



# **Disclaimer**



This presentation is based on the consolidated financial statements of Zenith Bank Plc, a company incorporated in Nigeria on 30 May 1990, and its subsidiaries (hereinafter collectively referred to as "the Group"). The financial statements are prepared in accordance with the International Financial Reporting Standard (IFRS), and the going concern principle under the historical cost convention as modified by the measurement of certain financial instruments held at fair value.

The preparation of financial statements in accordance with IFRS requires the use of estimates and assumptions that affect the reported amounts of assets, liabilities, revenue and expenses, and disclosures at the date of the financial statements. Although these estimates are based on the Directors' best knowledge of current events and actions, actual results may differ from those estimates.



# Agenda



| Overview & Operating Environment                           |                 |                |
|--|-----------------|----------------|
| > Speaker: Managing Director/Chief Executive Officer       | Godwin Emefiele | Slides 4 - 6   |
| Results - Group  |                 |                |
| > Speaker: Executive Director/Chief Financial Officer      | Udom Emmanuel   | Slides 8- 16   |
| Results – By Segment & Geography                           |                 |                |
| > Speaker: Executive Director/Corporate Banking            | Peter Amangbo   | Slides 18 - 19 |
| Company Risk Management                                    |                 |                |
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#### The Nigerian Economy ...



#### • GDP Growth:

- > The GDP grew at the rate of 6.99% in Q4 2012, down by 77 bps from 7.76% recorded in the corresponding quarter of the previous fiscal year.
- > However, the growth in Q4 output outstrips that of Q3 2012 of 6.48%.
- > The Q on Q growth observed was on the back of the performance of the non-oil sector, driven by growth in activities recorded in the building & construction, cement, hotel and restaurants, and electricity sectors.
- > A stronger GDP growth is expected in 2013 as government continues to revamp the economy through various sectoral policy reforms such as energy reforms, agricultural reforms and oil sector reforms.

#### • Oil Production & Price:

- > The average crude oil production was 2 million barrels per day (bpd) in Q1 2013 against 2.35 million bpd recorded in Q1 2012.
- > The Nigerian oil sector had witnessed levels of disruptions due to facility shut downs. For example, the activities of vandals and oil theft affected production in some crude oil producing areas.
- > However, the sector benefited immensely from the relative high stability in the price of crude oil in the international market.

Source: Nigeria Bureau of Statistics Official Website Central Bank of Nigeria Official Website

#### • Foreign Reserves:

- > Nigeria's foreign reserves have been on a constant increase over the last one year
- > The figure stood at \$48.57 billion as at the end of Q1 2013. This represented a 9.94% increase from the figure recorded at the end of 2012 and 36.43% increase y/y.
- > Nigeria's forex reserves had been largely driven by strong oil prices. The price of Bonny Light, the country's sweet crude has being trading at about \$100 per barrel at the international market, a development which favoured the increase in reserves.

#### • Exchange Rate:

- > The FX market remained stable in Q1 2013 due to increased inflows of forex and CBN's policy which helped to moderate the demand for foreign exchange.
- > The exchange rate at the WDAS segment of the market hovered between US\$/N155.5 and US\$/N156 in Q4 20012.

#### • Headline Inflation:

- ➤ Headline Inflation recorded a 5-year low of 8.6% y/y in March 2013. This was 90 bps lower than 9.5% recorded in February 2013.
- > The lower y/y change was largely attributed to base effects as the broad economy recorded higher price levels in the corresponding period of 2012. This was against the backdrop of the relative scarcity of food products due to the drawdown from the end of year harvest which pushed market prices much higher



# **Pertinent Development in the Banking Industry**



| Description  | Effect on Zenith Bank   |
|--|---|
| Tax Exemption on investment in Government Securities Effective 2012 and for the next 10 years, income earned on investment in government securities will be tax exempt for | •Zenith bank is experiencing a significant reduction in tax charge due to huge investments in government securities.  |
| Commission on Turnover (COT)  Reduction in COT from a maximum of N5 per mille to N3 per mille in 2013, N2 per mille in 2014, N1 per mille in 2015 and zero in 2016         | •Zenith bank deals mostly with the large corporate organizations who currently enjoy COT concessions. We expect minimal impact for 2013 as we look at improving income accruable to the bank on e-banking products and services |
| Interest on Savings Deposits  A minimum of 30% of MPR per annum (MPR is currently 12%) will be paid on savings deposits accounts.  | • Savings deposits accounts for 7.9% of total customer deposits of the bank but only 2.3% of total interest cost. We expect the increase in interest expense on our savings accounts deposits to be minimal.                    |
| AMCON Charge AMCON resolution charge has been increased from 30 bps to 50 bps of total assets.   | This is expected to increase operating cost by about 4% in 2013.  |



