



BANK OF AFRICA -BMCE GROUP-

Ir-bankofafrica.ma

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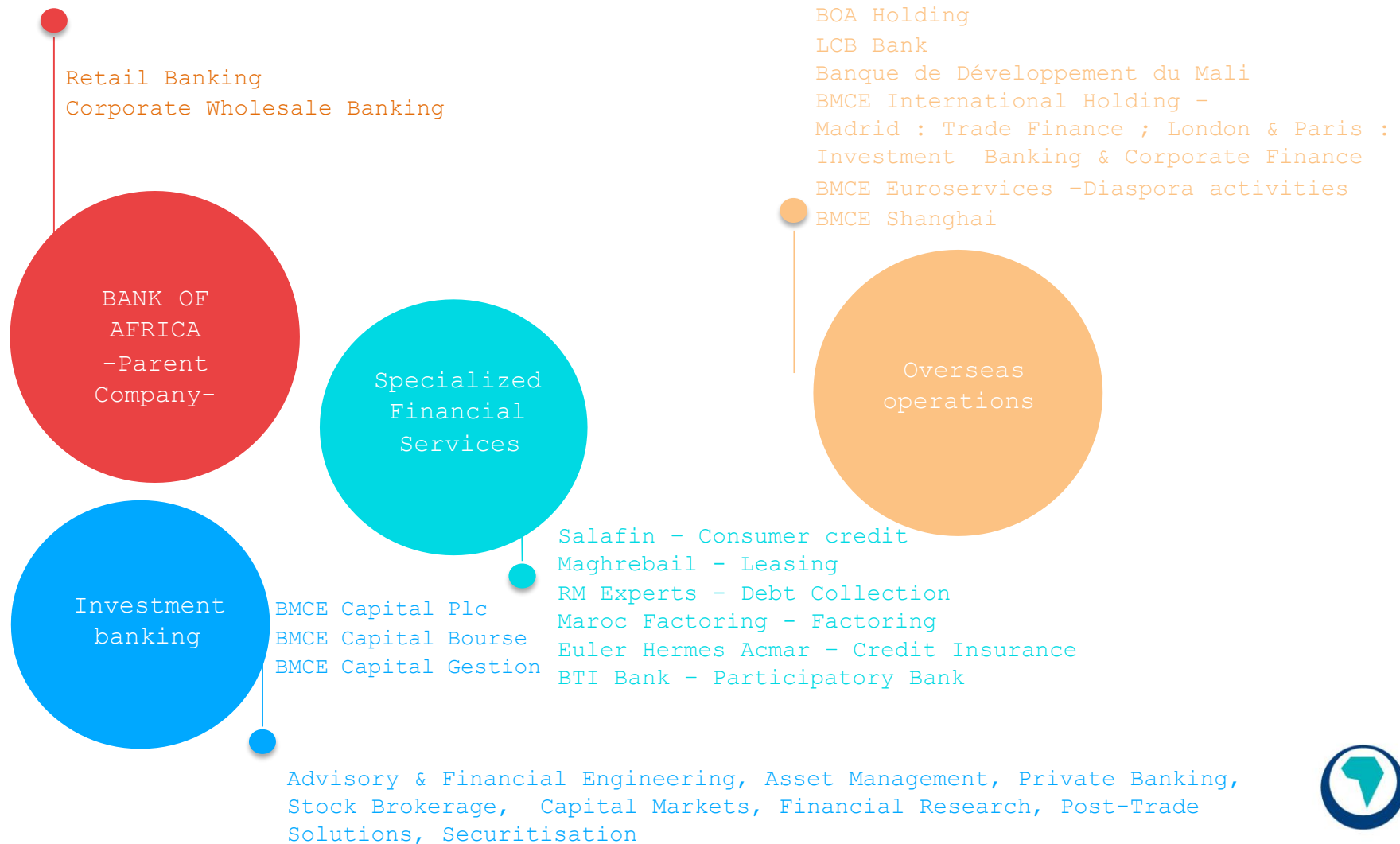
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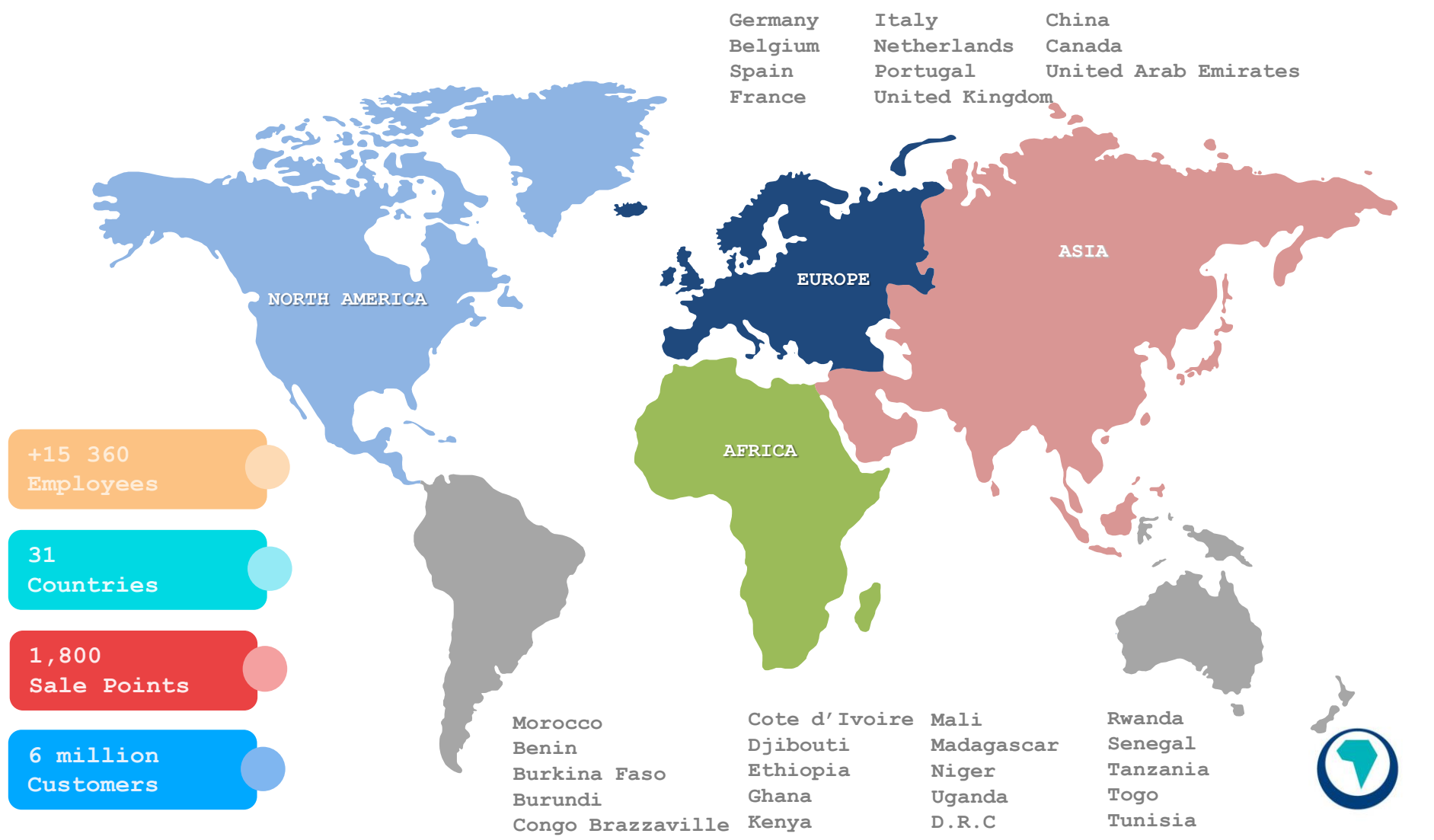
BANK OF AFRICA OVERVIEW



