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BANK OF AFRICA
BMCE GROUP



BANK OF AFRICA PRESENTATION

July 2021



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BANK OF AFRICA OVERVIEW



BANK OF AFRICA, a universal banking group



+15 000
EMPLOYEES



32
COUNTRIES



+1 800
POINTS OF SALE



+6
MILLION CUSTOMERS

BANK OF AFRICA is one of Africa's main pan-African financial groups. With an extensive portfolio of brands and subsidiaries, **BANK OF AFRICA** has adopted a universal banking business model comprising a variety of business lines, including commercial banking, investment banking as well as specialised financial services such as leasing, factoring, consumer credit and participatory banking.

RATINGS



BA1,
NEGATIVE
OUTLOOK

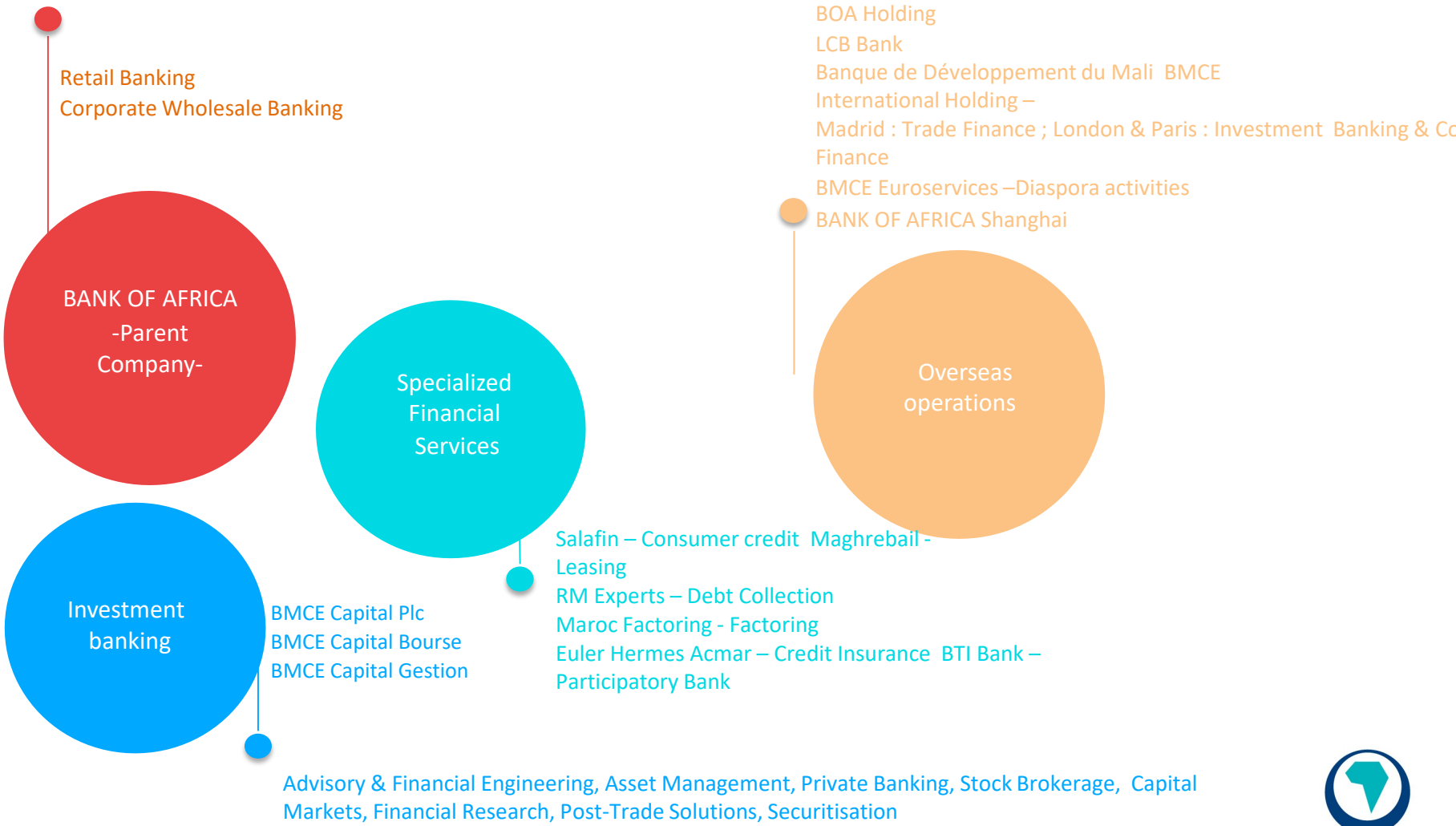


BB,
STABLE OUTLOOK

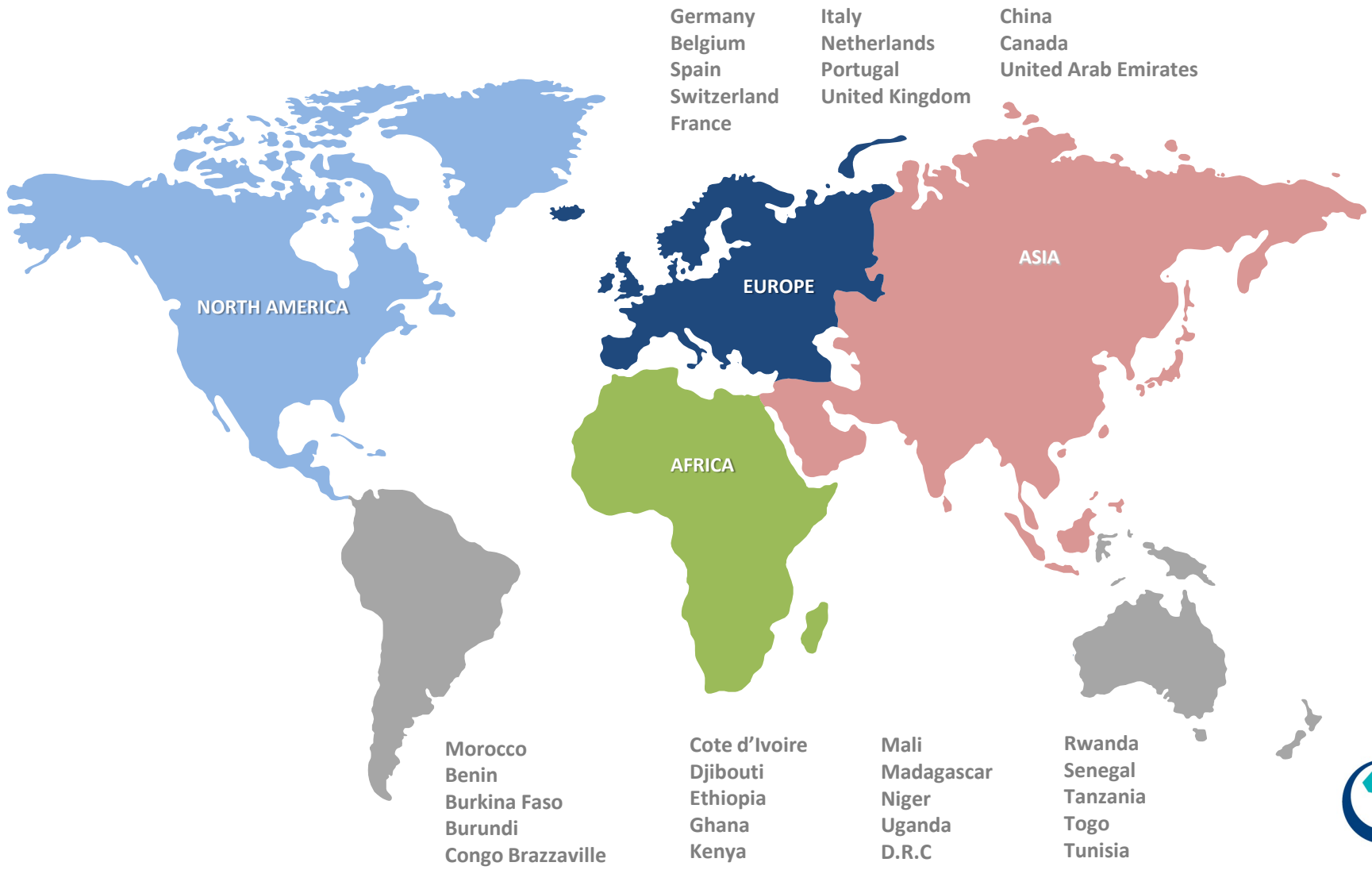


A1+,
Extra-Financial Rating

A multi Brand Universal Banking Group



BANK OF AFRICA across the world



More than 60 years of Development

1959-1994
From a state-owned bank...

1959: Bank established

1972: Opens first overseas operations with Paris branch office

1975: Listed on the Stock Exchange

1995-2006
...to a universal bank

1995: Bank privatised

2000: Representative offices opened in London and Beijing

2004: First non-European bank in Morocco to be awarded a CSR rating

2007-2020
...and now a multinational Group

2007: BBI London starts operations

2008: Acquires a 35% stake in BOA Holding

2013: USD 300 million Eurobond issue

2015: - New corporate name adopted, 'BMCE Bank Of Africa', underlining the Group's African credentials
- Stakes raised in BOA Holding to 75%, in Banque de Développement du Mali to 32.4% and in LCB Bank to 37%
- African Entrepreneurship Award programme launched

