UBA
United Bank for Africa

UBA Ghana Ltd
2024 Annual Report and Accounts

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Africa's Global Bank


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Business Overview

Welcome

Leading the industry with ground-breaking bespoke solutions.

Dear Shareholders, Colleagues, and Stakeholders,

Dear valued customers and partners,

It is with great pride that we present to you the 2024 Annual Report of the United Bank for Africa (UBA) Ghana Ltd. This report reflects our unwavering commitment to financial excellence, transparency and sustainable growth as we continue to build a stronger and more resilient institution.

Marking two decades of impact in Ghana, the UBA has remained a trusted financial partner, providing world-class banking solutions, while reinforcing our role as a catalyst for economic growth. Despite the challenges posed by an evolving economic landscape, we have maintained steady growth, driven by our focus on responsible lending, innovation and exceptional customer service. Navigating a challenging economy, we experienced steady growth thanks to our focus on responsible lending, innovation and excellent customer service. These values have helped us maintain our strong position in the industry, while delivering long-term value to both our customers and shareholders.

One of our proudest achievements this year is our remarkable rise in the Ghana Club 100 rankings, moving from 63rd to 21st place. This recognition reflects our ongoing efforts to continuously improve our services to be the bank of choice.

In this report, you will find a detailed breakdown of our financial performance, including key financial statements like the income statement, balance sheet and cash flow statement. We also discuss the economic conditions that have influenced our operations, along with the initiatives we have undertaken to give back to society and support the well-being of our employees.

As part of the UBA Group, which operates in 20 African countries, as well as the USA, UK, France and the UAE, we are in a strong position to offer world-class financial solutions tailored to your needs. Our commitment remains unwavering: to empower individuals and businesses with the tools needed to thrive in an increasingly dynamic economic environment.

On behalf of the board of directors and management, we extend our gratitude to our loyal customers, dedicated employees and esteemed shareholders for your continued trust and support. The future is bright for the UBA Ghana and together, we will achieve even greater success.

Thank you.

BUSINESS & FINANCIAL HIGHLIGHTS

01 GROSS EARNINGS

1.27b

2023 : 1.3b

02 PROFIT BEFORE TAX

253.58m

2023 : 276m

03 PROFIT AFTER TAX

164.31m

2023 : 175.8m

04 TOTAL ASSETS

9.85b

2023 : 7.9b

05 CUSTOMER DEPOSITS

7.29b

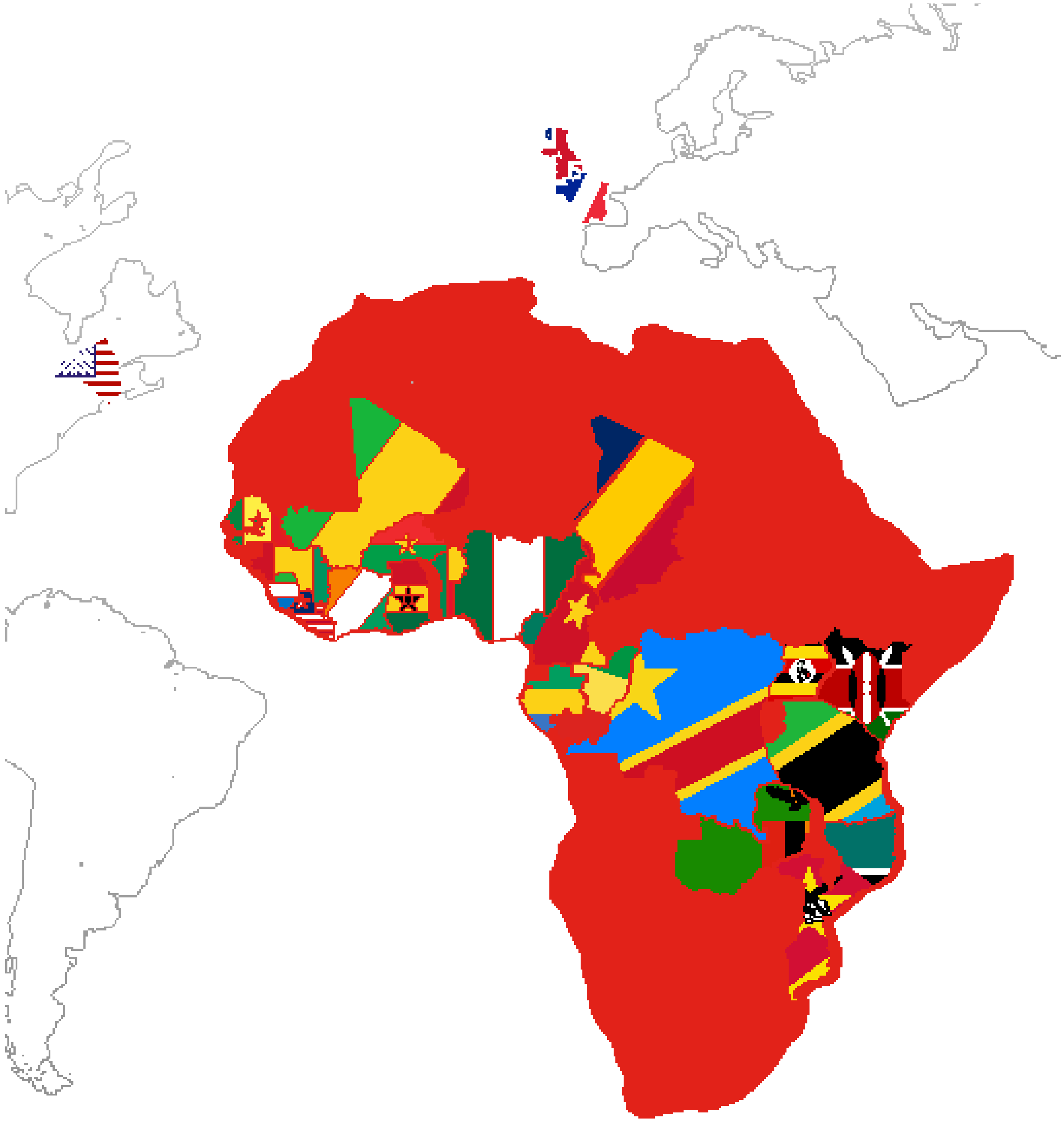
2023 : 6.3b

06 LOANS

1.11b

2023 : 1.1b

Global Network



America, Europe, Asia

New York
London
Paris
Dubai

Africa

Benin
Burkina Faso
Cameroon
Côte D'ivoire
Congo Brazzaville
Congo DRC
Gabon
Ghana
Guinea
Kenya
Liberia
Mozambique
Mali
Nigeria
Senegal
Sierra Leone
Tanzania
Tchad
Uganda
Zambia

Chairman's Statement

Mr. Kweku Andoh Awotwi
Board Chairman

"The bank posted a profit before tax of GHS 253.6 million in 2024, compared to GHS 276.0 million in 2023.

Dear Shareholders and Stakeholders,

I am honoured to present the annual financial report of the United Bank for Africa Ghana Ltd for the financial year ending 2024. The past year has been one of strategic adaptation and resilience in the face of evolving economic conditions, underlining our unwavering commitment to transparency, accountability and corporate governance excellence. Our steadfast dedication to delivering sustainable value to our shareholders, customers and stakeholders remains at the heart of our operations.

Economic Outlook

The global economic environment in 2024 remained challenging, marked by persistent inflationary pressures, high interest rates and geopolitical qualms, notably the lingering effects of global conflicts. Domestically, Ghana's economic recovery continued, albeit at a moderate pace as the government pursued fiscal consolidation efforts and debt restructuring programmes under the IMF-backed economic framework. Inflationary

> Despite the complex operating environment, the UBA Ghana recorded strong financial performance in 2024, emphasising our prudent risk management framework, operational efficiency and customer-centric approach.

pressures showed signs of easing, increasing at a decreasing rate with year-on-year inflation closing at 23.2%. This stability was supported by monetary policy tightening and rising food prices in the latter months of the year.

The banking sector, despite these challenges, continued to play a crucial role in facilitating economic growth and financial inclusion. The government's fiscal policies and structural reforms have started yielding positive results, stabilising the macroeconomic environment. Nonetheless, access to credit remained constrained by high borrowing costs, impacting both businesses and consumers.

Financial Performance

Despite the complex operating environment, the UBA Ghana recorded strong financial performance in 2024, emphasising our prudent risk management framework, operational efficiency, and customer-centric approach. Our strategic initiatives, including a strong focus on digital banking and customer engagement, have significantly contributed to our resilience and growth.

- Balance Sheet Growth: Our total assets grew significantly by 24% to GHS 9.8 billion in 2024, up from GHS 7.9 billion in 2023, driven by a strong deposit mobilisation strategy.
- Customer Deposits: Deposits from customers increased by 15% to GHS 7.3 billion, up from GHS 6.3 billion in the previous year, demonstrating continued customer confidence in our brand.
- Shareholders' Funds: The bank's equity grew by 9% to GHS 1.49 billion in 2024, compared to GHS 1.37 billion in 2023, reinforcing our financial stability.
- Profit Before Tax: The bank posted a profit before tax of GHS 253.6 million in 2024, compared to GHS 276.0 million in 2023. The drop was as a results of modification loss taken on the restructured Eurobond in 2024.

Corporate governance and compliance

At the UBA Ghana, we continue to uphold the highest corporate governance standards, ensuring adherence to regulatory frameworks and ethical business practices. Our board of directors remains dedicated to strong oversight, ensuring that the bank operates in a manner that prioritises sustainability, risk management and strategic growth.

We are pleased to affirm our full compliance with the Bank of Ghana's Corporate Governance Disclosure Directive 2022. By maintaining transparency and ethical business conduct, we strengthen our stakeholders' trust and enhance the bank's long-term sustainability.

Looking Ahead

As we move into 2025, we remain committed to leveraging technological innovation, expanding our digital banking services and enhancing customer experience. Our strategic focus will be on strengthening our balance sheet, improving operational efficiency and capitalising on growth opportunities within Ghana's evolving economic landscape. We anticipate a continued economic recovery and are poised to support our customers and businesses with tailored financial solutions.

Furthermore, our bank will continue to play a pivotal role in driving financial inclusion and sustainable development in Ghana. Through strategic partnerships and targeted initiatives, we will expand banking access, promote entrepreneurship and contribute to national development goals.

Acknowledgements

As Henry Ford once said, "Coming together is a beginning, staying together is progress, and working together is success." The UBA Ghana's success is built on the dedication and collaboration of our leadership, employees, customers and regulators. I extend my heartfelt gratitude to our shareholders for their continued trust, our employees for their hard work and commitment and our valued customers and stakeholders for their unwavering loyalty and support.

Together, we will continue to build a stronger, more resilient bank that remains at the forefront of Ghana's banking industry.

Thank you.

Sincerely,

Mr. Kweku Andoh Awotwi
Board Chairman

Chief Executive's Review

Uzoechina Molokwu
Managing Director/Chief Executive Officer

"Our primary focus remains on consistently delivering superior returns to our shareholders, while upholding our commitment to the success of our customers, the advancement of our community and the overall growth of the economy in which we operate.

It is my great honour to present to you the Annual Financial Report for the year 2024. As we reflect on the year gone by, I wish to extend my sincere appreciation to our valued customers, partners, shareholders and dedicated employees. Your unwavering support and commitment have been key drivers of our success and we are deeply grateful for your continued trust in us.

The macro economy

In 2024, the global economy witnessed continued adjustments following the significant disruptions caused by the COVID-19 pandemic and the geopolitical challenges that unfolded in recent years. Inflationary pressures, while still present, have shown signs of stabilising, particularly in developed economies where central banks took decisive action to curb inflation. Growth prospects were modest, with advanced economies such as the U.S. and the EU experiencing a moderate slowdown, while emerging markets in Asia and Africa began to show stronger resilience. However, uncertainty surrounding geopolitical tensions continued to affect global trade and investment sentiment.

In Ghana, the macroeconomic environment in 2024 improved following a year of fiscal consolidation and implementation of economic reforms, resulting in a GDP growth of 5.7% in 2024 (up from 2.8% in 2023), declining inflation and a stabilising exchange rate. Inflation, which had peaked at 54.1% in 2023, showed a steady decline, bringing much-needed relief to businesses and households.

The Bank of Ghana's monetary policy actions such as interest rate adjustments, were instrumental in stabilsing the cedi and supporting domestic demand. The cedi depreciated by 19.0% against the US dollar in 2024 compared to 27.8% in 2023; the central bank's interventions helped stabilise it. The financial markets showed resilience, with treasury bills attracting strong interest, secondary bond market volumes reaching $153.5 billion by November, and equity market capitalisation climbing to $108.4 billion.

However, challenges remain, particularly in the fiscal space as government debt management continues to be a focal point for policymakers. While the outlook remains cautious, there is a sense of optimism as structural reforms begin to show positive results, positioning Ghana for long-term sustainable growth.

Banking sector developments

Ghana's banking sector continued its transformation, mainly driven by regulatory changes and a concerted push toward digital innovation. The Bank of Ghana's reforms such as the introduction of enhanced capital adequacy ratios and stronger liquidity requirements, provided greater stability and resilience to the banking industry. These measures not only strengthened the sector's ability to weather economic shocks but also contributed to building greater public confidence in the financial system.

In terms of banking performance, the sector showed significant recovery in 2024 following the challenges posed by the Government of Ghana's Debt Exchange Programme. Banks reported strong profits in 2023 of GH¢8.3 billion, representing 224.6% growth (from a GH¢6.6 billion loss recorded in 2022). The performance was largely driven by high yields on Treasury bills. This profitability trend continued into 2024, with high returns on Treasury bills and increased net interest income driving the recovery. The industry closed 2024 with an estimated profit of GH¢ 16.7 billion. Key financial soundness indicators, such as the CAR stayed above the 10% threshold, reflecting stability despite some banks lagging below this mark.

The regulatory emphasis on transparency and accountability continued to shape the direction of the sector. Financial institutions, including ours, adhered to stricter governance standards, which reinforced investor confidence and facilitated access to capital markets.

Digitalisation was the core theme in 2024, with financial institutions embracing new technologies to meet the evolving demands of consumers. Mobile money, digital banking platforms and e-wallet solutions became even more integral to how individuals and businesses access and manage their finances. As a result, there was a significant rise in the use of mobile banking services and digital wallets.

At the UBA Ghana, we continued to invest in cutting-edge technology to offer seamless and secure banking experiences. Our focus on innovation allowed us to expand our customer base, particularly among younger, tech-savvy individuals and small businesses. Moreover, the growing acceptance of digital payments enabled us to support financial inclusion efforts, reaching more Ghanaians and fostering economic growth in previously unbanked segments.

In summary, 2024 was a year of recovery and consolidation for Ghana's banking sector, marked by strong profitability, recapitalisation efforts and external support from the World Bank. However, challenges such as high NPLs and cautious lending persisted, tempered by digital advancements and a favourable macroeconomic environment. These developments positioned the sector for potential sustained growth into 2025, contingent on effective risk management and regulatory compliance.

Performance Highlights

The bank has shown resilience in a tough economic climate in Ghana. Key positives include:

- The increase in customer deposits of 12.8% reflecting strong trust in the bank, a critical factor in Ghana, where economic uncertainty can lead to deposit flight.
- Improved loan portfolio quality, signified by a 19.6% drop in impairment loses a significant achievement given the challenges with NPL in Ghana's banking sector

- 24.3% growth in balance sheet size demonstrated resilience and the ability to grow despite economic headwinds.

While profitability took a slight hit, declining from 13.9% to 12.9% due to modification/loss and provision on loans, the bank's strategic focus on stability and loan quality positions it well for future recovery as Ghana's economy stabilises. The bank's ability to grow its balance sheet and maintain customer trust also provides a strong foundation for long-term success.

Looking Ahead

As we move into 2025, we remain focused on our strategic priorities: digital transformation, customer-centric service, sustainable financial growth and operational excellence. We will continue to invest to ensure that we meet the evolving needs of our customers and stay ahead of market trends. Our commitment to innovation and financial inclusion will guide our strategy as we work to reach more underserved populations, especially in rural and peri-urban areas.

Additionally, we will strengthen our corporate governance and risk management frameworks to ensure that we continue to operate sustainably, even in the face of any external uncertainties. Our focus on maintaining a robust balance sheet and prudent risk management practices will remain unwavering as we position ourselves to take advantage of growth opportunities in an evolving Ghanaian economy.

In conclusion, I extend my deepest appreciation to our valued shareholders, loyal customers and dedicated employees for their unwavering trust and support. While I acknowledge the challenges that lie ahead, I remain optimistic about the future. Together, with the strength of our team and the steadfast commitment of our customers, the bank is poised to drive sustainable growth and foster greater financial inclusion. We look forward to achieving even greater success in the coming year and beyond.

Uzoechina Molokwu

Business Review

Corporate Profile

United Bank for Africa Plc

January 2005, a pioneering year for the United Bank for Africa Ghana Ltd, as the bank chartered a new path of entry into Ghana, birthing a new generation of foreign banks and changing the landscape of relationship banking.

This was after the Bank of Ghana had granted a full commercial licence in December 2004.

The vision and strategy of Pan-Africanism were simultaneously birthed by the United Bank for Africa (UBA) Plc, which until that moment was simply a leading financial service bank operating in all regions of Nigeria. When the subsidiary in Ghana was created, the UBA then grew into group status in Sub-Saharan African region, now with presence in 20 African countries: Ghana, Benin Republic, Cote d'Ivoire, Burkina Faso, Guinea, Chad, Cameroun, Kenya, Gabon, Tanzania, Zambia, Uganda, Liberia, Sierra-Leone, Mozambique, Senegal, Congo DR, Congo Brazzaville and Mali, as well as the United States of America, the United Kingdom, France and the United Arab Emirates. The year 2005 was truly historic for the UBA as it was in this same year that it completed one of the biggest mergers in the history of Nigeria's capital markets with the business combination of Standard Trust Bank (STB) Plc and the then United Bank for Africa.

The origin of the UBA dates back to 1949 when it was first referred to as the British and French Bank Limited (BFB). It took over the assets and liabilities of the BFB and was incorporated as a limited liability company on February 23, 1961 under the Compliance Ordinance (Cap 37) 1922.

The UBA was the first Nigerian bank to make an Initial Public Offering (IPO), following its listing on the Nigerian Stock Exchange (NSE) in 1970. It was also the first bank to issue Global Depository Receipts (GDRs).

Who we are

"We work for one of the strongest and most successful financial services institutions in Africa. Our bank, the United Bank for Africa and our brand have grown significantly and require no introduction across our continent. We should be proud of what we have achieved.

The UBA is a full financial service institution offering a plethora of unique banking products and services. As Africa's global bank, the UBA Ghana has developed a branch footprint and delivery network that has ensured that the bank's services are always within the reach of valued customers. In line with the bank's positioning statement and strategic intent, the UBA Ghana has a footprint of 29 fully networked branches, 2 agencies and close to 60 visa-enabled ATM's spread across Accra, Tema, Tarkwa, Tamale, Takoradi, Kumasi and Aflao.

What we do

The United Bank for Africa Ghana Ltd is a subsidiary of the United Bank for Africa Plc which is one of Africa's leading financial institutions with assets above US$23 billion and offering services to more than 25 million+ customers across over 1,000 branches and over 2669 ATMs in 20 African countries.

The bank's goal is simple. Excellent Service ...Delivered. We have interrogated ourselves, our processes and the evolving internal and external environments. We have challenged who we are, what we want to be known for and how we want to do business. This exercise has given us a Corporate Goal: 'Excellent Service...Delivered'.

To deliver this, we have fundamentally refined our Core Values to ensure our commitment to deliver:

Enterprise. Excellence. Execution (EEE).

These values will drive all our actions towards our internal and external customers. Since August 1, 2016, we have directed efforts in the three critical areas:

- • Deployment of customer-focused IT systems
- Re-engineering our processes to speak to what the customers really need; and
- Creating a workforce of engaged and productive People.

Our People:

People are central to our corporate strategy.

Our Processes:

Our processes speak to how we serve our customers. We are challenging the status quo, to completely align our processes ground up from the customer's perspective

Our Technology:

We have continued to increase investment in

Information Systems (IS) and Digital Banking Channels reliability to attain overall positive customer experience.

With presence in New York, London, Paris and Dubai, the UBA is connecting people and businesses across the world through retail and corporate banking and our innovative Africa Trade Platform.

The UBA Plc has been rated by "the Financial Times Magazine" as one of the five African banks in the top global 500 banks and the second fastest growing brand in the world and by the Boston Consulting Group as one of the top "40 African Challengers" on account of globalisation, workforce and asset diversity, cash flow and leverage ratio.

UBA VISION

To be the undisputed leading and dominant financial services institution in Africa.

UBA MISSION

We shall be a role model for African businesses by creating superior value for all stakeholders; abiding by the utmost professional and ethical standards and building an enduring institution

CORE VALUES

Our corporate identity rests on our core values. These values are: Enterprise. Excellence. Execution

United Bank for Africa Ghana Ltd.

Our objective has been to become Africa's leading and most respected Pan African bank. Our purpose is to be where the growth is, connecting customers to opportunities. We have engaged businesses to discover their potential and to prosper, by helping people fulfill dreams and realise their ambitions. We have developed the primary strategy of our parent company into our own secondary and tertiary strategies that reflect our purpose and distinctive advantage:

To be a fully automated network of business offices connecting Ghana to Africa and the world. We are well positioned to capture intercontinental trade and to be the conduit for capital inflows. Our reach and range of services place us in a strong position to serve clients as they grow from small enterprises into diverse businesses all over Ghana and Africa.

To combine sound financial management with a delicate mix of some embryonic and some maturing wholesale and retail banking on a local scale with a global view: we aim to make the most of opportunities arising from the developing economy we deal in along with the demographic changes in our dynamic industry sectors. We will study the pace carefully and deal in full-scale private and public sector markets and businesseswhere we can achieve profitable margins at varying levels.

As the flow of goods, agriculture, oil and gas services as well as trade continues to expand, driven by the new FinTech revolution of mobile money, digital and virtual banking and technology, we in turn expect to be within and amongst the top tier in Ghana, becoming strong enough to be termed a Systemically Important Bank.

