2017

FULL YEAR INVESTORS & ANALYSTS PRESENTATION

April 2018

Important Information

Sterling Bank
Your one-customer bank.

- This presentation has been prepared by Sterling Bank PLC. It is intended for an audience of professional and institutional investors who are aware of the risks of investing in the shares of publicly traded companies.

- The presentation is for information purposes only and should not be construed as an offer or solicitation to acquire, or dispose of any securities or issues mentioned in this presentation.

- Certain sections of this presentation reference forward-looking statements which reflect Sterling Bank's current views with respect to, among other things, the Bank's operations and financial performance. These forward-looking statements may be identified by the use of words such as 'outlook', 'believes', 'expects', 'potential', 'continues', 'may', 'will', 'should', 'seeks', 'approximately', 'predicts', 'intends', 'plans', 'estimates', 'anticipates' or the negative version of these words or other comparable words. Such forward-looking statements are subject to various risks and uncertainties. In other cases, they may depend on the approval of the Central Bank of Nigeria, Nigerian Stock Exchange, and the Securities and Exchange Commission.

- Accordingly, there are or may be important factors that could cause actual outcomes or results to differ materially from those indicated in these statements. Sterling Bank believes these factors include but are not limited to those described in its Annual Report for the financial year ended December 31, 2017. These factors should not be construed as exhaustive and should be read in conjunction with the other cautionary statements that are included in this release.

- Sterling Bank undertakes no obligation to publicly update or review any forward-looking statement, whether as a result of new information, future developments or otherwise.

Outline

Overview

Sterling Bank at a glance

Sterling Bank
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The Company

Sterling Bank is a full service national commercial Bank with balance sheet size in excess of N1 trillion

Focus segments

Retail, Commercial and Corporate Clients

Active Customers

>3,000,000

Channels

179 business offices
835 ATMs and 5680 POS Terminals

Headcount

>2,260 Professional Employees

Auditors

EY
Building a better working world

Ernst & Young

Listing

Nigerian Stock Exchange

Accounting

IFRS International Financial Reporting Standards (IFRS)

Strategic goals

Mid-term (2017-2021)

- 5% market share measured by deposits
- ROAE above peer group average
- Low single digit cost of funds
- Diverse retail funding base
- Non-performing loans below peer group average
- Diversified income streams with top quartile position in all our operating areas
- Investment grade credit rating
- Double digit revenue growth YoY

Long-term

- Globally competitive financial services franchise by financial and non-financial measures
- Fully sustainable business model with institutionalized processes beyond the stewardship of current owners and managers
- Leading consumer banking franchise(bank of choice for customers in our target markets)
- Great place to work
- A trusted operator materially impacting all our segments of business participation

Operating model

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We will continue to execute our plans to drive efficiency across the business under the following three pillars:

Efficiency

Agility

- *Agile Strategy*
- *Agile Ecosystems & Processes*
- *Agile Minds*

Business Specialization

- *Established Focus Sectors*
- Business alignment to focus on growth sectors
- *Develop Sector Expertise*

Digitization

- *Improve service delivery to customers*
- *Transformation of existing traditional processes*
- *Digitization of core markets*

Performance highlights

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Financials (N'm)

Total Assets 1,072,201	*Loans & Advances* 598,073	*Deposits* 684,834	*Equity* 102,938
Gross Earnings 133,490	*Operating Income* 73,352	*Profit Before Tax* 8,606	*Profit After Tax* 8,521
Net Interest Margin 6.9%	*Cost-to-income Ratio* 71.5%	*Cost of Risk* 2.2%	*Pre-tax ROAE* 9.1%

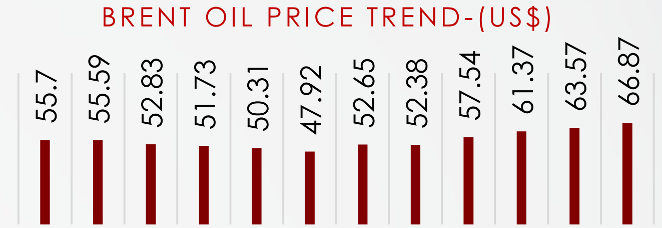
Ratings

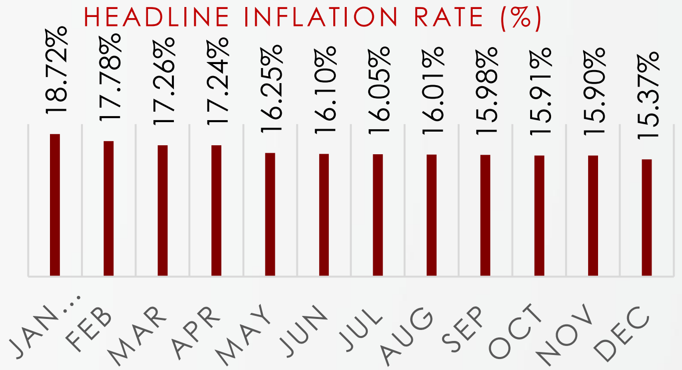
Ratings Agency	DataPro	GCR	Moody's	Fitch
Rating	BBB+	BBB	B2	B-
Outlook	Stable	Negative	Stable	Stable

Operating Environment

Macro profile

- Nigeria exited recession in the second quarter of 2017 as it continued on a slow path to recovery closing the year at 0.83% GDP growth rate;
- Headline inflation rate trended downward throughout 2017 from 18.55% in December 2016 to 15.37% as at December 2017;
- Brent crude oil closed the year at $64pb because of the conformity of OPEC and key non-OPEC countries to the deal on production cut, strong global economic growth and supply disruptions in some oil producing countries;
- External reserves maintained a steady growth from US$25.8bn in December 2016 to US$38.9bn at the end of 2017(the highest since September 2014).
- CBN introduced new FX policies, including the introduction of an Investor & Exporter FX window, to boost liquidity and instill confidence in the FX market; leading to relative stability in exchange rate
- The Monetary Policy Rate (MPR) was held constant all through the year at 14%, CRR at 22.5% and liquidity ratio at 30% in response to inflationary pressures





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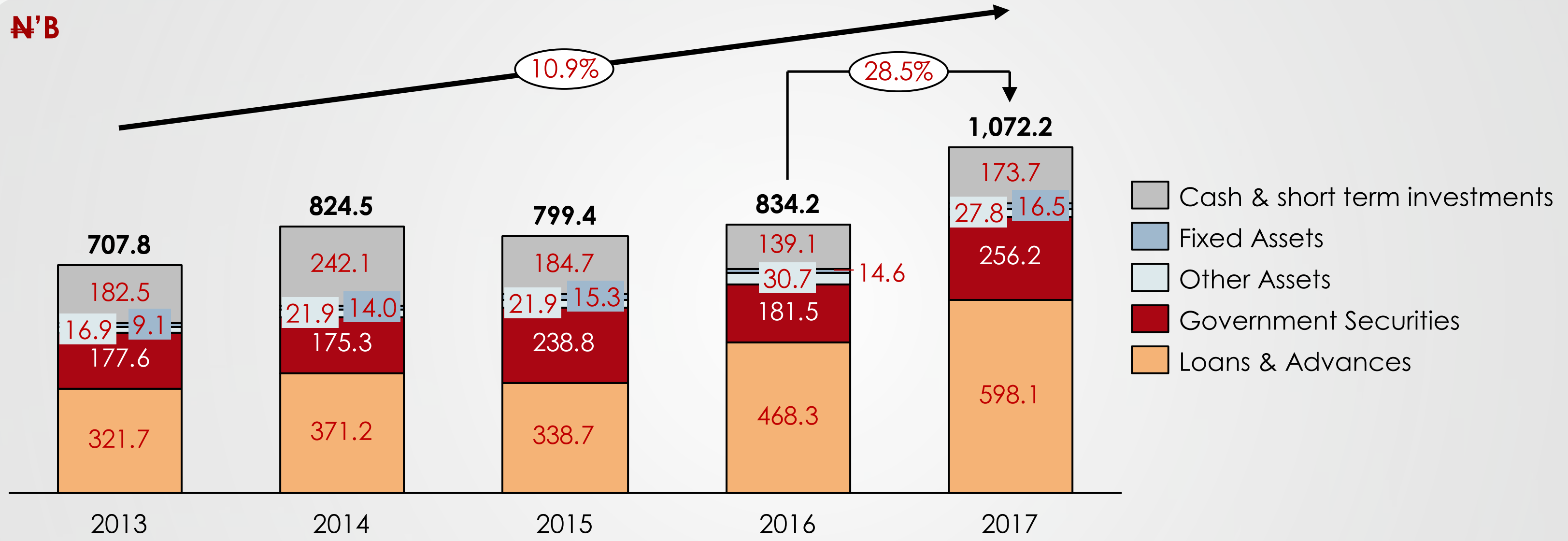
Funding & Liquidity