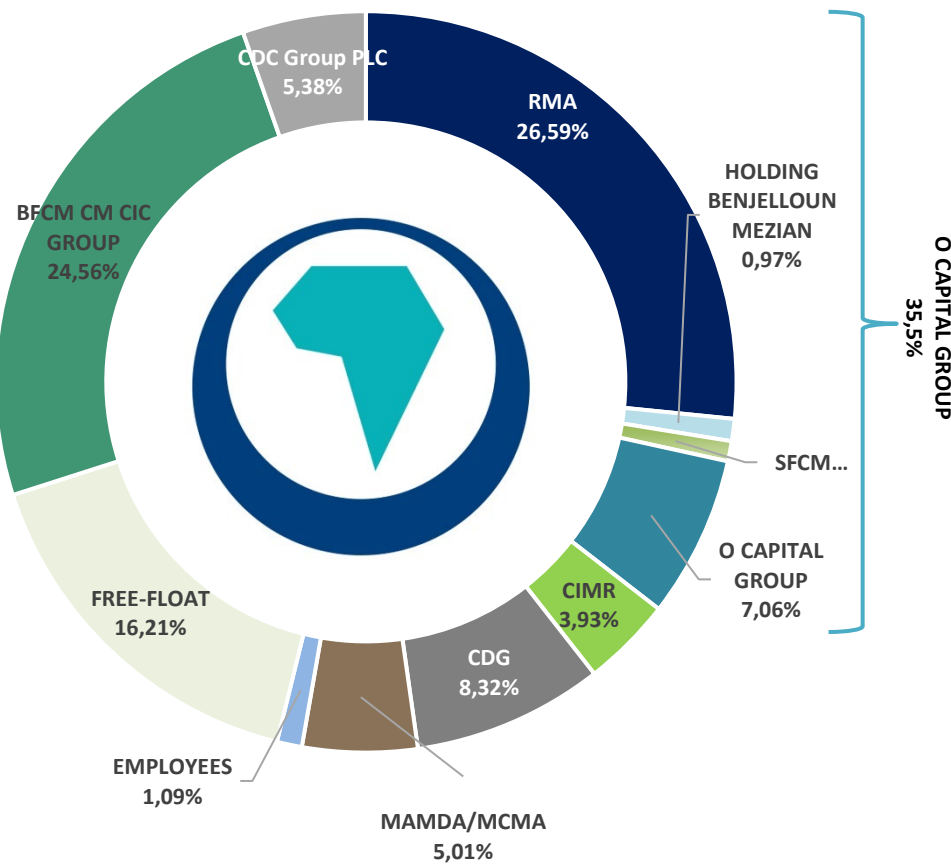
2016: First bank to issue a green bond at COP 22

2019: BANK OF AFRICA Shanghai subsidiary starts operations

2020 : BMCE Bank of Africa becomes BANK OF AFRICA

Stable & Diversified Shareholding Structure

December 2020



O CAPITAL GROUP
 Private Moroccan group, leader in the country with a pan African impact. Present in different business areas with a potential economic growth as banking, insurance, telecom, new technologies, asset management, media...

RMA
 A leading player in the insurance market, with an expanded and solid distribution network

CDG GROUP
 Morocco's largest institutional investor and key player in the national economy. Its active include public financing of investment projects, saving management activities...

BFCM - CM-CIC GROUP
 One of the leading retail banks in France, providing financial services to more than 5.1 million clients, pioneer in electronic banking and a major actor in the professional market

CDC Group Plc
 Established in 1948, CDC Group Plc is the largest UK Development finance institution in the world, holding an investment portfolio of over \$ 6 billion across Africa & South Asia



Results resilient despite the global pandemic

- **BANK OF AFRICA Group's business activity proved resilient with consolidated net banking income up by a modest 1% at 31 December 2020, driven by 5% growth in net interest income and a 3% rise in income from market operations;** this was due to a combination of: (i) **strong momentum by market operations** in 2020 against a backdrop of lower interest rates and (ii) a **reduction in the cost of funding**

- **Strong commercial performance with 4% growth in outstanding consolidated loans to MAD 194.2 billion at 31 December 2020, driven by a 4.4% increase in loans from Banking in Morocco (vs. +1.4%) to MAD 117 billion.** Consolidated customer deposits also performing strongly, up 2% to MAD 207.1 billion at 31 December 2020

- **Contraction in Group earnings with net income attributable to shareholders of the parent company down by 29% (excluding donation) and net income at parent level down by 1% (excluding donation)** after factoring in (i) a **MAD 1 billion** overall contribution to the COVID-19 special fund (ii) a **57% increase in the consolidated cost of risk;** including the donation, net income attributable to shareholders of the parent company fell by 62% and the Bank's net income by 47%