The growth of our industry is bringing the people of Ghana into the global middle class and the United Bank for Africa (Ghana) is one of the few truly Pan African banks with the financial backing, as well as trade and capital flows that can connect our customers to the faster growing and developed markets. We have a diversified banking model that supports a strong capital and funding base, reduces our risk profile and volatility and generates stable shareholder returns. These are distinctive competitive advantages that the bank will bring to its customers, going forward.

Insights on the EMDOs Business

EMDOs is an acronym for Embassies, Multilateral and Bilateral Donor Organisations. The players in this segment play a significant role in addressing Africa's developmental challenges mainly through grants, technical assistance and debt financing of developmental programs in order to alleviate poverty, improve quality of life as well as promote economic development in line with Sustainable Development Goals of the United Nations.

As Africa's global bank with an international and Pan- African footprint, UBA is well poised to become the bank of choice for inflow of Official Development Assistance (ODA) through the different embassies, multilateral and donor organisations. Our interest in the EMDO business stems from the passion we havefor Africa's development, coupled with the unique banking solutions we can deploy to the EMDO community in the pursuit of Sustainable Development Goals.

Our wide footprint in Africa and unique presence in major financial cities in the world are factors that give UBA a competitive advantage as we are closer to the EMDO community locally and globally. We also have the UBA Foundation through which we can achieve further social impact and enter into strategic partnerships within the EMDO community that competitors don't have and this ultimately leads to being able to deliver to the last mile.

In reference to the strategic partnership within the EMDO community, we signed two separate MOUs with United Nations Development Program (UNDP) and Africa Continental Free Trade Area (AfCFTA) to forge a strategic partnership in the SME space during the year under review. UBA is leveraging this opportunity to differentiate itself by continuing to invest in the SME business in the pursuit of Sustainable Development Goals.

Omni-channel enabled solutions

An Omni-enabled channel offers a platform that accepts payment on multiple channels such as the web, mobile and POS channels. Thus, it supports payments via cards, virtual accounts, USSD and QR. This will serve the needs of the bank's retail and corporate customers to manage their accounts, transact and make or accept payments.

Our Impressive Product Line Up

For organisations that have corporate accounts with the UBA, there is a one-stop shop cash management solution that is tailored to make payments utterly simple and to facilitate seamless collections. The UBA's Internet Banking is a web-based platform designed to give our corporate institutions safeguarded access to their accounts and other accounts at other banks. It is an integrated single sign-on product suite, through which corporate institutions are provided with cash management and transaction banking services, including payments, collections, liquidity management, corporate mobility, balance reporting, cash flow forecasting, e-trade, e-treasury and supply chain financing.

The benefits that a corporate entity signed up for Internet Banking enjoy include

- A consolidated view of cash position across multiple banks.
- Improved visibility and control over global liquidity positions.
- Increased convenience for transaction initiation, tracking, approval and notification.
- 24/7 cross-border payments and collection monitoring service.
- Optimal fund management functionalities for corporate treasurers.
- Value chain solution to support online management of suppliers and distributors, and the effective handling of invoices, payments, receivables, reconciliation and cash management.

Up-to-the-minute payment approvals, alerts and global account visibility which allows corporate mobility for senior executives.

Our web collection interface and platformsdeliver seamless real-time online transactions with speed and ease andaccept both Mobile Money, VISA and MasterCard. It is protected by 3D security (MasterCard secured code & Verified by VISA), which protects our merchants and cardholders. We offer a convenient hosted online payment solution which allows small and large-scale merchants to receive onlinepayments without hassle.

Our virtual banking and Wise Alert systems thrive on state-of-the-art technology and help our customers enjoy simple banking services without visiting their branch. Wise Alert gives our customers a report of all transactions on their account on social media, email and SMS. U-direct Retail allows the account holder a 24/7/365 web access to their bank account to initiate transfers, statement download, cheque book request and many more. Our mobile banking application allows banking on the go via phone and tablet devices.

We have also endeavoured to go into partnership with Aggregators / FinTechs to make our presence apparent to the ordinary Ghanaian in the digital space.

Customer Experience & Feedback

1.0 UBA and Customer Experience (CX)

At the UBA Ghana, we place customers at the heart of everything we do. Guided by our CX mandate, we are committed to delivering unmatched banking experiences across all touchpoints, making each interaction memorable. Our focus is on cultivating a customer-obsessed culture through an integrated organisational design that influences every customer touchpoint. By transforming our approach, we aim to deepen relationships with our customers, while driving business growth.

2.0 Customer-Centric Initiatives

2.1 Staff-Related Initiatives

Empowering Our Workforce:

Staff empowerment remains central to our CX strategy. Through the designated C1st Day, over 40 training sessions were conducted, including 15 service gap engagements and various external and internal training programs. These efforts ensure our teams are equipped to deliver excellent service consistently.

Stars of the Week Initiative:

To inspire and reward exceptional performance, the UBA introduced the Stars of the Week Initiative, celebrating individuals and teams who consistently go above and beyond for our customers. In 2024, 48 staff members were recognised for their dedication to service excellence.

2.2 Customer-Related Initiatives

Voice of Customer (VoC) Programme:

Our Voice of Customer Programme collected feedback from over 6,000 customers in 2024, enabling us to address pain points and enhance experiences. This proactive initiative helped the UBA achieve an impressive 84% overall satisfaction rate and a Net Promoter Score (NPS) of 44, reflecting customer trust and willingness to recommend our services.

Customer Engagement through Milestones:

Under the 'Connect with a Customer' initiative, nearly 20,000 customers were celebrated during their birthdays and account anniversaries. Personalised gestures such as branded chocolate boxes and hand-signed cards delighted our customers, reinforcing our commitment to memorable interactions.

Customer Appreciation Day & Service Week:

Weekly Customer Appreciation Days and the annual Customer Service Week were highlights of the year. Activities included branch-wide applause, heartfelt manager speeches, snack distribution and engaging events such as service awards, best-dressed contests and service quizzes. These initiatives strengthened our bond with customers, while recognising their loyalty.

3.0 UBA Group Customer Experience Survey 2024

The UBA Ghana proudly secured the #2 position in the UBA Group CX Survey conducted across 20 countries. With an impressive 75% score, this achievement reflects the dedication and excellence of our staff in service delivery. We remain committed to building on this performance by continually integrating customer feedback into our processes, setting industry standards and exceeding expectations.

4.0 Customer Testimonials

The UBA Ghana's success is reflected in the voices of our cherished customers, who continue to validate our efforts to provide exceptional service:

"***I have stayed with UBA for 15 years just because of the excellent customer service. I am very impressed and satisfied. My expectations have been exceeded, especially when comparing my experience with other banks.***"

– Benjamin K. Quansah, Labone Business Office

"The staff are very respectful, they have patience for me, and they attend to me well. It is the reason I chose UBA."

– Iddi Lamnatu, Tamale Business Office

"Every branch of UBA I visit, the service is excellent. It's consistent and reassuring."

– Josephine Amartey, Teshie Business Office

These testimonials highlight the trust and loyalty our customers have in the UBA, underscoring our unwavering dedication to exceeding expectations and delivering excellence across every touchpoint.

Our People and Development

The UBA operates an integrated performance management system based on a balanced set of performance measures. The performance management system entails cyclical performance planning, measurement and feedback.

The performance of every staff in the UBA is managed on a continuous basis and this is the primary responsibility of the staff.

All career and reward decisions including promotion, demotion, merit-based salary increase or performance based corrective action is consistent with the most recent cumulative appraisal rating of a staff.

Our People, Culture & Diversity

The bank, in 2024, recruited 51 staff, these candidates were selected through a rigorous selection process. The on-boarding programme included induction with the UBA Academy and an interaction with the UBA group board chairman.

The UBA Ghana is a performance-driven bank and in 2024, the bank promoted 252 staff. It also celebrated staff who had worked for 20 and 15 years.

The UBA Ghana, as part of its corporate social responsibility, continues to train the youth through internships, Graduate Trainee and National Service programmes.

Training & Capacity Building Initiatives.

The UBA is committed to the training and development of its employees.

Training and development shall be a continuous process of improving individual performance and competency either through formal channels, e.g. classroom, CBTs, or informal channels, e.g. on the job training

The Academy shall give strategic direction to training within the bank aligned to the strategy and performance objectives of the bank.

We undertook various trainings in 2024 notable were:, Strategic Business Unit Credit workshop, AML/ Compliance Training, Trade Products, Pan-African Payment & Settlement systems, Retail Liabilities & Credit products/Sales, Risk Control self-Assessment Training, Live2lead, Legal &Regulatory framework for financial institutions. As part of our Customer First Agenda all staff participated in the weekly Customer First training.

Staff Engagement Highlights.

Staff engagement is a fundamental concept in our effort to understand and describe, both qualitatively and quantitatively, the nature of the relationship between the bank and its employees. The bank can achieve this through skills development, Mentorship programmes, information forums and other social Bonding activities.

Remuneration Policies

The UBA adopts a competitive compensation structure and this is used to attract the right people across the various grades and shall be an annual compensation survey to be presented with appropriate recommendations.

Succession Planning

We have in place a very comprehensive succession planning system where employees are identified for leadership / very important roles through our talent management process thus creating a talent pipeline.

Ethics and Professionalism

The United Bank for Africa is committed to the highest standards of ethics and professionalism in the conduct of its business and undertakings. The UBA recognises that its continued success and viability depend on each employee internalising ethical principles that include integrity, honesty, fairness, transparency and accountability.

This UBA Code of Professional Conduct and Ethics serves as a guideline to the standards that should govern all employee dealings with customers, suppliers, colleagues and the general public. The Code does not cover every possible subject or potential situation but formulates the broad policies and principles that should guide employees in their daily activities.

All employees and Directors are expected to adhere to the standards of conduct and ethics outlined in the Code at a level well above the minimum standards required by law.

Internal Control Framework

The Bank has an internal control function which is headed by the Country Head, Internal Control(CHIC). The Country Head, Internal Control reports and submits quarterly reports to the Board Risk Committee. The internal control function is enshrined in the Internal Control Framework approved by the Board Risk Committee. This comprehensive framework ensures compliance with regulatory and internal policies, mitigates risks, and supports the bank's strategic goal of being the leading financial institution in Africa.

The following are the specific objectives of the framework.

- Upholding adherence to internal and external regulations to protect UBA's franchise and reputation.
- Strengthening customer service delivery and ensuring efficient branch and head office operations.
- Adopting a proactive approach to identifying, assessing, and managing risks across the bank.
- To provide insight into the scope and responsibility of Internal Control in the bank.
- To provide an understanding of the structure, staffing, activities and operational modalities of Internal Control.
- To provide a basis for assessing the adequacy or otherwise of Internal Control activities.
- To serve as a guide for making appropriate amendments and improvements on the Internal Control work/ functions to enhance overall efficiency and effectiveness.

The Internal Control Framework has strengthened operational controls, reduced compliance risks and enhanced service delivery, with a focus on innovation, continuous improvement and stakeholder engagement. The recent approval of the Internal Control Framework by the Board Risk Committee is an indication that the Board confirms that the internal control functions put in place is efficient, effective and adequate in providing an independent assessment of established policies, procedures and regulatory provisions.

Internal Audit

The bank has an internal audit function headed by the Country Chief Inspector (CCI) who is appointed and periodically assessed by the Board Audit Committee, on behalf of the board of directors. The Country Chief Inspector reports directly to and submits quarterly reports to the Board Audit Committee. These reports are reviewed by the Board Audit Committee and appropriate recommendations are made towards the strengthening of the function.

As part of its roles and responsibilities, Internal Audit conducts independent assessments and evaluations of the overall control environment, follows up to ensure appropriate remedial actions are taken and provides assurance to the board of directors and senior management on the effectiveness of the first and second lines of defence. Sitting outside the risk management processes of the first two lines of defence, the Internal Audit function monitors compliance with policies, standards and the regulatory environment and provides assurance on the effectiveness of risk management and internal control structures of the bank through its programme of both regular and ad-hoc reviews. The Internal Audit function places greater focus on the areas of the greatest risks as determined by a risk-based audit methodology.

The board confirms that the internal audit function put in place is effective in providing an independent assessment of the adequacy of and compliance with established policies and procedures.

Risk Management

ANNUAL DECLARATION ON RISK MANAGEMENT BY THE BOARD OF THE UNITED BANK FOR AFRICA GHANA LIMITED TO THE BANK OF GHANA

We declare that to the best of our knowledge and having made appropriate enquiries, in all material respects that:

1. The UBA Ghana has put in place systems for ensuring compliance with all prudential requirements;
2. The systems and resources that are in place for identifying, measuring, evaluating, controlling, mitigating and reporting material risks, and the Risk Management Framework are appropriate and commensurate with the size, business mix and complexity of the UBA Ghana;
3. The risk management and internal control systems put in place are operating effectively and are adequate;
4. The UBA Ghana has a Risk Management Strategy that complies with the Risk Management Directive issued by the Bank of Ghana, and has complied with the requirements described in its Risk Management Strategy; and
5. The UBA Ghana is satisfied with the effectiveness of its processes and management information systems.

For and on behalf of the Board of Directors of the UBA Ghana

Mr. Kweku Andoh Awotwi
Chairman, Board of Directors
United Bank for Africa Ghana

Sustainability

Overview of CSR projects and impact
Market overview and economic environment
Looking ahead

Expanding Our CSR Reach: Creating Lasting Impact Across New Communities

The Corporate Social Responsibility (CSR) functions of the bank is coordinated under the UBA Foundation. The UBA Foundation focuses on three essential areas which are referred to as the 3Es. These are: Education, Empowerment and Environment.

In 2024, our Corporate Social Responsibility (CSR) efforts took a bold step forward expanding into new communities and strengthening our commitment to making a difference. Through targeted outreach and collaboration, we extended our initiatives to underserved areas, focusing on creating positive change that aligns with our values.

This expansion not only amplifies our reach but also deepens our impact, laying the foundation for continued growth in the years ahead.

Read Africa Initiative: A journey of expansion and impact

In the first quarter of 2024, we celebrated a major milestone with the expansion of the Read Africa Initiative, furthering our commitment to Sustainable Development Goal (SDG) 4 – Quality Education. In the past year, the initiative reached new heights, spreading the culture of reading beyond Greater Accra to the Volta Region where it was warmly embraced at the Three Town Senior High School at Denu. In the third quarter, the programme also made its debut in the Ashanti Region, impacting students for the first time.

As part of our efforts, the UBA Ghana donated over 6,000 African-authored books to four schools including the O'Reilly Senior High School in Accra. These books, including 'The Kaya Girl' by Mamle Wolo, 'Segu' by Maryse Conde and 'Fine Boys' by Eghosa Imasuen, are designed to inspire and engage young readers with stories that celebrate African culture and experiences.

Through the Read Africa Initiative, the UBA Ghana remains dedicated to driving change in education, nurturing a passion for reading and providing students with the tools and knowledge necessary to succeed in the future.

A decade of inspiring young leaders through the national essay competition.

The bank proudly marked the 10th anniversary of the UBA National Essay Competition, a flagship educational initiative empowering young minds. For the first time, the launch of the anniversary event was held in Kumasi at the Prempeh College, bringing together students from the Yaa Asantewaa Girls' SHS, the Kumasi Anglican SHS, and the Kumasi Wesley Girls' High School—demonstrating the competition's growing reach and impact.

Out of over 400 submissions nationwide, 12 exceptional finalists were selected:

- Osei Kianna Agyapomaa -Yaa Asantewaa Girls'

Read Africa Initiative

National Essay Competition

- Juanita Gobah- Legacy Girls' College
- Zoe Tetteh-Ashong - Legacy Girls' College
- Yahaya Muslima Nasara- Tamale SHS
- Usman Ahmed Bashirudeen Katu - T.I. Ahmadiyya SHS
- Alfred Kwaku Dankwa Kyeremeh- Osei Tutu SHS
- Kofi Asamoah Asamoah-Okyere - Presbyterian Boys SHS
- Derrick Twumasi Boahene - Presbyterian Boys SHS
- Suhaila Katari Abdul-Nasir - Aburi Girls SHS
- Daniella Denteh Ofori –Accra Girls' SHS
- Stephanie Ewurabena Aidoo-Wesley Girls' High
- Edmund Elikem McBilly- Accra Academy SHS

Our top three winners were:

1. Juanita Gobah – Grand prize winner of $5,000.
2. Stephanie Ewurabena Aidoo– Second-place winner of $3,000.
3. Edmund Elikem McBilly - Third-place winner of $2,000.

All finalists were awarded a brand-new laptop, a certificate of participation, a medal, and a branded UBA Foundation backpack.

The 10th edition of the competition featured thought-provoking topics. The first topic was available to all Senior High School students across the country. The topic was:

- "Discuss the Importance of Environmental vSustainability and Actions Young People Can Take in Combating Climate Change.

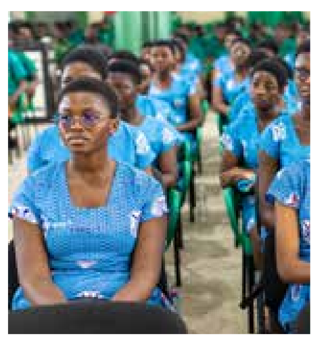
Over 400 applications were received and 12 finalists selected to write another essay on the topic:

- "How Can Agriculture Be Made More Attractive to Young People to Reduce Importation, Create Employment, and Drive Innovation?"

A key highlight of the anniversary edition was the inclusion of new schools in the finals, such as the Tamale Senior High School, Yaa Asantewaa Girls' SHS, and the T.I Ahmadiyya SHS. Additionally, the competition saw a significant increase in participation from schools outside Greater Accra, reflecting its growing nationwide momentum.

As we look ahead, the UBA remains dedicated to fostering education, innovation, and community growth, ensuring that young minds continue to thrive and shape the future.

National Essay Competition



Nurturing excellence as a core value at the bank

As part of our commitment to education and youth empowerment, we proudly presented a special leadership award at the GIS School's Speech, Prize-Giving, and Graduation Day ceremony for the 2023–2024 academic year.

The award was presented to Damoah Danica in recognition of her outstanding leadership qualities. As part of her prize, the UBA opened a Teen's bank account in her name and made an initial deposit of GHS2,000.00. Danica also received branded UBA souvenirs, symbolising our dedication to nurturing the next generation of leaders

Commitment to a Supportive and Thriving Workplace

At the UBA Ghana, we prioritise employee well-being by fostering a positive and engaging workplace culture.

Our "After 5" programme, launched to encourage relaxation and team bonding, features activities such as health walks, table tennis and board games every Thursday from 5:30 p.m. to 7:30 p.m.

Additionally, initiatives such as Jogging to Bond (J2B) and TGIF events promoted fitness, social connections and good work-life balance. Jogging to Bond, held quarterly, combines aerobics, health talks and nutrition to boost workplace productivity, while TGIF events provide a space for employees to unwind and connect.

Through these initiatives, the UBA Ghana remains committed to creating a supportive and thriving work environment.

UBA Ghana's commitment to environmental sustainability:

Participation in Green Day 2024

"The Earth does not belong to us; we belong to the Earth. Protecting its future is our responsibility, not just for today, but for generations to come." This profound wisdom reminds us that our actions today directly impact the world we leave behind.

In alignment with our dedication to Environmental, Social, and Governance (ESG) principles, our ESG & Corporate Communications teams participated in the 2024 Green Ghana Day, under one the theme "Growing for a Greener Tomorrow."

By joining this national movement, we demonstrate our ongoing commitment to environmental sustainability, supporting the collective effort for a greener future.

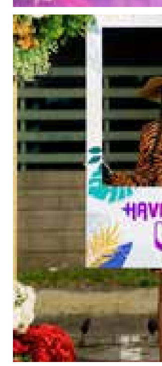
Marking 2024 Earth Day: Planet vs Plastics

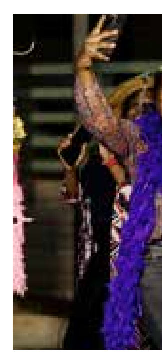
In observing of World Earth Day 2024, we produced a powerful 1-minute video showcasing the bank's ongoing commitment to reducing plastic pollution and our dedication to eliminating single-use plastics by 2030. As part of this initiative, we highlighted our transition from single-use plastic cups to eco-friendly, degradable

Special Leadership Award

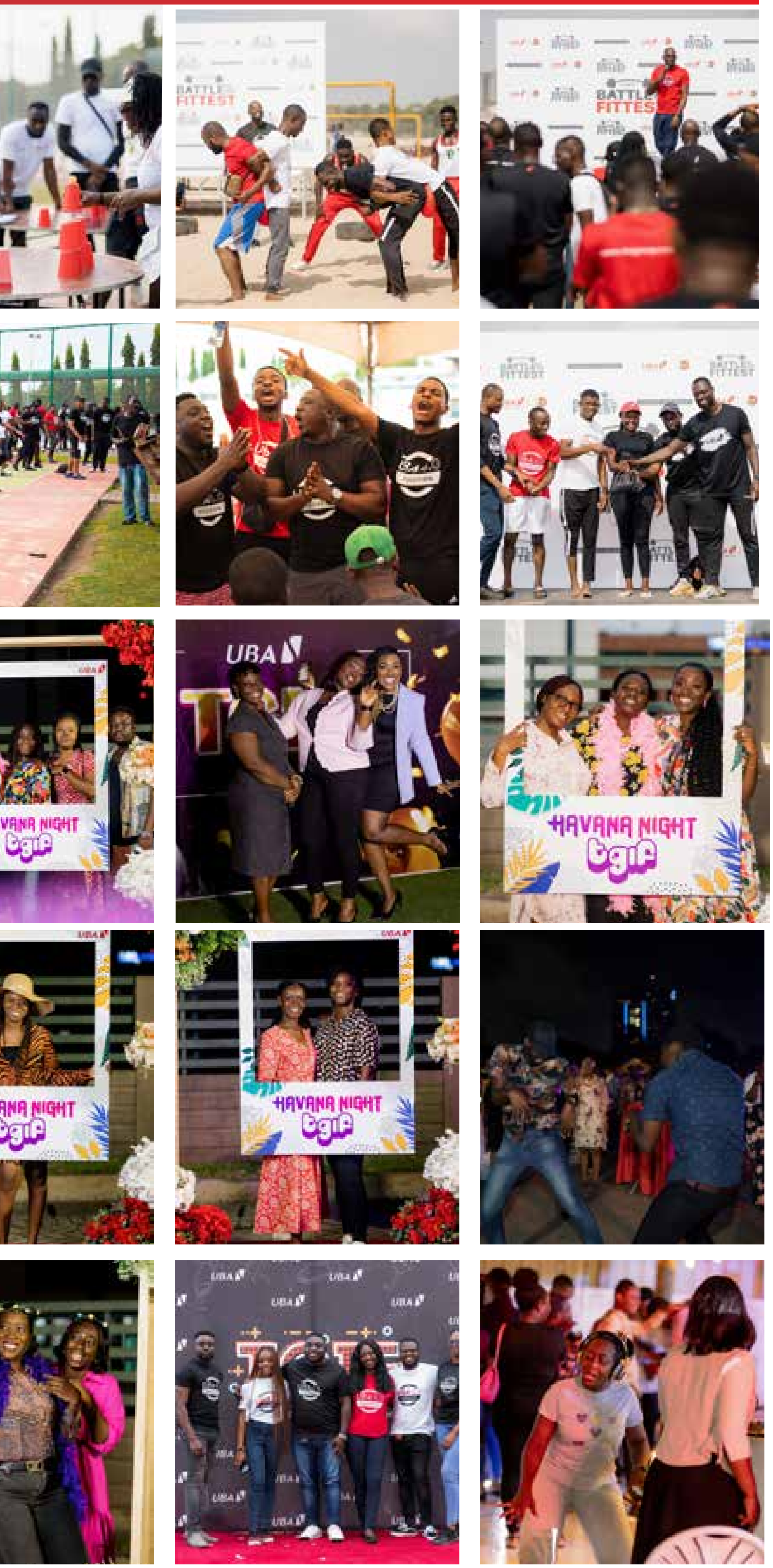
J2B/TGIF events

Green Day 2024





J2B/TGIF events



paper cups across all our branches, reinforcing our pledge to sustainability and environmental stewardship.

