRECTOR

Erelu Angela Adebayo obtained a BSC 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.



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, 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, 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.



Get ₦1million in a minute

Dial ***919*28#** to apply for a
Click Credit Loan

Visit www.ubagroup.com/clickcredit to learn more.

Terms and conditions apply

ClickCredit

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
(Interim Board Chairman)

UBA BENIN
Cotonou, Patte d'Oie,
Quartier AWHANLEKO,
Ilot 610, Parcelle zb



PAMELA SHODIPO
Managing Director/CEO (Designate)

UBA BENIN
Cotonou, Patte d'Oie,
Quartier AWHANLEKO,
Ilot 610, Parcelle zb
Office: +22921312424



DAMO BARO
Chairman

UBA BURKINA FASO
1340 Avenue
Dimdolobsom 01 bp
362, Ouagadougou
Office: +226 76 20 50 86



JULIEN KOUASSI
Managing Director/CEO

UBA BURKINA FASO
1340 Avenue
Dimdolobsom 01 bp
362, Ouagadougou
Office: +226 25 30 00 00



EBENEZER ESSOKA
Chairman

UBA CAMEROON
1719, Boulevard de la Liberté,
Akwa B.P. 2088 – Douala,
Cameroun
Office: +237 67 7551101



JUDE ANELE
Managing Director/CEO

UBA CAMEROON
1719, Boulevard de la Liberté,
Akwa B.P. 2088 – Douala,
Cameroun
Office: +237 233 506 782



TIDJANI BADAoui
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)



ANIE NNKAKEY
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,
Near Cedi House,
Off Liberia Rd., West Ridge,
Accra, Ghana
Office: +234 80 371 40299



CHRIS OFIKULU
Managing Director/CEO

UBA GHANA
Heritage Tower,
Ambassadorial Enclave,
Near Cedi House,
Off Liberia Rd., West Ridge,
Accra, Ghana
Office: +2330302634060



AMIE SOW
(Interim Board 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



CHIKE ISIUWE
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



FILIBE RICARDO MANDLATE
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



AMADOU THIOYE
Chairman

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



GBENGA MAKINDE
Managing Director/CEO

UBA TANZANIA
30C/30D Nyerere Road
Dar es Salaam, Tanzania
Office: +255 222 86 3452-3



MUSTAPHA KIGOZI
Chairman

UBA UGANDA

Plot 2, Jinja Road, Kampala
P.O Box 7396, Kampala, Uganda
Office: +256 417 715102;
+256 417 715100



CHIOMA MANG
Managing Director/CEO

UBA UGANDA

Plot 2, Jinja Road, Kampala
P.O Box 7396, Kampala, Uganda
Office: +256 417 715102;
+256 417 715100



TUKIYA KANKASA MABULA
Chairman

UBA ZAMBIA

Stand 22768, Thabo Mbeki Road
Lusaka, Zambia



CHINEDU 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

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



ADELEKE ADEYEMI
Managing Director/CEO

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

Registrars

Africa Prudential Plc
220B Ikorodu Road
Palmgrove Bus Stop Palmgrove, Lagos, Nigeria
Phone +234-1-8752604
www.africaprudentialregistrars.com



Shareholders' 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:

Michael Ani,

Investor Relations
UBA House (14th Floor)
57 Marina, Lagos
Tel: +234-1-280-8760
Email: michael.ani@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

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

Telephone line:

+234 1 2808760

Mailing address:

Investor Relations 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.

More Convenience

Whenever and wherever, you always have options with the **UBA Digital Experience**.



To get started, visit
internetbanking.ubagroup.com





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
www.ubagroup.com