#### **Our Investment Proposition**



# Strong earnings capacity and growth, Solid and liquid capital base, strengthened ERM practices, Good returns on investments and excellent customer services

- □ **Listing on London Exchange:** Zenith Bank has listed a non-capital raising GDR on the London Stock Exchange on 21<sup>st</sup> of March, 2013. The listing will broaden investor base by increasing accessibility for international investors, greater ability to use international debt/equity market for future capital raises and "best in class" corporate governance standards.
- □ A dominant player in Corporate Banking. The Bank controls a significant share of the high end corporate clients in strategic sectors of the Nigerian economy. Through the use of its strong balance sheet and liquidity position as well as efficient trade finance products and services, the Bank is able to continuously grow and support business in this segment.
- □ Credit Rating/Awards. Standard and Poor's reaffirmed Zenith Bank's rating at B+/Stable/B, being the highest rating awarded to any Nigerian bank and is in line with the country's risk rating. World Finance adjudged Zenith bank as "Best Bank in Corporate Governance (2012)" in Nigeria while FTSE Global Markets named Zenith bank as one of the "20 Global Super Brands (2012)".
- □ **Strong Focus on Risk Management.** Despite the challenging business environment, the Bank is able to improve its NPL ratio to 3% with a coverage ratio of about 77%. The management of the Bank will strive to bring NPL ratios to below 3%.
- □ Good Dividend Payout. Zenith Bank is recognized for consistently returning good dividends to its investors. The Bank paid a dividend of 95 kobo per share to its shareholders for FY11 and 160 kobo per share for FY12.
- ROAE for FY12 was at 23.49%. We however expect some decline in ROAA and ROAE for 2013 against the backdrop of mandated interest rate increase on savings accounts and AMCON charges, and reduced COT rates on transactions



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# **Financial Highlights**



# Key Theme

On Course for an Impressive Performance in 2013.

P&L

Gross Earnings: N86.98bn

Net Interest Income: N45.61bn

**Net Interest Margin: 8.77%** 

PBT: N28.88bn PAT: N23.41bn +20.21% YoY

+19.22% YoY

+4.96% YoY

+25.48% YoY

+21.75% YoY

Balance Sheet **Customer Deposit: N1.99tn** 

**Total Assets: N2.77tn** 

Total Shareholders' Funds: N486.23bn

Loans & Advances: N1.125tn

+3.39% (YTD)

+6.41% (YTD)

+5.03% (YTD)

+10.90% (YTD)

Key Ratios Loan to Deposit Ratio: 52.45% Cost to Income Ratio: 53.95%

Liquidity: 63%

Capital Adequacy: 29%

NPL:3%; Cost of Risk: 0.57%

**ROAE: 19.73%** 

**EPS: 74k** 



#### **Profit & Loss Statement**

|   | Group     | Group     |         |
|---|-----------|-----------|---------|
| (N'm)   | 3 mths to | 3 mths to | YOY     |
|   | Mar-13    | Mar-12    | Change  |
| Gross Income  | 86,977    | 72,352    | 20.21%  |
| Continuing Operations:  |           |           |         |
| Interest Income   | 65,534    | 52,826    | 24.06%  |
| Interest Expense  | -19,924   | -14,568   | 36.77%  |
| Net Interest Income   | 45,610    | 38,258    | 19.22%  |
| Impairment Charge for Credit Losses                           | -1,535    | -1,211    | 26.75%  |
| Net Interest Income after Impairment Charge for Credit Losses | 44,075    | 37,047    | 18.97%  |
| Fees and Commission Income                                    | 12,704    | 10,848    | 17.11%  |
| Net gains on Financial Instruments                            | 5,088     | 2,970     | 71.31%  |
| Other Income  | 21        | 7         | 203.95% |
| Amortisation of intangible assets                             | -215      | -107      | 100.93% |
| Operating Expenses  | -33,700   | -29,590   | 13.89%  |
| Profit Before Tax from continued operations                   | 27,973    | 21,175    | 32.10%  |
| Discontinued Operations:                                      |           |           |         |
| Gross income from discontinued operations                     | 3,630     | 5,702     | -36.34% |
| Gross expenses from discontinued operations                   | -2,726    | -3,865    | -29.47% |
| Profit Before Tax from discontinued operations                | 904       | 1,837     | -50.79% |
| Continued & Discontinued Operations:                          |           |           |         |
| Profit Before Tax   | 28,877    | 23,012    | 25.48%  |
| Income Tax Expense  | -5,469    | -3,786    | 44 45%  |
| Profit After Tax  | 23,408    | 19,226    | 21.75%  |

Improved top & bottom line earnings driven by aggressive deposit and loan growth and operating efficiency...