Partnership with JCS for Green Visa Prepaid Card

In May 2024, the bank strengthened its commitment to combating climate change through a groundbreaking partnership with JCS Investments to introduce the Green Visa Prepaid Card.

This co-branded card offers individuals a unique opportunity to make a positive environmental impact with every purchase, promoting a greener and more sustainable future. With the Green Card, we continue to empower our customers to take meaningful action toward environmental sustainability, helping to build a more eco-conscious society.

Market Overview and Economic Environment

Global economic context

The global economy in 2024 continued to recover from the lingering effects of the COVID-19 pandemic, geopolitical tensions and inflationary pressures. While advanced economies experienced moderate growth, emerging markets such as Ghana faced a mixed environment. Global commodity prices, particularly for gold and cocoa, remained favourable, providing some relief to Ghana's economy. However, tightening monetary policies in developed economies such as the

U.S. Federal Reserve's interest rate hikes created capital flow volatility and exchange rate pressures for emerging markets.

Ghana's macroeconomic performance

Ghana's economy in 2024 demonstrated resilience despite persistent challenges.

Key highlights include:

- GDP Growth: Economic activity was stronger with higher-than-projected growth in the first three quarters of 2024. The latest data from the Ghana Statistical Service showed that real GDP expanded at an annual rate of 6.3 per cent during the first three quarters of 2024, relative to 2.6 per cent during the corresponding period in 2023. The economy is driven by the services sector, agriculture and industrial activity. The government's fiscal consolidation efforts and improved revenue mobilisation contributed to stabilising the macroeconomic environment.
- Inflation: Inflationary pressures eased slightly, with the annual inflation rate declining to 23.8% by year-end, down from 39.23% in 2023. This was supported by tighter monetary policy and relative stability in the exchange rate.
- Exchange Rate: The Ghanaian cedi experienced moderate depreciation against major currencies, particularly the U.S. dollar, due to external debt servicing obligations and reduced foreign exchange reserves. However, the Bank of Ghana's interventions and improved export earnings helped mitigate excessive volatility.
- Debt Management: The government made significant progress in restructuring its domestic and external debt under the IMF-supported Extended Credit Facility (ECF) programme. This restored some investor confidence and reduced the debt-to-GDP ratio.

Banking industry performance

Assets of the banking sector grew by 33.8 percent in 2024. Capital Adequacy Ratio (CAR) with reliefs grew 3 marginally to 14.0 percent in December 2024 from 13.9 percent in December 2023. However, CAR without reliefs rose to 11.3 per cent in December 2024, higher than the 8.3 per cent recorded in December 2023.

Key trends included:

- Digital Transformation: The adoption of digital banking solutions accelerated, with mobile money transactions and digital lending platforms gaining traction.
- Regulatory Environment: The Bank of Ghana maintained a stringent regulatory framework, focusing on capital adequacy, liquidity management, and risk mitigation.

Key challenges

1. High interest rates: Elevated policy rates, aimed at curbing inflation, increased borrowing costs for businesses and individuals, dampening credit demand and economic activity
2. 2. Exchange rate volatility: Despite some stability, the cedi's depreciation posed challenges for import-dependent sectors and increased the cost of servicing foreign currency-denominated debt.
3. 3. Global uncertainty: Geopolitical tensions and fluctuating commodity prices created an uncertain external environment, affecting investor confidence and capital inflows.

Key opportunities

1. Digital banking: The rapid adoption of digital financial services presents a significant growth opportunity. Mobile money interoperability, Remittance companies and fintech partnerships can drive financial inclusion and revenue growth.
2. 2. Agriculture and agribusiness: Ghana's agricultural sector, particularly cocoa, cashew and shea butter offers immense potential for value addition and export diversification. Targeted lending to agribusinesses can unlock this opportunity.
3. Renewable Energy: The global shift toward renewable energy presents opportunities for financing solar, wind, and hydroelectric projects, aligning with Ghana's sustainable development goals.
4. Regional Integration: The African Continental Free Trade Area (AfCFTA) provides a platform for expanding trade and investment across the continent. Ghana's strategic location and stable business environment position it as a regional hub.

5. Debt Restructuring Success: The successful completion of the debt restructuring programme has improved Ghana's creditworthiness, creating opportunities for renewed investor interest and access to international capital markets

Conclusion

The year 2024 was a pivotal one for Ghana's economy and banking sector. While challenges such as high inflation, exchange rate volatility and elevated NPLs persisted, the sector demonstrated resilience and adaptability. The United Bank for Africa Ghana Ltd remains committed to leveraging digital innovation, supporting key sectors and contributing to the nation's economic recovery and growth.

As we look ahead to 2025, we are optimistic about the opportunities that lie ahead and remain steadfast in our mission to deliver value to our customers, shareholders and the broader Ghanaian economy.

UBA Ghana Sustainability Report 2024

At the UBA, sustainability is not just a corporate responsibility; it is a core philosophy that drives our business decisions and operational strategies. We believe that integrating sustainable practices into our operations is both an ethical imperative and a sound business strategy. As a leading financial services institution in Africa, our vision is to build a sustainable and enduring business that upholds the highest standards of governance while positively impacting the communities in which we operate. Our commitment to sustainability extends beyond financial performance, embracing social responsibility and environmental stewardship as fundamental pillars of our operations.

Our sustainability strategy is built on the objectives of regulatory compliance, environmental responsibility, financial inclusion and strong governance. We continuously strive to minimise the environmental and social impact of our activities, ensuring that our operations align with sustainable practices. We actively uphold human rights in all business dealings and promote financial inclusion by making banking services accessible to underserved populations. Transparency and ethical governance are central to our approach and we evaluate the governance standards of our customers and third-party partners to ensure adherence to best practices. To foster a culture of sustainability within our organisation, we embed sustainability values into our corporate ethos, ensuring that our employees and stakeholders remain committed to these principles.

As a financial institution in Ghana, we align our sustainability efforts with both national and international standards. Our activities are guided by the Ghana Sustainable Banking Principles, the United Nations Sustainable Development Goals (SDGs), and the Equator Principles, ensuring that our financial services contribute to sustainable and climate-resilient operations. By incorporating these standards, we not only enhance our service offerings but also contribute to a more sustainable future for our stakeholders and the broader society.

The governance of sustainability at the UBA Ghana is overseen by the Board Risk Management Committee, which ensures that Environmental, Social and Governance (ESG) considerations are integrated into our corporate governance framework. ESG issues are regularly discussed at quarterly board meetings, reflecting our commitment to sustainability at the highest levels of our organisation. The Chief Risk Officer, through the Executive Management Committee, leads a team of sustainability champions who drive sustainable practices across the bank. This team includes key executives such as the Chief Sustainability Head, Head of Legal and Company Secretary, Head of Human Resources, Head of Operations and other senior officers. Collectively, they ensure that the bank engages in impactful CSR initiatives, employee training on ESG and compliance with reporting standards.

Throughout 2024, we have undertaken numerous sustainability initiatives. Our reporting mechanisms have been strengthened, with quarterly sustainability reports presented to the board of directors and bi-annual submissions made to the Bank of Ghana under the Sustainable Banking Return framework. To enhance financial inclusion, we have introduced braille versions of account opening forms, deposit slips and withdrawal slips to accommodate visually impaired customers. Our staff has undergone extensive training to improve service accessibility for all individuals.

Workshops and capacity-building efforts have been central to our sustainability agenda. We actively participated in a workshop focused on implementing Ghana Sustainable Banking Principles within the agricultural sector and organised training sessions on the Ghana Green Finance Taxonomy. Strategic partnerships have been key to our sustainability impact, exemplified by our collaboration with JCS Investments Ltd. Together, we launched the JCS Green Prepaid Visa Card, allowing customers to support environmental and social causes with every transaction.

Our environmental responsibility initiatives have been far-reaching. The UBA Ghana participated in Green Ghana Day in collaboration with the Forestry Commission of Ghana, contributing to national reforestation efforts. Our commitment to promoting sustainable consumption is evident in our paper reduction campaign, where we transitioned three employee requests to a digital platform, significantly decreasing paper usage. Climate action remains a priority and in response to the severe floods in the Volta Region, we partnered the Ghana Association of Bankers to provide essential aid to affected communities. Additionally, through the UBA Foundation, our employees planted over 100 seedlings in the Achimota Forest reinforcing our commitment to environmental conservation.

Employee well-being is a key focus area at the UBA Ghana. In 2024, we organised our annual health screening, providing free screenings for breast cancer, cervical cancer and prostate cancer for employees. We also conducted a Mental Health Awareness session, equipping employees with essential mental well-being tools. Furthermore, workplace safety was reinforced through fire drills, and quarterly fitness sessions were held to encourage a healthy lifestyle among staff members.

Employee engagement and development remain central to our sustainability goals. Our performance management system ensures that employees receive continuous feedback and career advancement opportunities. Career and reward decisions, including promotions and salary increments, are directly tied to performance appraisals, ensuring a fair and transparent process. Our commitment to diversity and inclusion is reflected in our structured programs for youth empowerment, including internships, Graduate Trainee programmes and National Service placements. The UBA Academy plays a crucial role in employee training, offering structured learning experiences to enhance professional growth.

Our sustainability efforts are deeply aligned with the United Nations Sustainable Development Goals. Through targeted initiatives, we contribute to poverty reduction by supporting SMEs with financial assistance, empowering women through gender equality campaigns and promoting quality education through the UBA National Essay Competition and the Read Africa Initiative. Our commitment to climate action is demonstrated through reforestation projects and our partnership with UNDP to access climate financing schemes. We also prioritise responsible consumption, reduced inequalities and sustainable economic growth through various targeted programmes and policies.

Partnerships and collaborations have been instrumental in driving our sustainability agenda. In 2023, we partnered AfCFTA to invest 6 billion dollars to facilitate trade financing across Africa, with a significant portion of investments allocated to supporting SMEs for three years. In 2024, 1.9 billion of this was invested. Our collaboration with the Ministry of Finance led to the launch of the Ghana Green Finance Taxonomy, a framework that guides sustainable investments. Additionally, our collaboration with GIZ through the Green Finance Facilitator initiative aims to support green businesses in becoming investment-ready and accessing sustainable financing.

Even though we faced challenges, including data deficiency in identifying and managing physical risks and some problems with E&S due diligence with clients, the UBA Ghana's commitment to sustainability remains unwavering. Our initiatives in governance, environmental responsibility, financial inclusion, employee well-being and corporate social responsibility all underscore our dedication to building a more sustainable and equitable future. As we move forward, we remain steadfast in our mission to integrate sustainability into all facets of our operations, ensuring that our impact extends beyond financial services to create lasting positive change in our communities and the environment.

Corporate Governance

The board
Executive management
Report of the directors
Corporate governance report
Independent auditor's report

Board of Directors

Mr Kweku Andoh Awotwi
Board Chairman

Mr Kweku Awotwi has over thirty years of working experience with Corporate organisations and industry. After graduating from Yale University in 1984, Kweku worked as a design engineer at the ITT Advanced Technology Centre (Shelton, Connecticut) and the David Sarnoff Research Centre (Princeton, New Jersey). He then worked as a Business Manager, Planning and Analysis at the Kaiser Aluminium & Chemical Limited (Pleasanton, California) from 1990 to 1998. He also worked at the Ashanti Goldfields Company Ltd (London, UK) from 1998 to 2004 as Director, Strategic Planning and New Business Development. From 2006 to 2009, he was the CEO of the Midway Resources International in the Cayman Islands and from 2009 to 2013, Kweku was the CEO of the Volta River Authority in Ghana. Kweku retired on June 30, 2020, as the Managing Director of Tullow Oil Ghana and the Executive Vice President of Tullow Oil PLC, London, UK.

Mr Awotwi attended the Mfantsipim School from 1971 to 1978. Thereafter, he entered Yale University in the U.S.A in 1980 and graduated in 1984 with

B.S. Engineering and Applied Science (Electrical), Economics and Political Science. He did his postgraduate studies at the Stanford University, U.S.A from 1988 to 1990 where he obtained an MBA in General Management.

Mr Uzoechina Molokwu
Managing Director/CEO

Uzoechina Molokwu has over twenty-seven (27) years banking experience across Energy Banking, Corporate Banking, Private Client Services, Commercial Banking, Small and Medium Enterprises Banking, Consumer Banking, Savings Team etc. He has led teams as Directorate Head, Regional Manager and Branch Manager with his last role as Executive Director at UBA Cote d'Ivoire.

He has a BA Philosophy with an MBA from Nigerian universities and MSc Corporate Governance and LLM (Business Law) both from UK universities.

Uzoechina has a good track record in relationship management, business development, credit evaluations, restructurings, risk asset portfolio management and people management

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Mrs Marufatu Abiola Bawuah
Non-Executive Director

Mrs Abiola Bawuah has enormous experience in retail banking and marketing. She holds a BSc in Actuarial Science from the University of Lagos, Nigeria, an LLB with honours from the University of London, a diploma in Marketing from GIMPA and an EMBA (Finance) from the University of Ghana and also has numerous leadership qualifications from the Harvard Business School, Columbia, the University of New York, INSEAD and Institut Villa Pierrefeu in Switzerland.

At the 2016 Chartered Institute of Marketing Ghana Awards, she was adjudged the "CIMG Marketing Woman of the Year" and subsequently went on to win the "Finance Personality of the Year Award" at the Ghana Accountancy and Finance Awards barely two months later. Mrs Bawuah is on the Woman Rising inspiring list of Top 50 Women Corporate Leaders in Ghana. Again, she was adjudged by the Chief Finance Officers (CFO) in 2016 as "Woman of Excellence in Finance". In 2017, she was crowned "Female Expatriate CEO of the Year by the Millennium Excellence Foundation for her hard work, achievements and contribution to Ghana.

Mrs Abiola Bawuah is currently the Executive Director and CEO of UBA Africa, overseeing the Bank's operations in 19 African countries.

Mr Ebele Ogbue
Non-Executive Director

Mr Ebele Ogbue holds a B.Sc (Honours) degree in Accounting from the University of Lagos and an MBA (IT & Management) from CASS Business School, London.

His professional career started at Price Waterhouse in 1991 before his foray into banking, where he has spent the last two decades working at international banks such as Citibank and Standard Chartered before joining the UBA in 2004. His banking experience spans various areas of banking from Asset Based Finance to core Corporate Banking and Trade Finance.

Prior to his current role, he was MD/CEO, UBA Capital Europe Limited and the pioneer MD/CEO, UBA Liberia." Ebele is currently the Group Head, Corporate & Energy Bank (UBA Plc).

Mr Ivan Avereyireh
Independent
Non-Executive Director

Mr Ivan Avereyireh is a Chartered Insurer and an Associate of the Chartered Insurance Institute of London, a holder of a West African Insurance Institute Diploma and a BSc Administration (Marketing) from the University of Ghana.

He has over thirty years of working experience in the insurance industry with a few achievements to his credit. The notable one being the head of a team who turned around the fortunes of the Ghana Life Insurance Company Ltd from a collapsing company to a revived and strong one till date. He worked with the State Insurance Company from 1981 to 2008 where he rose through the ranks to the grade of a Senior Manager. From 2009 to 2018, he was the Managing Director of the Ghana Life Insurance Company Ltd.

Mr. Samuel Kumi Ayim
Independent
Non-Executive Director

Mr Samuel Ayim is Lawyer by profession with over 26 years' professional experience in Legal Advisory, Company Secretarial Practice, Board and Corporate Governance, Banking, Finance, Investment, Capital Markets and Management across Sub-Saharan Africa with high international Exposure. He is also an entrepreneur and motivational Speaker.

Between January,1997 and July, 2016 he worked with the Ecobank Group where he held various positions, including; General Counsel and Company Secretary, Executive Director-Business Development in Ecobank Tanzania (Dar es salam- Tanzania), Group Legal Adviser and Deputy Company Secretary – Ecobank Transnational Incorporated (ETI), Lome, Togo.

Between 1992 to 1996, he was the Company Secretary and Legal Adviser of the Ghana Stock Exchange. He is currently the CEO of Focus Life Group, which he founded in October 2016 with four businesses under the Group: a leadership and personal development centre, an African Wear Company, a real estate company and a transport company.

Samuel holds an LLB from the University of Ghana, MBA (International Financial Management) from Exeter University –UK and Post Graduate Diploma in International Comparative Arbitration Law from the Queen Mary University of London

Mr Francis S. Oduro Koranteng
Non-Executive Director

Mr Francis Koranteng has over thirty working years' experience with professional accountancy firms and in industry. After qualifying as a chartered accountant in the United Kingdom, he returned to Ghana to work with Coopers & Lybrand, now PricewaterhouseCoopers.

He has served in various management positions in industry, namely Finance & Administration Manager for NCR Ghana Ltd, Management Accountant for Guinness Ghana Ltd, Group Internal Audit Manager for UAC of Ghana Limited/Unilever Ghana Ltd, General Manager for the Swanzy Real Estate Division of Unilever Ghana Ltd, Finance Director of Kumasi Brewery Ltd and Finance Director of Ghana Breweries Ltd. He was seconded to Heineken International, the parent company of Ghana Breweries Ltd, as the Internal Control Improvement Project Manager for operating companies in Sub-Saharan Africa between November 2001 and February 2005. He was the Managing Director of Crocodile Matchets (Ghana) Limited from March 2005 to early 2009.

He served on the Professional Standards and Ethics Committee of the Institute of Chartered Accountants Ghana from August 2012 to May 2018.

Franicis graduated from the University of Ghana, Legon from in 1976 with Bsc. Business Administration (Accounts Major). Professionally, Mr Koranteng is a Fellow of the Institute of Chartered Accountants in England and Wales. He is also a member of the Institute of Chartered Accountants Ghana.

Mr Jerry Djangmah
Independent
Non-Executive Director

Mr Jerry Djangmah has over twenty- one (21) working years of experience with National and Multinational organisations. He is a part qualified Actuary and an Infrastructure Investment Banker with extensive experience in Corporate, Project and Structured finance in various sectors including Power, Oil & Gas, Transport and Telecoms Sectors.

He has structured and arranged over US$3 billion of financing for infrastructure projects in Nigeria, Ghana and other sub Saharan African countries.

He was formerly a Vice-President at the Africa Finance Corporation ("AFC"), and a Vice President at Citigroup. He is now the Managing Partner at MergeOne Global Partners Limited, a boutique project and infrastructure finance advisory firm.

Jerry attended the Mfantsipim School, where he completed his O'Level in 1987 and the Presby Boys Secondary School for his A'Level in 1989. He holds a BSc Mathematics from the University of Science & Technology Kumasi, Ghana. He also has a Postgraduate Diploma in Actuarial Science at the City University, London, UK and MBA from the Wharton School, University of Pennsylvania Philadelphia, USA.

Mr Foster Buabeng
Non-Executive Director

Foster Buabeng joined the Teachers Fund in January 2002 as an Accountant. He rose through the ranks and is currently the General Manager of the Fund, having earlier acted as Fund Administrator of the Fund from November 2012 to December 2013, before joining the Fund. He worked with various organisations, including Cashpro Company Limited, Golden Neo-Life Diamite International, Deloitte & Touche (Currently Deloitte), the Volta River Authority and Ghacem Ghana Limited.

Foster has acquired unparalleled accounting, financial reporting and investment skills and abilities having worked across a broad array of sectors in Ghana. Foster is a Chartered Accountant and is a member of the Institute of Chartered Accountants. He holds an MBA in Finance from the University of Ghana.

Management Team

Peter Dery
Head of Retail

Mr Peter Dery has an enormous wealth of experience in Corporate Banking, as well as Credit Management. His experience in the sector through various roles spans over 2 decades. He holds a BSc degree in Banking & Finance from the University of Ghana, an MBA (Project Management) from the Ghana Institute of Management and Public Administration (GIMPA). He worked as Director, Sales & Relationship Management at the Standard Chartered Bank Ghana Limited, where he played a key role in driving liabilities and assets growth and was credited with significant achievements.