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

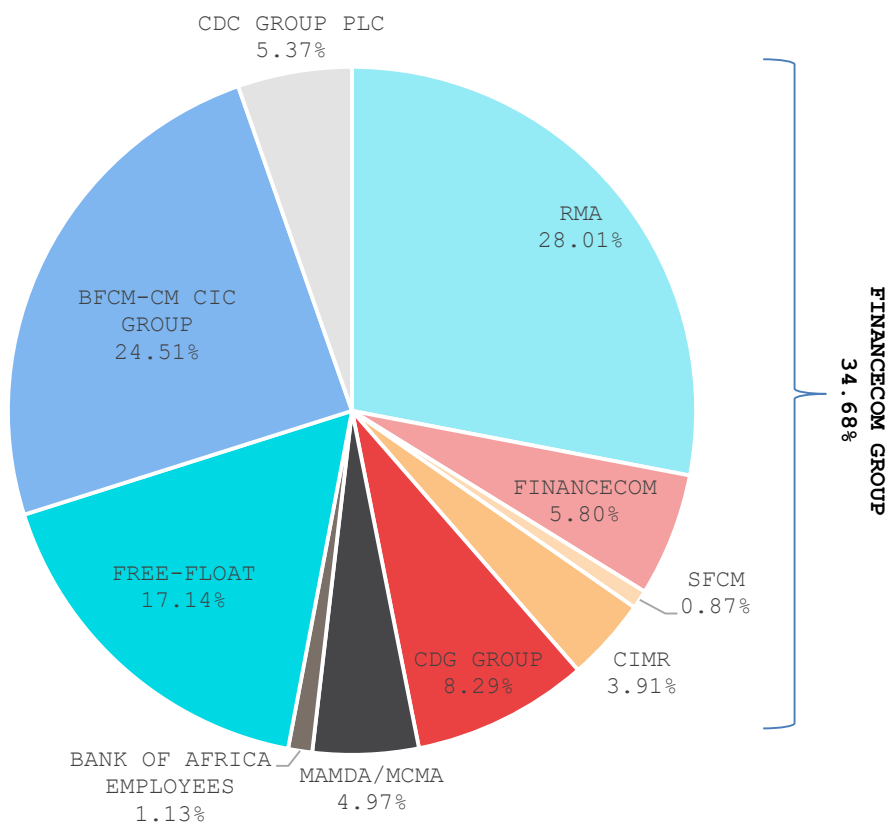
2016: First bank to issue a green bond at COP 22

2019: BMCE Shanghai subsidiary starts operations

2020 : BMCE Bank of Africa becomes BANK OF AFRICA

Stable & Diversified Shareholding Structure

October 2020



FINANCECOM
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



BANK OF AFRICA solicited Rating



Moody's - February 2019

- LT issuer rating : Ba1
- Local currency deposits : Ba1
- Foreign currency deposits : Ba2
- Baseline Credit assessment : b1
- Outlook : Stable



Fitch Ratings - February 2019

- Local currency deposits : BB+
- Foreign currency deposits : BB+
- Viability Rating(*) : bb-
- Outlook : Stable



Accelerated digital transformation benefiting customers

1

- 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

2

- Digitisation strategy ramped up in first half 2020 by (i) implementing the project to **redesign the online account opening process on the *Agence Directe* website**, (ii) digitising **home loan applications**, (iii) introducing **preferential pricing for transactions on *BMCE Direct***, (iv) introducing a **virtual agent chatbot on the Bank's websites**, (v) introducing a **callbot solution**, enabling voice messages to be delivered to customers and (vi) **developing remote banking facilities and services accessible via *BMCE Direct***

3

- ***Credit Business Online*** launched, a dynamic and interactive platform enabling business customers to initiate loan applications and renew or consult credit lines

4

- **Assisting Moroccan residents** stranded abroad following the closure of borders during lockdown, by providing customers, as decided by the Office des Changes, with a simple means of **accessing the exceptional tourism allowance**, up to the foreign currency equivalent sum of MAD 20,000 per adult

5

- **Empathising with customers** through the Customer Relations Centre and *Agence Directe* by establishing specific credit lines for (i) persons benefiting from RAMEd aid, (ii) *Agence Directe* customers, and (iii) small business customers



Bank fully mobilised in support of a COVID-19-impacted economy (1/2)

1

- Under Chairman Othman Benjelloun's leadership, BANK OF AFRICA has contributed **MAD 1 billion 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

2

- 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 and ATMs to distribute government aid to hundreds of thousands of citizens in Morocco**

3

- **Helping customers and other citizens to manage the impact from the COVID-19 health crisis** by (i) **extending loan maturities** with fee and late payment penalty waivers, (ii) **extending maturities on home loans and consumer loans** for retail customers suffering the economic consequences of the pandemic, (iii) **automatically deferring repayments** for customers with **FOGARIM-backed housing loans**

4

- **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



Bank fully mobilised in support of a COVID-19-impacted economy (2/2)

5

- **Crédit Entrepreneurs Covid-19** launched for entrepreneurs encountering difficulties and strongly supporting 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**