# Strengthening earnings and profitability...

#### **Comments**

- ☐ Improved Net Interest Margin (NIM) on the back of efficient balance sheet management (optimal resource allocation and assets pricing).
- ☐ Improved Cost to Income Ratio driven by improved operating efficiency (The Group's cost reduction strategies continued to yield the desired results).
- □ROAE also increased marginally YOY from 19.42% in Q1 2012 to 19.73% in Q1 2013
- □ PBT N28.88bn, up 25.49% from N23.01bn in Q1 2012 while PAT rose to N23.41bn from N19.23bn in Q1 2012 this represents a year-on year growth of 21.75%.

# Consistently high Net Interest Margin 8.72% 8.91% 8.19% 6% 4%

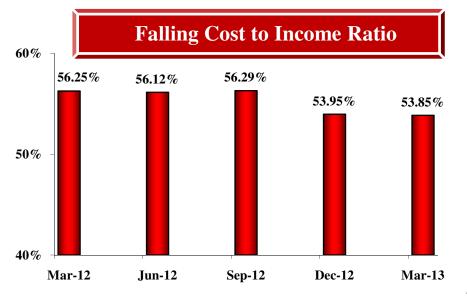
Sep-12

Dec-12

Mar-13

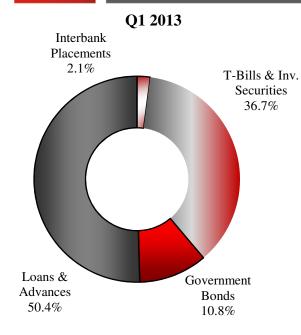
Mar-12

Jun-12



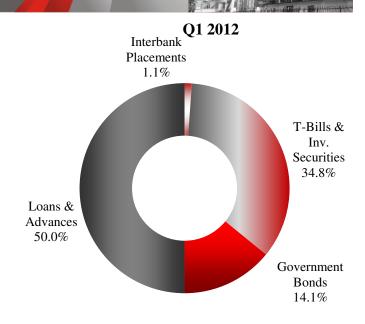


#### **Revenue Base ...Sustained Diversification**

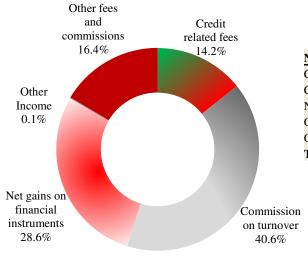


#### **Interest Income**

| N'million                 | Q1 2013 | Q1 2012 | YoY  |
|---------------------------|---------|---------|------|
| Interbank Placements      | 1,356   | 582     | 133% |
| T-Bills & Inv. Securities | 24,083  | 18,382  | 31%  |
| Government Bonds          | 7,046   | 7,454   | -5%  |
| Loans & Advances          | 33,049  | 26,408  | 25%  |
| Total                     | 65,534  | 52,826  | 24%  |



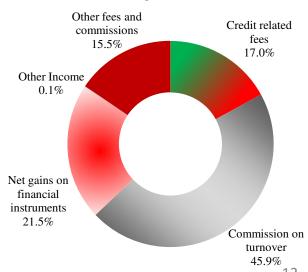




# **Non-Interest Income**

| N'million                          | Q1 2013 | Q1 2012 | YoY  |
|------------------------------------|---------|---------|------|
| Credit related fees                | 2,536   | 2,355   | 8%   |
| Commission on turnover             | 7,238   | 6,348   | 14%  |
| Net gains on financial instruments | 5,088   | 2,970   | 71%  |
| Other Income                       | 21      | 7       | 204% |
| Other fees and commissions         | 2,930   | 2,145   | 37%  |
| Total                              | 17,813  | 13,825  | 29%  |