Before that, he served as Head of High Value Small Businesses in the SME Segment of the bank. Before joining Standard Chartered Bank, he worked at CAL Bank as a Relationship Manager and credit Analyst and has participated in various leadership and Training programmes. In 2017, he was appointed as Head, Wholesale Banking at the United Bank for Africa Ghana Ltd. In 2021, he was appointed as head of retail banking.

Kenneth Amponsah
Chief Risk Officer

Kenneth is a result-oriented professional who has built an extensive knowledge in Risk Management and Management Information Systems (MIS). He has over 14 years of banking experience with specialty in Credit, Enterprise and Quantitative Risk Management.

He holds a Bachelor of Arts degree in Economics from Cape Coast University and an MSc in Management Information Systems (MIS) from Coventry University, UK. Kenneth is Certified in Quantitative Risk Management (CQRM) by the International Institute of Professional Education and Research (IIPER). He also holds an International Certificate in Banking Risk and Regulations (ICBRR) awarded by the Global Association of Risk Professionals (GARP). He is currently pursuing proficiency certifications in Financial Risk Management (FRM) and Sustainability & Climate Risk (SCR), being awarded by the Global Association of Risk Professionals (GARP). He has participated in several leadership trainings and seminars both within and outside Ghana.

His active working career started with Access Bank Ghana as a Credit Officer. He was instrumental in the setting up of the Credit Operations Unit of Access Bank in 2011. He was a PMO member in charge of mapping and migration of loan data as part of Access Bank/Intercontinental Bank's system integration.

In 2012, he joined the First Atlantic Bank Ghana Limited (FABL) as Head of the Credit Administration & Portfolio Management Department. Among other successes achieved and roles held, Ken was a member of the Product Development Committee, as well as the IFRS & Basel II Implementation Committee. His last role at FABL was Head, Credit Risk Management (Ag.)

Kenneth joined FBNBank in 2017 as Head, Credit Risk Management. He brought his rich experience to play during the peak of the COVID-19 pandemic in 2020 when he led his team to conduct an impact assessment on the bank's loan book- an assessment which also covered counterparty exposure at risk. This helped the bank to identify areas of potential high-risk impacts and thus more attention was paid in that regard to manage loan losses. At FBNBank, Kenneth coordinated the bank's adoption and implementation of the Environmental, Social, and Governance Management (ESGM) framework/system.

Kenneth co-led the Banking Industry's initial engagement with the Ministry of Finance and other Stakeholders to design the commercial product terms of the YouStart/SME growth fund Program. He also consults for other Institutions in Ghana in areas of Financial Analysis, IFRS9 implementation, as well as Basel II & III capital requirements. He is a consulting Director for Nelplast-Eco Ghana Limited (an entity involved in converting plastic waste into building materials). He serves as a mentor to both the young and old, some of whom have risen to take bigger opportunities and challenges within and outside Ghana.

He is married and blessed with two kids. When he is not watching his favourite Manchester United play, Ken loves to spend time with friends and family. He also takes time to write on key risk management issues in the Financial Industry

Muftau Hamid Abdulai
Chief Finance Officer

Muftau Abdulai is a seasoned banking professional with 15 years of experience in operations and finance. He holds a BSc in Business Administration (Accounting) from the University of Ghana Business School and an MBA in Accounting and Finance from the University of Professional Studies, Accra (UPSA). Throughout his career, he has worked with Cushay and Associates Ghana as an Audit Officer and with United Bank for Africa

- Ghana as a Domestic Operation Officer. Between 2011 and 2017, he functioned as the Financial Controller and Deputy Chief Finance Officer at the same bank.

More recently, he has worked as the Chief Finance Officer and Regional Chief Finance Officer of the United Bank for Africa - Kenya, East and Southern Africa starting from July 2017 to December 2021

Qazeem Bello
Chief Operating Officer

Qazeem Bello is a seasoned banking professional with almost two decades of extensive experience in driving business growth, operational excellence, and compliance with regulatory and company policies. He has a strong background in developing and executing innovative strategies to increase market share, optimise customer engagement, and enhance customer satisfaction.

Throughout his career, Qazeem has demonstrated expertise in leading change management initiatives, establishing new processes, and streamlining operations to drive business growth. He has a proven track record of success in managing relationships with regulators, internal control, and compliance staff, as well as coordinating and managing domestic settlement and FX transfer teams.

Qazeem has held various leadership positions at UBA PLC, including COO – Head Office and Corporate Branch, Customer Service Manager – Head Office and Corporate Branch, Head of Operations – Corporate and Energy Bank, Cash Officer, Head Fund Transfer Officer, and Customer Service Officer. He has also received certifications in Certified International Trade and Logistics Specialist (CITLS), Personal Effectiveness and Organisation – Leadership Development, and Anti-Money Laundering Compliance Training.

Qazeem holds a B. Eng. in Mechanical Engineering from the University of Ilorin and has developed strong interpersonal, problem-solving, and leadership skills throughout his career. He is dedicated to driving business growth, improving operational efficiencies, and delivering exceptional customer service.

Emmanuel Sackey
Head of Treasury

Before his appointment as Country/ Regional Treasurer of UBA Ghana, Emmanuel was the Regional Treasurer, Eastern & Southern Africa of United Bank for Africa. He brings to this role over 15 years of structuring, origination, trading and execution experience in several African markets. Emmanuel has held many leadership roles, including Country Treasury at United Bank of Africa (Tanzania) Ltd, Head, Treasury Sales at United Bank for Africa Ghana Ltd. Emmanuel holds a Master's Degree in Business Administration from the University of South Wales and an ACI certificate. He had his secondary education at the Presbyterian Boys Secondary School, Legon. Emmanuel is devoted to the continuous growth of businesses and people.

Henry Nii Dottey
Regional Head, MCC West Africa–Anglophone & Country Head, MCC Ghana

Henry Nii Dottey, APR has 20 years working experience in journalism, communications and marketing.

Nii, worked at Media General as; Managing News Editor of 3FM 92.7, Head of News Planning, coordinator of the 2016 elections project team, Head of News Online, Group Head Corporate Affairs and CEO of 3Foundation.

He also worked for the Metropolitan Group (Metropolitan Life Insurance, Metropolitan Health Insurance and Metropolitan Pensions Trust) as Manager, Brand & Communications. Others are Dominion University College, Students Loan Trust Fund (SLTF), the then VAT Service, now the Ghana Revenue Authority (GRA) and Citi FM. He is the Vice-President, Institute of Public Relations, Ghana, having previously served as the Deputy Honorary Secretary and substantive Honorary Secretary.

Mrs. Rita Mills-Robertson
Head, Public Sector EMDOs and Financial Institutions

Mrs Rita Mills-Robertson is a customer-centric Executive with over Eighteen (18) working years' experience in banking. She joined the United Bank for Africa Ghana Limited in 2004. She is a versatile professional with experience in Corporate and Institutions Banking, Project Management, Treasury Sales and Retail Banking.

She has held numerous roles, including Head Power, Mining, Oil & Gas, Head Financial Institutions & EMDO's (Embassies Multilateral and Bilateral Donor Organisations, as well as Head Treasury Sales. She was also appointed as a Project Associate, as part of a cross-functional team from eighteen different countries within the United Bank for Africa Group in Nigeria in 2016 to develop the bank's Customer-focused transformation blueprint.

She previously worked with Standard Chartered Bank as a Sales Manager, Secured Lending and promoted Asset Finance portfolio growth for Consumer Banking.

Rita holds a Master's Degree in Finance from the Ghana Institute of Management and Public Administration (GIMPA) and has participated in several Leadership and clients' management programmes. She is currently Head of Public Sector & Institutions at the United Bank for Africa Ghana Limited.

Philip Odoom
Head, Compliance & AMLRO

Philip is a Chartered Accountant and a member of Association of Chartered Certified Accountants.

He is an associate member of the Association of Certified Fraud Examiners. He holds a first degree in Bachelor of Commerce (B.COM) from the University of Cape Coast.

He has over 10 years of banking experience covering Audit, Internal Controls and Compliance and Anti-Money Laundering/ Counter Financing of Terrorism function.

He has knowledge and understanding of applicable banking operations and Anti-Money Laundering/Counter Financing of Terrorism laws, regulations and international best standards.

Evelyn Effie Quansah
Head, Human Resources

Evelyn is a qualified HR practitioner with over 15 years' experience in Head of HR, Business Transformation and Organisational Effectiveness roles for top multinationals in cross fields including Insurance, Hospitality, Manufacturing and Banking.

She holds an Executive Master in Business Administration (EMBA) in Human Resource Management and Bachelor of Science (BSc) Degree Human Resource Management both from the University of Ghana Business School and a Member of the Chartered Institute of Human Resource Management practitioners, Ghana.

Evelyn obtained a Master of Laws (LLM) in International Dispute Resolution from the University of London-UK few years ago.

She is also a Certified Technical Commissioner with Field Ready International – a UK based company that selects and groom technical graduates from universities across Africa through a highly competitive and rigorous mentorship programme that equips them with the relevant practical expertise for employment.

Evelyn has been an Executive Member of the PTA Governing Board of the Mfantsipim School since 2014.

She is also a member of the Institute of Directors, Ghana.

Adebola Ajimotokan
Country Chief Inspector

Adebola is a Fellow of the Institute of Chartered Accountants of Nigeria and holder of a BSc in Accounting from the University of Lagos, Nigeria.

He has vast professional experience that spans over 22 years, most of which were spent in the UBA Group/former Standard Trust Bank in various leadership positions covering several aspects of banking inclusive of Audit & Investigation, Execution Management, Customer Service, and Business Relationship Management/ Corporate Banking.

At various times, he assisted in setting up the Business Office Audit teams in UBA Ghana, Cote d'Ivoire, Zambia, Sierra Leone, and Gabon. Adebola has used his unique Strategic Management and Continuous Engagement style to add value to the Bank since resumption at UBA Ghana as the Country Chief Inspector in February 2021.

Lasisi Karimu
Head, Internal Control

Karimu Lasisi Korlaworle is a seasoned banking professional with 20 years of experience in the industry. Currently, he serves as the Country Head of Internal Control at the United Bank for Africa (UBA), where he oversees the entire internal control function, prepares and presents management and group reports, and ensures compliance with policies, plans, procedures and business objectives.

As a dedicated and experienced professional, Karimu has demonstrated his ability to improve regulatory compliance, reduce fraudulent activities and enhance internal control processes throughout his career. His expertise and leadership have been instrumental in driving success in various roles, including Area Control Manager, Cluster Control Manager, and Resident Control Officer at UBA.

Before joining the UBA, Karimu worked as an Internal Auditor at Nsoatreman Rural Bank and Amuga Rural Bank, where he made significant contributions to improving regulatory compliance and capital adequacy ratios.

Karimu holds a Master of Business Administration in Finance from Central University College, a Bachelor of Science in Accounting and Information Systems from Regent University College of Science and Technology, and a Higher National Diploma in Accountancy from the Ho Polytechnic.

Throughout his career, Karimu has consistently demonstrated his commitment to maintaining the highest standards of integrity and excellence in the banking industry.

Benjamin Lartey
Head of Legal & Company Secretary

Benjamin Nii Ayi Lartey is a results-oriented corporate lawyer with over 10 years of experience advising businesses on a broad spectrum of legal matters. He has a track record of proven ability to navigate complex transactions, manage litigation, and ensure regulatory compliance across diverse areas, including banking and finance, development finance, construction law, pensions law, corporate governance, and company secretariat services. Benjamin is a skilled negotiator, problem solver, and trusted advisor with a keen understanding of business objectives.

Benjamin is a member of the Ghana Bar Association, having been called to the Bar in 2013. He studied at the University of Ghana, where he obtained a Bachelor of Arts degree in Sociology and Study of Religion in 2008, a Bachelor of Laws (LLB) degree in 2011 and an MSc degree in Development Finance in 2016.

Benjamin began his professional journey as a Legal Pupil at E. Allotei Mingle, Anthonio & Co. in 2013 and in 2014, joined AB & David Law as an Associate. Benjamin joined CalBank Plc in 2016, as an In-house Counsel where he served as a member of various management committees and was the Legal Adviser for the CAL Occupational Pension Scheme, with his last role being the Deputy Head of the Legal Department.


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Report of the directors

Report of the Directors

In accordance with the requirements of Section 136 of the Companies Act 2019 (Act 992), we, the Board of the United Bank for Africa Ghana Ltd, submit herewith the annual report on the state of affairs of the bank for the year ended December 31, 2024.

Statement of directors' responsibilities

The Companies Act 2019 (Act 992) requires the directors to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Bank at the end of the financial year and of the operating results of the bank for that year.

It also requires the directors to ensure that the bank keeps proper accounting records that disclose with reasonable accuracy, at any time, the financial position of the bank. The directors are also responsible for safeguarding the assets of the bank.

The directors are responsible for the preparation of financial statements that give a true and fair view in accordance with International Financial Reporting Standards accounting standards and the requirements of the Companies Act 2019 (Act 992) and the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act 930). This responsibility includes designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

The directors accept responsibility for the annual financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgments and estimates, in conformity with International Financial Reporting Standards accounting standards and the requirements of the Companies Act 2019 (Act 992) and the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act 930). The directors are of the opinion that the financial statements give a true and fair view of the state of the financial affairs of the bank and its operating results. The directors further accept responsibility for the maintenance of accounting records, which may be relied upon in the preparation of financial statements, as well as adequate systems of internal financial control.

Nothing has come to the attention of the directors to indicate that the bank will not remain a going concern for at least the next twelve months from the date of this financial statement.

Holding company

The Bank is a subsidiary of the United Bank for Africa Plc, a company incorporated in the Federal Republic of Nigeria and licensed to undertake all banking and related services.

Nature of business

The bank is licensed to carry out universal banking business in Ghana. There was no change in the nature of the bank's business during the year.

Directors and their interests

The names of the directors who served during the year are provided on page 2 of this report.

None of the bank's directors has any direct or indirect interest in the issued share capital of the bank.

No director had a material interest, at any time during the year, in any contract, other than a service contract with the bank. All contracts with related parties during the year were conducted at arm's length. Information concerning related party transactions is disclosed in Note 31 to the financial statements.

Dividend

The directors recommended the declaration of an Interim Dividend of GHS157,290,000 for the period ended June 30, 2024 (2023: GHS81,340,000).

Directors' Other Engagements

Details of serving directors' other engagements at the reporting date, are disclosed below:

S/n	Director	Designation (UBA Ghana)	Other Engagements
1	Mr Kweku Awotwi	Board Chairman	Chairman, Multimedia Group Limited (Ghana) Chairman & Member, Play Soccer (Ghana), Play Soccer (USA) Member Cenpower Generation Company Ltd
3	Mr Uzoechina Molokwu	Managing Director/CEO	None
5	Mr Foster Buabeng	Non-Executive Director	CEO – Teachers' Fund Director – TF Properties Ltd Director – Credit Mall Ltd
6	Mr Ebele Ogbue	Non-Executive Director	Non-Executive Director - UBA Liberia, UBA Kenya, UBA Tanzania, UBA Uganda
7	Mrs Abiola Bawuah	Non-Executive Director	Non-Executive Director - UBA Cote d'Ivoire, UBA Liberia, UBA Burkina Faso, Legacy Bond Limited
8	Mr Samuel Ayim	Independent Director	Director - Centre for transformational Leadership in Africa, Director, Focus Life design Limited, Director, De Empire Shuttle Limited.
9	Mr Ivan Avereyireh	Independent Director	Non-Executive Director-Spiritan Centre for Youth Formation
10	Mr Francis Koranteng	Non-Executive Director	Chairman - Enterprise Funeral Services Ghana Limited trading as "TRANSITIONS" Non-Executive Director - Enterprise Insurance Company Limited Non-Executive Director - Multimedia Broadcasting Corporation
11	Mr Jerry Djangmah	Independent Director	Managing Partner – MergeOne Global Partners Ltd Director – Aventura Developers Ltd Director- JMI Energy Ltd

Financial results

The financial results for the year are set out below:

(All amounts are expressed in Ghana cedis unless otherwise stated)

	2024	2023
Net operating income	**694,957,569**	904,822,289
Profit before tax	**253,583,444**	275,970,374
Income tax expense	**(89,270,964)**	(100,127,745)
Profit after tax	**164,312,480**	175,842,629
Retained earnings brought forward from the previous year	**486,387,853**	439,369,978
Total	**650,700,340**	615,212,607
Transfer to statutory reserves fund	**(20,539,060)**	(43,960,657)
Transfer from credit risk reserves fund	**84,864,097**	(84,864,097)
Dividend paid	**(40,000,000)**	-
Balance on the retained earnings	**675,025,370**	486,387,853

Corporate Social Responsibility

As part of the bank's commitment to support and give back to the society in which we operate, a total of GHS 27,000.00 was given out as charity contribution during the financial year 2024. The beneficiaries are as follows::

SN	Name of Beneficiary	Amount (GHS)
1	O'Reily SHS	10,000
2	Kumasi Wesley Girls	10,000
3	Ghana International School (GIS)	2,000
4	Prempeh College	5,000
	Total	**27,000**

Auditors

The Auditors, Messrs Ernst and Young Ghana were in 2024 appointed as the new auditors of the bank following the completion of a six-year term by Messrs Deloitte & Touche in line with the provisions of the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act 930). A resolution will be proposed at the Annual General Meeting to authorise the directors to determine their remuneration. Details of audit fees for the current and comparative periods are disclosed in note 15 of the financial statements.

Approval of the report of the directors and the Financial Statements

The report of directors and financial statements set out on pages 71 to 148, which have been prepared on the going concern basis, were approved by the Board of Directors on March 28, 2025. The board chairman and the managing director were nominated to sign the financial statement on behalf of the board.

Kweku Awotwi
Board Chairman
March 28, 2025

Uzoechina Molokwu
MD/CEO
March 28, 2025

Corporate Governance Report

The United Bank for Africa Ghana Ltd holds good governance as one of its core values and confirms its commitment to the implementation of effective corporate governance principles in its business operations. The directors endorse the principles of best practice; Corporate Governance as stated in the "Corporate Governance Directive, 2018" issued by the Bank of Ghana. The importance of governance is premised on the importance the UBA Ghana accords to its relationships with its regulators, stakeholders and the public. The bank has structures and processes set out in its regulations and policies, including the Board's Governance Charter, which guarantees transparency and accountability.

The Board of Directors of the UBA Ghana has the overall responsibility for ensuring that the highest standards of corporate governance are maintained and adhered to by the bank. To promote effective governance of the bank, the following structures have been put in place for the execution of the UBA Ghana's corporate governance strategy.

- Board of Directors
- Board Committees
- Executive Management Committees

As at December 31, 2024, the board comprised four (4) Independent Directors, four (4) Non-Executive Directors and one (1) Executive Director, all of whom bring a wide range of skills and experience to the board.

The board of directors carries out its responsibility through its standing committees. These are the Board Governance and Finance Committee, the Board Credit Committee, the Board Risk Management Committee, the Board Audit Committee and the Board Cyber and Information Security Committee. Through the workings of these committees, the board sets broad policy guidelines and ensures the proper management and direction of the bank.

In addition to the Board Committees, there are a number of Management Committees which ensure effective and good corporate governance at the managerial level.

1. The Board of Directors

As at December 31, 2024, the UBA Ghana Board had nine (9) members made up of four (4) Non-Executive Directors, one (1) Executive Director and four (4) Independent Directors.

They are:

Name of Directors	Position	Nationality
Mr Kweku Awotwi	Board Chairman / Independent Director	Ghanaian
Mr Uzoechina Molokwu	Managing Director/CEO	Nigerian
Mrs Abiola Bawuah	Non-Executive Director	Ghanaian
Mr Ebele Ogbue	Non-Executive Director	Nigerian
Mr Foster Buabeng	Non-Executive Director	Ghanaian
Mr Samuel Ayim	Independent Non-Executive Director	Ghanaian
Mr Ivan Avereyireh	Independent Director	Ghanaian
Mr Francis Koranteng	Non-Executive Director	Ghanaian
Mr Jerry Djangmah	Independent Directo	Ghanaian

As at December 31, 2024:
- The Ghanaian membership on the Board was 78%.
- Ghanaian membership on the Board Governance and Finance Committee was 75%
- Ghanaian membership on the Board Risk Management Committee was 60%
- Ghanaian membership on the Board Cyber and Information Security Sub-Committee was 33%
- Ghanaian membership on the Board Audit Committee was 100%
- Ghanaian membership on the Board Credit Committee was 60%
- Independent Directors form 44% of the Board.

The Board confirms that no two related persons were serving on the Board or any financial holding company..

The Directors are people of very high integrity, with extensive knowledge in management, governance and expertise in the financial industry, which equips them to make informed decisions relating to the Bank's performance.

In the performance of its mandate, the board has delegated some of its specific authorities to board committees to discharge its responsibilities. It has also delegated some of its decision-making authority to Executive Management, specified in an Executive Management Charter. The board can confirm that each of the board committees has terms of reference which are in line with the bank's board charter and the corporate governance directive.

Board responsibility

The mandate of the board of directors is to act on behalf of the shareholders in the overall interest of the UBA Ghana and its stakeholders and is accountable to the shareholders. The board provides overall guidance and policy direction and provides oversight in the bank's strategic direction, policy formulation and is the ultimate decision-making body of the bank.

The roles of Chairman and Chief Executive Officer are separated and clearly defined. The chairman is primarily responsible for the working of the board, whilst the chief executive officer is responsible for the running of the business and the implementation of the board's strategy and policy. The chief executive officer is assisted in managing

the business of the bank on a day-to-day basis by the Executive Management Committee, which he chairs and comprises senior management personnel and other critical functional heads. The board is accountable to shareholders and is responsible for the management of the relationships with its various stakeholders.

The board is also responsible for the bank's structure and areas of operation, financial reporting, ensuring there is an effective system of internal control and risk management and appointments to the board. The board has the authority to delegate matters to directors, board committees and the executive management committee.

Plan for succession

The board has put in place a well-structured and rigorous selection system for the appointment of key management personnel of the bank. There is also an approved succession plan for management personnel of the bank with a focus on developing human resources to enable the bank to retain a pool of qualified candidates who are ready to compete for key positions and areas when they become vacant, to ensure the effective continuity of the bank.