BANK OF AFRICA key figures -Consolidated Accounts-

TOTAL ASSETS

332 Bn MAD
30.3 Bn EUR
37.5 Bn USD

EQUITY ATTRIBUTABLE TO PARENT

22.6 Bn MAD
2.1 Bn EUR
2.5 Bn USD

NET INCOME ATTRIBUTABLE TO PARENT

738 M MAD
67.5 M EUR
83.3 M USD

NET BANKING INCOME

14 Bn MAD
1.3 Bn EUR
1.6 Bn USD

CUSTOMER DEPOSITS

207 Mrd DH
18.9 Mrd EUR
23.4 Mrd USD

CUSTOMER LOANS

194 Bn MAD
17.7 Bn EUR
21.9 Bn USD

(*) Figures at end of December 2020



BANK OF AFRICA – Parent Company – Key Figures

Total Assets

215 Bn MAD
19.7 Bn EUR
24.3 Bn USD

Net Income

724 M MAD
66.2 M EUR
81.7 M USD

Customer Deposits

129 Bn MAD
11.8 Bn EUR
14.6 Bn USD

Gross Operating Income

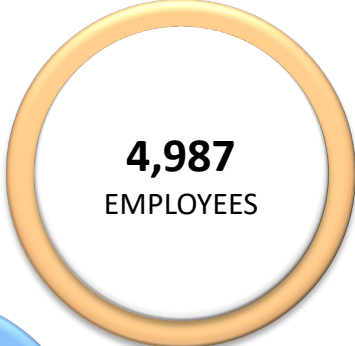
3,271 M MAD
299.1 M EUR
369 M USD

Net Banking Income

6,301 M MAD
576.2 M EUR
710.8 M USD

Customer Loans

116 Bn MAD
10.6 Bn EUR
13.1 Bn USD




(*) Figures at end of December 2020

BANK OF AFRICA STRATEGY




The 2019-2021 Strategic Development Plan

A growth accelerator




The Strategic Development Plan (PSD) adopted by BANK OF AFRICA Group for the 2019-2021 period provides a long-term vision underpinned by a number of sustainable growth drivers. The Bank's Senior Management has called for this plan to be reviewed given the unprecedented circumstances resulting from the COVID-19-related health crisis whatever amendments are made, the Plan is likely to underline BANK OF AFRICA's commitment to meeting the major challenges of sustainable development and provide a clear roadmap for accelerating the Bank's digital transformation as well as fostering new growth drivers in Morocco and overseas.



In a positive long-term economic backdrop that needs to overcome the short-term health crisis, the Strategic Development Plan is being launched at a time when the economic context is complex.

BANK OF AFRICA, which has forged close ties with its different stakeholders, will act as an intermediary. The Group is also more than capable of innovating and, together with its customers, will help identify solutions in Africa which are more economically efficient and underpinned by the 4th industrial revolution.




A major investor arrives in Africa – a shared vision and a firm commitment to the continent's economic development. In 2019, CDC Group Plc acquired a 5% stake in BANK OF AFRICA amounting to the dirham-equivalent of two hundred Million US Dollars. This venture represents CDC Group's first direct equity investment in Morocco and is one of the largest deals ever done by a UK institution in the Moroccan financial industry.





MAIN TAKEAWAYS 2020




Strongly committed and fully mobilised in support of the Moroccan and African economies against a backdrop of the global pandemic

- 
- Under Chairman Othman Benjelloun's leadership, BANK OF AFRICA made a **MAD 1 billion contribution to the COVID-19 pandemic management fund** established by His Majesty King Mohammed VI, an initiative which reflects the Group's strong commitment to the national cause during this period

- 
- A series of measures implemented aimed at **supporting the domestic economy and helping to save jobs** by assisting companies and households encountering difficulties, consistent with the Group's values as a **socially responsible organisation promoting solidarity**, in particular, by **mobilising branch networks (704 in total) and ATMs for the benefit of hundreds of thousands of citizens in Morocco**

- 
- **Mobilising support for customers by launching two new products** guaranteed by the Caisse Centrale de Garantie – ***Damane Oxygène***, enabling COVID-19-stricken small businesses to finance current and operating expenses and ***Damane Relance***, helping business customers with their recovery

- 
- Assistance and support for nearly **10,000 Moroccan small businesses** in the form of almost **MAD 12 billion** of funding since the beginning of 2020 as a result of the pandemic

- 
- ***Crédit Entrepreneurs Covid-19*** launched for entrepreneurs encountering difficulties and strong support for the economy, accounting for **30% of all loan applications under Maroc PME's *Imtiaz* and *Istitmar* programmes designed to help small businesses fund investment in technology**

Initiatives promoting investment

- **EUR 10 million facility granted by the European Bank for Reconstruction and Development and the Green Climate Fund**, taking the form of a secondary loan to local SMEs planning to invest in energy efficiency and resource optimisation projects, as well as enabling them to participate in regional value chains

- **Memorandum of Understanding** signed with **Zhejiang China Commodity City Group (CCC Group)** on the occasion of the 3rd China International Import Expo (CIIE), aimed at providing financial support to the Chinese group in its overseas development, particularly in Africa, through trade and logistics parks

- **Memorandum of Understanding** signed with **Export-Import Bank of India (EXIM Bank)**, aimed at supporting Moroccan and Indian companies and promoting investment in innovative industries



Measures benefiting entrepreneurship

- Renewed commitment from the **Entrepreneurship Observatory**, an integrated ecosystem of around **sixty public and private sector partners**, to support entrepreneurs by providing specialised non-financial services

- A series of high-impact value-generating measures introduced, including a website providing a **wealth of financial and non-financial information, bespoke and diploma-based training courses** with partner universities, as well as non-financial services through mentoring modules and **networking** programmes

- **Agreements signed with local authorities**, calls for expression of interest initiated **in support of small businesses and cooperatives** and the **Blue Space** incubator network rolled-out



Accelerated digital transformation benefiting customers

BANK OF AFRICA strongly committed to being a **'bank which is connected to the future'**, offering customers a **simpler, digitised experience** in the form of **online, practical and secure solutions**, enabling them to carry out banking transactions with free-of-charge payments, withdrawals, money transfers and card-less cash withdrawals

Digital banking development accelerated by (i) improving customer experience across all distribution channels whilst developing new revenue streams, (ii) BANK OF AFRICA underlining its growing reputation as a leading player in digital banking and innovation, (iii) digitising front-to-back business processes aimed at improving operational efficiency