Highlights of financial position

Items	2017 N'M	2017 % of Total	2016 N'M	2016 % of Total	Growth %
ASSETS					
Cash and balances with CBN	122,630	11.4%	107,860	12.9%	13.7%
Due from banks	51,066	4.8%	31,289	3.8%	63.2%
Pledged assets	145,179	13.5%	86,864	10.4%	67.1%
Loans and advances to customers	598,073	55.8%	468,250	56.1%	27.7%
Investments in securities	110,988	10.4%	94,633	11.3%	17.3%
Other assets	18,728	1.7%	21,684	2.6%	-13.6%
Property, plant and equipment	16,451	1.5%	14,605	1.8%	12.6%
Intangible assets	2,114	0.2%	2,036	0.2%	3.8%
Deferred tax assets	6,971	0.7%	6,971	0.8%	0.0%
Total Assets	**1,072,201**	**100.0%**	**834,192**	**100.0%**	**28.5%**
LIABILITIES					
Deposits from banks	11,048	1.0%	23,769	2.8%	-53.5%
Deposits from customers	684,834	63.9%	584,734	70.1%	17.1%
Current income tax payable	232	0.0%	941	0.1%	-75.4%
Other borrowed funds	212,847	19.9%	82,451	9.9%	158.1%
Debt securities issued	13,065	1.2%	15,381	1.8%	-15.1%
Other liabilities	46,942	4.4%	40,959	4.9%	14.6%
Provisions	295	0.0%	295	0.0%	0.0%
Total Liabilities	**969,263**	90.4%	**748,530**	89.7%	29.5%
Total Equity	**102,938**	9.6%	**85,661**	10.3%	20.2%
Total Liabilities and Equity	**1,072,201**	**100.0%**	**834,192**	**100.0%**	**28.5%**

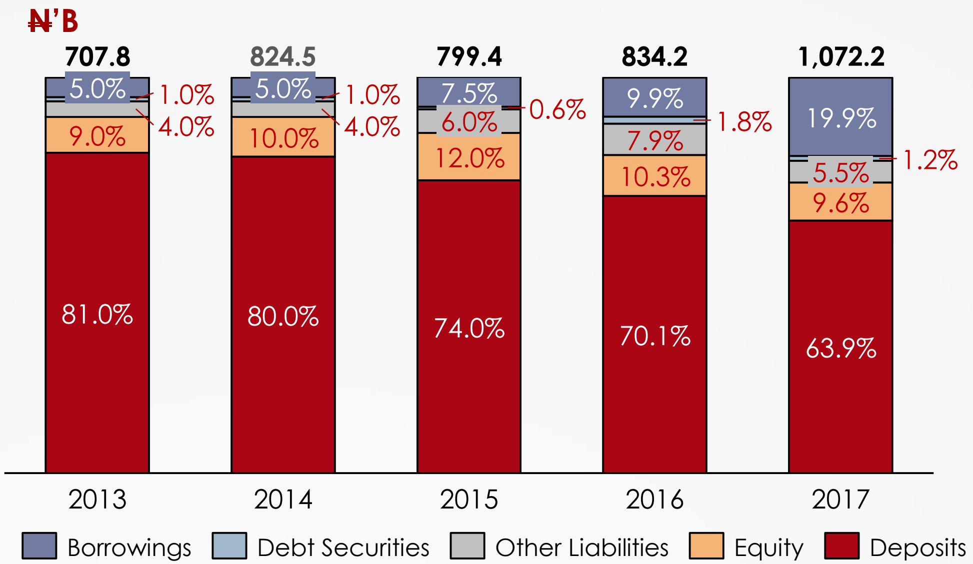
Assets growth trend



Comments

- Total assets grew by 28.5% to N1,072 billion representing a compound annual growth rate of 10.9% (CAGR: 2013-2017)
- Loan penetration moderated to 55.6% (Dec. 2016: 56.1%), while the proportion of Government securities to total assets increased to 23.9% (Dec. 2016: 21.8%) as a result of attractive yields
- Increase in cash & short term investments reflecting growth in deposits and the attendant increase in cash reserve requirement

Funding mix

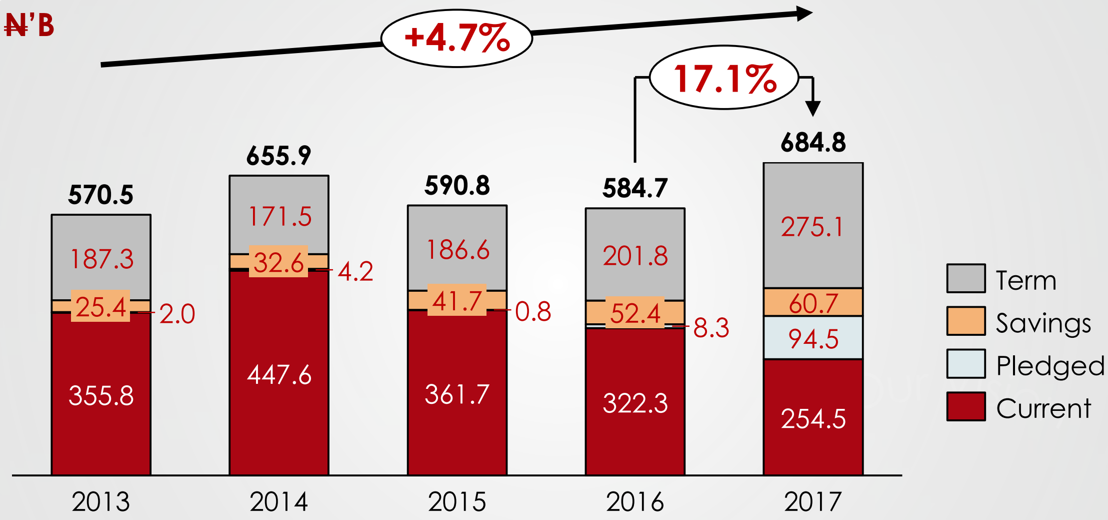


Sources	2017 N'M	2017 % of Total	2016 N'M	2016 % of Total	Growth %
Standard Chartered	11,756	5.5%	24,458	29.7%	-51.9%
Citibank	7,664	3.6%	15,268	18.5%	-49.8%
Islamic Corporation	14,712	6.9%	9,283	11.3%	58.5%
AFREXIM	19,963	9.4%	-	0.0%	
Foreign Sources	**54,095**	**25.4%**	**49,009**	**59.4%**	**10.4%**
Central Bank of Nigeria	155,451	73.0%	29,163	35.4%	433.0%
Bank of Industry	1,678	0.8%	2,618	3.2%	-35.9%
NMRC	1,622	0.8%	1,660	2.0%	-2.3%
Domestic Sources	**158,752**	**74.6%**	**33,441**	**40.6%**	**374.7%**
Total	**212,847**	**100.0%**	**82,450**	**100.0%**	**158.2%**

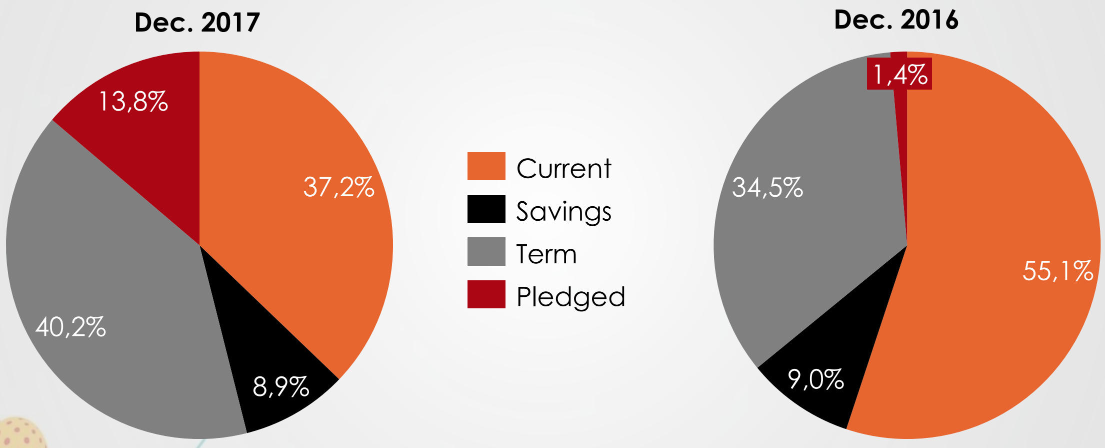
Comments

- Deposits remained the major source of funding at 63.9% (Dec. 2016: 70.1%);
- We diversified our sources into long term funds (including borrowings and debt securities) representing 21.2% of total assets (Dec. 2016: 11.7%);
- Total Borrowings increased by 158.2% to N212.8 billion (Dec. 2016: N82.5 billion);
- Funding from domestic sources accounts for 74.6% of borrowings, while foreign sources accounted for 25.4%;
- Funding from the CBN and Bank of Industry represents intervention funds for on-lending to critical sectors.