Executive management is accountable to the board for the development and implementation of strategy and policies. The board regularly reviews the bank's performance, matters of strategic concern and any other matters it regards as material.

The board meets quarterly and additional meetings are convened as the need arises. The board evaluates itself on an annual basis.

Appointments and resignations/ redeployments

Below are the details of appointments and resignations of key management staff during the reporting period;

SN	Name	Designation	Date of Appointment	Date of Resignation
1	Uzoechina Molokwu	Managing Director/CEO	February 21, 2024.	-
2	Benjamin Nii Ayi Lartey	Head Legal & Company Secretary	March 14, 2024.	-
3	Felix Chuks Ugbebor	Chief Operating Officer	-	July, 30 2024.
4	Qazeem Bolaji Bello	Chief Operating Officer	June 27, 2024.	
5	Lasisi Karimu	Country Head, Internal Control	June 27, 2024.	-

Board Qualification

Details of serving directors' educational qualification at the reporting date, are disclosed below:

S/n	Director	Designation (UBA Ghana)	Educational Qualification
1	Mr Kweku Awotwi	Board Chairman	MBA – General Management & International Business – Stanford (California) BSC – Electrical Engineering, Economics & Political Science – Yale University
2	Mr Uzoechina Molokwu	MD/CEO	LLM Business Law – De Montfort University, Leicester, UK Masters in Corporate Governance (Merit) – Leeds Metropolitan University, Leeds, UK Master's in Business Administration – Ambrose Alli University, Edo State, Nigeria BSc (Hons) Philosophy – Obafemi Awolowo University, Osun State, Nigeria
3	Mr Foster Buabeng	Non-Executive Director	MBA (Finance) - University of Ghana, Legon Chartered Accountant - ICA (Ghana)
4	Mr Ebele Ogbue	Non-Executive Director	MBA (Information Technology & Management) – CASS Business School, London, UK BSc Hons. (Accounting) – University of Lagos, Nigeria
5	Mrs Abiola Bawuah	Non-Executive Director	Executive MBA (Finance) – University of Ghana LLB (Hons.) – University of London B.Sc. Actuarial Science – University of Lagos, Nigeria
6	Mr Samuel Ayim	Independent Director	MBA, University of Exeter - UK BL(Qualifying Certificate in Law) – Ghana LLB(Hons) – University of Ghana
7	Mr Ivan Avereyireh	Independent Director	Chartered Insurer - Chartered Insurance Institute (UK) Bsc Administration (Marketing) – University of Ghana
8	Mr Francis Koranteng	Non-Executive Director	Fellow of the Institute of Chartered Accountants in England and Wales (ICAEW). Member of the Institute of Chartered Accountants Ghana Bsc. Business Administration (Accounts Major) – University of Ghana
9	Mr Jerry Djangmah	Independent Director	MBA Finance - University of Pennsylvania Philadelphia, USA Postgraduate Diploma, Actuarial Science - City University London, UK BSc Mathematics - Kwame Nkrumah University of Science & Technology

Board financial reporting

The board has presented a balanced assessment of the bank's position and prospects. The board is mindful of its responsibilities and is satisfied that in the preparation of its financial report, it has met its obligation under the bank's Corporate Governance Charter.

The directors make themselves accountable to the shareholders through regular publication of the bank's financial performance and annual reports. The board has ensured that the bank's reporting procedure is conveyed on the most recent infrastructure to ensure accuracy. This procedure involves the monitoring of performance throughout the financial year, in addition to monthly reporting of key performance indicators.

Ernst and Young acted as external auditors to the bank during the 2024 financial year. Their report is contained on pages 66-69 of this Annual Report.

Attendance at board meetings

Membership and attendance at Board meetings during the year are set out below:

	Members	Number of meetings entitled to attend	Number of meetings attended
1	Mr Kweku Awotwi	4	4
2	Mr Uzoechina Molokwu	4	4
3	Mrs Abiola Bawuah	4	4
4	Mr Ebele Ogbue	4	4
5	Mr Foster Buabeng	4	4
6	Mr Samuel Ayim	4	4
7	Mr Ivan Avereyireh	4	4
8	Mr Francis Koranteng	4	3
9	Mr Jerry Djangmah	4	4

1. Board Governance and Finance Committee

As of December 31 2024, the Chairman of the Board Governance and Finance Committee was Mr. Foster Buabeng, a Non-Executive Director. The other members were Mrs Abiola Bawuah, Mr Samuel Ayim and Mr Uzoechina Molokwu.

The purpose of the Board Governance and Finance Committee includes the following:

- Discharge the board's responsibilities with regard to strategic direction and budgeting.
- Provide oversight on financial matters and the performance of the bank.
- Review and approve UBA Ghana policies of a financial and general nature.
- Making financial and investment decisions within its approved limits on behalf of the Board.
- Establishing procedures for the nomination of directors.
- Advising and recommending to the board the composition of the board.
- Reviewing and evaluating the skills of members of the board.
- Advising the board on corporate governance standards and policies.
- Reviewing and approving all human resources and governance policies for the UBA Ghana.
- Recommending the organisational structure of the UBA Ghana to the board for approval.

The Committee met four (4) times during the year-ended 2024. Membership and attendance at Board Governance and Finance Committee meetings during the year are set out below:

S/n	Members	Number of meetings entitled to attend	Number of meetings attended
1	Mr Foster Buabeng	4	4
2	Mrs Abiola Bawuah	4	4
3	Mr Samuel Ayim	4	4
4	Mr Uzoechina Molokwu	4	4

2. Board Risk Management Committee

As of December 31 2024, Mr Jerry Djangmah, an Independent Director, was Chairman of the Board Risk Management Committee. The other members of the Committee were Mr Ebele Ogbue, Mr Uzoechina Molokwu, Mr Francis Koranteng and Mr Ivan Avereyireh.

The purpose of the committee includes the following:

- Discharging the board's risk management responsibilities as defined in the UBA Ghana's Risk policies and compliance with regulation, law and statute.
- Discharging the board's responsibilities for Information Technology (IT) governance and ensuring it aligns with the UBA Ghana's objectives, enables the business strategy, delivers value and improves performance.
- Reviewing and assessing the integrity and adequacy of the overall risk management function of the UBA Ghana.
- Reviewing the adequacy of the UBA Ghana's capital (economic and regulatory) and its allocation to the UBA Ghana's business.
- Reviewing risk limits and periodic risk and compliance reports and making recommendations to the board.

The committee met four (4) times in the year ended December 31, 2024. Membership and attendance at Board Risk Management Committee meetings during the year are set out below:

S/N	Members	Number of meetings entitled to attend	Number of meetings attended
1	Mr Jerry Djangmah	4	4
2	Mr Francis Koranteng	4	4
3	Mr Ivan Avereyireh	4	4
4	Mr Ebele Ogbue	4	4
5	Mr Uzoechina Molokwu	4	4

3. Board Cyber and Information Security Sub-Committee

As of December 31 2024, the Chairman of the Board Cyber and Information Security Committee was Mr Ivan Avereyireh an Independent Director. The other members were Mr Ebele Ogbue and Mr Uzoechina Molokwu.

The purpose of the committee includes the following:

- Approve the Cyber and Information security management policies.
- Establish an acceptable risk level that forms the basis of the bank's security policies and security activities.
- Discharge the board's responsibilities for Cyber and Information Security risk governance and ensure it aligns with the bank's objectives, enables the business strategy, delivers value and improves performance.

- Consider Cyber and Information Security as a business enabler and strategic asset for the bank and ensure its related risks and constraints are well governed and controlled.
- Ensure the Integration of cyber and information security governance into the overall enterprise governance framework of the bank.
- Ensure that management invest in information security programme, measure and monitor report on the programme's effectiveness.
- Review investments in information security for alignment with the Bank's strategy and risk profile.

The Sub-Committee met four (4) times in the year ended December 31, 2024. Membership and attendance at Cyber and Information Security Sub-Committee meeting during the year is set out below:

S/n	Members	Number of meetings held	Number of meetings attended
1	Mr Ivan Avereyireh	4	4
2	Mr Ebele Ogbue	4	4
3	Mr. Chris Ofikulu	4	4

4. Board Audit Committee

As of December 31 2024, the Chairman of the Board Audit Committee was Mr Francis Koranteng, a Non-Executive Director. The other members were Mr Foster Buabeng and Mr Ivan Avereyireh.

The purpose of the Board Audit Committee includes the following:

- Monitoring and assessing the overall integrity of the financial statements and disclosures of the financial condition and results of operations of UBA Ghana.
- Monitoring management's responsibilities to ensure that an effective system of financial and internal controls is in place.
- Assisting the board in discharging its responsibilities on Information Technology (IT) as it relates to financial reporting and the status of the company as a going concern.
- Monitoring and evaluating on a regular basis the qualifications, independence and performance of external auditors and the Internal Audit and Control Department.
- Monitoring processes designed to ensure compliance by the UBA Ghana with respect to all legal and regulatory requirements, including disclosure controls and procedures and the impact (or potential impact) of developments related thereto.

The committee met four (4) times during the year ended December 31, 2024. Membership and attendance at Board Audit Committee meetings during the year are set out below:

S/n	Members	Number of meetings held	Number of meetings attended
1	Mr Francis Koranteng	4	4
2	Mr Ivan Avereyireh	4	4
3	Mr Foster Buabeng	4	4

5. Board Credit Committee

As of December 31 2024, the Chairman of the Board Credit Committee was Mr Samuel Ayim, an Independent Director. The other members were Mr Ebele Ogbue, Mrs Abiola Bawuah, Mr Uzoechina Molokwu and Mr Jerry Djangmah.

The purpose of the Board Credit Committee includes the following:

- To make credit decisions on behalf of the board within limits defined by the Credit Policy as approved by the board.
- To assist the board of directors in discharging the responsibility to exercise due care, diligence and skill to oversee, direct and review the management of the credit portfolio of the bank.
- Strengthening credit underwriting practices across the bank.
- Review and recommend to the board for approval the credit and lending policies, frameworks and procedures of the bank and review delegated credit authorities for compliance.

The committee met four (4) times during the year ended December 31, 2024. Membership and attendance at Board Credit Committee meetings during the year are set out below:

S/n	Members	Number of meetings held	Number of meetings attended
1	Mr Samuel Ayim	4	4
2	Mr Ebele Ogbue	4	4
3	Mrs Abiola Bawuah	4	4
4	Mr Uzoechina Molokwu	4	4
5	Mr Jerry Djangmah	4	4

6. 6. Professional development and training

The UBA Ghana provides a formal and tailored induction programme for directors appointed to the board to familiarise them with the bank's businesses, polices and key risk areas. Directors are also made aware of the economic, competitive, legal and regulatory environment in which the bank operates. Other trainings are also provided to ensure directors continually update their skills and knowledge of the bank's business to enable them to effectively perform their role on the board and its committees. A certified Corporate Governance training was also organised by Purple Almond Consulting Services for board members during the year to keep them abreast of the bank's governance framework and in line with Section 12(c) of the Corporate Governance Directive, 2018.

7. Annual Certification Statement on Non-Compliance with The Corporate Governance Directive

In accordance with the Bank of Ghana Corporate Governance Disclosure Directive (May 2022) for banks, savings and loans, finance houses and financial holding companies, the Board of Directors of the United Bank for Africa Ghana Ltd provides this certification statement regarding its compliance with the Corporate Governance Directive (CGD).

8. Governance structure

The membership of the board for the reporting period was nine (9), comprising four (4) non-executive directors, one (1) executive director and four (4) independent non-executive directors. This meets the regulatory requirement of a minimum of five (5) directors and a maximum of thirteen (13). It also meets the requirement that at least 30% of the composition should be Ghanaians, with the majority being non-executives and ordinarily resident in Ghana. Inductions were held for the new Managing Director (Uzoechina Molokwu) and key management persons (Benjamin Lartey, Lasisi Karimu, Qazeem Bello) during the financial year under review. There were no shares held by any director or key management staff for the reporting period.

9. Board committees

All board committees met once in every quarter on their subject areas. Key decisions are taken and recorded in the committee minutes throughout the period. The various committees submit committee reports after every meeting. All board committee meetings are fully attended with active participation by various committee members. Schedule for committee meetings for the next financial year was approved at the last quarter full board meeting.

Below is the calendar of activities of the Board which includes that of the Board Committees for the financial year under review;

MEETING/ACTIVITY	QUARTER ONE (1)	QUARTER TWO (2)	QUARTER THREE (3)	QUARTER FOUR (4)
Board Committees	27 - 28 February	21 -22 May	27 - 28 August	20- 21 November
Main Board	21-March	19-June	17-September	11-December
AGM		17-April		
In-House Board Assesment			July 2024	
Mid-Year Review Session			31 July- 1 August	
Board Training				20 November
Budget Review Session				4 December
AML/CFT Training				21-March

Below is the calendar of activities approved by the board which includes that of the board committees for the year 2025;

	REGION	QUARTER 1			QUARTER 2			QUARTER 3			QUARTER 4		
A	WEST AFRICA	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug.	Sept.	Oct.	Nov.	Dec.
	UBA GHANA		27			21			27			20	
			28	21		22	19		28	17		21	16

N/B	Board Committees	• Two (2) days will be devoted to board committees. • Board Committee meetings will be held three weeks to 1 month before board meetings.
a.	Board Meetings	

GUIDELINES:		
2025 AGM	**17th April 2025**	**Tentative**
2025 Mid-Year Strategy Session	**25-56 July**	**Tentative**
2026 Budget Review Session	**20th November 2025**	**Tentative**

Details of Board Committees and members for the reporting period are provided in the table below;

S/N	COMMITTEE	MEMBERS
1.	Board Audit Committee	Mr Francis Koranteng – (Chairman) Mr Ivan Avereyireh Mr Foster Buabeng
2.	Board Credit Committee	Mr Samuel Ayim – (Chairman) Mr Ebele Ogbue Mrs Abiola Bawuah Mr Uzoechina Molokw Mr Jerry Djangmah
3.	Board Governance & Finance Committee	Mr Foster Buabeng (Chairman) Mrs Abiola Bawuah Mr Samuel Ayim

4.	Board Risk Management Committee	Mr Jerry Djangmah (Chairman) Mr Francis Koranteng Mr Ebele Ogbue Mr Ivan Avereyireh Mr Uzoechina Molokwu
5.	Cyber and Information Security Committee	Mr Ivan Avereyireh (Chairman) Mr Ebele Ogbue Mr Uzoechina Molokwu

Adhoc Committee – There is an Adhoc Committee of independent directors to determine the remuneration of executive directors.

11. Management reporting structures

Management presents reports to all the various board committees for their comments and consideration. The board committees receive and review the management reports from the various supervisory units quarterly during their meetings.

12. Profile of Executive Management Committee

Uzoechina Molokwu - MD/CEO

With an extensive banking career spanning over twenty-four (24) years, Uzoechina Molokwu boasts a wealth of expertise across diverse sectors, including Energy Banking, Corporate Banking, Private Client Services, Commercial Banking, Small and Medium Enterprises Banking, Consumer Banking and Savings Team. His leadership roles have encompassed positions as Directorate Head, Regional Manager, and Branch Manager, culminating in his distinguished tenure as Executive Director at UBA Côte d'Ivoire.

Educated in Philosophy at Nigerian universities, Uzoechina further honed his skills with an MBA. He augmented his academic achievements with an MSc in Corporate Governance and an LLM in Business Law from reputable UK Universities.

Uzoechina's professional journey is marked by a commendable track record in relationship management, business development, credit assessments, restructurings, risk asset portfolio oversight and adept people management.

Peter Dery - Head of Retail

Peter Dery has an enormous wealth of experience in Corporate Banking, as well as Credit Management. His experience in the sector through various roles spans over 2 decades. He holds a BSc degree in Banking & Finance from the University of Ghana, an MBA (Project Management) from the Ghana Institute of Management and Public Administration (GIMPA).

He has worked as Director, Sales & Relationship Management at the Standard Chartered Bank Ghana Limited, where he played a key role in driving liabilities and assets growth and was credited with significant contributions. Before that, he served as Head of High Value Small Businesses in the SME Segment of the Bank. Before joining Standard Chartered Bank, he worked at CAL Bank as a Relationship Manager and credit Analyst and has participated in various leadership and Training programmes.

In 2017, he was appointed as Head, Wholesale Banking, at United Bank for Africa Ghana Ltd. In 2021, he was appointed as head of retail banking.

Qazeem Bolaji Bello - Chief Operating Officer

Qazeem Bello is a seasoned banking professional with almost two decades of extensive experience in driving business growth, operational excellence, and compliance with regulatory and company policies. He has a strong background in developing and executing innovative strategies to increase market share, optimise customer engagement and enhance customer satisfaction.

Throughout his career, he has demonstrated expertise in leading change management initiatives, establishing new processes, and streamlining operations to drive business growth. He has a proven track record of success in managing relationships with regulators, internal control, and compliance staff, as well as coordinating and managing domestic settlement and FX transfer teams.

He has also held various leadership positions at UBA PLC, including COO – Head Office and Corporate Branch, Customer Service Manager – Head Office and Corporate Branch, Head of Operations – Corporate and Energy Bank, Cash Officer, Head Fund Transfer Officer, and Customer Service Officer and has received certifications in Certified International Trade and Logistics Specialist (CITLS), Personal Effectiveness and Organization – Leadership Development, and Anti-Money Laundering Compliance Training.

He holds a B. Eng. in Mechanical Engineering from the University of Ilorin and has developed strong interpersonal, problem-solving, and leadership skills throughout his career. He is dedicated to driving business growth, improving operational efficiencies, and delivering exceptional customer service.

Muftau Hamid Abdulai - Chief Finance Officer

Muftau Abdulai is a seasoned banking professional with over 16 years of experience in operations and finance. He holds a BSc in Business Administration (Accounting) from the University of Ghana Business School and an MBA in Accounting and Finance from the University of Professional Studies. He is also a member of the Association of Chartered Certified Accountants (ACCA).

Throughout his career, he has worked with Cushay and Associates Ghana as an Audit Officer and with United Bank for Africa - Ghana as a Domestic Operations Officer. Between 2011 and 2017, he functioned as the Financial Controller and Deputy Chief Finance Officer at the same bank. More recently, he has worked as the Chief Finance Officer and Regional Chief Finance Officer of United Bank for Africa - Kenya, East and Southern Africa from July 2017 to December 2021.

Emmanuel Sackey - Treasurer

Prior to his appointment as Treasurer of UBA Ghana, Emmanuel was the Regional Treasury, Eastern & Southern Africa of United Bank for Africa. He brings to this role over 15 years of structuring, origination, trading and execution experience in several African markets. Emmanuel has held many leadership roles, including Country Treasury at United Bank of Africa (Tanzania) Ltd, Head, Treasury Sales at United Bank for Africa Ghana Ltd.

Emmanuel holds a Master's Degree in Business Administration from the University of South Wales and an ACI certificate. He had his secondary education at the Presbyterian Boys Secondary School, Legon. Emmanuel is devoted to the continuous growth of businesses and people.

Henry Nii Dottey – Regional Head, MCC West Africa–Anglophone & Country Head, MCC Ghana

Henry Nii Dottey has over 20years years' experience in Journalism, Public Relations, Corporate Communications, Marketing and Branding across various private enterprises and mainstream government departments. Before joining the UBA, Nii worked at Media General Ghana Limited and held various roles including Managing News Editor of 3FM 92.7, Head of News Planning, coordinator of the 2016 elections project team, Head of News Online and Group Head Corporate Affairs and CEO of 3Foundation, the CSR wing of the company. He also worked for the Metropolitan Group of Companies made of Metropolitan Life Insurance, Metropolitan Health Insurance and Metropolitan Pensions Trust, Dominion University College, Students Loan Trust Fund (SLTF), the then VAT Service, now the Ghana Revenue Authority (GRA) and Citi FM, an Accra based radio station in various capacities. He is the current Vice- President of the Institute of Public Relations, Ghana.

Mr Dottey holds a Master of Business Administration, Marketing Option from the University of Ghana Business School, Legon and a B.A. in Communication Studies from the Ghana Institute of Journalism, Accra. He is an accredited member of the Institute of Public Relations, Ghana. He is currently a member of the Entity Tender committee of the Ministry of Information and the National Engineering Coordinating Team (NECT).

Evelyn Effie Quansah - Head, Human Resources

Evelyn is a qualified HR practitioner with over 15 years' experience in Head of HR, Business Transformation and Organisational Effectiveness roles for top multinationals in cross fields including Insurance, Hospitality, Manufacturing and Banking. She holds an Executive Master's in Business Administration (EMBA) in Human Resource Management and a Bachelor of Science (BSc) Degree in Human Resource Management, both from the University of Ghana Business School and is a Member of the Chartered Institute of Human Resource Management practitioners, Ghana.

She obtained a Master of Laws (LLM) in International Dispute Resolution from the University of London-UK a few years ago. She is also a Certified Technical Commissioner with Field Ready International – a UK-based company that selects and grooms technical graduates from universities across Africa through a highly competitive and rigorous mentorship programme that equips them with the relevant practical expertise for employment. Evelyn has been an Executive Member of the PTA Governing Board of the Mfantsipim School since 2014 and is also a member of Institute of Directors, Ghana.

Adebola Ajimotokan - Country Chief Inspector

Adebola Ajimotokan is a Fellow of the Institute of Chartered Accountants of Nigeria and holder of a BSc in Accounting from the University of Lagos, Nigeria. He has vast professional experience that spans over 22 years, most of which were spent in the UBA Group/former Standard Trust Bank in various leadership positions covering several aspects of banking, inclusive of Audit & Investigation, Execution Management, Customer Service, and Business Relationship Management/Corporate Banking. At various times, he assisted in setting up the Business Office Audit teams in UBA Ghana, Cote D'Ivoire, Zambia, Sierra Leone, and Gabon.

Adebola has used his unique Strategic Management and Continuous Engagement style to add value to the Bank since resumption at UBA Ghana as the Country Chief Inspector in February 2021.

Philip Odoom - Head, Compliance & AMLRO

Philip is a Chartered Accountant and a member of the Association of Chartered Certified Accountants (ACCA). He is a Certified Anti-Money Laundering Specialist (CAMS) and maintains core competencies and essential knowledge in the anti-money laundering field. He holds first degrees in Bachelor of Commerce (B.COM) and Bachelor of Laws from the University of Cape Coast and Central University, respectively.