New scalable remote banking services rolled out aimed at enhancing and offering new functionality. Practical and secure remote banking solutions enabling customers to carry out their banking transactions quickly and easily with a number of transactions free of charge

Crédit Habitat online portal launched – www.credithabitat.ma – an online mortgage subscription platform:

1st bank to provide customer service via WhatsApp, a new mode of customer interaction, making it easier to access information and provide an instant response to customer requests

Improved customer experience in the latest version of *BMCE Direct*, offering a more user-friendly approach and additional services


BMCE Exclusive service improved and renamed as *Exclusive by BANK OF AFRICA* in order to revitalise the product


BK Financial Bot launched by *BMCE Capital*, the first specialised investment banking chatbot in the sector

Subscription-free access to all *BMCE Capital's* digital platforms to encourage use of digital channels

Two remote banking services launched by *BTI Bank*, *BTI Connect* for retail banking customers and *BTI Business Connect* for businesses

New Board Directors at BANK OF AFRICA Group

- 
- The Board of Directors shall propose to the forthcoming Annual General Meeting of Shareholders the appointment of two independent Directors, **Mr Mohamed Kabbaj** and **Mrs Nezha Lahrichi**, as well as the internal appointment of **Mrs Myriem Bouazzaoui** as Director

- 
- The Annual General Meeting shall also acknowledge the resignation of two foreign independent Directors, **Messrs Philippe De Fontaine Vive** and **Christian De Boissieu**, to whom the Chairman and the entire Board of Directors pay tribute and convey their warmest regards

A LARGE PRESENCE IN AFRICA



Consolidated figures for BOA Group at 31 December 2020*

18**
countries

6,256
staff

556
bank
branches

4.3
million
accounts

TOTAL ASSETS
EUR 8.7 billion

CUSTOMER LOANS
EUR 4.2 billion

NET BANKING INCOME
EUR 573.6 million

SHAREHOLDERS' EQUITY
attributable to shareholders of the parent
company
EUR 585 million

CUSTOMER DEPOSITS
EUR 6.2 billion

NET INCOME
EUR 102.7 million

Exchange rate at end-December 2020: Euro/MAD= 10.9351

* Local accounting standards

** including BOA France

African business maintaining strong growth



BOA branch network rationalised with the total number of branches standing at **556 units**



More than 187,000 accounts opened between 31 December 2019 and 31 December 2020, taking the total to **4.3 million accounts**

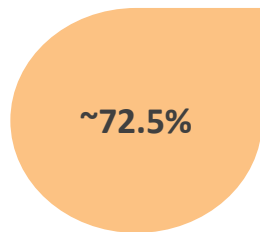


EUR 4.2 billion of customer loans, down 4% compared to 31 December 2019

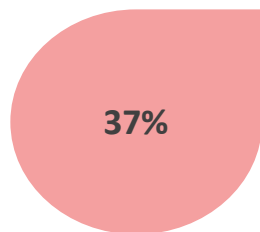


6% growth in customer deposits to EUR 6.2 billion between 31 December 2019 and 31 December 2020

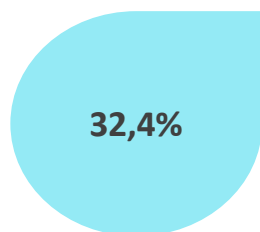
BANK OF AFRICA : Large presence in Africa



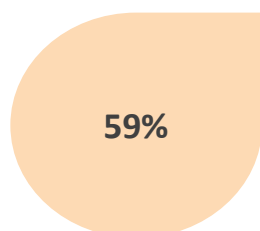
2007 : Acquisition of 35% of BOA Holding, a major Pan African banking group present in 18 countries in the African continent. Nowadays, Bank of Africa – BMCE Group owns 73% of its shares



2003 : Following a successful restructuring program, Bank of Africa acquired 25% of **LCB Bank** was made. Bank of Africa owns today 37% of LCB, which the first bank in Congo Brazzaville



1989 : First Moroccan Bank to be established in sub-Saharan Africa during the end of the 1980s, beyond a successful restructuring of **La Banque de Développement du Mali**. It is the first Bank in the country in which Bank of Africa owns today more than 32%



2006 : Launch in 2006 of **Axis Capital** in Tunisia, specialized in asset management, stock brokerage and advisory services



Shareholding' Structure of BOA Holding



- Bank Of Africa : First Moroccan bank to be established in sub-Saharan market.
- A network of more than 1,800 sale points worldwide with a foot print in 32 countries include more than 20 in Africa



- PROPARCO : a financial institution jointly owned by Agence Française de Développement (AFD) and private shareholders from developed and developing countries

