



# 9-Month Group Results

## Presentation to Investors & Analysts

IFRS Compliant Results

September 2013



**ZENITH BANK PLC**

people | technology | service



# 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.**





## ● GDP Growth:

- The GDP grew at the rate of 6.72% y/y in Q2 2013, up by 33 bps from 6.39% recorded in the corresponding quarter of the previous fiscal year. (2013 GDP Growth y/y: Q2 USA- 1.4%; Q2 UK – 1.4%; Q1 South Africa – 1.9% )
- The non-oil sector was the major driver of the growth recorded in Q2 2013.
- **Outlook for GDP growth for 2nd half of 2013 is expected to remain between 6.5% - 7%, as we begin to see the implementation of critical structural reforms.**

## ● Headline Inflation:

- Headline Inflation eased to 8.0% y/y in Sept'13 from 8.2% y/y recorded in Aug'13.
- The lower y/y change recorded was largely as a result of a slower rate of increase in food prices as the recent harvest season continues to constrain rising food prices
- **Inflation is expected to remain in the single digit region for the rest of the year**

## ● Oil Production & Price:

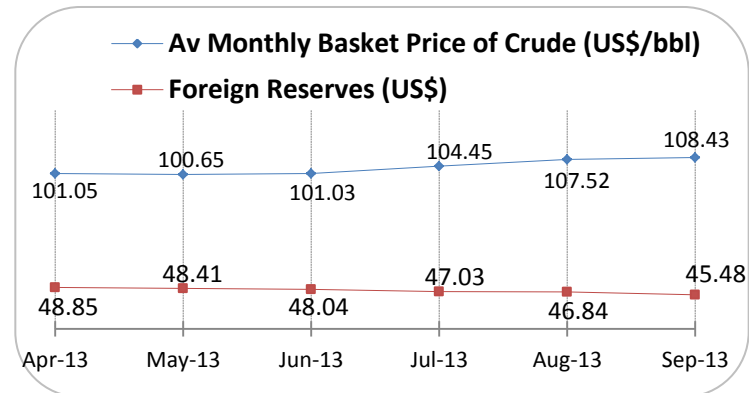
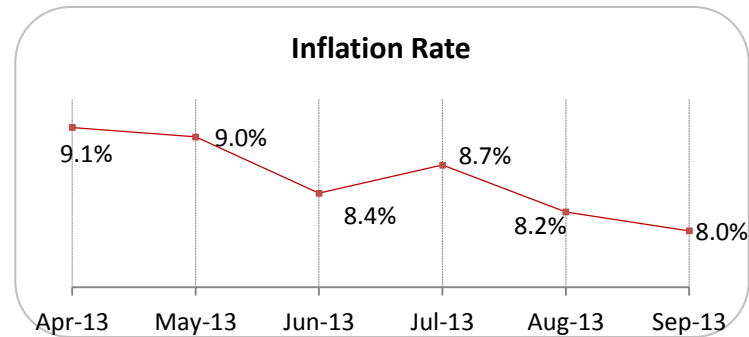
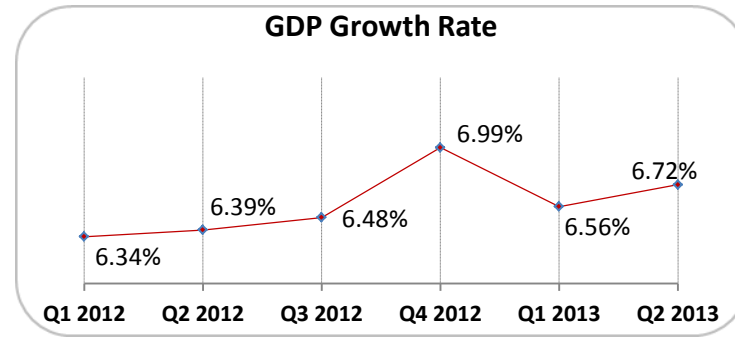
- OPEC Average Monthly Basket Price increased to \$108.73/bbl in Sept'13 from \$107.52 recorded in Aug'13.
- Nigerian output dropped to about 1.9mbpd in Q3'13 owing to incessant attacks on oil facilities, which often resulted to production shut ins.
- **Crude oil price is expected to remain above \$100/bbl for the rest of the year while Nigeria is expected to improve on its output from 2014 following the coming on stream of new oil fields.**

## ● Foreign Reserves:

- Nigeria experienced a decline in external reserve from \$48.04bn in Q2'13 to \$45.48bn in Q3'13. However, YoY experienced an increase of \$4.29bn or 10.4% from the level of \$41.19bn recorded at the end of September 2012
- The decline QoQ was largely driven by increased funding of the WDAS by CBN in order not to devalue the naira.
- **Outlook for foreign reserves remains mixed. Reserves is expected to expand in medium term but slowdown in global growth is likely to impact on commodity prices**

## ● Exchange Rate:

- The FX market remained stable in Q3 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 CBN Dutch Auction System segment of the market hovered between US\$/N155.7 and US\$/N156 in Q3 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.
- ❑ **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)”.
- ❑ **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.
- ❑ **Increased Share of Middle Tier Market:** In order to bring down our cost of funds we are growing our retail market through deposit mobilization and various forms of electronic banking applications.
- ❑ **Strong Focus on Risk Management:** Despite the challenging business environment, the Bank has maintained its NPL ratio at 3.1% with a coverage ratio of above 82%. 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. We would continue to maintain high dividend payout.
- ❑ **Return On Equity:** Since the banking sector began recovery in 2009, Zenith Bank has steadily grown its ROAE. ROAE for FY12 was at 23.49%. We however expect some decline in ROAA and ROAE for 2013 due to tax consideration.





# Financial Highlights

## Key Theme

**On Course for an Impressive Performance in 2013.**

## P & L

Gross Earnings: N255.30bn  
Net Interest Income: N138.98bn  
Net Interest Margin: 9.47%  
PBT: N83.04bn  
PAT: N69.75bn

+11.41% YoY  
+16.05% YoY  
+6.39% YoY  
+10.39% YoY  
+8.88% YoY

## Balance Sheet

Customer Deposit: N2.03tn  
Total Assets: N2.85tn  
Total Shareholders' Funds: N482.51bn  
Loans & Advances: N1.14tn

+5.43% (YTD)  
+9.53% (YTD)  
+ 4.22% (YTD)  
+12.42% ( YTD)

## Key Ratios

Loan to Deposit Ratio: 52.22%  
Cost to Income Ratio: 55.84%  
Liquidity: 63.10%  
Capital Adequacy: 28.30%  
NPL: 3.10%; Cost of Risk: 0.73%  
ROAE: 19.67%  
EPS: 220k



# Profit & Loss Statement

(N'm)