#### Q1 2012

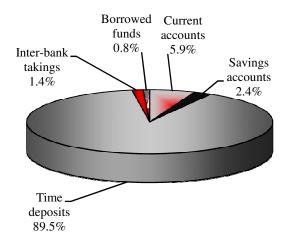




# Continuous efforts in cost-reduction strategies ....

# 71

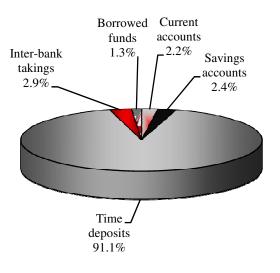
#### Q1 2013



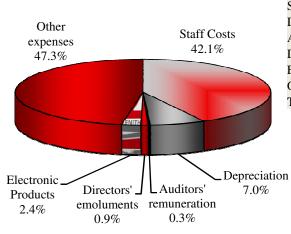
#### **Interest Expenses**

| N'million          | Q1 2013 | Q1 2012 | YoY  |
|--------------------|---------|---------|------|
| Current accounts   | 1,174   | 316     | 271% |
| Savings accounts   | 473     | 354     | 33%  |
| Time deposits      | 17,824  | 13,276  | 34%  |
| Inter-bank takings | 287     | 425     | -33% |
| Borrowed funds     | 166     | 196     | -15% |
| Total              | 19,924  | 14,568  | 37%  |

#### Q1 2012



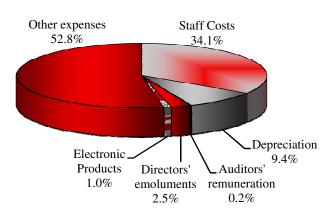
#### Q1 2013



#### **Operating Expenses**

| N'million              | Q1 2013 | Q1 2012 | YoY  |
|------------------------|---------|---------|------|
| Staff Costs            | 14,197  | 10,102  | 41%  |
| Depreciation           | 2,346   | 2,770   | -15% |
| Auditors' remuneration | 93      | 60      | 55%  |
| Directors' emoluments  | 305     | 742     | -59% |
| Electronic Products    | 814     | 286     | 185% |
| Other expenses         | 15,945  | 15,630  | 2%   |
| Total                  | 33,700  | 29,590  | 14%  |

#### Q1 2012





## **Balance Sheet- Assets**

| ( <b>N'm</b> )                       | Group     | Group     | Ytd     | Group     |
|--------------------------------------|-----------|-----------|---------|-----------|
|                                      | Mar-13    | Dec-12    | Change  | Mar-12    |
| Cash and balances with central banks | 317,003   | 332,515   | -4.67%  | 173,294   |
| Treasury bills                       | 727,990   | 669,164   | 8.79%   | 534,523   |
| Due from other banks                 | 205,751   | 182,020   | 13.04%  | 274,473   |
| Loans and advances                   | 1,099,327 | 989,814   | 11.06%  | 909,466   |
| Investment securities                | 261,518   | 299,343   | -12.64% | 293,902   |
| Investments in associates            | 419       | 420       | -0.24%  | 1,822     |
| Deferred tax assets                  | 87        | 432       | -79.86% | 100       |
| Other assets                         | 54,405    | 28,665    | 89.80%  | 35,848    |
| Assets classified as held for sale   | 34,113    | 31,943    | 6.79%   | 60,163    |
| Investment property                  | -         | -         | -       | 7,404     |
| Property and equipment               | 69,506    | 68,782    | 1.05%   | 69,143    |
| Intangible assets                    | 1,309     | 1,406     | -6.92%  | 1,240     |
| Total Assets                         | 2,771,428 | 2,604,504 | 6.41%   | 2,361,378 |

Sustained Balance sheet strengthening and Growth with strong liquidity.



# **Balance Sheet- Liabilities & Equity**

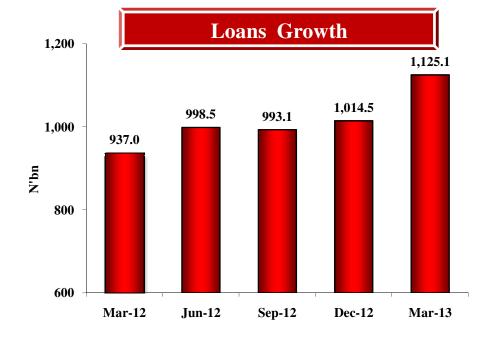


| ( <b>N'm</b> )                          | Group     | Group     | YTD    | Group     |
|---|-----------|-----------|--------|-----------|
|   | Mar-13    | Dec-12    | Change | Mar-12    |
| Customers deposits                      | 1,994,650 | 1,929,244 | 3.39%  | 1,670,856 |
| Current income tax                      | 11,152    | 6,577     | 69.56% | 10,015    |
| Deferred income tax liabilities         | 5,584     | 5,584     | 0.00%  | 5,963     |
| Other liabilities                       | 175,509   | 117,355   | 49.55% | 164,313   |
| On-lending facilities                   | 62,111    | 56,066    | 10.78% | 53,427    |
| Borrowings                              | 22,117    | 15,138    | 46.10% | 18,773    |
| Liabilities classified as held for sale | 14,080    | 11,584    | 21.55% | 40,201    |
| Total liabilities                       | 2,285,203 | 2,141,548 | 6.71%  | 1,963,548 |