6

- **Partnering the European Bank for Reconstruction and Development (EBRD) in 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, offered within the framework of the EBRD's 'resilience framework', established in response to the global health crisis

7

- **Two agreements signed in support of Moroccan SMEs:** (i) a tripartite agreement with the EIB benefiting the textile sector through a EUR 105 million funding line, to support customers affected by the health crisis, and (ii) amending the Public Sector Contract Guarantee Fund agreement with Finèa, to support those SMEs awarded public contracts by guaranteeing investment loans and short-term loans



Results demonstrating resilience despite the health crisis

1

- **BANK OF AFRICA Group's business activity proved resilient with consolidated net banking income up by a modest 1% at 30 June 2020, due to a 4.3% increase in net interest income and a 9% rise in income from market operations; the Bank's net banking income rose by 3.4% due to a combination of (i) strong momentum by market operations in first half 2020 against a backdrop of lower interest rates, resulting in a 42% increase in income from market operations (ii) 2.7% growth in net interest income, due to a reduction in the cost of funding**

2

- **Strong momentum at the commercial level with consolidated outstanding loans rising by 5% to MAD 195.5 billion at 30 June 2020. Excluding resales to customers, customer loans rose by 3.3% to MAD 193 billion at 30 June 2020, driven by 5% growth in loans from Banking in Morocco versus a rise of 1.4% for sub-Saharan Africa**

3

- **Fall in Group earnings with net income attributable to shareholders of the parent company down 68% and parent net income down 55% due to (i) incorporating the entire MAD 1 billion donation to the COVID-19 special fund and (ii) a 68% increase in the consolidated cost of risk, under IFRS 9, after factoring in the anticipated impact from the health crisis. Restated for the impact from the COVID-19 donation, net income attributable to shareholders of the parent company declined by 14% and net income by 11%**



BANK OF AFRICA key figures -Consolidated Accounts-

TOTAL ASSETS

342 Bn MAD

31.4 Bn EUR

35 Bn USD

EQUITY ATTRIBUTABLE TO PARENT

22 Bn MAD

2 Bn EUR

2.3 Bn USD

NET INCOME ATTRIBUTABLE TO PARENT

373 M MAD

34 M EUR

38 M USD

NET BANKING INCOME

7 039.5 M MAD

646 M EUR

724 M USD

CUSTOMER DEPOSITS

204.5 Bn MAD

18.8 Bn EUR

21 Bn USD

CUSTOMER LOANS

195.5 Bn MAD

17.9 Bn EUR

20 Bn USD

(*) Figures at end June 2020



BANK OF AFRICA – Parent Company – Key Figures

Total Assets

223 Bn MAD
20.5 Bn EUR
22.9 Bn USD

Gross Operating Income

1 863 M MAD
171 M EUR
192 M USD

Net Income

476 M MAD
43.7 M EUR
49 M USD

Net Banking Income

3 582 M MAD
328.7 M EUR
368.5 M USD

Customer Deposits

126 Bn MAD
12 Bn EUR
13 Bn USD

Customer Loans

117 Bn MAD
11 Bn EUR
12 Bn USD

4971
Employees

704
Branches

~2,5
Million
Customers

(*) Figures at end June 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.