## Gross Income

### Continuing Operations:

Interest Income

Interest Expense

### Net Interest Income

Impairment Charge for Credit Losses

Net Interest Income after Impairment Charge for Credit Losses

Fees and Commission Income

Net gains on Financial Instruments

Other Income

Amortisation of intangible assets

Operating Expenses

Profit Before Tax from continued operations

### Discontinued Operations:

Gross income from discontinued operations

Gross expenses from discontinued operations

Profit Before Tax from discontinued operations

### Continued & Discontinued Operations:

### Profit Before Tax

Minimum Tax

Income Tax Expense

### Profit After Tax

	Group 9 mths to Sep-13	Group 9 mths to Sep-12	YOY Change
<b>Gross Income</b>	<b>255,299</b>	<b>229,161</b>	<b>11.41%</b>
<b>Continuing Operations:</b>			
Interest Income	190,968	168,219	13.52%
Interest Expense	-51,989	-48,466	7.27%
<b>Net Interest Income</b>	<b>138,979</b>	<b>119,753</b>	<b>16.05%</b>
Impairment Charge for Credit Losses	-5,939	-4,016	47.87%
Net Interest Income after Impairment Charge for Credit Losses	133,040	115,737	14.95%
Fees and Commission Income	36,490	36,896	-1.10%
Net gains on Financial Instruments	15,525	11,383	36.39%
Other Income	640	709	-9.65%
Amortisation of intangible assets	-606	-522	16.09%
Operating Expenses	-104,993	-92,197	13.88%
Profit Before Tax from continued operations	80,096	72,006	11.23%
<b>Discontinued Operations:</b>			
Gross income from discontinued operations	11,676	11,963	-2.40%
Gross expenses from discontinued operations	-8,735	-8,746	-0.13%
Profit Before Tax from discontinued operations	2,941	3,217	-8.58%
<b>Continued &amp; Discontinued Operations:</b>			
<b>Profit Before Tax</b>	<b>83,037</b>	<b>75,223</b>	<b>10.39%</b>
Minimum Tax	-	-	-
Income Tax Expense	-13,286	-11,162	19.03%
<b>Profit After Tax</b>	<b>69,751</b>	<b>64,061</b>	<b>8.88%</b>

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

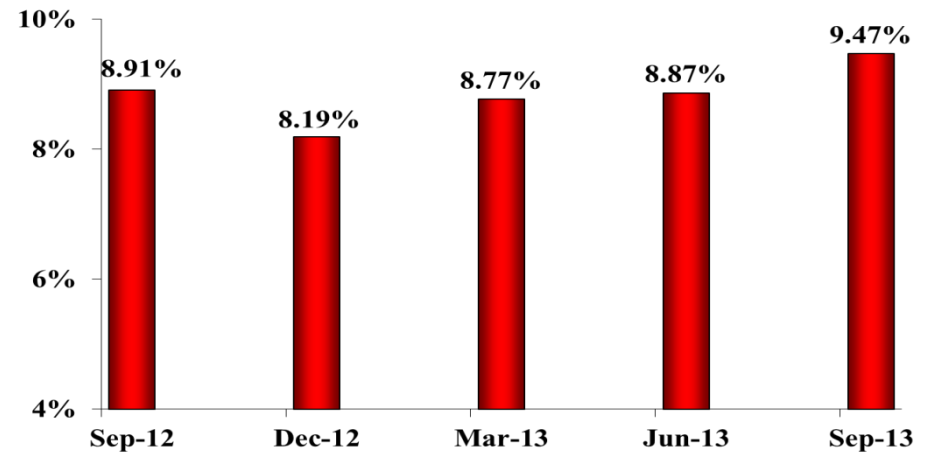




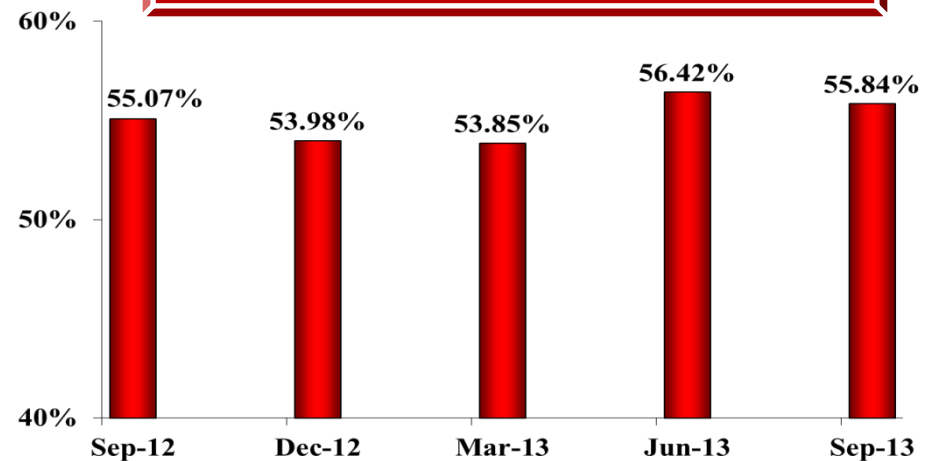
## Comments

- ❑ *Strong Net Interest Margin (NIM) of 9.47% recorded in Q3 2013,; this was on the back of efficient balance sheet management (optimal resource allocation and assets pricing).*
- ❑ *Cost to Income Ratio declined QoQ but increased marginally YoY due to the downward review of COT and other bank tariffs, increase in AMCON charge and increase in staff cost..*
- ❑ *ROAE declined slightly from 20.96% to 19.67% YoY.*
- ❑ *PBT – N83.04bn, up 10.39% from N75.22n in Q3 2012 while PAT rose to N69.75bn from N64.06bn in H1 2012 – this represents a YOY growth of 8.88%.*

## Consistently high Net Interest Margin



## Cost to Income Ratio



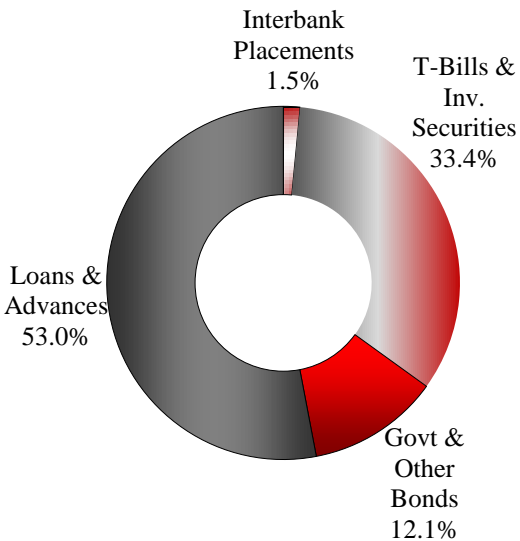


# Revenue Base ...Sustained Diversification

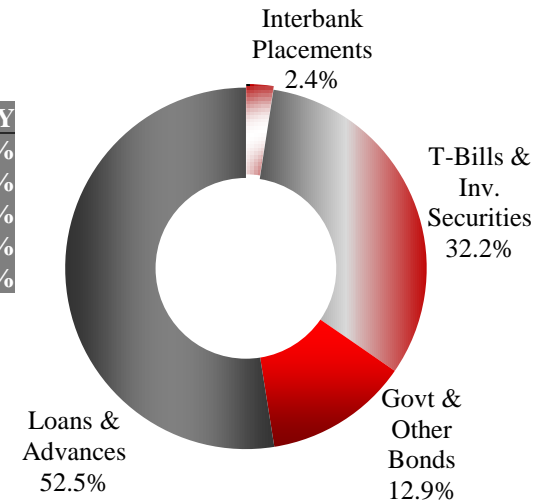
**Q3 2013**

## Interest Income

**Q3 2012**



N'million	Q3 2013	Q3 2012	YoY
Interbank Placements	2,897	4,100	-29%
T-Bills & Inv. Securities	63,854	54,104	18%
Govt & Other Bonds	23,023	21,679	6%
Loans & Advances	101,194	88,336	15%
<b>Total</b>	<b>190,968</b>	<b>168,219</b>	<b>14%</b>