Deposits



Deposit Mix

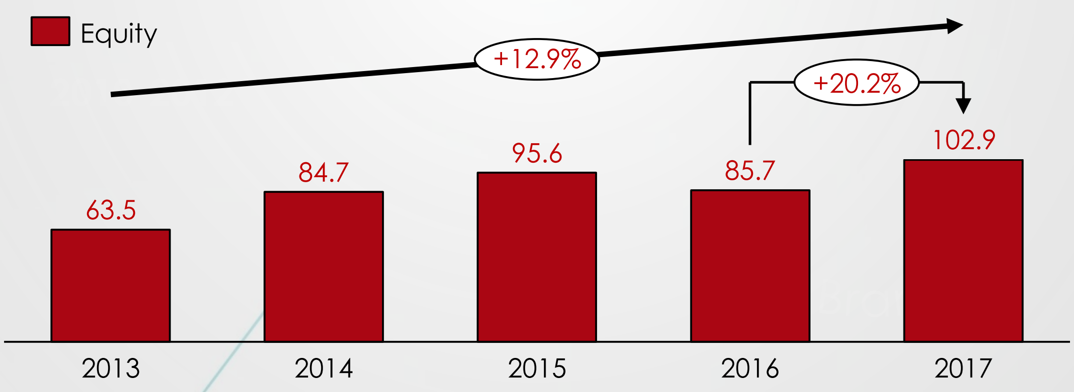


Comments

- Deposits grew at 17.1% year-on-year to N684.8 billion;
- Growth in 2017 was driven by savings and tenured deposits, which rose by 15.9% and 36.3% respectively;
- Growth in savings deposits reflects traction gained in our retail drive with active customer base exceeding three million;
- Cost of funds increased by 110 basis points to 7.4% as we tapped into wholesale funding sources amidst a high interest rate environment;
- Pledged deposits represent funds held as securities for loans to customers.

Capital

Items (N'm)	2017	2016	% Growth
Tier 1 capital	80,543	77,292	4.2%
Tier 2 capital	5,934	-1,855	-
Total regulatory capital	**86,477**	**75,437**	**14.6%**
Risk-weighted assets	**709,211**	**675,918**	**4.9%**
Tier 1 ratio	11.4%	11.4%	
Tier 2 ratio	0.8%	-0.3%	
Capital adequacy ratio	**12.2%**	**11.2%**	

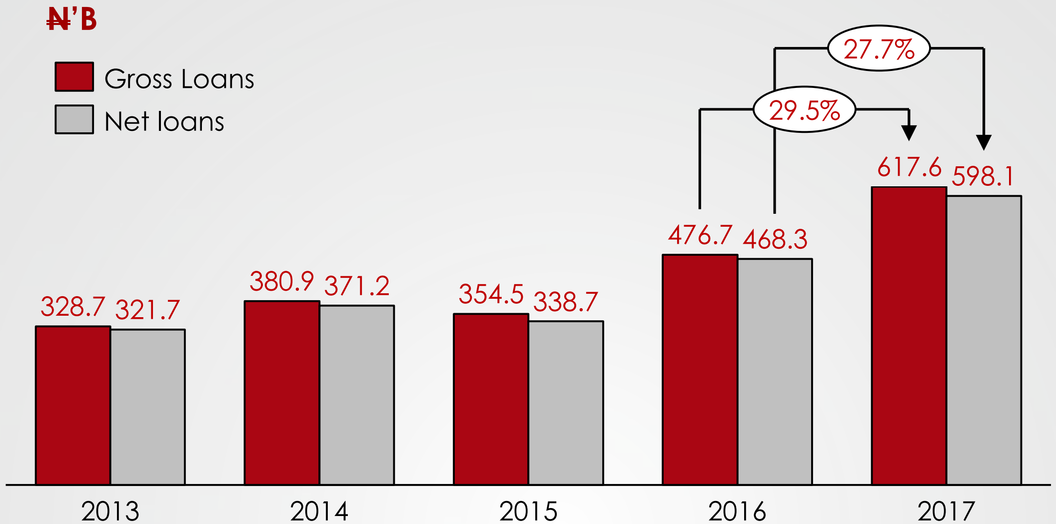


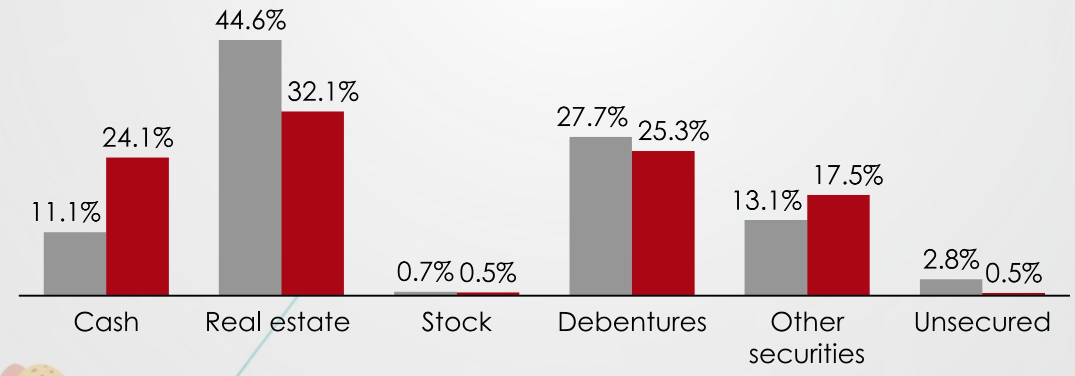
Comments

- Capital adequacy ratio increased by 100 basis points to 12.2%, representing a 220 basis point above the regulatory benchmark of 10%;
- Tier 1 capital adjusted for regulatory deductions increased by 4.2% to N80.5 billion, representing 93.1% of regulatory capital;
- Growth in capital position was due to a 20.2% rise in shareholders' equity to N102.9 billion;
- We plan to raise additional capital in the course of the year to further strengthen capital buffers for our business.

Credit Risk & Asset Quality

Loans and advances





Comments

- Gross loans increased by 29.5% and net loans by 27.7% to N617.6 billion and N598.1 billion with bulk of the increase backed by cash;
- Loans to corporates increased by 29.2% and accounted for 96.1% of total loans (2016: 96.4%), while loans to individuals grew by 39.4% and contributed 3.9%;
- Agriculture and Transportation sectors benefited from the growth in loans as part of our priority sectors;
- In 2018 and beyond, lending will focus on our priority sectors – Sterling "HEART" (Health, Education, Agriculture, Renewable Energy and Transport) where we are building expertise.

Loans and advances by sector

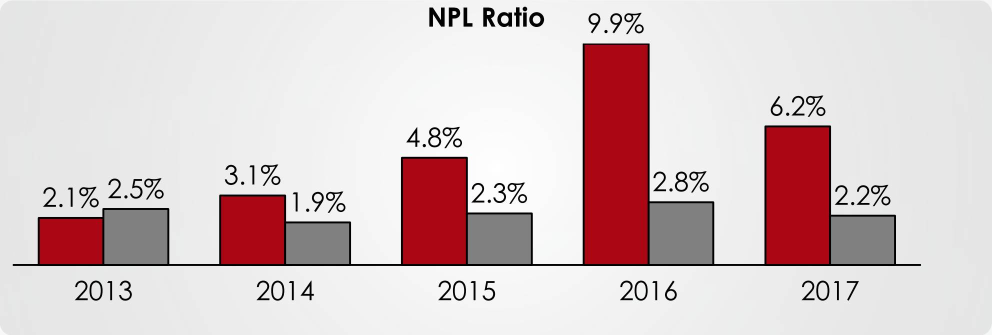
	2017		2016		Growth
Sectors	N'm	% of Total	N'm	% of Total	%
Agriculture	19,243	3.1%	14,489	3.0%	32.8%
Communication	17,287	2.8%	17,578	3.7%	-1.7%
Consumer	5,720	0.9%	6,657	1.4%	-14.1%
Education	884	0.1%	902	0.2%	-2.0%
Finance and insurance	40,322	6.5%	12,607	2.6%	219.8%
Government	69,571	11.3%	34,482	7.2%	101.8%
Manufacturing	6,680	1.1%	8,252	1.7%	-19.0%
Mining & quarrying	768	0.1%	13,887	2.9%	-94.5%
Mortgage	8,877	1.4%	10,242	2.1%	-13.3%
Oil & Gas - downstream	77,668	12.6%	39,070	8.2%	98.8%
Oil & Gas - upstream	121,593	19.7%	126,517	26.5%	-3.9%
Oil & Gas - Services	52,328	8.5%	67,454	14.1%	-22.4%
Others	64,706	10.5%	34,807	7.3%	85.9%
Power	22,665	3.7%	24,031	5.0%	-5.7%
Real estate & construction	62,085	10.1%	45,998	9.6%	35.0%
Transportation	20,681	3.3%	13,364	2.8%	54.8%
Non-interest banking	26,496	4.3%	6,376	1.3%	315.6%
Total	**617,577**	**100.0%**	**476,713**	**100.0%**	**29.5%**