He has over 15 years' experience covering Audit, Internal Controls and Compliance and Anti-Money Laundering/ Counter Financing of Terrorism function. He has knowledge and understanding of applicable banking operations and Anti-Money Laundering/Counter Financing of Terrorism laws, regulations, and international best standards.

Kenneth Amponsah - Chief Risk Officer

Kenneth Amponsah has a wealth of experience in Risk Management and Management Information Systems (MIS), accumulated over 14 years in the banking sector. His expertise spans across various facets of risk management, with specialization in Credit, Enterprise, and Quantitative Risk Management.

He holds a Bachelor of Arts degree in Economics from the University of Cape Coast and a Master of Science in Management Information Systems (MIS) from Coventry University, UK. He is also a certified professional in Quantitative Risk Management (CQRM) and holds the International Certificate in Banking Risk and Regulations (ICBRR). Kenneth worked with Access Bank Ghana, First Atlantic Bank Ghana Limited (FABL) and FBNBank Ghana Limited.

Benjamin Lartey – Head, Legal & Company Secretary

Benjamin is a qualified legal practitioner with over eleven (11) years of practical experience as a private legal practitioner and a corporate in-house counsel in the fields of commercial litigation, corporate governance, construction law, development finance and banking. He is a member of the Ghana Bar Association, and he holds a Professional Certificate in Law (BL), MSc in Development Finance, LLB and BA (Sociology and Study of Religion).

Lasisi Karimu – Country Head, Internal Control

Lasisi is a seasoned banking professional with 20 years of experience in the industry. Currently, he serves as the Country Head of Internal Control at the United Bank for Africa (UBA), where he oversees the entire internal control function, prepares and presents management and group reports, and ensures compliance with policies, plans, procedures, and business objectives. His expertise and leadership have been instrumental in driving success in various roles, including Area Control Manager, Cluster Control Manager and Resident Control Officer at the UBA. Before joining the UBA, he worked as an Internal Auditor at the Nsoatreman Rural Bank and the Amuga Rural Bank.

Lasisi holds a Master of Business Administration in Finance from the Central University College, a Bachelor of Science in Accounting and Information Systems from the Regent University College of Science and Technology, and a Higher National Diploma in Accountancy from the Ho Polytechnic.

13. Report on board evaluation

The Bank engaged Deloitte to carry out an independent assessment of the corporate governance framework and evaluation of the performance of its Board of Directors for the year ended December 31 2023. The scope of the review included an assessment of the structure, mandate and performance of the board, board committees and management as it relates to the overall strategic direction of the company, stakeholder engagement, disclosures and transparency. The result of the evaluation showed that the corporate governance framework and board substantially complied with the provisions of the Bank of Ghana Corporate Governance Directives in terms of its structure, procedures and responsibilities. The results also ascertained that the key board functionaries (Board and Board Committee Chairpersons) and the board committees met their responsibilities under the codes and governance charters in the bank. The report made some key findings and recommendations, which were addressed. The detailed report, including how the findings were addressed, was submitted to the Bank of Ghana in June 2024.

14. Internal Control

The UBA Ghana recognises the importance of the Internal Control function in the bank's overall operations and has put in place control systems to ensure that the bank's operations are carried out in a safe, objective and effective manner. The directors review the effectiveness of the system of internal control through regular reports and reviews at Board and Risk Management Committee meetings.

- The UBA Ghana Internal Control Framework is designed to manage each key/material risk and changes made to policies and procedures during the year to ensure they remain relevant. This is renewed every two years.
- Internal Control reviews include a daily review of transactions processed through the system for appropriateness and a general ledger review to ensure the integrity of the general ledger.
- Internal Control reviews include daily call over of transactions processed through the system for appropriateness and general ledger review to ensure integrity of the general ledger.
- The Internal Control Exceptions management (ICEM) platform is used to report deficiencies and breaches noted in the internal control reviews.

15. Anti-Money Laundering

The Board and Management of the UBA Ghana are committed to upholding all the laws and regulations regarding Anti- Money Laundering. Staff are continuously trained on the provisions of the bank's anti-money laundering policies, as well as the Anti- Money Laundering Act, 2020 (Act 1044), to ensure strict compliance to these laws and regulations.

16. Shareholding rights

The board of the UBA Ghana has always placed considerable emphasis on effective communication with its shareholders. It ensures that the rights of shareholders are always protected. Notice of meetings and all other statutory notices and information are communicated to the shareholders regularly. The bank ensures the protection of statutory and general rights of shareholders at all times, particularly their right to vote at general meetings. All shareholders are treated equally regardless of their equity interest or social status.

The general meeting of shareholders is the highest decision-making body of the bank and meetings are conducted fairly and transparently that allows shareholders to express their opinion. The bank publishes quarterly, half-yearly and annual reports on its website, as well as in national newspapers. The bank also provides other relevant communications that provide requisite information to shareholders and the general public, especially as regards the performance, strategy and developments in the bank.

17. Directors' compensation

Package	Type	Description	Timing
Basic salary	Fixed	This is part of the gross salary package for Executive Directors only. It reflects the banking industry's competitive salary package and the extent to which the bank's objectives have been met for the financial year.	Paid monthly during the financial year
13th-month salary	Fixed	This is part of the gross salary package for Executive Directors only. It reflects the banking industry's competitive salary package and the extent to which the Bank's objectives have been met for the financial year.	Paid in a month during the financial year
Directors' fees	Fixed	This is paid quarterly to Non-Executive Directors only.	Paid quarterly
Sitting allowances	Fixed	Sitting allowances are paid to the Non-Executive Directors only for attending Board and Board Committee meetings.	Paid after each meeting

18. Remuneration policies

- The board oversees the design and operation of the compensation system of the bank. The Board Governance and Finance Committee reviews the compensation system regularly and makes recommendation to the main board for approval.
- The board ensures that levels of remuneration are sufficient to attract, retain and motivate executive officers of the bank whilst ensuring the remuneration is balanced to avoid excessive risk taking or potential risks to the bank's capital base.
- The Board Governance and Finance Committee reviews the remunerations of executive directors, non-executive directors and Key Management Personnel and makes appropriate recommendations to the board, where necessary.
- The board confirms that the executive remuneration policy aligns with the long-term sustainability of the bank by providing a mix of short-term and long-term remuneration to incentivise sustainable long-term performance, and that the directors, executive management and staff remuneration are structured.

19. Annual certification

The board certified that for the financial year ended December 31 2024, the bank has generally complied with the provisions of the Corporate Governance Directive 2018, as issued by the Bank of Ghana, including but not limited to:

a) Board qualification and composition

b) Board size and structure

c) Board Secretary

d) Other engagements of Directors

e) Board sub-committees

In addition, the Board certifies that:

1. It has independently assessed and documented that the bank's corporate governance process is effective and has successfully achieved its objectives.
2. Directors are aware of their responsibilities to the bank as persons charged with governance.
3. Directors were trained and subsequently certified by Purple Almond Consulting Services on Corporate Governance.

20. Statement on evaluation of the board

The bank engaged an Independent Consultant to carry out an evaluation of the board of directors of the company for the year ended December 31 2024. The scope of the review included an assessment of the structure and composition of the board, responsibilities, processes, procedures and the effectiveness of board committees.

The review was performed in compliance with the Bank of Ghana Corporate Governance Directives (2018) and evaluated the performance of the board in line with the regulatory requirements under the Bank of Ghana Corporate Governance Directive and other good corporate governance standards and practices.

A report was generated and a copy shared with the Bank of Ghana. The Independent Consultant concluded that the Board substantially complied with the provisions of the Bank of Ghana Corporate Governance Directive. The report further highlighted opportunities for improved performance of the board and included recommendations for the board's action.

Also, an In-house self-assessment was carried out by the Board in 2022 and the report generated was submitted to the Bank of Ghana. A separate in-house performance evaluation of the board on AML/CFT issue was conducted and the report submitted to the Bank of Ghana.

21. Ethics and professionalism

The Bank has a code of conduct which has been made available to all persons to whom it applies. Staff and directors sign the code of conduct and professional ethics declaration prior to their appointment and annually after their appointment. The code is reviewed regularly and contains practices necessary to maintain confidence in the integrity of the bank, commits the bank, its employees, management and board to the highest standards of professional behaviour, business conduct and sustainable business practices.

22. Conflicts of Interest

The bank has a comprehensive policy regarding conflicts of interests, which staff are expected to abide by. Directors are also made aware of their duty to avoid situations or activities that could create conflicts of interest and to disclose any activities that may result in or have already resulted in a conflict of interest. Staff and directors are also required to make periodic declarations on conflicts of interest to the regulator, which the bank has complied.

23. Corporate culture and values

The Board formulates and takes a lead on the bank's corporate culture and values that promote and reinforce norms for responsible and ethical behaviour in terms of risk awareness, risk-taking, and risk management. The Board sets and adheres to corporate values for itself, key management, and employees that create expectations that business should be conducted legally and ethically at all times. The board ensures that appropriate steps are taken to communicate throughout the bank, the corporate values and professional standards it sets together with supporting policies and appropriate sanctions for unacceptable behaviours.

24. Independent Risk Management Oversight Function (RMOF)

There is an independent risk management function headed by the Chief Risk Officer, who is an independent senior executive, but reports directly to the MD/CEO. The function handles the credit risk and other risks such as cyber risk, operational risk, market risk and legal risk.

The bank has put in place systems for ensuring compliance with all prudential requirements. The systems and resources that are in place for identifying, measuring, evaluating, controlling, mitigating and reporting material risks and the Risk Management Framework are appropriate and commensurate with the size, business mix and complexity of the bank.

The risk management and internal control systems put in place are operating effectively and are adequate. The Bank has a Risk Management Strategy that complies with the Risk Management Directive issued by the Bank of Ghana and has complied with the requirements described in its Risk Management Strategy. The bank is satisfied with the effectiveness of its processes and management information systems.

25. Internal audit

The bank has an internal audit function headed by the Country Chief Inspector, who is appointed and assessed by the Board Audit Committee and reports directly to that committee. The board confirms that the internal audit function put in place is effective in providing an independent assessment of the adequacy of and compliance with, established policies and procedures. The Country Chief Inspector/Head of Internal Audit submits quarterly reports to the Board Audit Committee, and the report is reviewed by the Board Audit Committee, and appropriate recommendations are made toward the strengthening of the function.

As part of its roles and responsibilities, Internal Audit conducts independent assessment and evaluation of the control environment, and provides assurance to the board of directors and senior management on the effectiveness of the first and second lines of defence and how the bank assesses and manages risk. Sitting outside the risk management processes of the first two lines of defence, the Internal Audit function monitors compliance with policies, standards and the regulatory environment and provides assurance on the effectiveness of internal control structures of the Bank through its programme of both regular and ad-hoc reviews. The work of the internal audit function is focused on the areas of greatest risk as determined by a risk-based methodology

26.Related Party Transactions

The board has put in place mechanisms to ensure that all related party transactions, including inter-group transactions, are subjected to risk assessment and suitable limitations. No director or key management personnel has any other interest in any shares. Related party transactions are disclosed in note 31 of the financial report.

Sustainability Report

At the United Bank for Africa Ghana Ltd, we remain committed to the sustainable growth and development of the Ghanaian economy and the broader African continent. We prioritise our commitment to sustainable environmental practices to build a sustainable future for our shareholders, customers, employees, investors and communities. This effort is geared towards preserving our natural resources in support of the well-being of current and future generations.

As a leading financial services institution in Ghana, the UBA Ghana is committed to the highest level of sustainable business practices across all our activities and operations and we are dedicated to being at the forefront of environmental responsibility and social relevance in Ghana. We understand our responsibility in ensuring that our products, investments and financed business activities do not harm the environment and we remain resolute in playing our role towards women empowerment, economic diversification, capacity building and inclusive growth and development. We continue to work with our customers, associates, investees, partners, vendors, contractors and other third parties to ensure that they understand and comply with relevant environmental policies, laws and regulations.

Sustainability is an integral part of our business strategy at the UBA Ghana, and we are proud of our accomplishments and commitment to the U.N.'s Sustainable Development Goals (SDGs). Through the UBA Foundation, we play our part as a responsible corporate entity by actively contributing to the Government's efforts toward the achievement of the SDGs through our strategic initiatives centred on advancing education, empowering the economy and preserving the environment.

Our drive for sustainable operations is championed by the board and anchored by our Executive Management Committee, which oversees the execution of strategic initiatives, thus ensuring that sustainable cultures are deeply ingrained in every staff member, who is obligated to adhere strictly to the principles in their day-to-day functions.

The UBA Ghana is dedicated to being environmentally responsible and committed to minimising the potential environmental impact of our business operations covering energy, carbon emissions, water consumption, paper consumption, and waste. In support of the carbon goals, we have adopted a sustainable banking approach through innovative technology and operations. We continue to drive several initiatives to promote a low-carbon economy, energy-efficient operations and establish a net-zero target.

Managing environmental and social risks

The UBA's activities expose the bank to a variety of financial risks that require analysis, evaluation, acceptance, and management. We reckon that assuming risk is a core aspect of the financial services business and operational risks are an inevitable consequence of being in business. Hence, we appreciate that achieving a balanced performance scorecard requires integrating environmental, social and ethical considerations into our performance measurement scale as we look beyond explicit financial profit. It also entails global best practices in our business policies and practices by ensuring that our entire process and people are carried along in our sustainability journey. As a responsible bank, the UBA Ghana has carefully identified the sectors and operations that portend significant social and/or environmental risks, through our Environmental and Social Risk Management/Sustainability Department. The Environmental Sustainability and Social Risk Management (ESSRM) Policy and the Bank of Ghana's Sustainable Banking Principles serve as a key guide

for our overall operational policy framework. In the year under review, the UBA Ghana engaged all employees, especially front liners, to ensure they understand these principles and integrate Environmental and Social (E&S) considerations in their decision-making processes. The UBA's ESSRM Policy also clearly specifies the requirements for Environmental and Social due diligence and the criteria for adopting responsible credit decisions.

Social and environmental due diligence

In the year under review, the UBA Ghana conducted several comprehensive E&S due diligence on its clients, especially those within the five critical sectors, (i.e. Agriculture & Forestry, Mining and Oil & Gas, Construction & Real Estate, Power & Energy, and Manufacturing), to ensure the identification, evaluation and prevention / mitigation of E&S risks within the bank's portfolio. The UBA will not provide any service (including direct loan, funding, investment or advisory services) to customers engaged in any activity involving;

i. Production or trade in any product or activity deemed illegal under Republic of Ghana laws or regulations or international conventions and agreements.

ii. ii. Production or trade in weapons and ammunition.

iii. iii. Trade in wildlife or wildlife products regulated under the Convention on International Trade in Endangered Species (CITES).

iv. iv. Production or trade in radioactive materials.

v. v. Production or trade in or use of unbonded asbestos fibres.

vi. vi. Purchase of logging equipment for use in primary tropical moist forest.

vii. vii. Drift net fishing in the marine environment using nets in excess of 2.5km in length.

viii. viii. Production or trade in pharmaceuticals under international phase-outs or bans.

ix. ix. Production or trade in pesticides or herbicides under international phase-outs or bans.

x. x. Production or activities involving harmful or exploitative forms of forced labour or child labour.

xi. xi. Production or trade in products containing Polychlorinated Biphenyl (PCB).

xii. xii. Production, trade, storage or transport of significant volumes of hazardous chemicals, or commercial-scale usage of hazardous chemicals.

xiii. xiii. Production or trade in ozone-depleting substances subject to international phase out.

xiv. xiv. Production or activities that impinge on the land owned or claimed under adjudication by indigenous people without full documented consent of such people.

As a bank, we remain committed to building a more sustainable future for our stakeholders, the environment, and society as a whole. We will continue to innovate, collaborate, and drive positive change across our business operations, and we look forward to sharing our progress in our future reports.

Independent Auditor's Report to the shareholders of United Bank for Africa Ghana Ltd

Report on the audit of the financial statements

Opinion

We have audited the financial statements of the United Bank for Africa Ghana Ltd (the Bank) (collectively ''the Bank'') set out on pages 72 to 148, which comprise the statement of financial position as of December 31 2024, the Income Statement and Other Comprehensive Income, the statement of changes in Equity and the statement of cash flows for the year then ended and notes to the financial statements, including material accounting information.

In our opinion, the financial statements give a true and fair view of the financial position of the bank as of At December 31 2024, and its financial performance and cash Flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) including the IAS 29 Hyperinflation Directive issued by the Institute of Chartered Accountants Ghana and also in the manner required by the provisions of the Companies Act, 2019 (Act 992) and the Banks and Specialised Deposit -Taking Institutions Act, 2016, (Act 930).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the bank in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) together with the ethical requirements that are relevant to our audit of the Financial Statements in Ghana, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matter

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the Financial Statements as a whole and in forming our opinion thereon and we do not provide a separate opinion on these matters. For the matter below, we have provided our description of how our audit addressed the matter as provided in that context.

We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The result of our audit procedures, including the procedures performed to address the matters below, provides the basis for our audit opinion on the accompanying financial statements.

Key audit matter	How our audit addressed the key audit matter
Expected Credit Losses (ECL) on Loans and Advances	**Response**
FRS 9 introduced a forward-looking Expected Credit Loss (ECL) model. The ECL model is to reflect the general pattern of deterioration or improvement in the credit quality of financial instruments.	We obtained an understanding of the bank's credit risk modelling methodology. We validated and tested the ECL model of the bank by assessing the data integrity and the internal controls around the model.

<table>
<tr><th>Key audit matter</th><th>How our audit addressed the key audit matter</th></tr>
<tr><td>Expected Credit Losses (ECL) on Loans and Advances</td><td>Response</td></tr>
<tr><td>The amount of ECL's recognised as a loss allowance or provision depends on the extent of credit deterioration since the initial recognition and recognition of impairment could be done on a 12-month expected credit losses or lifetime expected credit losses. Impairment computations under IFRS 9 ,therefore, involve the use of models that take into account:

• The probability-weighted outcome.
• Reasonable and supportable information that is available without undue cost or Loan loss provision is a key area of judgment for management. Significant judgements in the determination of the Bank's Expected Credit Loss include:
• Use of assumptions in determining ECL modelling parameters.
• Portfolio segmentation for ECL computation
• Determination of a significant increase in credit risk and
• Determination of associations between macroeconomic scenarios.

The use of different models and assumptions can significantly affect the level of allowance for expected credit losses on loans and advances to customers. Due to the significance of such loans which account for about 11% of total assets of the bank and the significant use of judgements, the assessment of the allowance for expected credit losses is a key audit matter.
The information on expected credit losses on loans and advances to customers is provided in Note 21(a) 'Provision for credit impairment analysis' of the financial statements.</td><td>We have also performed, among others, the following substantive audit procedures:
• Reviewed the accounting policies and framework of the methodology developed by the bank to assess its compliance with IFRS 9;
• Verified sampled underlying contracts of financial assets to determine the appropriateness of management's classification and measurement of these instruments in the ECL model;
• Reviewed and tested the methodology developed to calculate loan loss provision under IFRS 9, concentrating on aspects such as factors for determining a 'significant increase in credit risk', staging of loans, testing specific models related to Probability of Default (PD), Loss Given Default (LGD), Exposure at Default (EAD) ;
• Tested the accuracy and completeness of data used in modelling the risk parameter, recalculating the ECL;
• Reviewed forward-looking information / multiple economic scenario elements;
• For stage 3 exposures, we tested the reasonableness of the assumptions underlying the impairment identification and quantification, including forecasts of future cash flows, valuation of underlying collateral, estimated period of realisation for collaterals, etc.
• We have also analysed information relating to the allowance for expected credit losses on loans and advances to customers disclosed in the Notes to the consolidated and separate financial statements of the bank.</td></tr>
</table>

Other Information

The directors are responsible for the other information. The other information comprises the Report of the Directors, the Statement of Directors' Responsibilities, the Chairman's Statement, the Report of the Audit Committee, Corporate Governance Report and Sustainability Report included in the 157 page document titled "United Bank for Africa Ghana Ltd financial statements for the year ended December 31 2024", other than the financial statements and our Auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the directors for the financial statements

The Directors are responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards (IFRS) including the IAS 29 Hyperinflation Directive issued by the Institute of Chartered Accountants Ghana and the requirements of the Companies Act, 2019, (Act 992) and the Banks and Specialized Deposit-Taking Institutions Act, 2016, (Act 930) and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the bank's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Bank or to cease operations or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the bank's financial reporting processes.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue an Auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but it is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken based on these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.
- Obtain an understanding of internal controls relevant to the audit to design audit procedures that are appropriate in the circumstances, but not to express an opinion on the effectiveness of the bank's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the bank's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditor's report to the related disclosures in the financial statements or if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditor's report. However, future events or conditions may cause the bank to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the bank to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the bank's audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal controls that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence and where applicable related safeguards.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our Auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other legal and regulatory requirements

The Companies Act, 2019, (Act 992) requires that in carrying out our audit we consider and report on the following matters. We confirm that:

I. We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for our audit;
II. In our opinion, proper books of account have been kept by the bank, so far as appears from our examination of those books;
III. Proper returns adequate for the purpose of our audit have been received from branches not visited by us; and
IV. The statements of financial position and income statements and statements of other comprehensive Income are in agreement with the books of account.
V. As Auditors, we are independent of the Bank pursuant to Section 143 of the Companies Act, 2019 (Act 992).

The Banks and Specialised Deposit-Taking Institutions Act, 2016, (Act 930) under Section 85 (2) requires that we report on certain matters. Accordingly, we state that:

I. The accounts give a true and fair view of the statement of affairs of the Bank and the results of operations for the year under review;
II. We were able to obtain all the information and explanations required for the efficient performance of our duties;
III. The transactions of the Bank are generally within the powers of the Bank;
IV. The Bank has generally complied with the provisions of the Banks and Specialised Deposit-Taking Institutions Act, 2016, (Act 930).

The Bank has generally complied with the provisions of the Anti-Money Laundering Act, 2008, (Act 749), the Anti-Terrorism Act, 2008 (Act 762) and regulations made under these enactments.