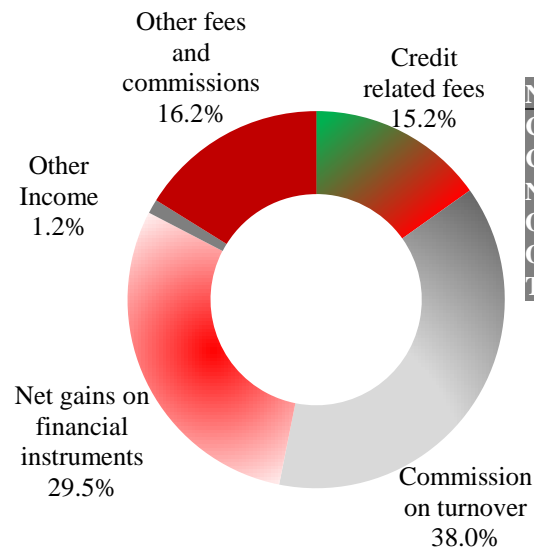


Interest income from loans increased by 15% YoY as Interbank placements declined by 29%. CRR increase by CBN affected the bank's interbank placements

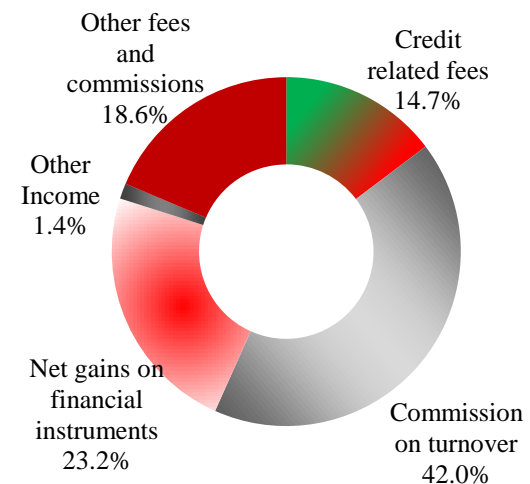
**Q3 2013**

## Non-Interest Income

**Q3 2012**



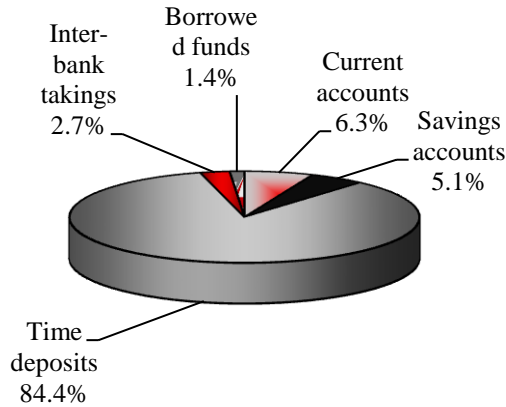
N'million	Q3 2013	Q3 2012	YoY
Credit related fees	7,987	7,209	11%
Commission on turnover (COT)	19,997	20,561	-3%
Net gains on financial instruments	15,525	11,383	36%
Other Income	640	709	-10%
Other fees and commissions	8,506	9,126	-7%
<b>Total</b>	<b>52,656</b>	<b>48,988</b>	<b>7%</b>



As COT income begins to decline, the bank has been able to improve on other streams of income especially in FX trading



## Q3 2013

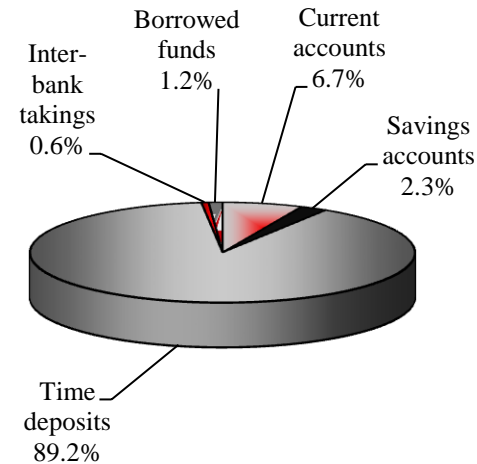


## Interest Expenses

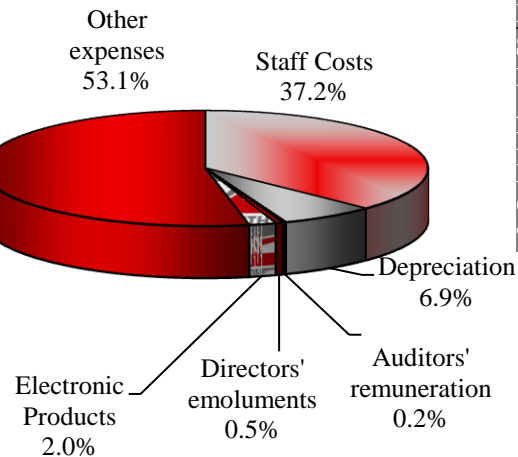
N'million	Q3 2013	Q3 2012	YoY
Current accounts	3,301	3,250	2%
Savings accounts	2,668	1,110	140%
Time deposits	43,898	43,254	1%
Inter-bank takings	1,418	290	389%
Borrowed funds	704	563	25%
<b>Total</b>	<b>51,989</b>	<b>48,466</b>	<b>7%</b>

Interest Expense on Time Deposit remained flat as the bank focuses on cheaper source of deposits

## Q3 2012



## Q3 2013

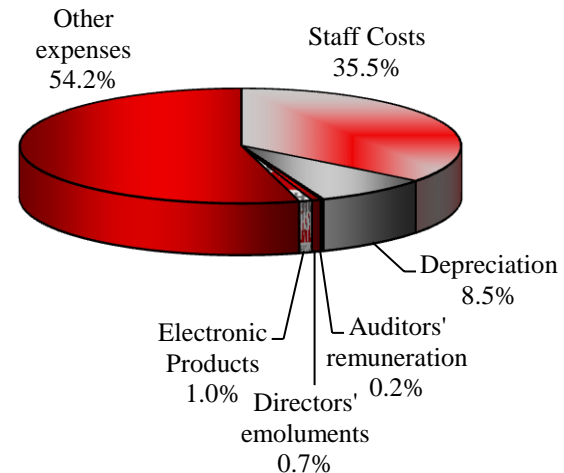


## Operating Expenses

N'million	Q3 2013	Q3 2012	YoY
Staff Costs	39,088	32,734	19%
Depreciation	7,216	7,806	-8%
Auditors' remuneration	259	196	32%
Directors' emoluments	555	615	-10%
Electronic Products	2,073	887	134%
Other expenses	55,802	49,960	12%
<b>Total</b>	<b>104,993</b>	<b>92,197</b>	<b>14%</b>

Staff Costs increased by 19% due to promotion and salary review. The bank also continues to invest in Electronic channels of banking

## Q3 2012





# Balance Sheet- Assets

(N'm)	Group Sep-13	Group Dec-12	YTD Change	Group Sep-12
Cash and balances with central banks	535,092	332,515	60.92%	288,576
Treasury bills	464,899	669,164	-30.53%	360,658
Due from other banks	284,343	182,020	56.22%	392,605
Loans and advances	1,108,872	989,814	12.03%	964,871
Investment securities	273,626	299,343	-8.59%	293,995
Investments in associates	227	420	-45.95%	1,756
Deferred tax assets	389	432	-9.95%	89
Other assets	85,255	28,665	197.42%	43,941
Assets classified as held for sale	27,806	31,943	-12.95%	35,418
Investment property	-	-	-	7,052
Property and equipment	70,777	68,782	2.90%	67,640
Intangible assets	1,475	1,406	4.88%	1,362
<b>Total Assets</b>	<b>2,852,761</b>	<b>2,604,504</b>	<b>9.53%</b>	<b>2,457,963</b>

**Sustained Balance sheet strengthening and Growth with strong liquidity.**



# Balance Sheet- Liabilities & Equity

(N'm)	Group Sep-13	Group Dec-12	YTD Change	Group Sep-12
Customers deposits	2,033,971	1,929,244	5.43%	1,722,683
Current income tax	1,864	6,577	-71.66%	12,029
Deferred income tax liabilities	5,578	5,584	-0.11%	10,743
Other liabilities	227,162	117,355	93.57%	200,860
On-lending facilities	61,041	56,066	8.87%	59,111
Borrowings	31,600	15,138	108.75%	17,193
Liabilities classified as held for sale	9,036	11,584	-22.00%	14,037
<b>Total liabilities</b>	<b>2,370,252</b>	<b>2,141,548</b>	<b>10.68%</b>	<b>2,036,656</b>