Loans and advances by currency

Sector	FCY	LCY	Total	% of Sector Loans in FCY
Agriculture	-	19,243	19,243	0.0%
Communication	297	16,992	17,290	1.7%
Consumer	36	5,683	5,720	0.6%
Education	-	884	884	0.0%
Finance and insurance	65	32,049	32,114	0.2%
Government	-	69,571	69,571	0.0%
Manufacturing	1	6,679	6,680	0.0%
Mining & Quarrying	468	300	768	60.9%
Mortgage	263	8,614	8,877	3.0%
Oil & Gas - downstream	8,027	69,642	77,669	10.3%
Oil & Gas - upstream	112,710	8,883	121,593	92.7%
Oil & Gas - Services	34,378	17,950	52,328	65.7%
Others	1,189	63,515	64,703	1.8%
Real estate & construction	11,709	58,584	70,293	16.7%
Transportation	12,255	8,426	20,681	59.3%
Power	22,268	396	22,665	98.3%
Non-interest banking	-	26,496	26,496	0.0%
Gross Loans	**203,668**	**413,909**	**617,577**	**33.0%**

- Foreign currency (FCY) loans are largely concentrated in Oil & Gas, Power and Transportation sectors

Asset quality



Sector (N'm)	Non-performing Loans	% of Total
Agriculture	287	0.7%
Communication	80	0.2%
Consumer	1,025	2.7%
Education	687	1.8%
Finance & Insurance	367	1.0%
Government	29	0.1%
Manufacturing	1,668	4.3%
Mining & Quarrying	252	0.7%
Mortgage	3,137	8.2%
Oil & Gas	10,293	26.8%
Others	5,429	14.1%
Real Estate & Construction	2,170	5.6%
Transportation	13,007	33.8%
NIB	36	0.1%
Total	**38,467**	**100.0%**

Comments

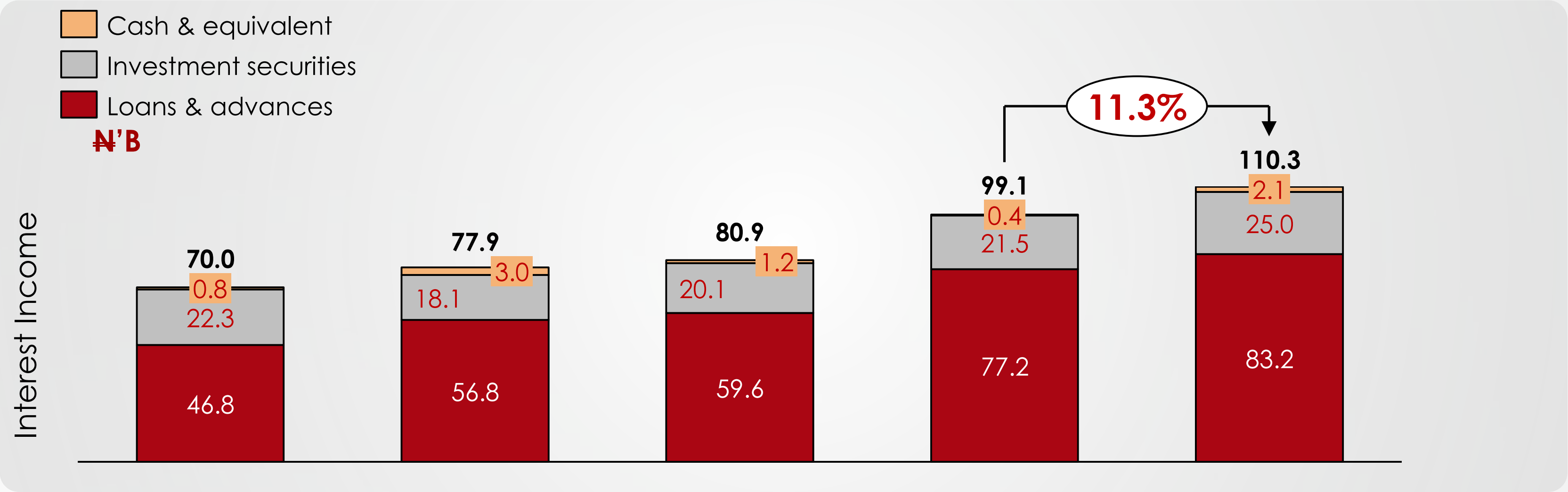
- NPL ratio declined to 6.2% from 9.9% in 2016 arising from an 18.8% reduction in non-performing loans (NPLs) to N38.4 billion (Dec. 2016: N47.4 billion);
- Decline in NPLs due to a significant improvement in the performance of loans to the Oil & Gas sector, resulting in a 59.2% reduction in the sector NPLs to N10.3 billion (Dec. 2016: N25.2 billion);
- Cost of risk increased by 60 basis points to 2.2% from 2.3% in 2016;
- We maintained a cautious stance to lending, overhauled our risk processes and made investments in credit solutions to improve asset quality and credit risk management.

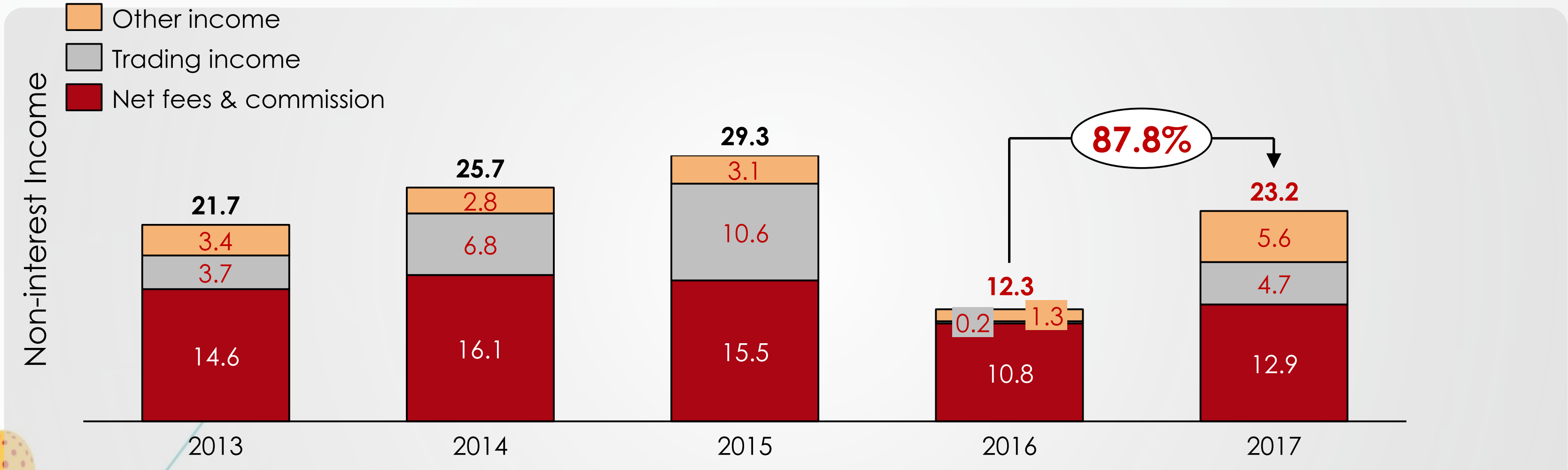
Earnings Profile

Income statement highlights

In millions of Naira	2017 N'M	2017 % of Total	2016 N'M	2016 % of Total	Growth %
Gross earnings	**133,490**	**100.0%**	**111,441**	**100.0%**	**19.8%**
Interest income	110,318	82.6%	99,104	88.9%	11.3%
Interest expense	(60,137)	45.1%	(43,114)	38.7%	39.5%
Net interest income	**50,180**	**37.6%**	**55,991**	**50.2%**	**-10.4%**
Fees and commission income	12,876	9.6%	10,789	9.7%	19.3%
Net trading income	4,669	3.5%	235	0.2%	1886.8%
Other operating income	5,627	4.2%	1,313	1.2%	328.6%
Non-interest income	**23,172**	**17.4%**	**12,337**	**11.1%**	**87.8%**
Operating income	73,352	54.9%	68,328	61.3%	7.4%
Impairment charges	(12,267)	9.2%	(11,714)	10.5%	4.7%
Net operating income	**61,085**	**45.8%**	**56,614**	**50.8%**	**7.9%**
Personnel expenses	(11,545)	8.6%	(11,522)	10.3%	0.2%
Other operating expenses	(14,783)	11.1%	(12,701)	11.4%	16.4%
General and administrative expenses	(16,554)	12.4%	(18,019)	16.2%	-8.1%
Other property, plant and equipment costs	(4,602)	3.4%	(4,174)	3.7%	10.3%
Depreciation and amortisation	(4,995)	3.7%	(4,196)	3.8%	19.0%
Total expenses	**(52,479)**	**39.3%**	**(50,612)**	**45.4%**	**3.7%**
Profit before income tax	**8,606**	**6.4%**	**6,000**	**5.4%**	**43.4%**
Income tax expense	(85)	0.1%	(837)	0.8%	-89.8%
Profit after income tax	**8,521**	**6.4%**	**5,163**	**4.6%**	**65.0%**