Other matters

- The bank has generally complied with the provisions of the Corporate Governance Disclosure Directive 2022 issued by the Bank of Ghana.
- The financial statements of the bank for the year ended December 31 2023 were audited by another auditor who expressed an unmodified opinion on those statements on 28 March 2024.

The Engagement Partner on the audit resulting in this independent Auditor's report is Emmanuel Adekahlor (ICAG/P/1596).

Ernst + Young

Ernst & Young (ICAG/F/2025/126)
Chartered Accountants
Accra, Ghana

March 28 20255

Financials Statements

Statement of profit or loss and other comprehensive income

Statement of financial position

Statement of changes in equity

Statement of cash flows

Notes to financial statements

Statement of Profit or Loss and other Comprehensive Income

(All amounts are expressed in Ghana cedis unless otherwise stated)

	Note	2024	2023
Interest revenue calculated using the effective Interest method	7	**1,036,453,639**	1,085,374,127
Interest expense calculated using the effective interest method	8	**(436,411,105)**	(310,694,532)
Net interest income		**600,042,534**	774,679,595
Fees and commission income	9	**168,593,873**	93,222,993
Fees and commission expense	9	**(143,421,639)**	(48,134,177)
Net fees and commission income		**25,172,234**	45,088,816
Net trading and revaluation income	10	**68,520,782**	84,993,942
Other operating income	11	**1,222,019**	59,936
Net trading and other income		**69,742,801**	85,053,878
Net operating income		**694,957,569**	904,822,289
Allowance for credit losses on financial assets	12	**(180,109,676)**	(384,075,804)
Personnel expenses	13	**(114,614,924)**	(98,839,105)
Depreciation and amortisation	14	**(16,083,359)**	(15,448,805)
Other operating expenses	15	**(130,566,167)**	(130,488,201)
Profit before income tax		**253,583,444**	275,970,374
Income tax expense	17	**(89,270,964)**	(100,127,745)
Profit for the year		**164,312,480**	175,842,629
Other comprehensive income			
Items that will be reclassified to the income statement			
Net charge in fair value during the year (net of tax)		**-**	-
Total comprehensive income for the year		164,312,480	175,842,629
Basic and diluted earnings per share	16	**0.02**	0.02

The accompanying notes are an integral part of these financial statements

Statement of Financial Position

(All amounts are expressed in Ghana cedis unless otherwise stated)

	Note	2024	2023
Assets			
Cash and bank balances	19	**3,752,966,689**	2,615,910,993
Investment securities	20	**4,314,251,000**	3,710,843,000
Loans and advances to customers	21	**1,114,365,528**	1,142,142,783
Other assets	22	**256,165,210**	162,012,449
Property and equipment	23	**115,872,665**	73,580,706
Intangible assets	24	**1,702,110**	1,863,627
Income tax asset	17	**46,141,651**	34,867,378
Deferred tax asset	18	**246,370,771**	180,204,585
Total assets		**9,847,835,436**	7,921,425,521
Liabilities			
Deposits from customers	25	**7,285,042,974**	6,338,451,000
Deposits from banks	26	**22,872,886**	-
Other liabilities	28	**263,199,798**	215,865,698
Borrowings	27	**785,298,475**	-
Total liabilities		**8,356,414,133**	6,554,316,698
Equity			
Stated capital	29	**400,000,000**	400,000,000
Retained earnings	30	**654,486,310**	486,387,853
Credit risk reserve	30	**-**	84,864,097
Statutory reserve	30	**436,934,993**	395,856,873
Total equity		**1,491,421,303**	1,367,108,823
Total liabilities and equity		**9,847,835,436**	7,921,425,521

The financial statements were approved by the Board of Directors on March 25 2025 and signed on its behalf by:

Kweku Awotwi
Chairman

Uzoechina Molokwu
MD/CEO

The accompanying notes are an integral part of these financial statements

Statement of Changes in Equity

(All amounts are expressed in Ghana cedis unless otherwise stated)

For the year ended December 31 2024

	Stated capital	Retained earnings	Statutory reserve	Credit risk reserve	Total
At January 1 2024	**400,000,000**	**486,387,853**	**395,856,873**	**84,864,097**	**1,367,108,823**
Profit for the year	-	164,312,480	-	-	164,312,480
Total comprehensive income for the year	**-**	**164,312,480**	**-**	**-**	**164,312,480**
Transfer between reserves					
Transfer to statutory reserve	-	(41,078,120)	41,078,120	-	-
Transfer from credit risk reserve	-	84,864,097	-	(84,864,097)	-
Total transfer between reserves	**-**	**43,785,977**	**41,078,120**	**(84,864,097)**	**-**
Dividends issued and paid	-	(40,000,000)	-	-	(40,000,000)
Total transaction with owners	-	(40,000,000)	-	-	(40,000,000)
At At December 31 2024	**400,000,000**	**654,486,310**	**436,934,993**	**-**	**1,491,421,303**

Statement of Changes in Equity (Continued)

(All amounts are expressed in Ghana cedis unless otherwise stated)

For the year ended December 31 2023

	Stated capital	Retained earnings	Statutory reserve	Credit risk reserve	Total
At January 1 2023	**400,000,000**	**439,369,978**	**351,896,216**	**-**	**1,191,266,194**
Profit for the year	-	175,842,629	-	-	175,842,629
Total comprehensive income for the year	**-**	**175,842,629**	**-**	**-**	**175,842,629**
Transfer between reserves					
Transfer to statutory reserve	-	(43,960,657)	43,960,657	-	-
Transfer to credit risk reserve	-	(84,864,097)	-	84,864,097	-
Total transfer between reserves	**-**	**(128,824,754)**	**43,960,657**	**84,864,097**	**-**
Dividends issued and paid	-	-	-	-	-
Total transactions with owners	-	-	-	-	-
At December 31 2023	**400,000,000**	**486,387,853**	**395,856,873**	**84,864,097**	**1,367,108,823**

Statement of Cash Flows

(All amounts are expressed in Ghana cedis unless otherwise stated)

	Note	2024	2023
Cash flows from operating activities			
Profit before income tax		**253,583,444**	275,970,374
Adjustments for:			
Depreciation and amortisation	14	**16,083,359**	15,448,805
Allowance for credit loss on loans to customers	12	**102,729,842**	122,466,227
Allowance for credit loss on other assets	12	**-**	15,321,211
Allowance/(reversal) of loss on contingent liabilities	12		688,186
Allowance for credit loss on investment securities	12	**102,073,641**	245,619,966
Recoveries on loans written off	12	**(24,693,807)**	(19,786)
Gain on disposal of property and equipment	23	**(8,867)**	(37,936)
Write-off of property and equipment		**-**	-
Foreign currency exchange difference on borrowings	10	**1,548,098**	(7,927,306)
Net interest income		**(600,043,000)**	(774,679,595)
Cash from operating activities before changes in operating assets and liabilities		**(148,727,290)**	(107,149,854)
Change in operating assets and liabilities			
Change in mandatory reserve deposits		**-**	(477,142,489)
Change in loans and advances to customers		**(50,258,564)**	280,099,655
Change in other assets		**(46,581,937)**	(1,177,707)
Change in deposits from banks		**22,872,886**	(72,940,071)
Change in deposits from customers		**946,591,306**	1,602,199,389
Change in other liabilities		**(243,859)**	491,943,113
Interest received	7	**1,036,463,000**	1,085,374,127
Interest paid	8	**(436,411,000)**	(308,809,905)
Income tax paid	17	**(166,711,423)**	(194,978,942)
Net cash from operating activities		**1,156,993,409**	2,297,417,316
Cash flows from investing activities			
Purchase of investment securities	23	**(2,712,356,000)**	(3,960,181,810)
Proceeds from sale/redemption of investment securities	23	**2,006,874,297**	3,839,340,720
Purchase of property and equipment	23	**(36,257,176)**	(15,975,505)
Proceeds from sale of property and equipment	23	**34,808**	46,489
Purchase of intangible assets	24	**(847,134)**	(595,209)
Prepaid Lease Payment		**(21,136,885)**	-
Net cash used in investing activities		**(763,688,090)**	(1,534,078,266)
Cash flows from financing activities			
Finance cost on lease liabilities		**-**	(1,884,627)
Payments of principal on lease liabilities		**-**	(9,227,030)
Proceeds from borrowings		**785,298,475**	-
Dividend paid to shareholders		**(40,000,000)**	-
Net cash used in financing activities		**745,298,475**	(11,111,657)
Net increase in cash and cash equivalents		**1,138,603,794**	752,227,393
Foreign currency exchange differences		**(1,548,098)**	7,927,306
Cash and cash equivalents at January 1		**2,615,910,993**	1,855,756,294
Cash and cash equivalents at December 31		**3,752,966,689**	2,615,910,993

Notes

REPORTING ENTITY

The United Bank for Africa Ghana Ltd ("the Bank") is a limited liability company and is incorporated and domiciled in Ghana. The registered office is Heritage Towers, Ambassadorial Enclave, Accra. The bank operates under the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act 930). The bank is a subsidiary of the United Bank for Africa Plc of Nigeria and provides retail, corporate banking and investment banking services.

The financial statements for the year ended December 31 2024 were approved and authorised for issue by the Board of Directors on March 25, 2025.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

2.1 Basis of preparation

The Bank's financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB). The financial statements have been prepared under the historical cost convention, except for financial assets measured at fair value through other comprehensive income. Additional information required under the Companies Act, 2019 (Act 992) and the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act 930) have been included, where appropriate.

The same accounting policies and methods of computation were followed in the preparation of these financial statements as compared with the Bank's most recent annual financial statements.

The preparation of financial statements requires the directors to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, incomes and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgments about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

2.2 Foreign currency translation

(a) Functional and presentation currency

Items included in the bank's financial statements are measured using the currency of the primary economic environment in which the entity operates ('the functional currency').

The financial statements are presented in Ghana Cedi, which is the bank's functional currency. the Bank's functional currency. Except as stated, financial information presented in Ghana Cedis has been rounded to the nearest Ghana Cedi.

(b) Transactions and balances

Foreign currency transactions are recorded at the rate of exchange on the date of the transaction. At the reporting date, monetary assets and liabilities denominated in foreign currencies are reported using the closing exchange rate. Exchange differences arising on the settlement of transactions at rates different from those at the date of the transaction, as well as unrealised foreign exchange differences on unsettled foreign currency monetary assets and liabilities, are recognised in the income statement. The Ghana Interbank Exchange rates are used to translate foreign currency items into the functional currency.

Unrealised exchange differences on non-monetary financial assets are a component of the change in their entire fair value. For non-monetary financial assets measured at fair value through profit or loss, unrealised exchange differences are recognised in profit or loss. For non-monetary financial assets measured at fair value through other comprehensive income, unrealised exchange differences are recorded in other comprehensive income until the asset is sold or becomes impaired.

2.3 Sale and repurchase agreements

Securities sold subject to repurchase agreements ('repos') are reclassified in the financial statements as pledged assets when the transferee has the right by contract or custom to sell or repledge the collateral; the counterparty liability is included in due to other banks or customer deposits, as appropriate. Securities purchased under agreements to resell ('reverse repos') are recorded as loans and advances to customers or due from other banks, as appropriate. The difference between the sale and repurchase price is treated as interest and accrued over the life of the agreements using the effective interest method. Securities lent to counterparties are also retained in the financial statements.

2.4 Property and equipment

Items of property and equipment are carried at cost less accumulated depreciation and impairment losses. Cost includes expenditures that are directly attributable to the acquisition of the asset. When parts of an item of property and equipment have different useful lives, they are accounted for as separate items (major components) of property and equipment.

Subsequent expenditures are included in the asset's carrying amount or are recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to

2. Summary of significant accounting policies (continued)
2.4 Property and equipment (continued)

the Bank and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repair and maintenance costs are charged to profit or loss during the financial period in which they are incurred.

Depreciation is recognised in profit or loss on a straight-line over the estimated useful lives of each part of an item of property and equipment since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset. Leased assets are depreciated over the shorter of the lease term and their useful lives. Depreciation begins when an asset is available for use and ceases at the earlier of the date that the asset is derecognised or classified as held for sale in accordance with IFRS 5 Non-current Assets Held for Sale and Discontinued Operations.

Right - of – use assets are presented together with property and equipment in the statement of financial position – refer to accounting policy in Note 2.19. Right–of–use assets are depreciated on a straight–line basis over the lease term.

Depreciation of owned assets is calculated on a straight–line basis over the estimated useful life of the assets as follows;

Building	50 years
Leasehold improvement	Over the period of lease
Computers	5 years
Motor vehicles	4 years
Equipment, furniture and fittings	5 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. Assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These are included in other operating income/expenses in profit or loss.

Capital work-in-progress (CWIP)

These are costs in respect of property, plant and equipment and other construction work-in-progress that will eventually be capitalised. Amounts paid or accrued either in a lump sum or on an instalment basis related to the construction, alteration, or renovation of premises, installations, and equipment (including special equipment such as computers) that are not yet functional or in use are accumulated in capital work-in-progress sub-accounts that are reported in the appropriate fixed asset accounts. Payments made for capital work-in-progress projects that will eventually be expensed are expensed as incurred.

Depreciation methods, useful lives and residual values are reassessed at each reporting date and adjusted if appropriate. Changes in the expected useful life are accounted for by changing the amortisation period or methodology, as appropriate, and treated as changes in accounting estimates.

An item of property and equipment is derecognised on disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the year the asset is derecognised.

2.5 Intangible assets

Intangible assets comprise computer software licences and other intangible assets. Intangible assets are recognised at cost less accumulated amortisation and accumulated impairment losses. Intangible assets with a definite useful life are amortised using the straight-line method over their estimated useful economic life, generally not exceeding four (4) years. Intangible assets with an indefinite useful life are not amortised. Generally, the identified intangible assets of the bank have a definite useful life. At the end of each reporting period, intangible assets are reviewed for indications of impairment or changes in estimated future economic benefits. If such indications exist, the intangible assets are analysed to assess whether their carrying amount is fully recoverable. An impairment loss is recognised if the carrying amount exceeds the recoverable amount.

Intangible assets with indefinite useful life are annually tested for impairment and whenever there is an indication that the asset may be impaired.

2.6 Impairment of non-financial assets

Intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. To assess impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). The impairment test can also be performed on a single asset when the fair value less cost to sell or the value in use can be determined reliably. Non-financial assets that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

2.7 Growth and Sustainability Levy

The Growth and Sustainability Levy is assessed under the Growth and Sustainability Levy Act, 2023 (Act 1095) at 5% on profit before tax and became effective on May 1, 2023. The levy is not tax-deductible and it is accounted for on an accrual basis.

2.8 Income tax

Current income tax

The tax expense for the period comprises current and deferred income tax. Tax is recognised in the profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax laws enacted or substantively enacted at the reporting date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax

Deferred income tax is recognised, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements.

However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill; deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the reporting date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled. Deferred income tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred income tax is provided on temporary differences except for deferred income tax liability where the timing of the reversal of the temporary difference is controlled by the Bank and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income taxes assets and liabilities relate to income taxes levied by the same taxation authority on either the same entity or different taxable entities where there is an intention to settle the balances on a net basis.

2.9 Employee benefits

a. Defined Contribution Plans

The Bank operates a defined contribution pension scheme. A defined contribution plan is a pension plan under which the Bank makes fixed contributions on contractual basis. The Bank has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Obligations for contributions to defined contribution plans are recognised as an expense in profit or loss when they are due.

b. Termination benefits

The Bank recognises termination benefits as an expense when the Bank is demonstrably committed, without realistic possibility of withdrawal, to a formal detailed plan to either terminate employment before the normal retirement date, or to provide termination benefits as a result of an offer made to encourage voluntary redundancy. The Bank settles termination benefits within 12 months and are accounted for as short- term benefits.

c. Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided.

A liability is recognised for the amount expected to be paid under short-term employee benefits if the Bank has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

2.10 Provisions

Provisions are recognised when: The Bank has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current

2. Summary of significant accounting policies (continued)

market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as interest expense.

2.11 Stated capital

a. Ordinary shares

Ordinary shares are classified as ''Stated capital" in equity.

b. Dividends on ordinary shares

Dividends on ordinary shares are recognised in equity in the period in which they are approved by the Bank's shareholders. Dividends for the year that are declared after the reporting date are dealt with in the subsequent events note.

2.12 Contingent liabilities

Letters of credit, acceptances, guarantees and performance bonds are generally written by the bank to support performance by a customer to third parties. The bank will only be required to meet these obligations in the event of the customer's default. These obligations are accounted for as off-balance sheet transactions and disclosed as contingent liabilities; credit risk, liquidity risk, market risk-comprising currency, interest rate and other price risk.

2.13 Cash and cash equivalents

Cash and cash equivalents comprise balances with less than three months' maturity at the date of acquisition, including cash in hand, deposits held at call with other Banks, and other short-term highly liquid investments with original maturities of three months or less.

2.14 Interest income and expense

Interest income and expense for all interest-bearing financial instruments are recognised in profit or loss using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability and allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, the Bank estimates cash flows considering all contractual terms of the financial instrument (for example, prepayment options) but does not consider future credit losses. The calculation includes all fees paid or received between parties to the contract that are an integral part of the effective interest rate, transaction costs and all other premiums or discounts.

Once a financial asset or a group of similar financial assets has been written down as a result of an impairment loss, interest income is recognised using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment loss.

2.15 Fees and commissions

The Bank earns fee and commission income from a diverse range of financial services it provides to its customers. Fee and commission income is recognised at an amount that reflects the consideration to which the Bank expects to be entitled in exchange for providing the services. The performance obligations, as well as the timing of their satisfaction, are identified, and determined, at the inception of the contract. The Bank's revenue contracts do not include multiple performance obligations. When the Bank provides a service to its customers, consideration is invoiced and generally due immediately upon satisfaction of a service provided at a point in time or at the end of the contract period for a service provided over time. The Bank has generally concluded that it is the principal in its revenue arrangements because it typically controls the services before transferring them to the customer.

2.16 Net trading and revaluation income

Net trading income and revaluation income comprise gains less losses related to trading assets and liabilities, and include all realised and unrealised fair value changes and foreign exchange differences

2.17 Earnings per share

The Bank presents basic earnings per share (EPS) for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Bank by the weighted average number of ordinary shares outstanding during the period. Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding for the effects of all dilutive potential ordinary shares.

2.18 Financial Instruments

(i) Classification and measurement of financial assets

Financial assets are recognised in the Bank's balance sheet when the Bank becomes a party to the contractual provisions of the instrument. Financial assets are measured at initial recognition at fair value, and are classified and subsequently measured at fair value through profit or loss (FVTPL), fair value through other comprehensive income (FVOCI) or amortised cost. Subsequent classification and measurement for debt securities is based on the Bank's business model for managing the financial instruments and the contractual cash flow characteristics of the instruments.

Debt instruments are measured at amortised cost if both of the following conditions are met and the asset is not designated as FVTPL:

2. Summary of significant accounting policies (continued)

2.18 Financial Instruments (continued)

(a) the asset is held within a business model that is Held-to-Collect (HTC) as described below, and

(b) the contractual terms of the instrument give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding (SPPI).

Debt instruments are measured at FVOCI if both of the following conditions are met and the asset is not designated as FVTPL:

(a) the asset is held within a business model that is Held-to-Collect-and-Sell (HTC&S) as described below, and

(b) the contractual terms of the instrument give rise, on specified dates, to cash flows that are SPPI.

(ii) Business model assessment

The Bank determines the business models at the level that best reflects how portfolios of financial assets are managed to achieve the Bank's business objectives. Judgment is used in determining the business models, which is supported by relevant, objective evidence including:

- How the economic activities of our businesses generate benefits, for example through trading revenue, enhancing yields or other costs and how such economic activities are evaluated and reported to key management persons;
- The significant risks affecting the performance of our businesses, for example, market risk, credit risk, or other risks and the activities undertaken to manage those risks; and
- Historical and future expectations of sales of the loans or securities portfolios managed as part of a business model.
- The Bank's business models fall into three categories, which are indicative of the key strategies used to generate returns:
- Hold-to-Collect (HTC): The objective of this business model is to hold loans and securities to collect contractual principal and interest cash flows. Sales are incidental to this objective and are expected to be insignificant or infrequent.
- Hold-to-Collect-and-Sell (HTC&S): Both collecting contractual cash flows and sales are integral to achieving the objective of the business model.

Other fair value business models: These business models are neither HTC nor HTC&S, and primarily represent business models where assets are held-for-trading or managed on a fair value basis.

(iii) SPPI Assessment

Instruments held within a HTC or HTC&S business model are assessed to evaluate if their contractual cash flows are comprised of solely payments of principal and interest. SPPI payments are those which would typically be expected from basic lending arrangements. Principal amounts include par repayments from lending and financing arrangements, and interest primarily relates to basic lending returns, including compensation for credit risk and the time value of money associated with the principal amount outstanding over a period of time. Interest can also include other basic lending risks and costs (for example, liquidity risk, servicing or administrative costs) associated with holding the financial asset for a period of time, and a profit margin.

Where the contractual terms introduce exposure to risk or variability of cash flows that are inconsistent with a basic lending arrangement, the related financial asset is classified and measured at FVTPL.

(iv) Investment Securities

Investment securities include all securities classified as FVOCI and amortised cost. All investment securities are initially recorded at fair value and subsequently measured according to the respective classification

Investment securities carried at amortised cost are measured using the effective interest method, and are presented net of any allowance for credit losses, calculated in accordance with the Bank's policy for allowance for credit losses, as described below. Interest income, including the amortization of premiums and discounts on securities measured at amortised cost are recorded in interest income. Impairment gains or losses recognised on amortised cost securities are recorded in Allowance for credit losses. When a debt instrument measured at amortised cost is sold, the difference between the sale proceeds and the amortised cost of the security at the time of the sale is recorded as a gain/(loss) on Investment securities in Net trading and revaluation income.

Debt securities carried at FVOCI are measured at fair value with unrealised gains and losses arising from changes in fair value included in fair value reserve. Impairment gains and losses are included in allowance for credit losses and correspondingly reduce the accumulated changes in fair value included in fair value reserve. When a debt instrument measured at FVOCI is sold, the cumulative gain or loss is reclassified from fair value reserve to net gain/(loss) on Investment securities in net trading and revaluation income.