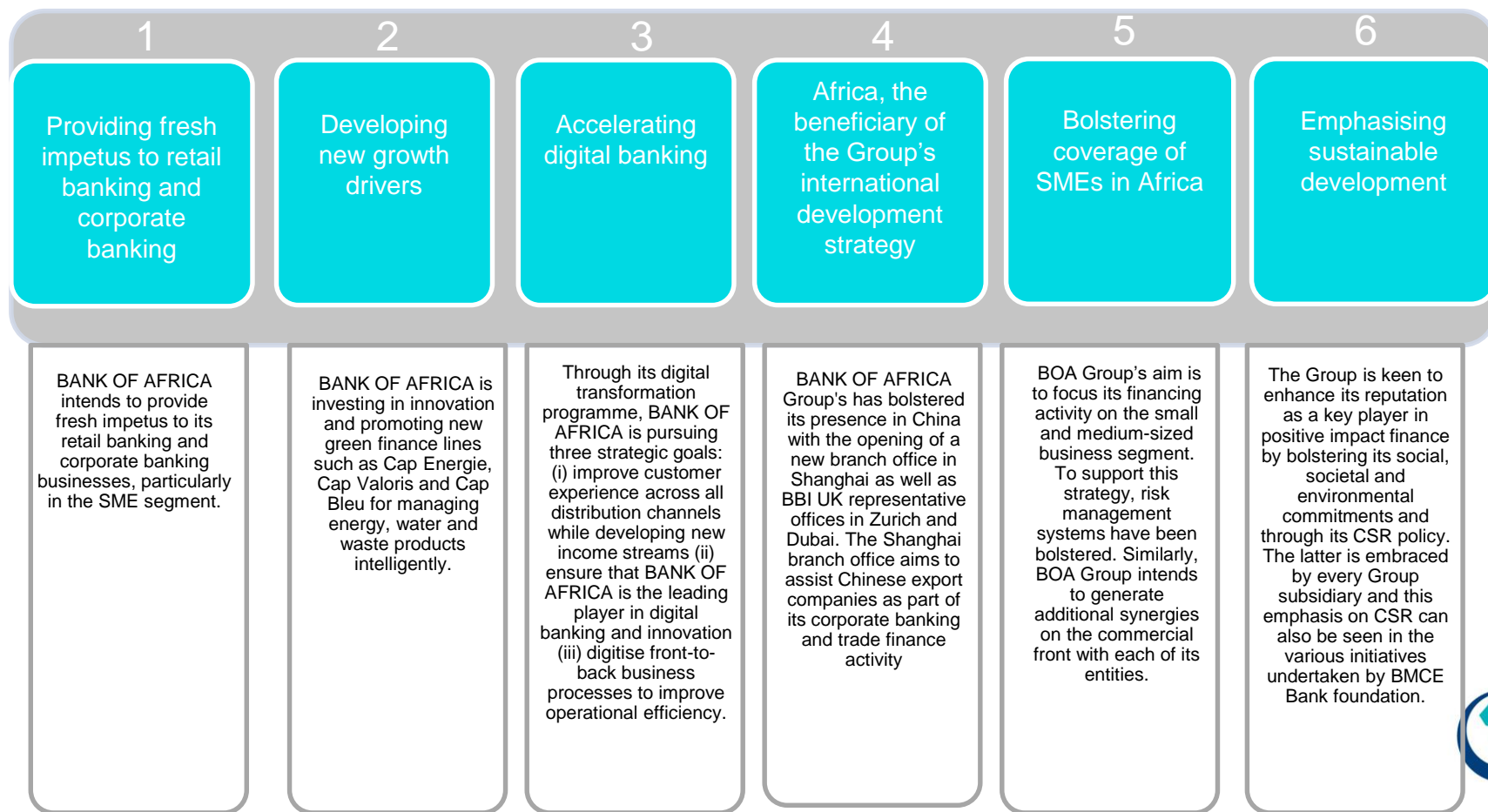


A major investor arrives in Africa – a shared vision and a firm commitment to the continent's economic development. In 2019, CDC Group Plc acquired a 5% stake in BANK OF AFRICA amounting to the dirham-equivalent of two hundred Million US Dollars. This venture represents CDC Group's first direct equity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



Growth drivers and ambitions for ongoing development

The Group's development vision is structured around 6 strategic priorities, in addition to other growth drivers such as improved operational efficiency and more robust risk management and recovery systems. The aim is to deliver sustainable profit growth in each of the Group's businesses in Morocco, Africa, Europe and Asia.



A LARGE PRESENCE IN AFRICA



BANK OF AFRICA : Large presence in Africa



~72.5%

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



37%

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



32,4%

1989 : First Moroccan Bank to be established in sub-Saharan Africa during the end of the 1980s, beyond a successful restructuration 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%



59%

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 1,700 sale points worldwide with a foot print in 31 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