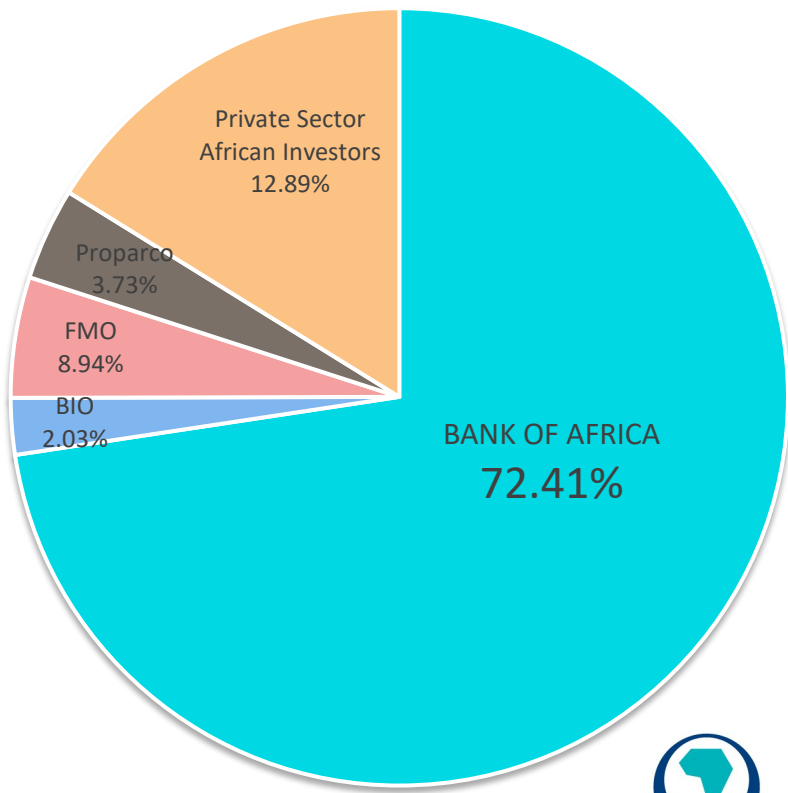


- FMO : Dutch development's agency focused on private sector's financing projects, created in 1970 by the Dutch government which holds 51% of its capital





- BIO : a Belgian institution specialized in development finance in 2001 to promote the growth of the private sector in emerging and developing economies


As of December 2020



BOA Holding, the second largest Pan African Group


 BOA-Benin
1989
Number of Branches: 49


 BOA-Burkina Faso
1997
Number of Branches : 52

 BOA-Côte d'Ivoire
1996
Number of Branches: 40


 BOA-Ghana
2011
Number of Branches: 26


 BOA-Mali
1983
Number of Branches: 65


 BOA-Niger
1994
Number of Branches: 31


 BOA-Senegal
2001
Number of Branches: 57


 BOA-Togo
2013
Number of Branches: 13


 BDM SA-Mali
1983
Number of Branches: 59


 Tunisia
2006
BMCE Capital Tunis


 BANK OF AFRICA
1959
Number of Branches: 732


 BOA-Rwanda
2015
Number of Branches: 14

 BOA-Djibouti
2010
Number of Branches: 10

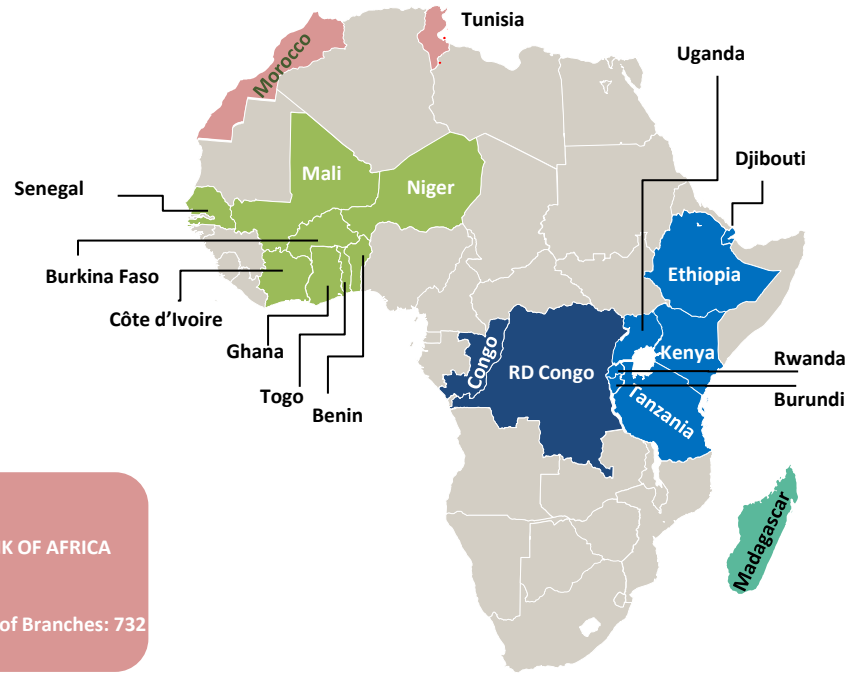
 Burundi
Banque de Crédit du Bujumbura
2008
Number of Branches: 23

 BOA-ganda
2006
Number of Branches: 35

 BOA-Tanzania
2007
Number of Branches: 26


 BOA-Kenya
2004
Number of Branches: 32

 BOA-Ethiopia
2014
Representative Office



 LCB Bank
2009
Number of Branches: 19

 BOA-RDC
2010
Number of Branches: 17

 BOA Madagascar
1999
Number of Branches: 92

■ West Africa
 ■ Central Africa
 ■ East Africa
 ■ Southern Africa
 ■ North Africa

Intra-Group synergies for Africa Development

BOA Holding – BANK OF AFRICA

Development of synergies in many areas : Finance, Risk Management, General Control, Compliance, IT ...