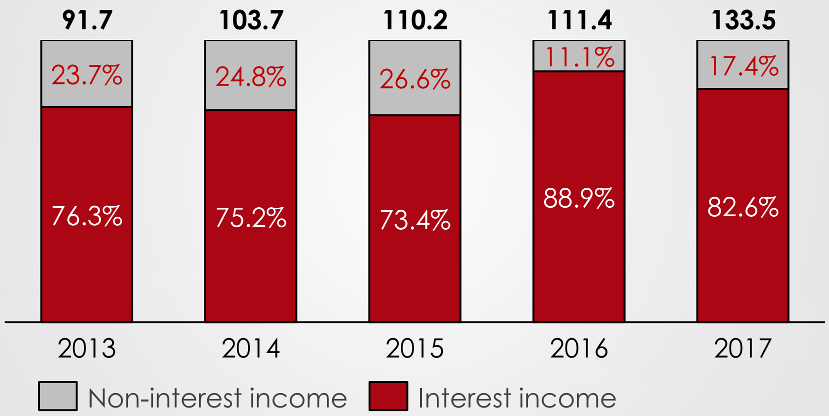
Revenue evolution ..../1



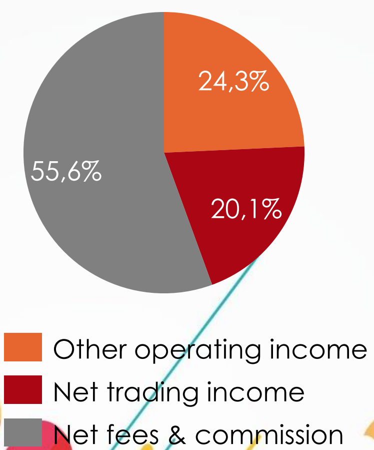


Revenue evolution …./2

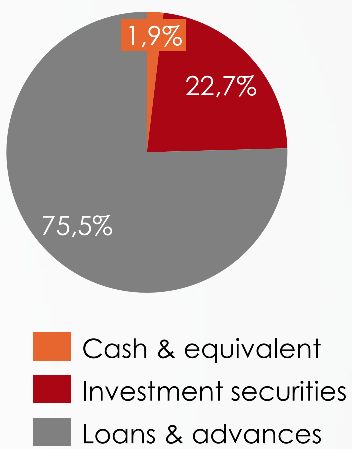
₦'B
Gross revenue



Non-interest Income



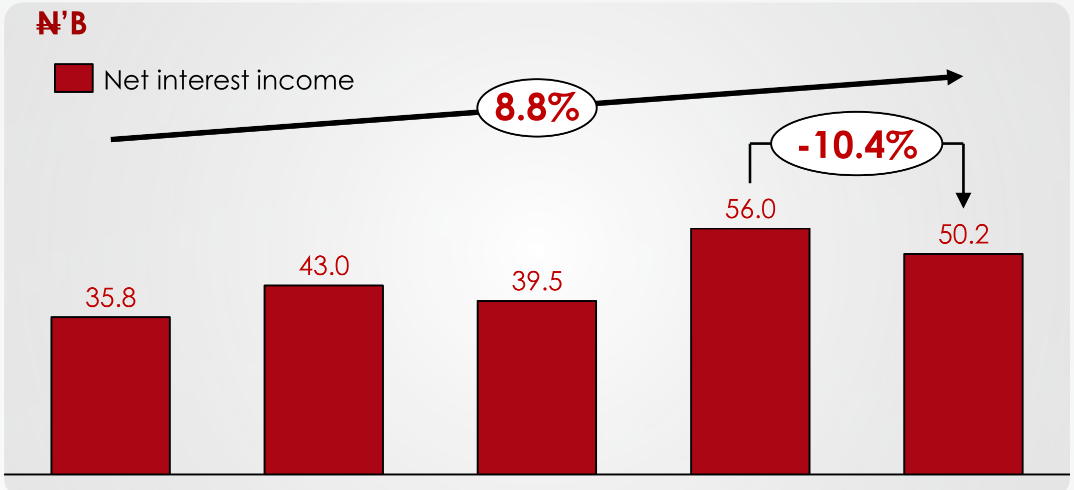
Interest Income

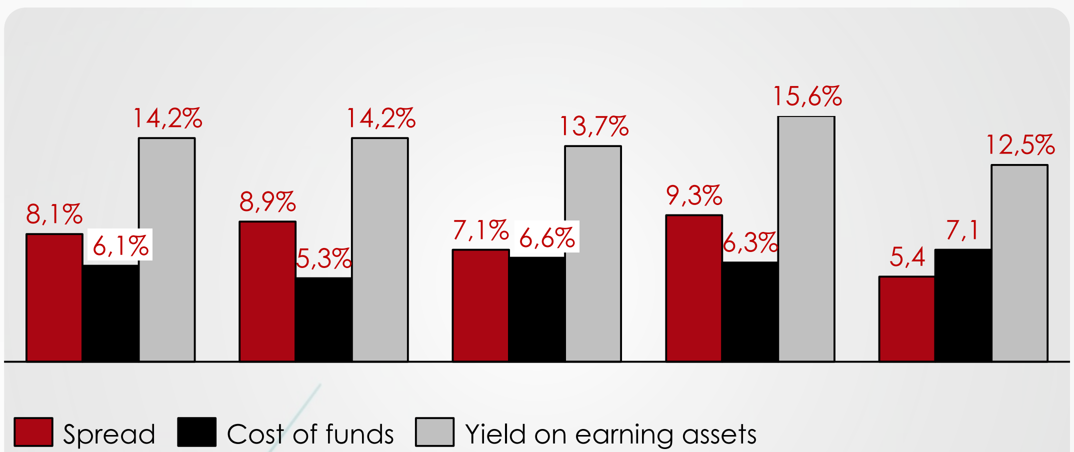


Comments

- Gross earnings rose by 19.8% to N133.5 billion, representing a compound annual growth rate of 9.8% (CAGR: 2013-2017);
- Earnings were boosted by growth in interest and non-interest income;
- Interest income from loans & advances and investment securities were the major sources of earning and rose by 7.8% and 16.1% y-o-y respectively;
- Growth in non-interest income was mainly due to a 19.4% increase in net fees and commission, 209.7% rise in foreign exchange trading income as well as loan recoveries;
- Cash recoveries on previously written off loans contributed 82.7% of other operating incomes at N4.7 billion (2016: N0.45 billion).