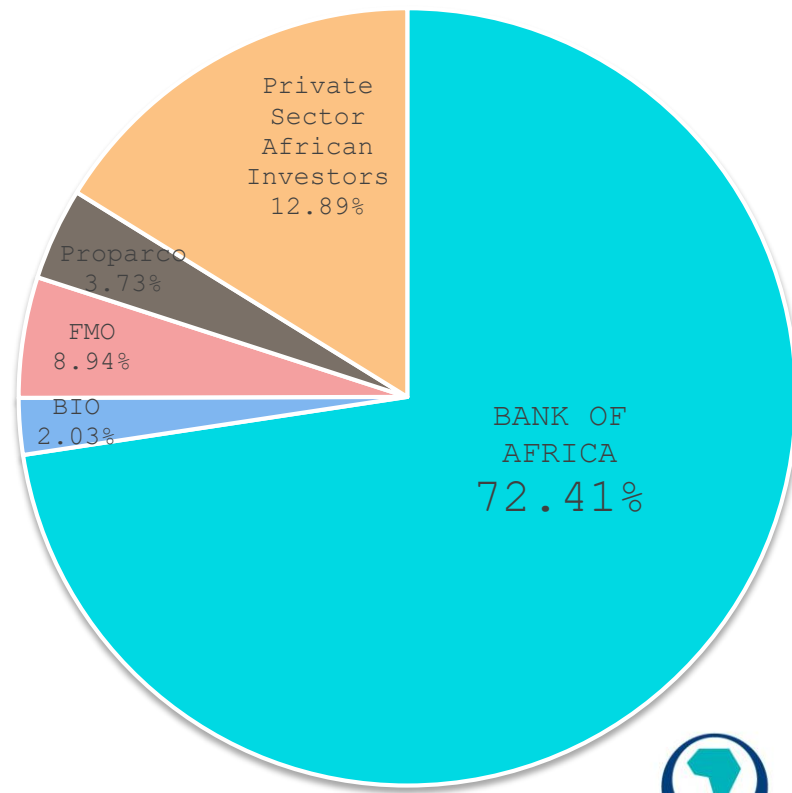


- FMO : Dutch development's agency focused on private sector's financing projects, created in 1970 by the Dutch government which holds 51% of its capital