BOA Holding - SALAFIN

Implementation of a complete platform for automobile financing

Implementation of a management tool for debt collection

BOA Holding - BMCE Capital

Joint-venture with BMCE Capital covering activities of advisory, stock brokerage and asset management

BOA Holding - BMCE Euroservices

Development of synergies between BMCE EuroServices and BOA-France in the money transfer activities

BOA Holding - RM EXPERT

Implementation of a management tool for debt collection

BMCE Bank International Holding (Londres, Paris, Madrid)

Development in Africa as a specialist of Corporate & Investment banking

BANK OF AFRICA Shanghai Branch

Promotion of Chinese investments on the continent through Trade Finance and Project Finance



Synergies Platform Overview



BMCE Shanghai Branch

Moroccan & Chinese customers

French customers



Tunisian customers



SYNERGIES PLATFORM

Based in Dakar

West Africa



East Africa



DRC



Ethiopia



Madagascar



Djibouti



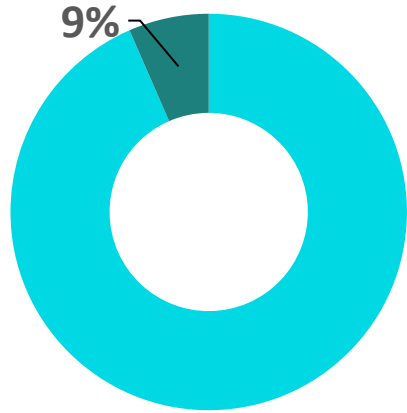
EUROPEAN OPERATIONS



European operations: contribution to net income unchanged at 9%

Contribution to net income

attributable to shareholders of the parent company*



BMCE Bank International Holding

BIH, the Group's European platform which brings together the operations of its two European subsidiaries, BBI London and BBI Madrid, contributed 9% or MAD 129 million to net income attributable to shareholders of the parent company at 31 December 2020

BMCE Bank International Holding



BBI Londres

Corporate Banking & Financial Markets



BBI Madrid

Trade Finance

BMCE
Euroservices

Money Transfer at the Service of Moroccans Living Abroad

About 40 Representative Offices across 8 countries – France, Spain, UK, Italy, Germany, Netherlands, Belgium & UAE


A SOCIALLY RESPONSIBLE BANK




BMCE Bank Foundation benefiting education and the environment in Africa



Dr Leïla Mezian-Benjelloun awarded the Officer medal of France's *Légion d'honneur* and ICESCO's African-ness Award, as well as being appointed Honorary President of Teach for Morocco, an NGO




Nearly **200 specialised pre-school and primary education units** built and fully equipped, covering Morocco's 16 regions and work started on 60 fully-equipped pre-school classrooms in the Temara, Fez and Al-Hoceima regions




63 schools providing a pre-school and primary education to approximately 11,060 pupils from socially disadvantaged backgrounds




480 teachers, 46% of whom are women, supervised and managed and **22,000 pupils schooled**, 50% of whom are girls



BMCE Bank Foundation's operations in sub-Saharan Africa bolstered, taking the total number of schools to 6, in Senegal, Congo Brazzaville, Mali, Rwanda, Djibouti and 1 socio-educational centre in Senegal




Partnership agreements entered into **between BMCE Bank Foundation and the Paris Education Authority and the French Institute of Morocco** aimed at (i) enhancing the quality of teaching across the Medersat.com network, (ii) supporting the training of supervisors, (iii) improving the French language skills of teachers in BMCE Bank Foundation schools, and (iv) promoting staff enrolment in distance learning training courses.





Partnership with Teach For Morocco, a member of Teach For All, a New York-based international NGO, which will see **TFM provide preschool education (2nd and 3rd years of kindergarten) in eighteen network schools**

A key player in sustainable development


- 
- **Women in Business** programme launched, a **EUR 20 million** funding and assistance programme promoting female entrepreneurship in Morocco, making it easier for women to access funding and technical assistance; similarly, sustainable financing lines extended and relaxed – **Cap Valoris**, in partnership with the EIB and the FMO and **Cap Bleu**, in partnership with the AFD; in addition, BANK OF AFRICA financed the first phase of construction of the Taza wind farm

- 
- BANK OF AFRICA, in partnership with the EBRD, contributing to the **strategy of the Climate Action in Financial Institutions initiative** and the **European Union's new Sustainable Finance Strategy** as well as publishing the **Morocco Map** of priority financing needs relating to SDGs, the **first of its kind within UNEP FI's Positive Impact Initiative framework**


- 
- **CSR Charter roll-out** extended to each of the Group's subsidiaries in Morocco and overseas and **CSR Contact Persons Club** redynamised

- 
- **Promoting gender equality** with a gender equality roadmap introduced aimed at promoting equal opportunity, consistent with the Bank's 'Gender and Inclusion' policy. Signed up to the Women's Empowerment Principles, a joint initiative established by UN Global Compact and UN Women


Performance in sustainable development and CSR widely recognised and strategic partnerships