Net interest income



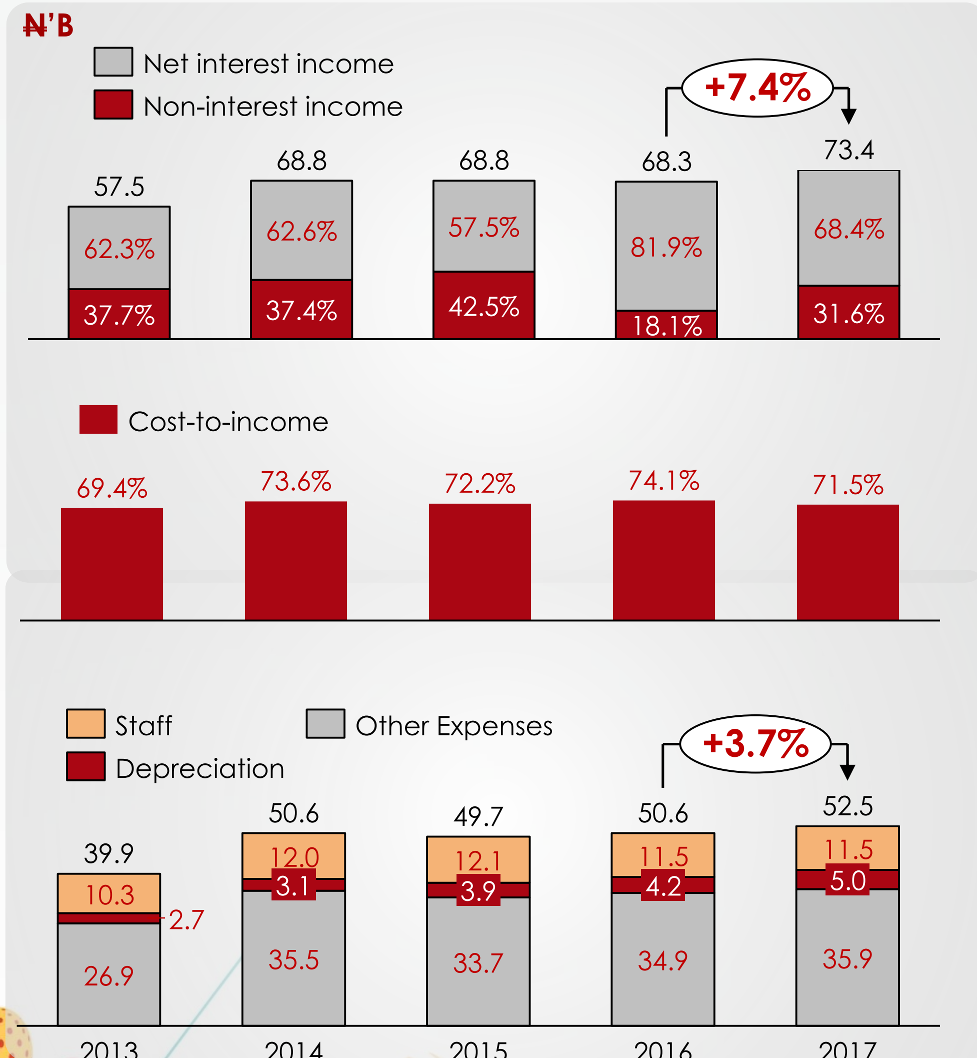


Comments

- Net interest income declined by 10.4% to N50.2 billion representing a compound annual growth rate of 8.8% (CAGR: 2012-2017) ;
- Growth in net interest income was boosted by the increase in interest income which outpaced the moderate increase of 4.2% in interest expense;
- Yield on earning assets declined by 130 basis points to 14.3% (FY 2016: 15.6%), while funding costs increased by 102 basis points to 7.4% (2016 6.3%) reflecting a high interest rate environment;
- Overall, net interest margin rose by 160 basis points to 6.9%;
- We plan to focus on funding cost optimization in the coming period to further improve margins.

Operating Efficiency

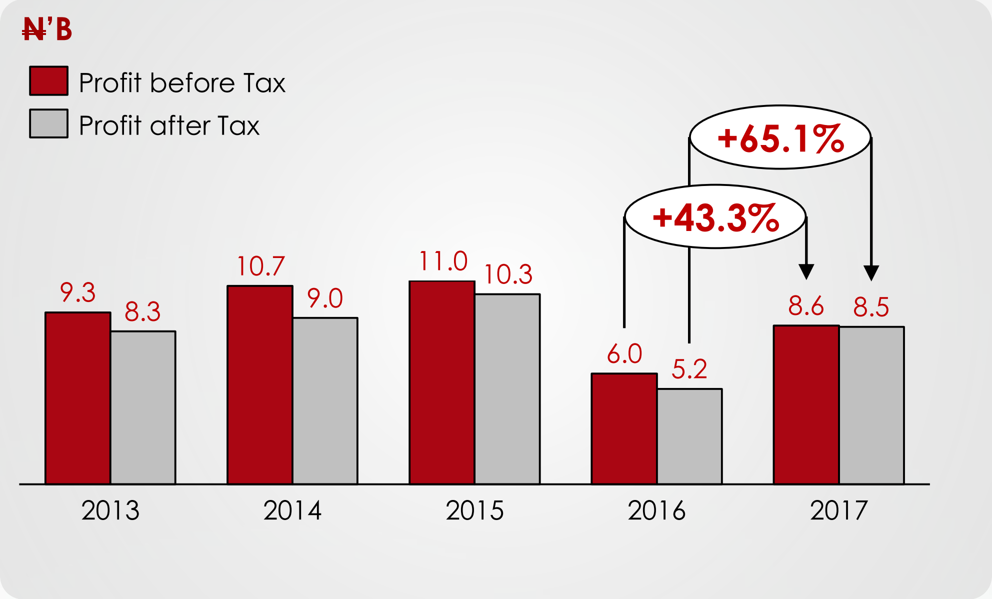
Sterling Bank
Your one-customer bank.

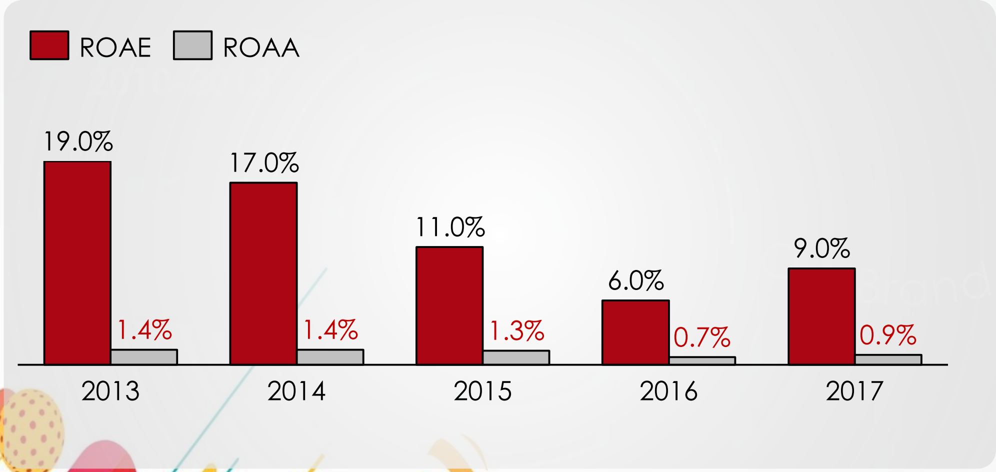


Comments

- Operating income increased by 7.4% to N73.4 billion (FY 2016: N68.3 billion);
- Net operating income increased by 7.9% N61.1 billion which outweighed the 3.7% increase in operating expenses resulting in a high profit margin;
- Personnel cost remained flat at N11.5 billion, while other operating expenses (largely administrative and regulatory costs) declined by 8.1%;
- Depreciation and amortization increased by 19% to N4.9 billion due to the investments in physical infrastructure and a number of on-going technology-led service improvement initiatives;
- Other operating expenses, 54.6% of which was regulatory induced (AMCON sinking fund and deposit insurance premium), increased by 16.4% to N14.7 billion;
- Cost-to-income ratio (excluding cost of risk) improved by 260 basis points to 71.5% (FY 2016: 74.1%);

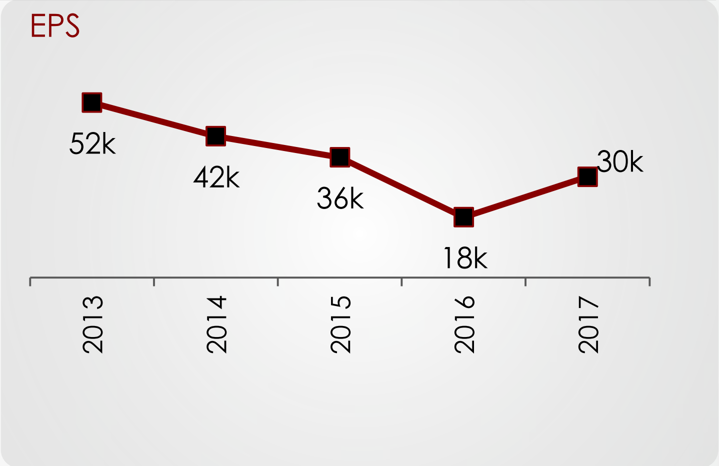
Profitability





Comments

- Profit Before and After Tax grew by 43.3% and 65.0% to N8.6 billion and N8.5 billion respectively;
- Pre-tax Return on Average Equity (ROAE) was 9.1% (post-tax 9.0%); Return on Average Assets was 0.9%;
- Earnings per share grew by 56% to 30k (2016;18k) on the back of improved earnings;
- We will continue to explore innovative ways to drive revenue growth, while simultaneously enhancing the overall efficiency of our business operations.