- 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 October 2020



BOA Holding's consolidated figures

18
Countries

5,953
Employees

565
Branches

~ 4.3
Million
accounts

TOTAL ASSETS
9.4 Bn EUR

COST OF RISK
30.2 M EUR

CUSTOMER LOANS
4.1 Bn EUR

CUSTOMER DEPOSITS
5.9 Bn EUR

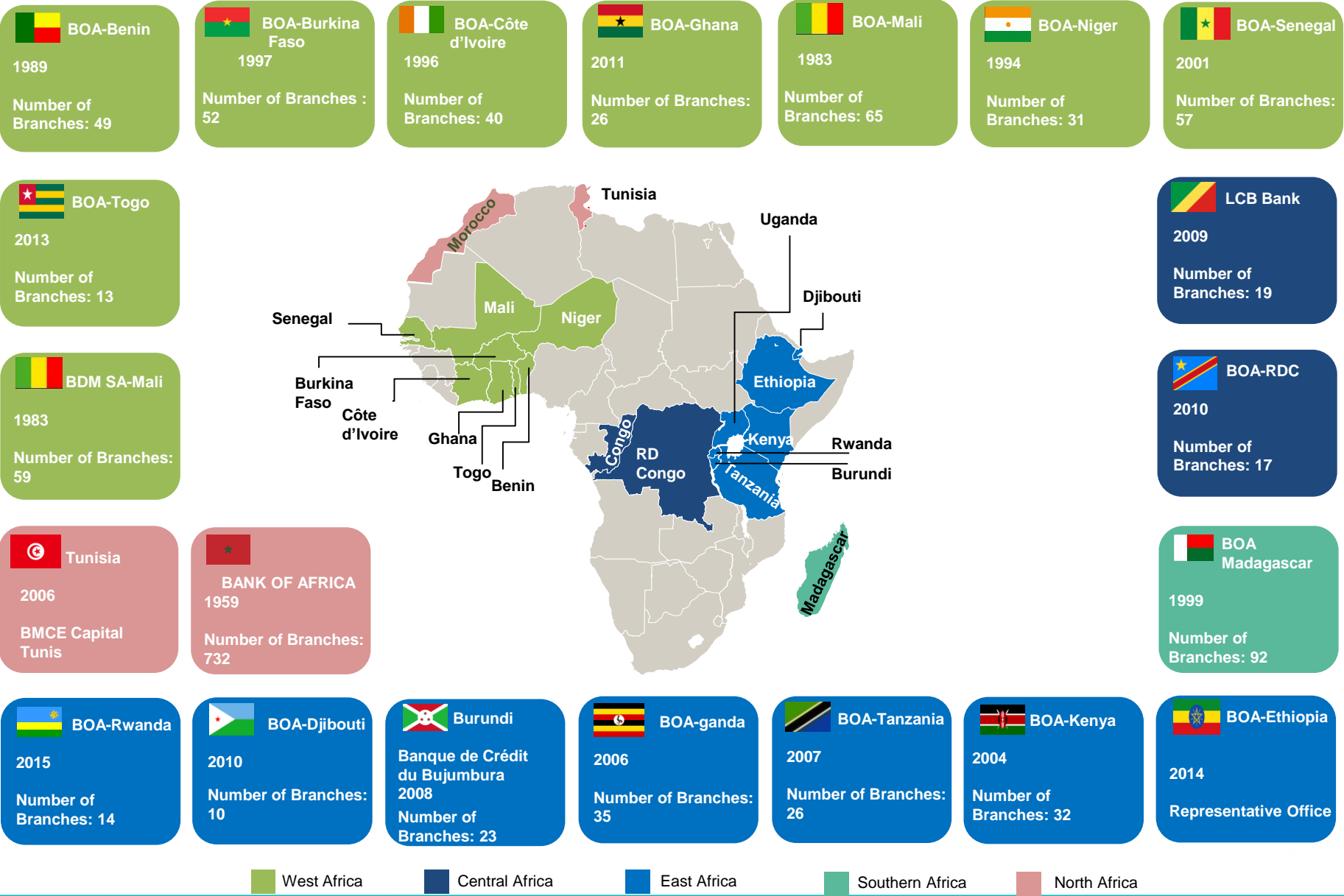
NET BANKING INCOME
277 M EUR

CONSOLIDATED NET INCOME
77.5 M EUR

(*) Figures at end June 2020



BOA Holding, the second largest Pan African Group



BOA Holding Corporate & SME products & Services

BOA Holding offers companies 6 categories of products & services

1

Working capital financing

Overdraft facilities,