(N'm)	Group Sep-13	Group Dec-12	YTD Change	Group Sep-12
Share capital	15,698	15,698	0.00%	15,698
Share premium	255,047	255,047	0.00%	255,047
Reserves	208,018	188,939	10.10%	147,325
<b>Total Shareholder's funds</b>	<b>482,509</b>	<b>462,956</b>	<b>4.22%</b>	<b>421,307</b>
Non-controlling interest	3,746	3,272	14.49%	3,237
<b>Total liabilities &amp; equity</b>	<b>2,852,761</b>	<b>2,604,504</b>	<b>9.53%</b>	<b>2,457,963</b>

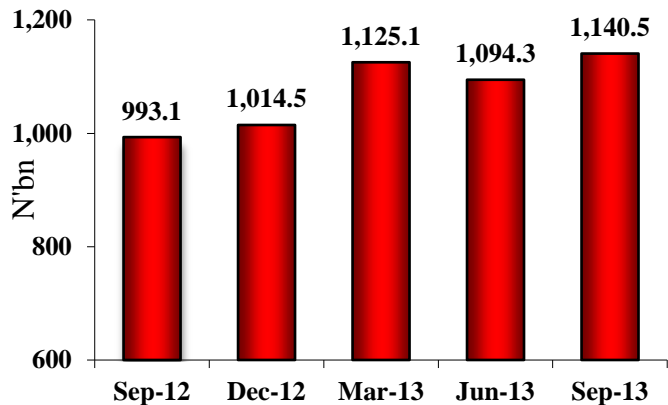
**Strong Capital base.... Remains a solid buffer against any adverse event**



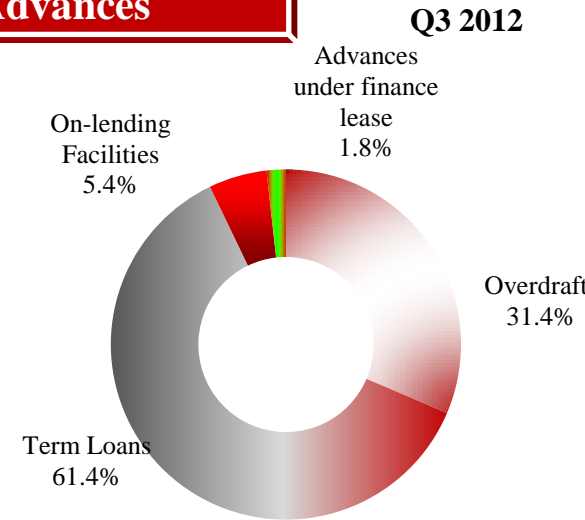
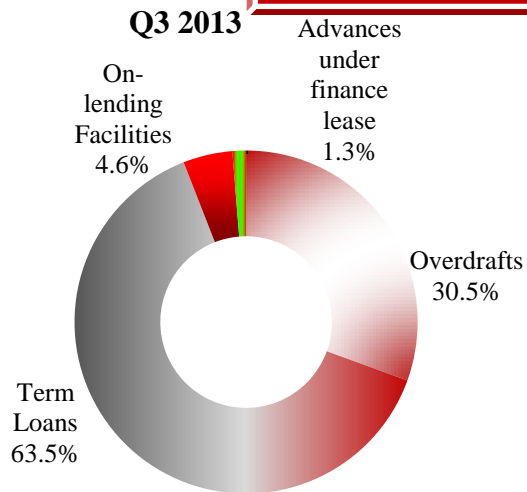
# Sustained assets & liabilities match..



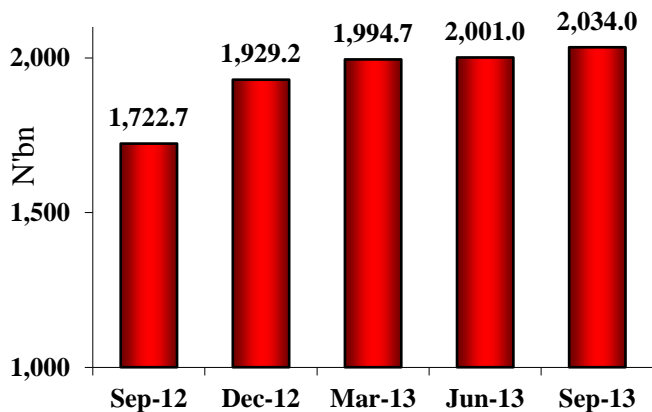
## Loans Growth



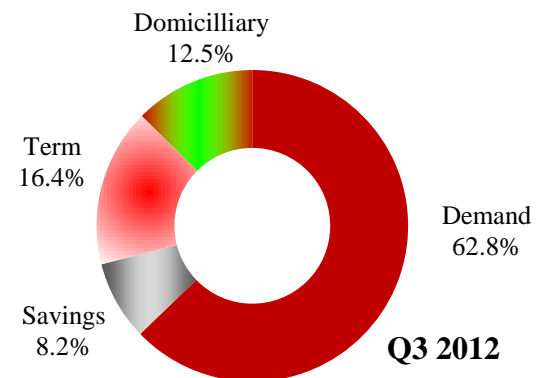
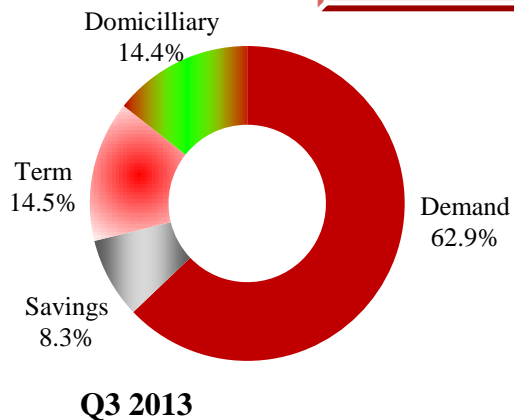
## Loans & Advances