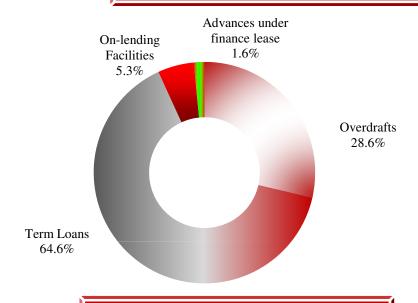
| (N'm)                      | Group     | Group     | YTD    | Group     |
|----------------------------|-----------|-----------|--------|-----------|
|                            | Mar-13    | Dec-12    | Change | Mar-12    |
| Share capital              | 15,698    | 15,698    | 0.00%  | 15,698    |
| Share premium              | 255,047   | 255,047   | 0.00%  | 255,047   |
| Reserves                   | 212,039   | 188,939   | 12.23% | 124,548   |
| Total Shareholder's funds  | 486,225   | 462,956   | 5.03%  | 397,830   |
| Non-controlling interest   | 3,441     | 3,272     | 5.17%  | 2,537     |
| Total liabilities & equity | 2,771,428 | 2,604,504 | 6.41%  | 2,361,378 |



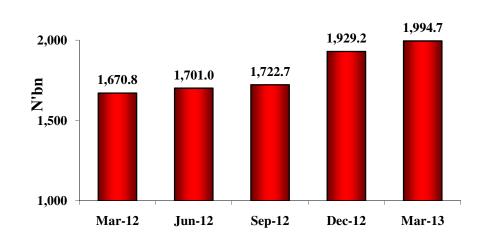
#### Sustained assets & liabilities match...



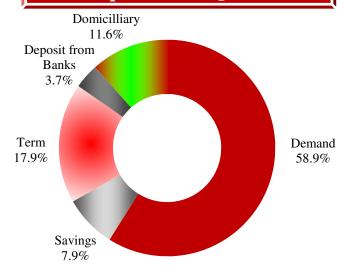
## Loans & Advances Q1 2013



## **Customer Deposits**



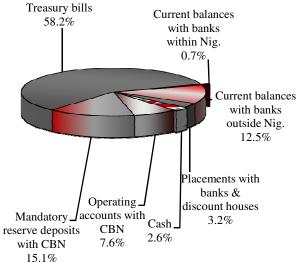
#### **Deposits Mix Q1 2013**





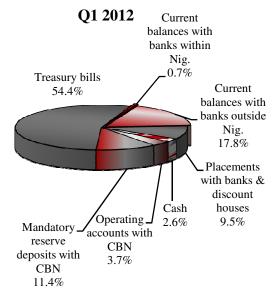
# Continued market dominance through strong liquid asset base and funding mix...



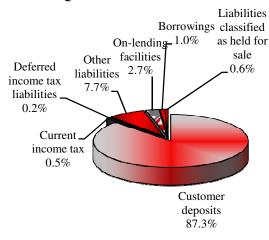


#### **Liquid Assets**

| N'million                                | Q1 2013   | Q1 2012 | YoY  |
|--|-----------|---------|------|
| Cash                                     | 32,915    | 25,630  | 28%  |
| Operating accounts with CBN              | 95,041    | 35,955  | 164% |
| Mandatory reserve deposits with CBN      | 189,047   | 111,709 | 69%  |
| Treasury bills                           | 727,990   | 534,523 | 36%  |
| Current balances with banks within Nig.  | 9,235     | 7,009   | 32%  |
| Current balances with banks outside Nig. | 156,806   | 174,392 | -10% |
| Placements with banks & discount houses  | 39,710    | 93,072  | -57% |
| Total                                    | 1,250,744 | 982,290 | 27%  |



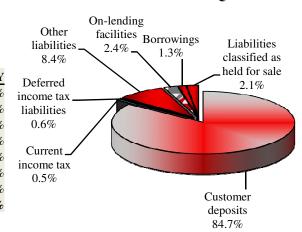
#### Q1 2013



#### **Funding Mix**

| N'million                               | Q3 2012   | Q3 2011   | YoY  |
|---|-----------|-----------|------|
| Customer deposits                       | 1,994,650 | 1,670,856 | 19%  |
| Current income tax                      | 11,152    | 10,015    | 11%  |
| Deferred income tax liabilities         | 5,584     | 5,963     | -6%  |
| Other liabilities                       | 175,509   | 164,313   | 7%   |
| On-lending facilities                   | 62,111    | 53,427    | 16%  |
| Borrowings                              | 22,117    | 18,773    | 18%  |
| Liabilities classified as held for sale | 14,080    | 40,201    | -65% |
| Total                                   | 2,285,203 | 1,963,548 | 16%  |