spot credits, cash
discount, bridge loan

3

Trade Finance

Documentary credit /
remittance, endorsements
and guaranties,
transfers

5

Market activities & Asset management

Financial structuring,
IPO, investment strategy

2

Investment financing

Long and mid-term loans,
leasing

4

Cash Management

Fundraising, mass
transactions,
investments, hedging

6

Digital banking

Internet banking, cash
management



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

BMCE Shanghai Branch

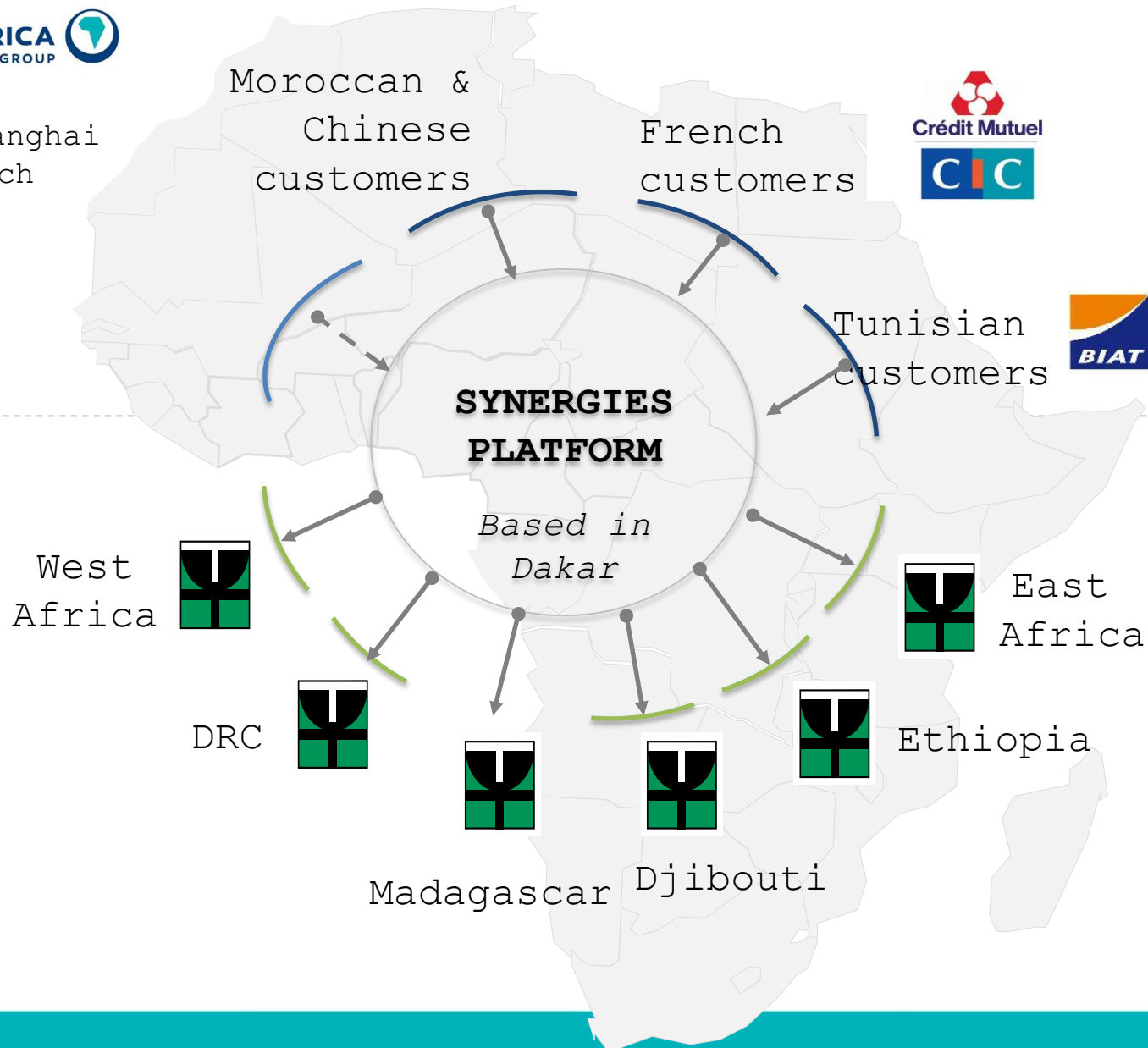
Promotion of Chinese investments on the continent through Trade Finance and Project Finance