## Deposits Growth



## Deposits Mix



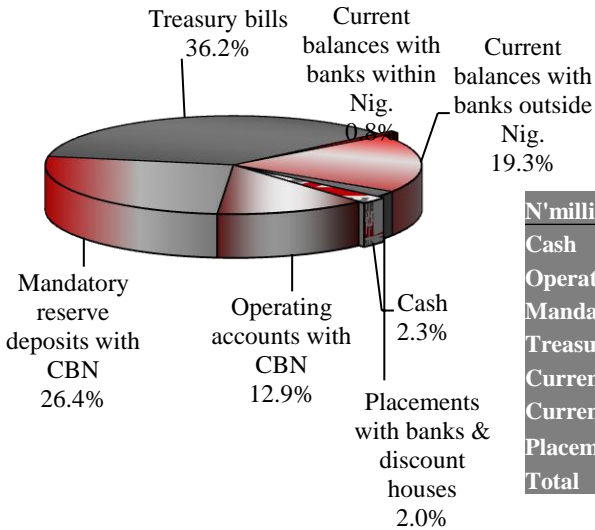


# Continued market dominance through strong liquid asset base and funding mix...



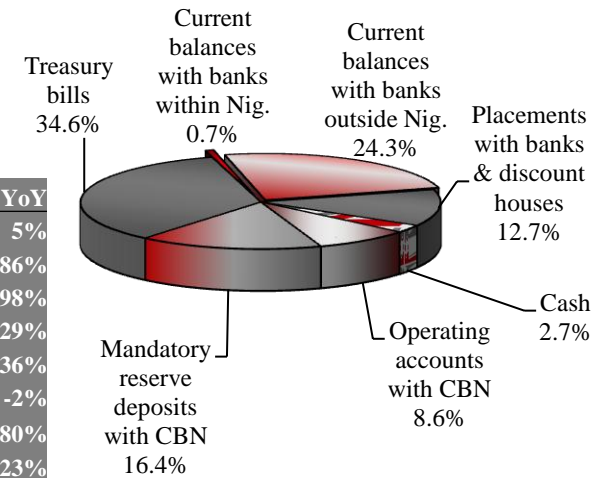
## Liquid Assets

Q3 2013

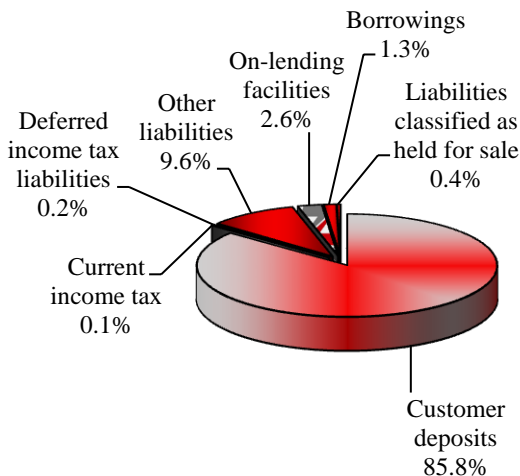


N'million	Q3 2013	Q3 2012	YoY
Cash	29,946	28,402	5%
Operating accounts with CBN	166,031	89,150	86%
Mandatory reserve deposits with CBN	339,115	171,024	98%
Treasury bills	464,899	360,658	29%
Current balances with banks within Nig.	10,425	7,667	36%
Current balances with banks outside Nig.	248,041	253,078	-2%
Placements with banks & discount houses	25,877	131,860	-80%
<b>Total</b>	<b>1,284,334</b>	<b>1,041,839</b>	<b>23%</b>

Q3 2012



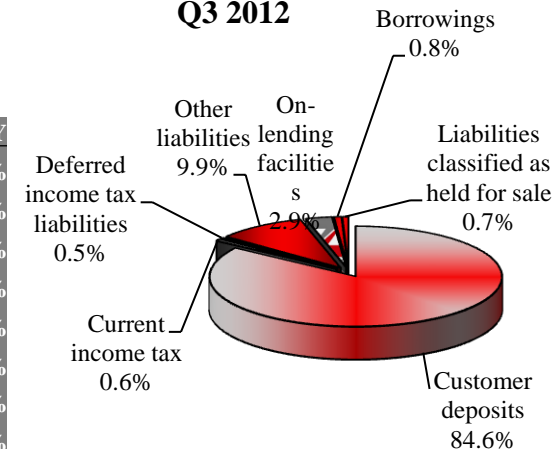
Q3 2013



## Funding Mix

N'million	Q3 2013	Q3 2012	YoY
Customer deposits	2,033,971	1,722,683	18%
Current income tax	1,864	12,029	-85%
Deferred income tax liabilities	5,578	10,743	-48%
Other liabilities	227,162	200,860	13%
On-lending facilities	61,041	59,111	3%
Borrowings	31,600	17,193	84%
Liabilities classified as held for sale	9,036	14,037	-36%
<b>Total</b>	<b>2,370,252</b>	<b>2,036,656</b>	<b>16%</b>

Q3 2012





# Agenda

## Overview & Operating Environment

- Speaker: Managing Director/Chief Executive Officer      Godwin Emefiele      Slides 4 - 5

## Results - Group

- Speaker: Chief Financial Officer      Stanley Amuchie      Slides 7- 15

## Results – By Segment & Geography

- Speaker: Executive Director/Corporate Banking      Peter Amangbo      Slides 17 - 20

## Company Risk Management

- Speaker: Executive Director – Enterprise Risk Management      Ebenezer Onyeagwu      Slides 22- 25

## Strategy & Outlook

- Speaker: Managing Director/Chief Executive Officer      Godwin Emefiele      Slides 27 - 30

## Q & A



# P&L – By Geography



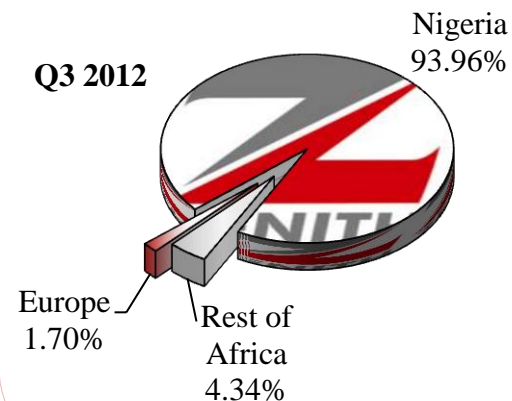
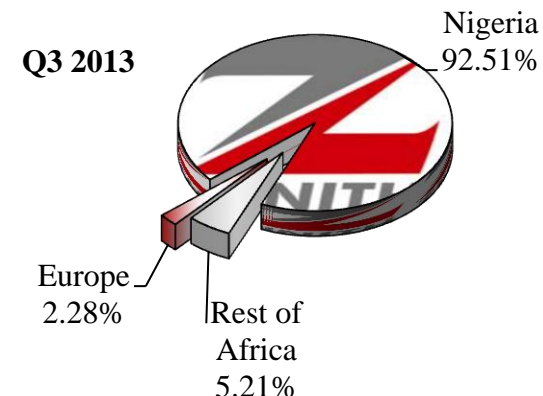
## 9 Months Ended September 2013 (N'm)

	Nigeria	Rest of Africa	Europe	Eliminations	Consolidated
<b>Total Revenue</b>	<b>240,276</b>	<b>13,537</b>	<b>5,914</b>	<b>-4,428</b>	<b>255,299</b>
Total Expense	-164,189	-8,421	-4,080	4,428	-172,262
<b>Profit Before Tax</b>	<b>76,087</b>	<b>5,116</b>	<b>1,834</b>	<b>-</b>	<b>83,037</b>
Tax	-12,114	-713	-458	-	-13,285
<b>Profit After Tax</b>	<b>63,973</b>	<b>4,403</b>	<b>1,376</b>	<b>-</b>	<b>69,752</b>

## 9 Months Ended September 2012 (N'm)

	Nigeria	Rest of Africa	Europe	Eliminations	Consolidated
<b>Total Revenue</b>	<b>213,244</b>	<b>9,852</b>	<b>3,866</b>	<b>-2,142</b>	<b>229,104</b>
Total Expense	-146,808	-6,421	-2,794	2,142	-153,881
<b>Profit Before Tax</b>	<b>73,006</b>	<b>3,431</b>	<b>1,072</b>	<b>-</b>	<b>75,223</b>
Tax	-9,947	-947	-268	-	-11,162
<b>Profit After Tax</b>	<b>63,059</b>	<b>2,484</b>	<b>804</b>	<b>-</b>	<b>64,061</b>

### Gross Revenue



**Our Nigerian business continues to be the main driver of profitability ...  
providing about 93% of gross revenue**

# P&L – By Sector

## 9 Months Ended Sept 2013 (N'm)

	Corporate	Institutional	Public	Retail	Discontinued Operations	Consolidated
<b>Total Revenue</b>	<b>107,947</b>	<b>40,362</b>	<b>30,762</b>	<b>64,552</b>	<b>11,676</b>	<b>255,299</b>
Total Expenses	-72,995	-24,417	-19,544	-46,572	-8,735	-172,262
<b>Profit Before Tax</b>	<b>34,952</b>	<b>15,945</b>	<b>11,218</b>	<b>17,981</b>	<b>2,941</b>	<b>83,037</b>
Tax	-5,592	-2,551	-1,795	-2,877	-471	-13,285
<b>Profit After Tax</b>	<b>29,360</b>	<b>13,394</b>	<b>9,423</b>	<b>15,104</b>	<b>2,470</b>	<b>69,752</b>