Partnership agreement signed with the **European Bank for Reconstruction and Development (EBRD)** for a **EUR 145 million finance facility**, the first of its kind in the forty or so countries in which this multilateral financial institution has operations, available within the framework of the EBRD's 'resilience framework', in response to the global health crisis




Partnership agreement signed with International Finance Corporation aimed at bolstering the Group's climate finance capabilities, including analysing the climate impact from its funding activity




Climate change aspect incorporated within the Group's Risk Policy and a working group set up to provide an initial analysis of the climate risks to which its commercial loan portfolio is exposed



Analysis of the Bank's and the Group's portfolio from a Positive Impact aspect and the **Morocco Country Needs Mapping** initiative carried out by BANK OF AFRICA published in November 2020 by UNEP FI



Participated in **UNEP FI's Annual Global Roundtable** as well as the **UN Global Compact Conference** on Sustainable Development Goals in Africa



BANK OF AFRICA partnering **Energy Efficiency Magazine**, a new international English language publication – Made in Morocco – the result of a partnership between AOB Group and Energy Efficiency Global Alliance (EEGA)

Performance in Sustainable Development and CSR widely recognised

GHG ASSESSMENT*
(T CO₂E/EMPLOYEE)

5.16

PERCENTAGE OF WOMEN EMPLOYED BY
THE BANK

40%

GHG EMISSION SAVINGS (MORSEFF +
GREEN BOND) T CO₂/YEAR

45 000

PERCENTAGE OF LOCAL COMPANIES
MANDATED BY THE BANK ACROSS ALL
PROJECTS

95%

ENERGY SAVINGS
(ISO 50001 PROJECT)

14%

250 000 T CO₂
SAVINGS DUE TO THE WASTE
RECYCLING PROGRAMME AND A
STRATEGY OPTIMISING BUSINESS
TRAVEL



International certifications renewed



BANK OF AFRICA in the **top 2% of all global companies rated by Vigeo Eiris** (4,880 in total) and 1st out of 90 in the banking sector – ‘Retail & Specialised Banks – Emerging Markets’ category – following the first **corporate sustainability rating** to be undertaken in Morocco, thereby underlining its leadership status in CSR. BANK OF AFRICA awarded an A1+ rating (Advanced level) based on an overall score of 64/100, thereby underlining its reputation as a leader in CSR

BANK OF AFRICA named ‘Top Performer CSR 2020’ for the 7th consecutive year by Vigeo Eiris, a non-financial rating agency. BANK OF AFRICA topped the rankings within the emerging markets’ banks sector (1st out of 101 banks). It was also ranked first among 897 companies within the region and 65th in the world



- COVID-19 prevention **Safeguard label** awarded by Veritas Group, underlining the Group’s overseas social undertakings as well as reassuring stakeholders about the effectiveness of its business recovery plan, consistent with world health, hygiene and safety standards

- **ISO 14001 certification** for environmental management successfully renewed for the 9th consecutive year with the scope of certification extended to the Bank’s ESMS; **OHSAS 18001 certification** for occupational health and safety risk management renewed for the 3rd consecutive year



- The Group’s **Anti-Corruption Management System** awarded **ISO 37001 international certification**

Domestic and international awards (1/2)



- BANK OF AFRICA named “**Best Bank in Africa 2020**” by Leaders League's prestigious **Golden Award** at the AIFA -Africa Investments Forum & Awards



- BANK OF AFRICA named ‘**Best Bank in Morocco 2021**’ by Global Finance magazine; this award provides just recognition for the Group’s growing reputation as an African bank and its remarkable success across the continent



- BANK OF AFRICA an award-winner for the 7th consecutive year at the 2020 **Arabia CSR Awards** in Dubai in the **Financial Services category**



European Bank
for Reconstruction and Development

- BANK OF AFRICA named **Most Active Partner in Morocco in 2020** by EBRD

Domestic and international awards (2/2)



- BANK OF AFRICA named “**Best Trade Finance Bank in Morocco**” by *GTR Trade Review* in Its Annual Review **GTR+MENA 2021**



- Wins the ‘**Best Customer Service Award Morocco 2021**’ in the Banking category for the fourth consecutive year, reflecting the strong commitment by each of the Bank’s businesses to existing and prospective customers and to improving the quality of the service provided



- **BMCE Capital Conseil** an award-winner in the ‘**Single Deal Local Advisor**’ category of the ‘**Private Equity Africa 2020 Awards**’, earning recognition for its support for one of Morocco’s leading private healthcare providers in a flagship transaction, thereby underlining its reputation as a benchmark financial advisor to companies and institutions for their strategic deals



- Eurafric Information, BANK OF AFRICA Group’s IT subsidiary, named ‘**Top Employer**’ for the 2nd consecutive year by the **Top Employers Institute**, a prestigious international organisation, in recognition of its ongoing efforts to develop a robust, consistent and employee-focused human resources strategy, thereby underlining its reputation as a highly attractive employer.

BANK OF AFRICA GROUP LAUNCHES THE DIGITAL INSTITUTIONAL PRESENTATION

Find out

**The Group's entire financial communication publications may be
found on the website**

www.lr-bankofafrica.ma