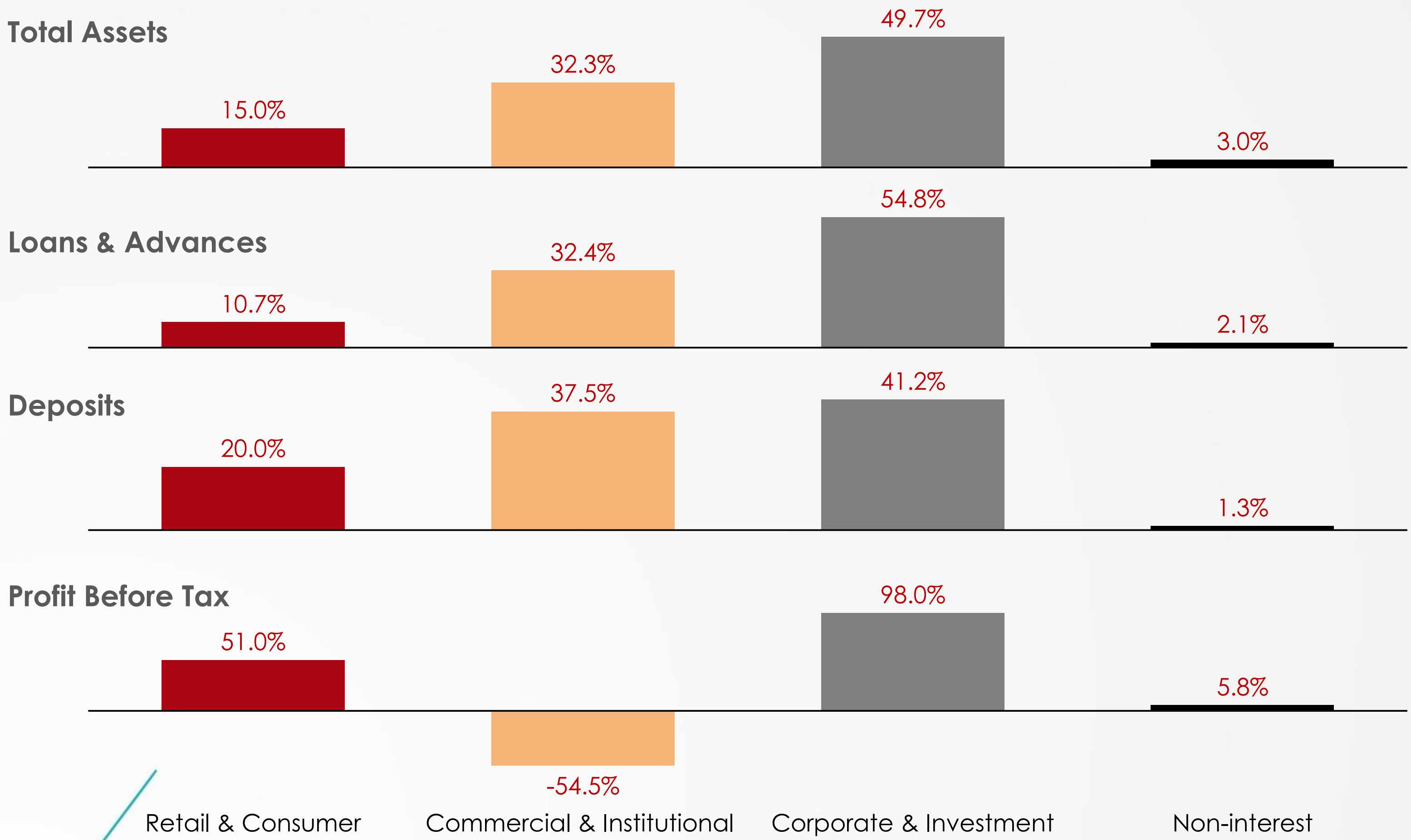


Financial ratios

Indicator	2013	2014	2015	2016	2017
Pre-Tax Return on Average Equity (annualized)	19.0%	16.6%	12.2%	6.6%	9.1%
Post-Tax Return on Average Equity (annualized)	16.9%	13.9%	11.4%	5.7%	9.0%
Return on Average Assets (annualized)	1.4%	1.4%	1.4%	0.7%	0.9%
Earnings per Share	52k	42k	36k	18k	30K
Yield on Earning Assets	13.0%	14.2%	13.8%	15.6%	14.3%
Cost of Funds	6.1%	5.3%	6.1%	6.3%	7.4%
Net Interest Margin	6.8%	8.9%	7.7%	9.3%	6.9%
Cost to Income	69.4%	73.6%	72.2%	74.1%	72.1%
NPL Ratio	2.1%	3.1%	4.8%	9.9%	6.2%
Capital Adequacy Ratio	14.0%	14.0%	17.5%	11.2%	12.2%
Loan to Deposit Ratio	56.4%	56.6%	57.3%	80.1%	87.0%

Business Segment Performance

Performance by business segment



Retail & Consumer Banking

Sterling Bank
Your one-customer bank.

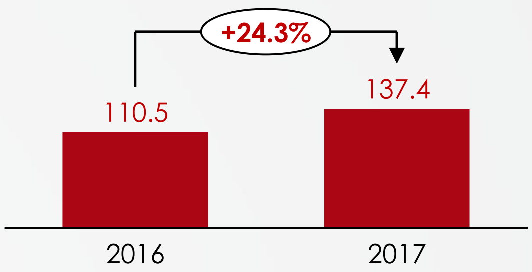
Segment Overview

- This business caters to both individuals and small businesses with a turnover of N600 million and below.
- It offers traditional banking services such as savings and current accounts, mortgage finance, asset finance as well as working capital for small businesses.
- The business will continue to leverage on our range of innovative digital platforms, branch network and agent banking services to increase our reach and footprint in the retail space.

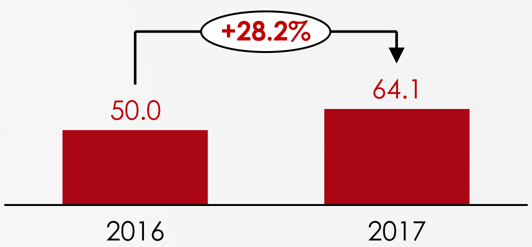
Performance Highlights/Key Initiatives

- Our retail business continued to grow in line with our corporate focus. We introduced several customer centric initiatives such as our online account opening process and savings promos which drove customer acquisition and deposits through the year.
- We digitized our lending process with the launch of "Specta", an innovative online lending platform which guarantees end to end loan processing within 5mins. This will drive efficiency and improve speed of processing in our retail lending process
- As part of our deliberate efforts to entrench financial inclusion, our micro banking business gained significant traction in 2017 with a customer base and agent network of over 1 million and 8000 respectively.

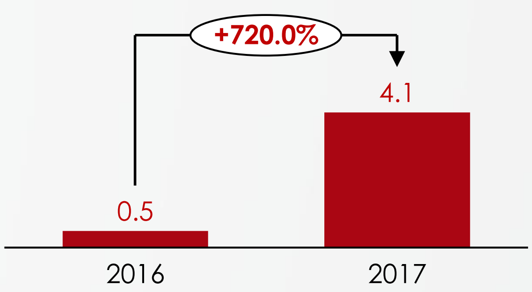
DEPOSITS (**N'b**)



LOANS & ADVANCES (**N'b**)

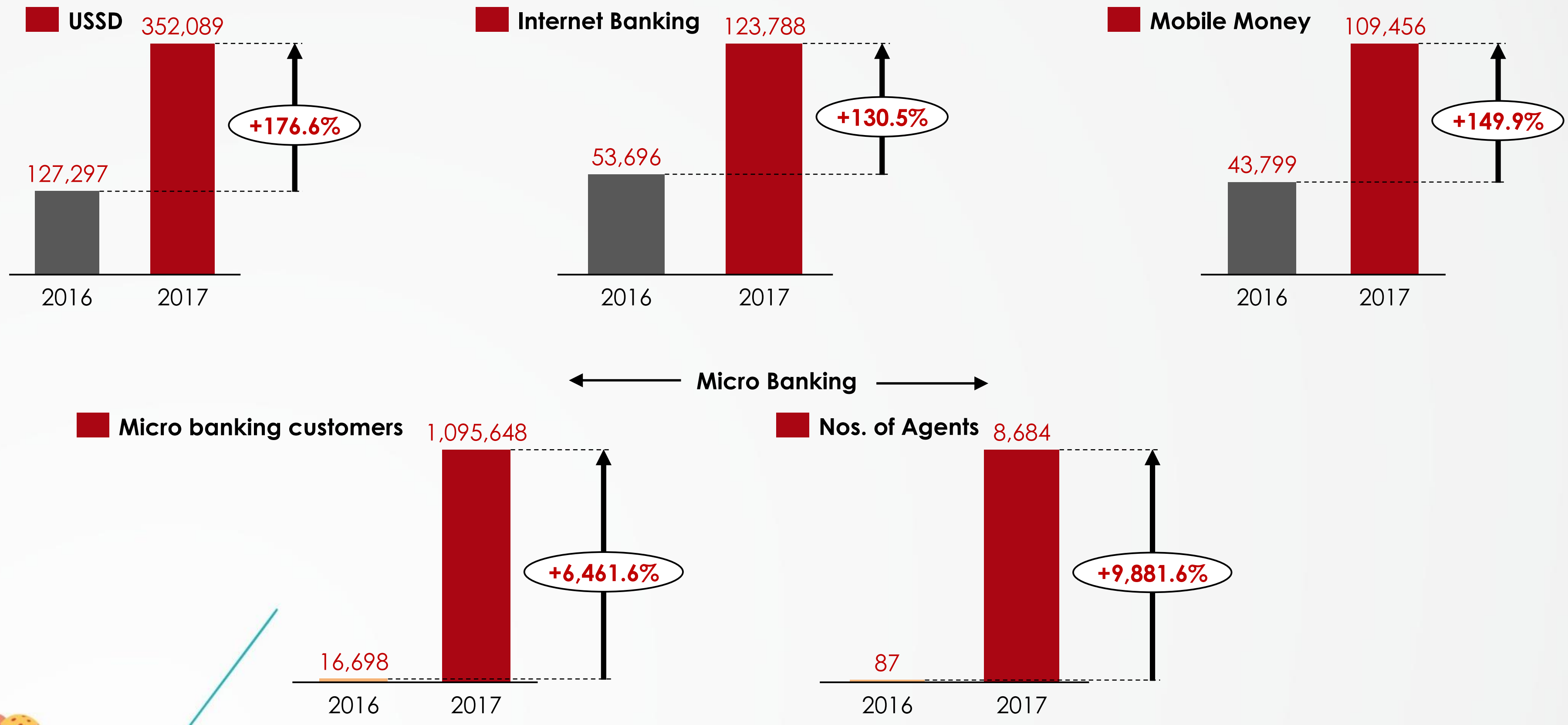


PROFIT/LOSS (**N'b**)



Retail & Consumer Banking

Our retail business gained significant traction in 2017 as we witnessed substantial adoption across all our channels - Mobile, Internet and USSD banking services.