## 9 Months Ended Sept 2012 (N'm)

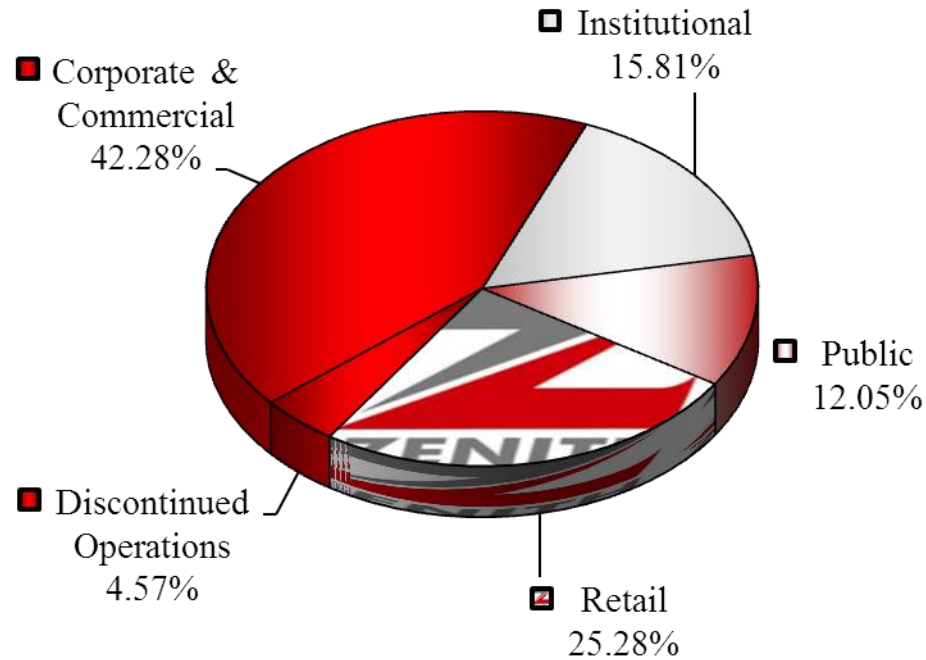
	Corporate	Institutional	Public	Retail	Discontinued Operations	Consolidated
<b>Total Revenue</b>	<b>95,331</b>	<b>34,445</b>	<b>28,280</b>	<b>59,085</b>	<b>11,963</b>	<b>229,104</b>
Total Expenses	-64,785	-21,539	-18,547	-40,264	-8,746	-153,881
<b>Profit Before Tax</b>	<b>30,546</b>	<b>12,906</b>	<b>9,733</b>	<b>18,821</b>	<b>3,217</b>	<b>75,223</b>
Tax	-4,533	-1,915	-1,444	-2,793	-477	-11,162
<b>Profit After Tax</b>	<b>26,013</b>	<b>10,991</b>	<b>8,289</b>	<b>16,029</b>	<b>2,740</b>	<b>64,061</b>

**Improved profitability on core business segments**

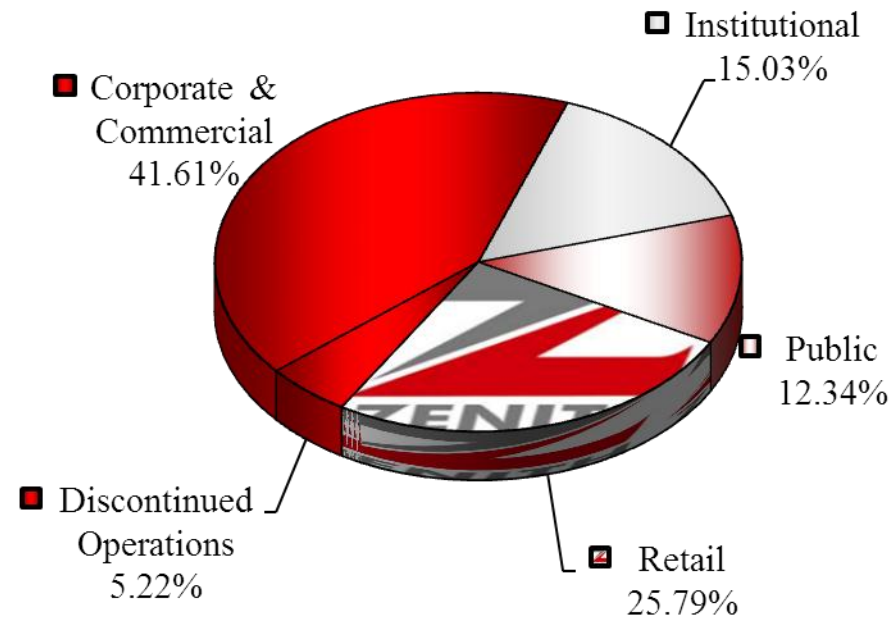


# P & L – By Sector

Gross Revenue – Q3 2013



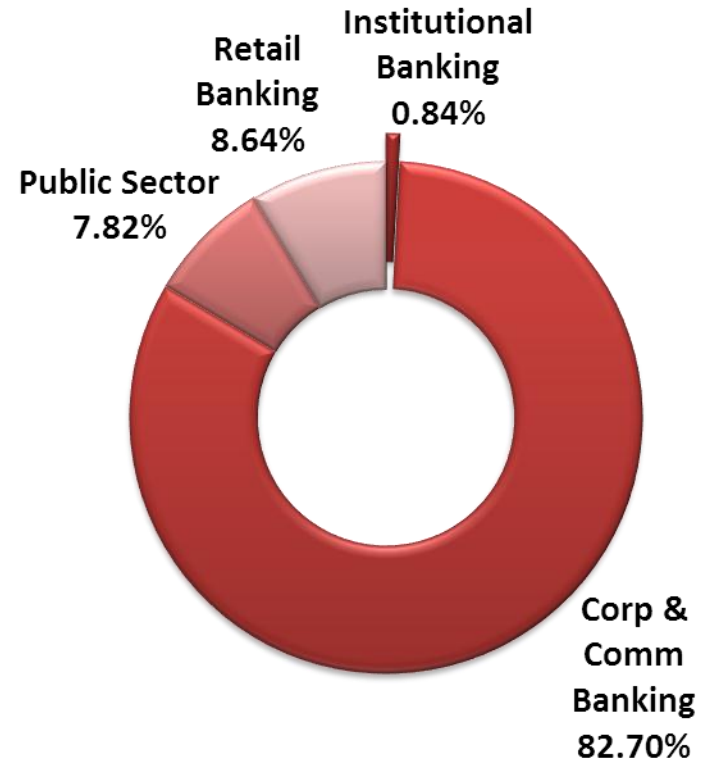
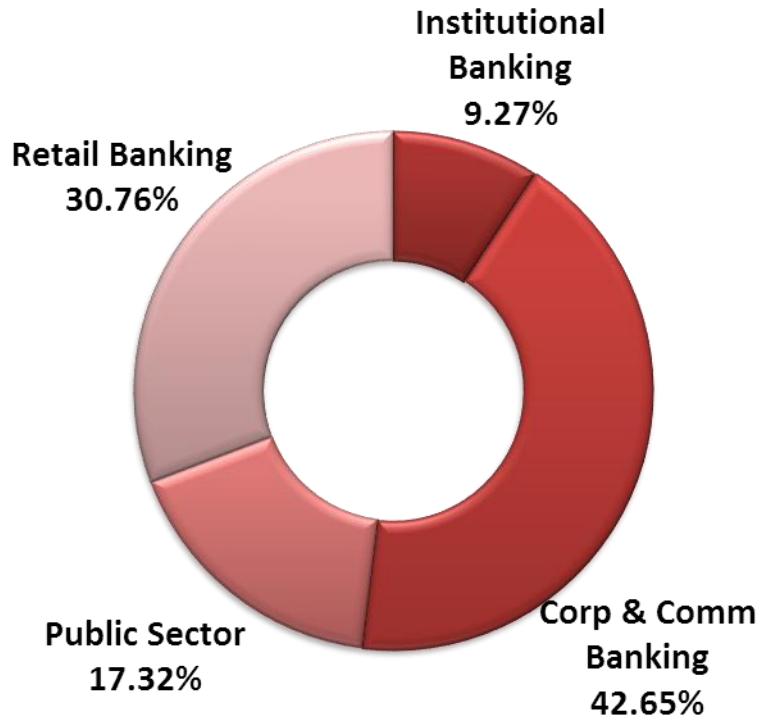
Gross Revenue – Q3 2012