#### Q1 2012





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# P&L – By Geography

| 3 Months Ended Mar 2013 (N'm)               | Nigeria               | Rest of Africa         | Europe             | Eliminations           | Consolidated          |
|---|-----------------------|------------------------|--------------------|------------------------|-----------------------|
| Total Revenue                               | 82,906                | 3,633                  | 1,672              | -1,234                 | 86,977                |
| Total Expense  Profit Before Tax            | -55,921               | -2,337<br>1,206        | -1,076             | 1,234                  | -58,100               |
| Tax   | <b>26,985</b> -5,073  | <b>1,296</b> -250      | <b>596</b><br>-146 | -                      | <b>28,877</b> -5,469  |
| Profit After Tax                            | 21,912                | 1,046                  | 450                | -                      | 23,408                |
|   |                       |                        |                    |                        |                       |
| 3 Months Ended Mar 2012 (N'm)               | Nigeria               | Rest of Africa         | Europe             | Eliminations           | Consolidated          |
| 3 Months Ended Mar 2012 (N'm) Total Revenue | Nigeria 70,023        | Rest of Africa 2,890   | Europe 1,286       | Eliminations -1,847    | Consolidated 72,352   |
|   |                       |                        |                    |                        |                       |
| Total Revenue                               | 70,023                | 2,890                  | 1,286              | -1,847                 | 72,352                |
| Total Revenue Total Expense                 | <b>70,023</b> -48,290 | <b>2,890</b><br>-1,966 | <b>1,286</b> -931  | <b>-1,847</b><br>1,847 | <b>72,352</b> -49,340 |

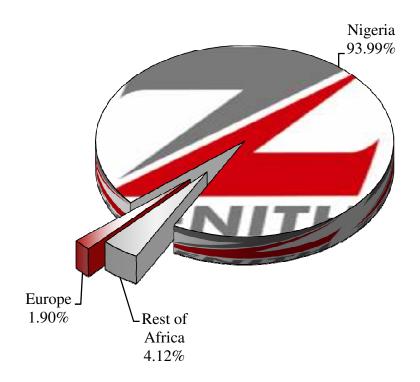
Improved earnings across geographies.....

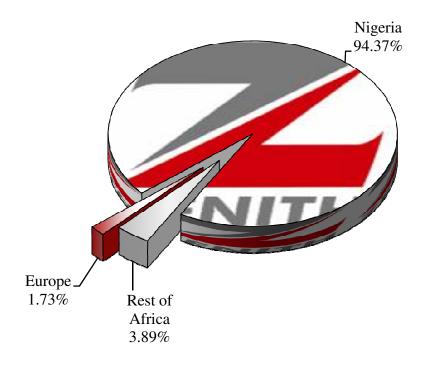


#### **P&L – By Geography**

Gross Revenue by Geography – Q1 2013

**Gross Revenue by Geography – Q1 2012** 





Our Nigerian business continues to be the main driver of profitability  $\dots$  providing about 94% of gross revenue



# Agenda



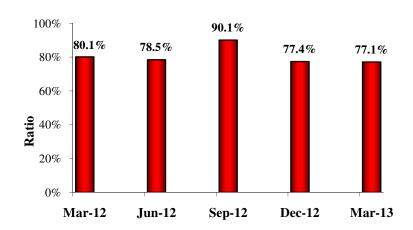
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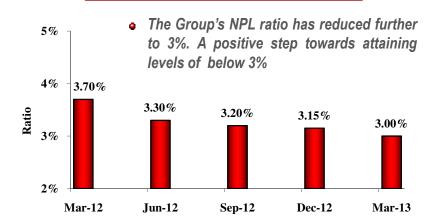
#### **Healthy Risk Assets Portfolio...**