Synergies Platform Overview



BMCE Shanghai
Branch

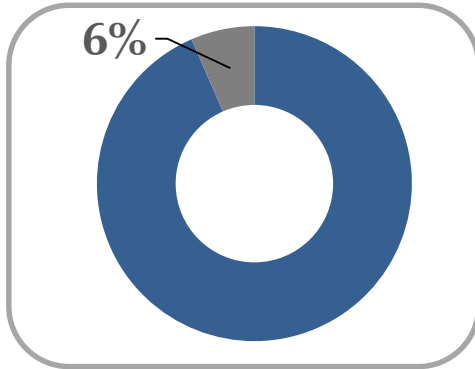


EUROPEAN OPERATIONS



Europe based operations Group

Contribution to net income
attributable to shareholders of the
parent company



BMCE Bank International Holding



BBI London
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 GROUP COMMITTED TO SUSTAINABLE DEVELOPMENT GOALS AND POSITIVE IMPACT FINANCE



BMCE Bank Foundation benefiting education and the environment in Africa

1

Nearly 200 **specialised pre-school and primary education units** built and fully equipped, covering Morocco's 16 regions

2

62 schools providing a pre-school and primary education to approximately 10,400 pupils from socially disadvantaged backgrounds

3

22,000 pupils schooled, 50% of whom are girls and diplomas awarded to 1,465 students since 2012

4

500 teachers, 48% of whom are women, supervised and managed

5

230 hours/year of professional development training for teachers in a variety of disciplines (languages/sciences/pre-school)

6

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



A key player in Sustainable Development

1

- As well as **topping the rankings in the 'Retail & Specialised Banks – Emerging Markets' category in the 6 Environmental, Social and Governance (ESG) performance domains**, BANK OF AFRICA was ranked **first among 95 institutions within the emerging markets' banks sector**, second among 851 companies within the region and 47th in the world (65th in 2019)

2

- **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

3

- 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**

4

- **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

5

- **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**



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



PRÉSENTATIONS IN...

Présentation institutionnelle Août 2020 - Versio...

NOTE D'INFORMATI...

Notes d'Information

RAPPORT D'ACTIVITÉ

Rapports d'Activité

LE GROUPE BANK OF AFRICA LANCE LE 1ER
RAPPORT ANNUEL INTÉGRÉ 2019 EN SA VERSION
DIGITALE

Découvrez-le

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