Corporate and Commercial continues to be the hub of our business.....



# Deposits & Loans – By Sector



**September 2013 Total Deposits**  
- ₦2.03tn

**September 2013 Gross Loans**  
- ₦1.14tn



# Agenda

## Overview & Operating Environment

- Speaker: Managing Director/Chief Executive Officer      Godwin Emefiele      Slides 4 - 5

## Results - Group

- Speaker: Chief Financial Officer      Stanley Amuchie      Slides 7- 15

## Results – By Segment & Geography

- Speaker: Executive Director/Corporate Banking      Peter Amangbo      Slides 17- 20

## Company Risk Management

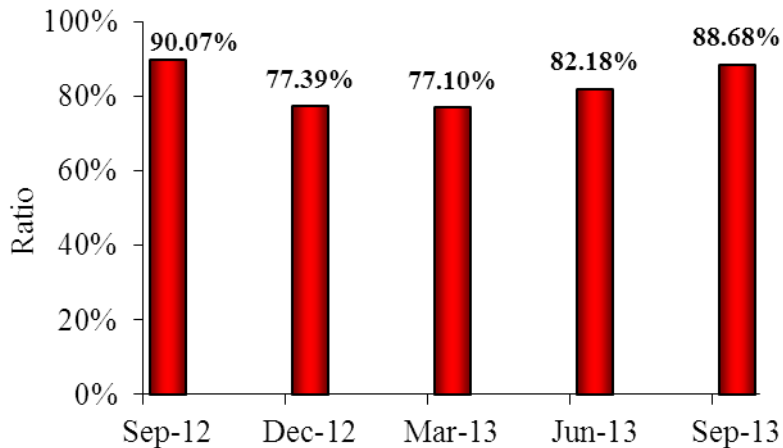
- Speaker: Executive Director – Enterprise Risk Management      Ebenezer Onyeagwu      Slides 22- 25

## Strategy & Outlook

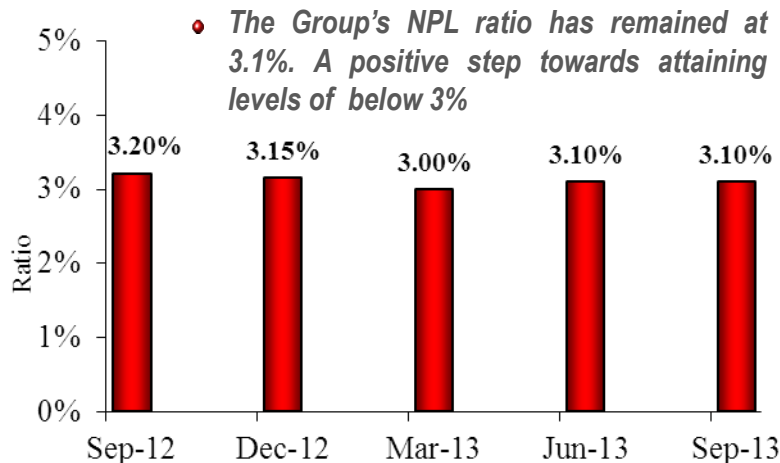
- Speaker: Managing Director/Chief Executive Officer      Godwin Emefiele      Slides 27 - 30

## Q & A

## NPL Coverage Ratio



## NPL Ratio



## Our Risk Management Strategy

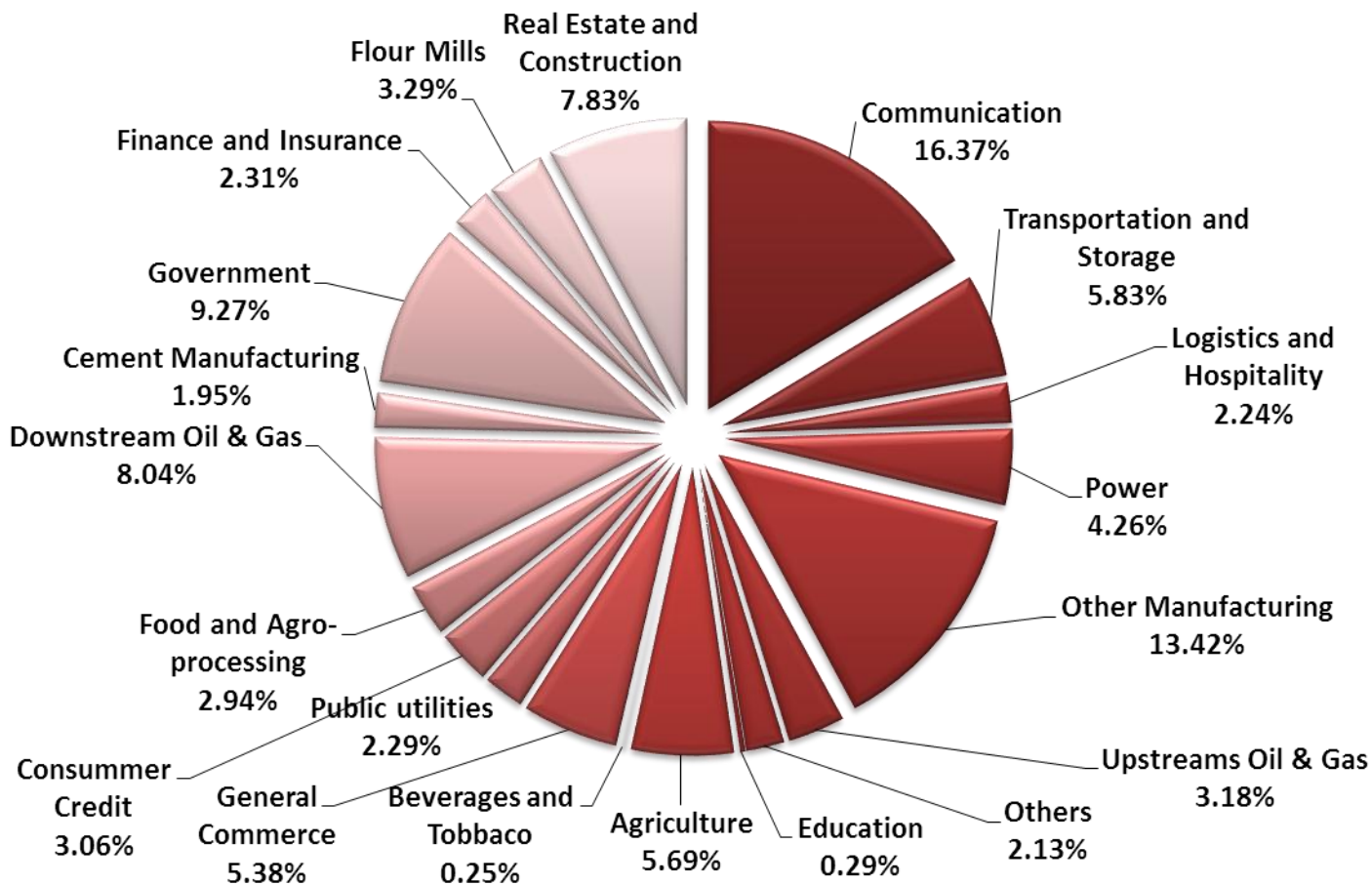
- The group adopts a complete and integrated approach to risk management that is driven from the Board level to the operational activities of the bank.
- Risk management is practiced as a collective responsibility coordinated by the risk control units and is properly segregated from the market facing 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