#### **NPL Coverage Ratio**



#### **NPL Ratio**



#### **Our Risk Management Strategy**

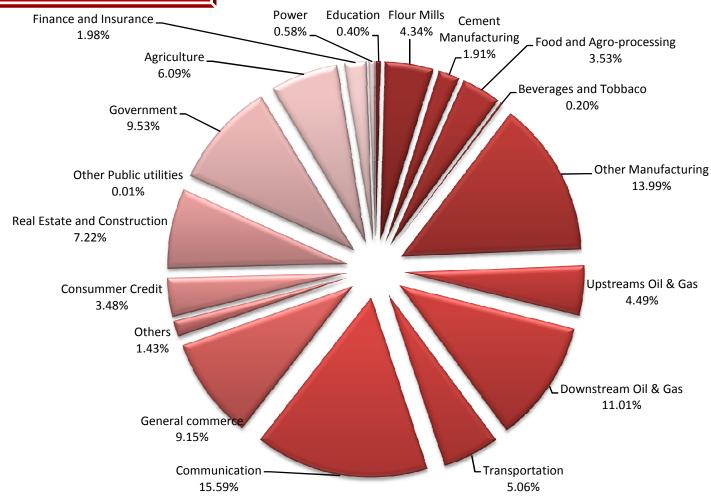
- The group adopts a complete and integrated approach to risk management that is driven from the Board level to the operational activities of the bank.
- Risk management is practiced as a collective responsibility coordinated by the risk control units and is properly segregated from the market facing units to assure independence.
- The process is governed by well defined policies and procedures that are subjected to continuous review and are clearly communicated across the group.
- There is a regular scan of the environment for threats and opportunities to improve industry knowledge and information that drives decision making.
- The group maintains a conservative approach to business and ensures an appropriate balance in its risk and reward objectives.
- Risk culture is continuously being entrenched through appropriate training and acculturation.



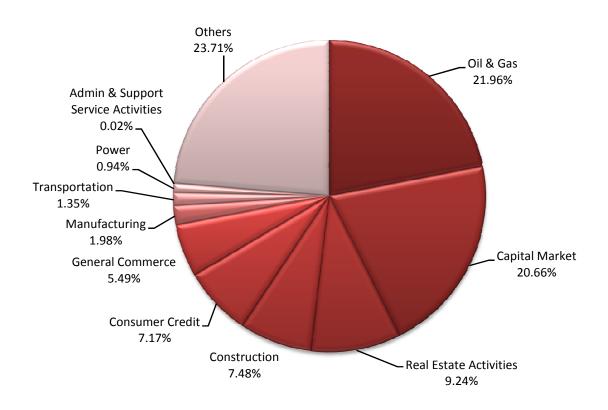
# Focused risk management via portfolio diversification







## **NPL** by Segment



#### Comments

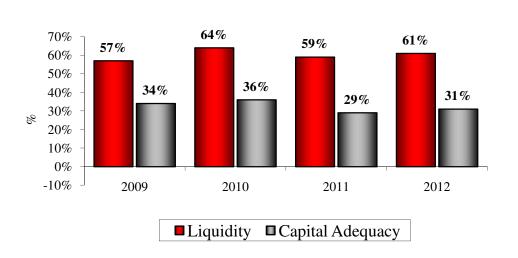
- We continue to develop our Risk Management Strategy and improve on the quality of our loan portfolio.
- Overall NPL ratio of 3% is currently one of the lowest in the industry



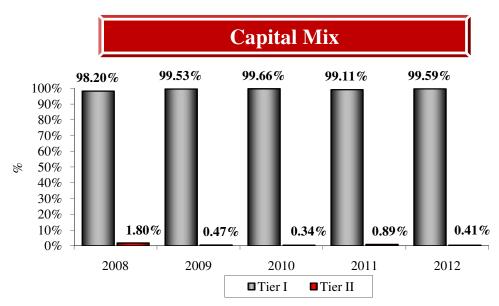
#### **Strong Capitalization and Liquidity**



#### **Liquidity and Capital Adequacy**



Capital and liquidity ratios for the Bank – well above industry requirements.



Capital base –
predominantly made up
of Tier 1 (core capital)
which consists of mainly
share capital and
reserves created by
appropriations of
retained earnings.



# Agenda



| Overview & Operating Environment                           |                 |                |
|--|-----------------|----------------|
| > Speaker: Managing Director/Chief Executive Officer       | Godwin Emefiele | Slides 4 - 6   |
| Results - Group  |                 |                |
| > Speaker: Executive Director/Chief Financial Officer      | Udom Emmanuel   | Slides 8 - 16  |
| Results – By Segment & Geography                           |                 |                |
| > Speaker: Executive Director/Corporate Banking            | Peter Amangbo   | Slides 18 - 19 |
| Company Risk Management                                    |                 |                |
| > Speaker: Executive Director – Enterprise Risk Management | Andy Ojei       | Slides 21 - 24 |
| Strategy & Outlook   |                 |                |
| Speaker: Managing Director/Chief Executive Officer         | Godwin Emefiele | Slides 26 - 29 |
| Q & A  |                 |                |