Commercial & Institutional Banking

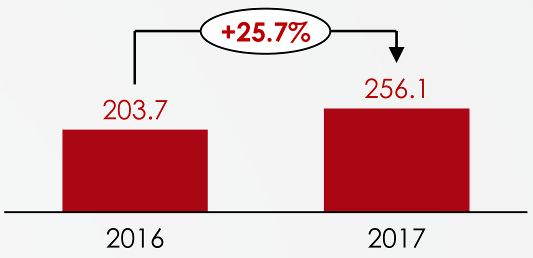
Segment Overview

- Our Commercial Banking caters to corporates with a turnover between N600 million and N5 billion.
- Our Institutional Banking business covers government related institutions which include federal government ministries, departments, agencies; states and local governments and their contractors.

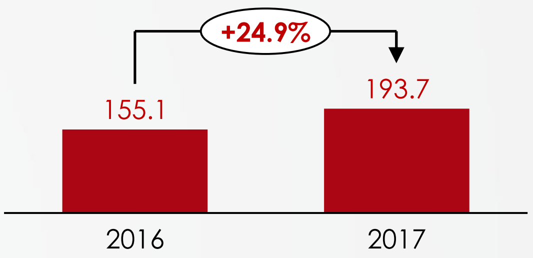
Performance Highlights/Key Initiatives

- The business recorded a loss in 2017 on the back of impairment charges on facilities associated with troubled economic sectors.
- Our response to this was to realign our Commercial Banking business to drive specialization by focusing primarily on economic growth sectors at the HEART of Sterling Bank including **H**ealth, **E**ducation, **A**griculture, **R**enewable Energy and **T**ransportation.
- We also employed sector experts for each business sector who will use financial advisory, customer journey experiences and digital solutions to drive penetration into the various businesses.

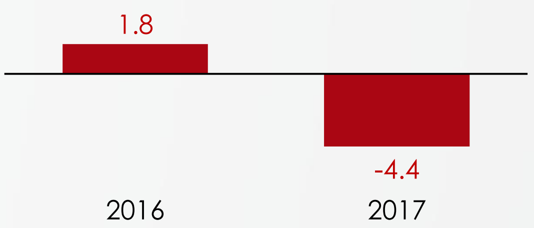
DEPOSITS (**N'b**)



LOANS & ADVANCES (**N'b**)



PROFIT/LOSS (**N'b**)



Corporate Banking

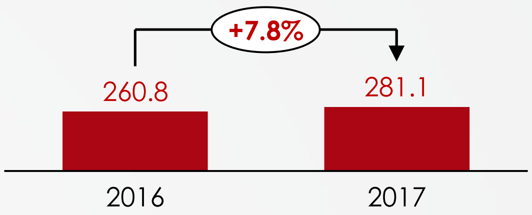
Segment Overview

- Our Corporate Banking business coverage includes large multinationals (Global/Africa) or local corporates with turnover of N5 billion. Treasury and Financial Institution business also operate under the Corporate Banking group.
- Our Corporate Banking clients are serviced through multidisciplinary teams comprising of industry, client coverage, transaction banking and funding & treasury management experts.

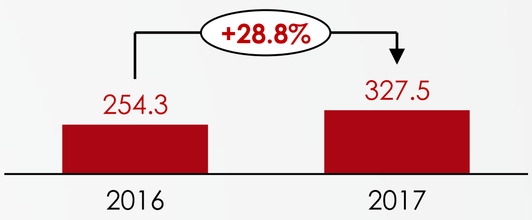
Performance Highlights/Key Initiatives

- Our Corporate Banking business continued to be a major source of revenue for the Banks bottom-line accounting for 98% of profitability.
- Loans & advances grew by 28.8% accounting for 54.8% of the Banks total loan book.
- We also launched a robust Corporate Internet Banking platform to enable seamless transactions and payment processing for our customers.

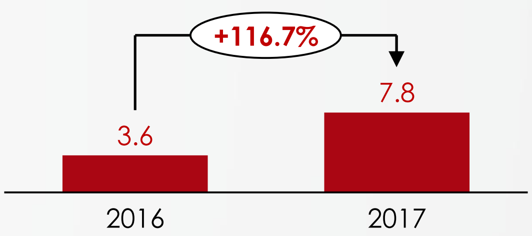
DEPOSITS (**N'b**)



LOANS & ADVANCES (**N'b**)



PROFIT/LOSS (**N'b**)



Non-Interest Banking

Sterling Bank
Your one-customer bank.

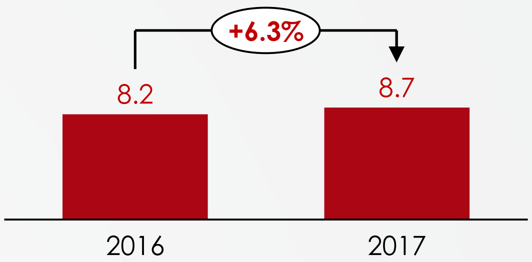
Segment Overview

- The Sterling Alterative Finance (SAF) business is designed on the core principles of non-interest banking.
- Through innovation, the business offers credible transactional, investment and financing products which cuts across both retail and corporates.

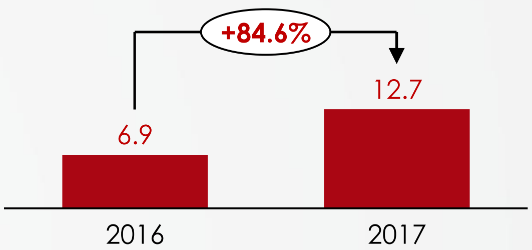
Performance Highlights/Key Initiatives

- The non-interest banking business recorded a profit in 2017 from a loss position in 2016 contributing 5.8% of the Banks profitability.
- The business leveraged on its foreign partnerships to attract funding up to sum of $50mn which will be utilized to support the growth of the business.
- The business also launched an innovative e-commerce platform; The Alternative Mall which offers customers the flexibility of deferred payments over a wide range of products in a bid to drive its retail business.

DEPOSITS (**N'b**)



LOANS & ADVANCES (**N'b**)



PROFIT/LOSS (**N'b**)

Outlook

Key takeaways

- ✓ *For the first time, total assets exceeded N1.1 trillion representing a significant market share gain;*
- ✓ We diversified our funding base into long term sources;
- ✓ We recorded a significant improvement in asset quality resulting in a 370 basis points reduction in NPL ratio to 6.2%;
- ✓ We sustained our earnings growth momentum with a double digit growth in line with our medium term goals;
- ✓ We have redefined our operating model to drive efficiency through **digitization**, **business specialization** and an **agile work style;**
- ✓ We deployed a first-class business process management tool to optimize operating efficiency, while providing our customers with 'best in class' service.

Disruptive Offerings

We have developed various disruptive offerings in line with our customer centric business model:

- ✓ **SPECTA**, an innovative digital lending platform, which offers personal loans within 5 minutes;
- ✓ **SnapCash**, an on-line peer to peer micro-credit lending platform;
- ✓ **Farepay,** an innovative contactless payment system for the transport sector to ensure better efficiency for collections and ease of payments;
- ✓ **SWITCH**, an end-to-end Digital Bank - a one-stop financial hub for customers to initiate and seamlessly complete both financial and non-financial activities;
- ✓ **The Alternative Mall**; an innovative e-commerce platform which offers customers the flexibility of defered payments and access to market for vendors.

2018 Guidance

Guidance
*Deposit growth: >**15%***
*Net loans growth: <**10%***
*Pre-tax Return on average Equity (ROAE): >**15%***
*Cost-to-income: <**70%***
*NPL ratio: < **5%***
*Cost of funds: <**5%***

Thank you