## Loans by Sector – Q3 2013



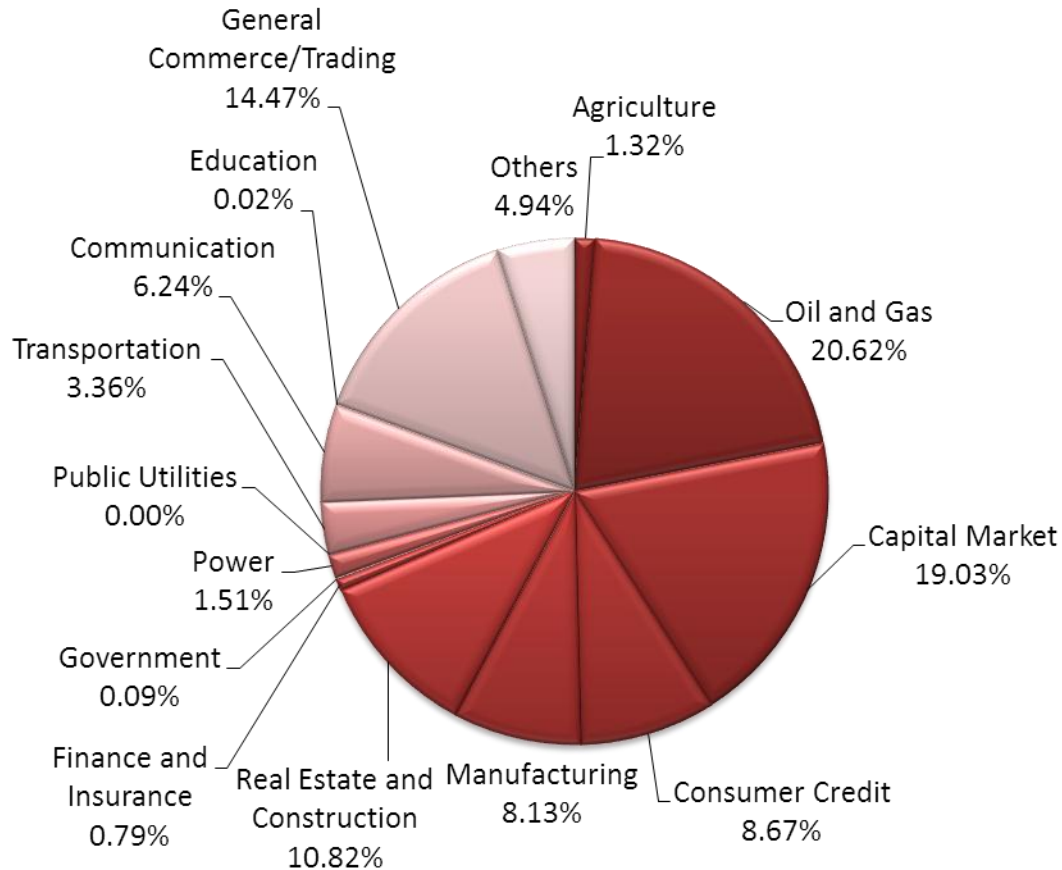
No concentration risk





# NPL by Segment

Q3 2013



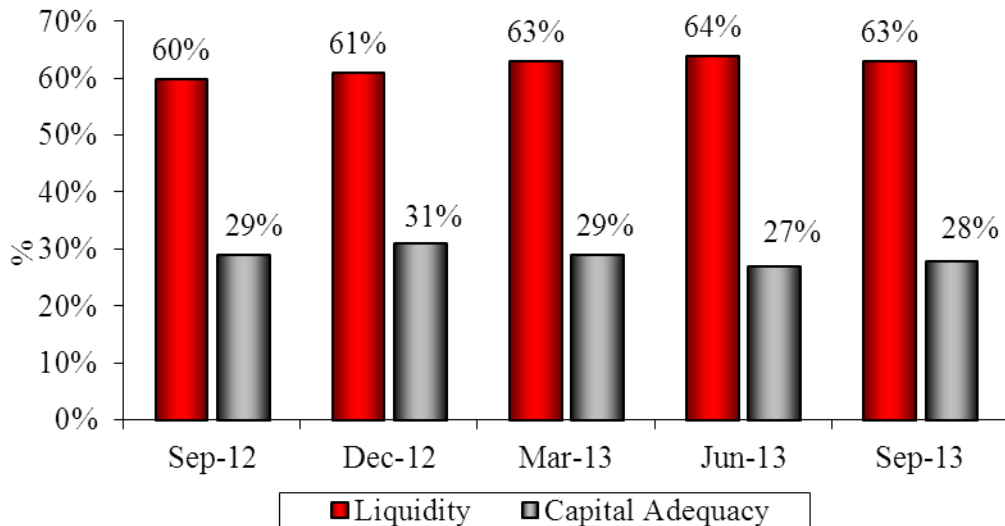
- We continue to develop our Risk Management Strategy and improve on the quality of our loan portfolio.
- Overall NPL ratio of 3.1% is currently one of the lowest in the industry





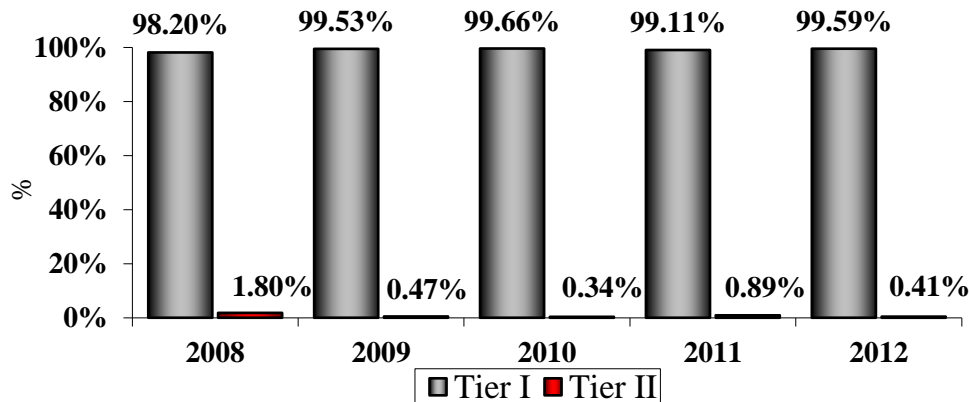
# Strong Capitalization and Liquidity

## Liquidity and Capital Adequacy



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

## Capital Mix



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



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## Q & A



# Strategies for driving our vision

**1**

**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

**3**

**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 (CACCS) 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 25% of the bid price was paid by preferred bidders in March 2013 while the 75% balance was also paid in August 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 person-to-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 which was first implemented in Lagos has also been extended to some other states which include Abia, Anambra, Kano, Rivers and FCT. 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.

*Thank you*