Compete aggressively for market share, but focus on high quality assets and top-end relationships while adopting cost reduction strategies

- The Bank focuses on cost effective deposits from the retail end of the market to lend to the corporate end with emphasis on emerging business opportunities
- Encourages strong risk management and corporate governance practices

2

Delivering superior service experience to all clients and customers

- The Bank accomplishes this strategy by:
- Consistent focus and investment in attracting and keeping quality people
- Employing cutting edge technology
- Deploying excellent customer service

**Develop specific** solutions for each segment of our customers' base

- Leveraging our capabilities and brand strength to consistently meet our clients' needs
- Developing a strong Zenith Bank platform to serve as an integrated financial solutions provider to our diverse customers base



#### **Our Key Growth Target Sectors**



#### Driving profitability with our competitive advantages

# **Identified Growth Sectors**

Infrastructure
Manufacturing
Oil and Gas (Upstream &
Downstream)
Power and Energy
Real Estate and
Construction
Telecoms
Transportation and
General Commerce

#### **Competitive Advantage**

- ☐ Strong capital and liquidity
- ☐ Strong brand
- ☐ Strong international rating
- **□** Extensive branch network
- ☐ Robust ICT and E-bank channels
- ☐ Well motivated staff force
- **□** Excellent customer services



#### **Outlook and Prospects for FY2013**

- □ Agriculture: The Federal government's resolve to boost the agricultural sector in the country would no doubt create quite a number of opportunities in the areas of funding, job creation and indeed food security to Africa's most populous nation. Various Funding Schemes to ensure that the country's economy is diversified have been put in place. These include Commercial Agriculture Credit Scheme (CACS) that has 159 projects and Nigeria Incentive-Based Risk Sharing for Agricultural Lending (NIRSAL). Others are Seed and Fertilizer Scheme launched for banks to lend at a subsidized rate to local farmers and the value chain for the production of fertilizer. The Group would continue to play a major role in this sector to support the various government's projects aimed at boosting our economy.
- Power and Infrastructure: The Nigerian government has sold major power assets in the country via auction. The preferred bidders have been identify and are expected to pay 25% of the purchase cost by end of March, 2013. As we begin to see the inflow of a large volume of private sector investments through the creation of new power generation and distribution entities and the subsequent development of a competitive electricity market, Zenith Bank is strategically positioned to take advantage of any emerging business opportunities in the country's power sector.

- Mobile Banking: In a bid to encourage and promote personto-person payments and leverage on mobile phone channels as a means of payments, the CBN has given out licences to operators in the country. Zenith Bank Plc has already taken advantage of this initiative as we have received our mobile banking licence and has since launched our mobile banking services.
- □ Investments in Technology and Product Innovations:

  The Group has over the years become synonymous with the use of ICT in banking and general innovation in the Nigerian banking industry. We have renewed our commitment in ensuring that all our activities are anchored on the e-platform and providing service delivery through the electronic media to all customers irrespective of place, time and distance.
- □ Cash-lite Project of CBN: The cash-lite project has been fully implemented in Lagos while this is expected to be extended to other states in the country. Zenith Bank Plc has efficiently deployed a wide range of banking products that provides resourceful and robust financial services to its customers. It has launched mainly e-Banking products (Point of Sales Terminals, ATMs etc) geared towards meeting the changing needs of its customers in the light of the recently introduced and evolving cashless society policies being championed by the Central Bank of Nigeria (CBN) and fully supported by the banking community in the country.



#### **Outlook and Prospects for FY2013**

- Representative Office: We have officially opened a representative office in Beijing, the capital city of the Peoples Republic of China. The group is certain that reasonable contributions would be realized from this Office considering the various emerging business opportunities in China.
- □ **Customer Services:** At the center of the Group's pursuit of excellent customer service, we would continue to focus on strengthening our relationship management in a bid to surpass stakeholders' expectations.
- **Best Practices:** With the listing on the London Stock Exchange, the Group would continue to uphold "best in class" corporate governance and practices in all segments of our business.

- □ **Deposit Base:** Our drive for low cost and appropriately mixed deposit base to fund our credit and money market transactions would continue in FY2013. We are committed to be a dominant player in the money market space to drive up income and profitability going forward.
- □ **Risk Assets:** The Group would continue to seek opportunities to grow its risk assets while maintaining a low NPL ratio and sustaining our improved coverage ratio. We would continue to strive for the optimal protection of our shareholders' wealth through the continuous review and improvement of our risk management culture and processes.