(v) Loans

Loans are debt instruments recognised initially at fair value and are subsequently measured in accordance with the classification of financial assets policy provided above. Loans are carried at amortised cost using the effective interest method, which represents the gross carrying amount less allowance for credit losses.

2. Changes in accounting policies and disclosures (continued)
2.18 Financial Instruments (continued)

Interest on loans is recognised in interest income using the effective interest method. The estimated future cash flows used in this calculation include those determined by the contractual term of the asset and all fees that are considered to be integral to the effective interest rate. Also included in this amount are transaction costs and all other premiums or discounts. Fees that relate to activities such as originating, restructuring or renegotiating loans are deferred and recognised as Interest income over the expected term of such loans using the effective interest method. Where there is a reasonable expectation that a loan will be originated, commitment and standby fees are also recognised as interest income over the expected term of the resulting loans using the effective interest method. Otherwise, such fees are recorded as other liabilities and amortised into Other operating income over the commitment or standby period.

Impairment losses on loans are recognised at each balance sheet date in accordance with the three-stage impairment model outlined below.

(vi) Allowance for credit losses

An allowance for credit losses (ACL) is established for all financial assets, except for financial assets classified or designated as FVTPL and equity securities designated as FVOCI, which are not subject to impairment assessment. Assets subject to impairment assessment include loans, overdrafts and debt securities. These are carried at amortised cost and presented net of ACL on the Statement of Financial Position. ACL on loans is presented in Allowance for credit losses - loans and advances. ACL on debt securities measured at FVOCI is presented in Fair value reserve in equity. Off-balance sheet items subject to impairment assessment include financial guarantees and undrawn loan commitments. For all other off-balance sheet products subject to impairment assessment, ACL is separately calculated and included in Other Liabilities – Provisions.

The ACL is measured at each reporting date according to a three-stage expected credit loss impairment model which is based on changes in credit risk of financial assets since initial recognition:

1) Performing financial assets:

- Stage 1 – From initial recognition of a financial asset to the reporting date, where the asset has not experienced a significant increase in credit risk relative to its initial recognition, a loss allowance is recognised equal to the credit losses expected to result from defaults occurring over the 12 months following the reporting date. Interest income is calculated on the gross carrying amount of these financial assets.
- Stage 2 – Following a significant increase in credit risk relative to the initial recognition of the financial asset, a loss allowance is recognised equal to the credit losses expected over the remaining lifetime of the asset. Interest income is calculated on the gross carrying amount of these financial assets.

2) Impaired financial assets

- Stage 3 – When a financial asset is considered to be credit-impaired, a loss allowance is recognised equal to credit losses expected over the remaining lifetime of the asset. The Stage 3 expected credit loss impairment model is based on changes in credit quality since initial recognition. Interest revenue is calculated based on the carrying amount of the asset, net of the loss allowance, rather than on its gross carrying amount.

The ACL is a discounted probability-weighted estimate of the cash shortfalls expected to result from defaults over the relevant time horizon. For loan commitments, credit loss estimates consider the portion of the commitment that is expected to be drawn over the relevant period. For financial guarantees, credit loss estimates are based on the expected payments required under the guarantee contract. Increases or decreases in the required ACL attributable to purchases and new originations, derecognitions or maturities, and re-measurements due to changes in loss expectations or stage migrations are recorded in the provision for credit losses. Write-offs and recoveries of amounts previously written off are recorded against ACL.

The ACL represents an unbiased estimate of expected credit losses on our financial assets as at the balance sheet date. Judgment is required in making assumptions and estimations when calculating the ACL, including movements between the three stages and the application of forward looking information. The underlying assumptions and estimates may result in changes to the provisions from period to period that significantly affect our results of operations.

(vii) Measurement of expected credit losses

Expected credit losses are based on a range of possible outcomes and consider all available reasonable and supportable information including internal and external ratings, historical credit loss experience, and expectations about future cash flows. The measurement of expected credit losses is based primarily on the product of the instrument's probability of default (PD), loss given default (LGD) and exposure at default (EAD) discounted to the reporting date. Stage 1 estimates project PD, LGD and EAD over a maximum period of 12 months while Stage 2 estimates project PD, LGD and EAD over the remaining lifetime of the instrument.

An expected credit loss estimate is produced for each individual exposure. Relevant parameters are modelled

2. Changes in accounting policies and disclosures (continued)
2.18 Financial Instruments (continued)

on a collective basis using portfolio segmentation that allows for appropriate incorporation of forward looking information. Expected credit losses are discounted to the reporting period date using the effective interest rate.

The assessment of significant increase in credit risk requires significant judgment. The Bank's process to assess changes in credit risk is based on the use 'backstop' indicators. Instruments which are more than 30 days past due may be credit-impaired. There is a rebuttable presumption that the credit risk has increased significantly if contractual payments are more than 30 days past due; this presumption is applied unless the bank has reasonable and supportable information demonstrating that the credit risk has not increased significantly since initial recognition. There were no changes in estimation techniques or significant assumptions in the ECL computation from the previous year.

(viii) Assessment of significant increase in credit risk

In addition, the Bank also considers the following conditions in assessing a significant increase in credit risk especially for corporate loans and advances:

i. Inadequate or unreliable financials and other information such as the unavailability of audited financial statements.
ii. A downgrade of a borrower by a recognised credit rating agency.
iii. Non-cooperation of the borrower in matters of documentation.
iv. Borrower is the subject of litigation by third parties that may have a significant impact on his financial position.
v. Frequent changes in senior management of the obligor.
vi. Intra-group transfer of funds without underlying transactions.
vii. Deferment/delay in the date of commencement if commercial operations by more than one year.
viii. Modification of terms resulting in concessions granted to the borrower including extension of moratorium, deferment of payment, waiver of covenants etc.
ix. Expectation of forbearance or restructuring due to financial difficulties.

The following are however considered as exceptions:

1. Outstanding obligation is a result of an amount being disputed between the bank and obligor where the dispute is not more than 90 days.

2. 2. Outstanding obligation is an insignificant amount compared to the total amount due. Any amount not more than 10% is considered insignificant. Only applicable where there is no significant increase in credit risk and is analysed on a case-by-case basis.

The assessment is generally performed at the instrument level and it is performed at least on a quarterly basis. If any of the factors above indicate that a significant increase in credit risk has occurred, the instrument is moved from Stage 1 to Stage 2. The assessments for significant increases in credit risk since initial recognition and credit impairment are performed independently at each reporting period. Assets can move in both directions through the stages of the impairment model. After a financial asset has migrated to Stage 2, if it is no longer considered that credit risk has significantly increased relative to initial recognition in a subsequent reporting period, it will move back to Stage 1 after 90 days

Similarly, an asset that is in Stage 3 will move back to Stage 2 if it is no longer considered to be credit-impaired after 90 days. An asset will not move back from stage 3 to stage 1 until after a minimum of 180 days, if it is no longer considered to be credit impaired.

For certain instruments with low credit risk as at the reporting date, it is presumed that credit risk has not increased significantly relative to initial recognition. Credit risk is considered to be low if the instrument has a low risk of default, and the borrower has the ability to fulfill their contractual obligations both in the near term and in the longer term, including periods of adverse changes in the economic or business environment.

(ix) Use of forward looking information

The measurement of expected credit losses for each stage and the assessment of significant increase in credit risk considers information about past events and current conditions as well as reasonable and supportable projections of future events and economic conditions. The estimation and application of forward-looking information requires significant judgment.

The PD, LGD and EAD inputs used to estimate Stage 1 and Stage 2 credit loss allowances are modelled based on the macroeconomic variables (or changes in macroeconomic variables) that are most closely correlated with credit losses in the relevant portfolio. Each macroeconomic scenario used in our expected credit loss calculation includes a projection of all relevant macroeconomic variables applying scenario weights. Macroeconomic variables used in our expected credit loss models include GDP growth rate, interbank rates, inflation rate and population growth rate.

Our estimation of expected credit losses in Stage 1 and Stage 2 is a discounted probability-weighted estimate that considers a minimum of three future macroeconomic scenarios. Our base case scenario is based on macroeconomic forecasts published by relevant government agencies. Upside and downside scenarios vary relative to our base case scenario based on reasonably possible alternative macroeconomic conditions. Additional and more severe downside scenarios are designed to capture material non-linearity of potential credit losses in portfolios. Scenario design, including the identification of additional downside scenarios, occurs at least on an annual basis and more frequently if conditions warrant.

Scenarios are designed to capture a wide range of possible outcomes and weighted according to our best estimate of the relative likelihood of the range of outcomes that each scenario represents. Scenario weights take into account historical frequency, current trends, and forward-looking conditions and are updated on a quarterly basis. All scenarios considered are applied to all portfolios subject to expected credit losses with the same probabilities.

The inputs and models used for calculating ECL may not always capture all characteristics of the market at the date of the financial statements. To reflect this, qualitative adjustments or overlays are occasionally made as temporary adjustments when such differences are significantly material. Detailed information about these inputs and sensitivity analysis are provided in Note 6.1.

(x) Definition of default

A default is considered to have occurred with regard to a particular obligor when either or both of the following events have taken place.

- The bank considers that the obligor is unlikely to pay its credit obligations in full, without recourse by the bank to actions such as realising security (if held).
- The obligor is past due more than 90 days on any material credit obligation to the bank (principal or interest). Overdrafts will be considered as being past due once the customer has breached an advised limit or been advised of a limit smaller than current outstanding.
- Interest payments equal to 90 days or more have been capitalised, rescheduled, rolled over into a new loan (except where facilities have been reclassified).

The elements to be taken as indications of unlikeliness to pay include:

- The bank sells the credit obligation at a material credit-related economic loss.

- The bank consents to a distressed restructuring of the credit obligation where this is likely to result in a diminished financial obligation caused by the material forgiveness, or postponement, of principal, interest or (where relevant) fees.

- The bank has filed for the obligor's bankruptcy or a similar order in respect of the obligor's credit obligation to the banking group.

The following are considered as exceptions:

a. Outstanding obligation is a result of an amount being disputed between the bank and obligor where the dispute is not more than 150 days;

b. In the case of specialised loans, default is defined as where the obligor is past due more than 180 days on any material credit obligation to the bank (principal or interest). In addition, it is consistent with the Bank's historical default pattern on this category of loans. The specialised loans to which this is applicable are Project Financing, Object Financing, Income Producing Real Estate, Commercial Real Estate and Mortgage Loans;

c. Outstanding obligation is an insignificant amount compared to the total amount due. Any amount not more than 10% of amount due is considered insignificant. Only applicable where there is no significant increase in credit risk and analysed on a case by case basis.

d. Exposure is still in default due to a new debit when the initial debit has been cleared. Usually occurs when the debit that initiated the initial days past due has been paid but the days past due continues to reflect a debit.

(xi) Credit-impaired financial assets (Stage 3)

Financial assets are assessed for credit-impairment at each balance sheet date and more frequently when circumstances warrant further assessment. Evidence of credit impairment may include indications that the borrower is experiencing significant financial difficulty, probability of bankruptcy or other financial reorganisation, as well as a measurable decrease in the estimated future cash flows evidenced by the adverse changes in the payment status of the borrower or economic conditions that correlate with defaults. A loan is considered for transfer from stage 2 to stage 1, where there is significant improvement in credit risk and from stage 3 to stage 2 (declassified) where the facility is no longer in default. Factors that are considered in such backwards transitioning include the following:

i) Declassification of the exposure by all the licensed private credit bureau or the credit risk management system;

ii) Improvement of relevant credit risk drivers for an individual obligor (or pool of obligors);

iii) Evidence of full repayment of principal or interest.

Generally, the above are to represent an improvement in credit risk to warrant consideration for a backward transition of loans. Where there is evidence of significant reduction in credit risk, the following probationary periods should apply before a loan may be moved to a lower stage (indicating lower risk):

Transfer from Stage 2 to 1: - 90 days
Transfer from Stage 3 to 2: - 90 days
Transfer from Stage 3 to Stage 1: - 180 days

When a financial asset has been identified as credit-impaired, expected credit losses are measured as the difference between the asset's gross carrying amount and the present value of estimated future cash flows discounted at the instrument's original effective interest rate. For impaired financial assets with drawn and undrawn components, expected credit losses also reflect any credit losses related to the portion of the loan commitment that is expected to be drawn down over the remaining life of the instrument.

When a financial asset is credit-impaired, interest ceases to be recognised on the regular accrual basis, which accrues income based on the gross carrying amount of the asset. Rather, interest income is calculated by applying the original effective interest rate to the amortised cost of the asset, which is the gross carrying amount less the related ACL.

(xii) Write-off

Loans and debt securities are written off when the Bank has no reasonable expectations of recovering the financial asset (either in its entirety or a portion of it). This is the case when the Bank determines that the borrower does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. A write-off constitutes a derecognition event. The Bank may apply enforcement activities to financial assets written off. Recoveries resulting from the Bank's enforcement activities will result in impairment gains."

(xiii) Presentation of allowance for Expected Credit Loss in the Statement of Financial Position

Loss allowances for ECL are presented in the statement of financial position as follows:

- for financial assets measured at amortised cost: as a deduction from the gross carrying amount of the assets;
- for debt instruments measured at FVTOCI: no loss allowance is recognised in the statement of financial position as the carrying amount is at fair value. However, the loss allowance is included as part of the revaluation amount in the investments revaluation reserve;
- for loan commitments and financial guarantee contracts: as a provision; and
- where a financial instrument includes both a drawn and an undrawn component, and the Bank cannot identify the ECL on the loan commitment component separately from those on the drawn component: the Bank presents a combined loss allowance for both components. The combined amount is presented as a deduction from the gross carrying amount of the drawn component. Any excess of the loss allowance over the gross amount of the drawn component is presented as a provision.

Debt and equity instruments that are issued are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangement.

A financial liability is a contractual obligation to deliver cash or another financial asset or to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the bank or a contract that will or may be settled in the bank's equity instruments and is a non-derivative contract for which the bank is or may be obliged to deliver a variable number of its equity instruments, or a derivative contract over own equity that will or may be settled other than by the exchange of a fixed amount of cash (or another financial asset) for a fixed number of the Bank's equity instruments.

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Bank are recognised at the proceeds received, net of direct issue costs. Repurchase of the bank's equity instruments is recognised and deducted directly in equity. No gain/loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the bank's equity instruments.

(xiv) Financial Liabilities and Equity

The Bank recognises financial liabilities when it first becomes a party to the contractual rights and obligations in the relevant contracts.

Financial liabilities are either classified as financial liabilities at amortised cost or financial liabilities at FVTPL.

The Bank classifies its financial liabilities as measured at amortised cost, except for:

i. Financial liabilities at FVTPL: this classification is applied to derivatives, financial liabilities held for trading (e.g. short positions in the trading booking) and other financial liabilities designated as such at initial recognition. Gains or losses from financial liabilities designated at fair value through profit or loss are presented partially in other comprehensive income (the amount of change in the fair value of the financial liability that is attributable to changes in the Bank's own credit risk, which is determined as the amount that is not attributable to changes in market conditions that give rise to market risk) and partially profit or loss (the remaining amount of change in the fair value of the liability). This is unless such a presentation would create, or enlarge, an accounting mismatch, in which case the gains and losses attributable to changes in the Bank's credit risk are also presented in profit or loss;

ii. Financial guarantee contracts and commitments.

Other financial liabilities (not measured at FVTPL), including deposits and borrowings, are initially measured at fair value, net of transaction costs and subsequently measured at amortised cost using the effective interest method. The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The EIR is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

The Bank derecognises financial liabilities when, and only when, the Bank's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

When the bank exchanges with the existing lender one debt instrument into another one with substantially different terms, such exchange is accounted for as an extinguishment of the original financial liability and the recognition of a new financial liability. Similarly, the bank accounts for substantial modification of the terms of an existing liability or part of it as an extinguishment of the original financial liability and the recognition of a new liability. It is assumed that the terms are substantially different if the discounted present value of the cash flows under the new terms, including any fees paid net of any fees received and discounted using the original effective rate is at least 10 per cent different from the discounted present value of the remaining cash flows of the original financial liability.

(xv) Reclassification of financial assets

Financial assets are reclassified when and only when the business model for managing those assets changes. The reclassification takes place from the start of the first reporting period following the change. Such changes are expected to be very infrequent and none occurred during the period.

(xvi) Modification and derecognition of financial assets and liabilities

A modification of a financial asset occurs when the contractual terms governing the cash flows of a financial asset are renegotiated or otherwise modified between initial recognition and maturity of the financial asset. A modification affects the amount and/or timing of the contractual cash flows either immediately or at a future date.

In addition, the introduction or adjustment of existing covenants of an existing loan would constitute a modification even if these new or adjusted covenants do not yet affect the cashflows immediately but may affect the cash flows depending on whether the covenant is or is not met (e.g. a change to the increase in the interest rate that arises when covenants are breached).

The Bank renegotiates loans to customers in financial difficulty to maximise collection and minimise the risk of default. A loan forbearance is granted in cases where although the borrower made all reasonable efforts to pay under the original contractual terms, there is a high risk of default or default has already happened and the borrower is expected to be able to meet the revised terms.

The revised terms in most of the cases include an extension of the maturity of the loan, changes to the timing of the cash flows of the loan (principal and interest repayment), reduction in the amount of cash flows due (principal and interest forgiveness) and amendments to covenants.

When a financial asset is modified, the bank assesses whether this modification results in derecognition. In accordance with the bank's policy, a modification results in derecognition when it gives rise to substantially different terms. To determine if the modified terms are substantially different from the original contractual terms, the Bank considers the following:

- Qualitative factors, such as contractual cash flows after modification are no longer SPPI, change in currency or change of counterparty, the extent of change in interest rates, maturity, covenants. If these do not clearly indicate a substantial modification, then;
- A quantitative assessment is performed to compare the present value of the remaining contractual cash flows under the original terms with the contractual cash flows under the revised terms, both amounts discounted at the original effective interest.

In the case where the financial asset is derecognised the loss allowance for ECL is remeasured at the date of derecognition to determine the net carrying amount of the asset at that date. The difference between this revised carrying amount and the fair value of the new financial asset with the new terms will lead to a gain or loss on derecognition.

The new financial asset will have a loss allowance measured based on 12-month ECL except in the rare occasions where the new loan is considered to be originated credit impaired. This applies only in the case where the fair value of the new loan is recognised at a significant discount to its revised par amount because there remains a high risk of default which has not been reduced by the modification.

The Bank monitors credit risk of modified financial assets by evaluating qualitative and quantitative information, such as if the borrower is in past due status under the new terms. When the contractual terms of a financial asset are modified and the modification does not result in derecognition, the Bank determines if the financial asset's credit risk has increased significantly since initial recognition by comparing:

- the remaining lifetime PD estimated based on data at initial recognition and the original contractual terms; with
- the remaining lifetime PD at the reporting date based on the modified terms.

For financial assets modified as part of the Bank's forbearance policy, where modification did not result in derecognition, the estimate of PD reflects the Bank's ability to collect the modified cash flows taking into account the Bank's previous experience of similar forbearance action, as well as various behavioural indicators, including the borrower's payment performance against the modified contractual terms.

If the credit risk remains significantly higher than what was expected at initial recognition the loss allowance will continue to be measured at an amount equal to lifetime ECL. The loss allowance on forborne loans will generally only be measured based on 12-month ECL when there is evidence of the borrower's improved repayment behaviour following modification leading to a reversal of the previous significant increase in credit risk.

Where a modification does not lead to derecognition the Bank calculates the modification gain/loss comparing the gross carrying amount before and after the modification (excluding the ECL allowance). Then the Bank measures ECL for the modified asset, where the expected cash flows arising from the modified financial asset are included in calculating the expected cash shortfalls from the original asset. The Bank derecognises a financial asset only when the contractual rights to the asset's cash flows expire (including expiry arising from a modification with substantially different terms), or when the financial asset and substantially all the risks and rewards of ownership of the asset are transferred to another entity.

If the Bank neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Bank recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Bank retains substantially all the risks and rewards of ownership of a transferred financial asset, the Bank continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset in its entirety, the difference between the asset's carrying amount and the sum of the consideration received and receivable and the cumulative gain/loss that had been recognised in OCI and accumulated in equity is recognised in profit or loss, with the exception of equity investment designated as measured at FVTOCI, where the cumulative gain/ loss previously recognised in OCI is not subsequently reclassified to profit or loss.

On derecognition of a financial asset other than in its entirety (e.g. when the Bank retains an option to repurchase part of a transferred asset), the Bank allocates the previous carrying amount of the financial asset between the part it continues to recognise under continuing involvement, and the part it no longer recognises on the basis of the relative fair values of those parts on the date of the transfer.

The difference between the carrying amount allocated to the part that is no longer recognised and the sum of the consideration received for the part no longer recognised and any cumulative gain/loss allocated to it that had been recognised in OCI is recognised in profit or loss. A cumulative gain/loss that had been recognised in OCI is allocated between the part that continues to be recognised and the part that is no longer recognised on the basis of the relative fair values of those parts. This does not apply for equity investments designated as measured at FVTOCI, as the cumulative gain/ loss previously recognised in OCI is not subsequently reclassified to profit or loss.

(xvii) Financial Guarantee Contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payments when due in accordance with the terms of a debt instrument.

Financial guarantee contracts issued by the Bank are initially measured at their fair values and, if not designated as at FVTPL and not arising from a transfer of a financial asset, are subsequently measured at the higher of:

- the amount of the loss allowance determined in accordance with IFRS 9; and
- the amount initially recognised less, where appropriate, cumulative amount of income recognised in accordance with the Bank's revenue

2. Summary of significant accounting policies (continued)
2.18 Financial Instruments (continued)

recognition policies.

Financial guarantee contracts not designated at FVTPL are presented as provisions on the consolidated statement of financial position and the re-measurement is presented in other revenue. The Bank has not designated any financial guarantee contracts as at FVTPL.

Commitments to provide a loan at a below-market interest rate are initially measured at their fair values and, if not designated as at FVTPL, are subsequently measured at the higher of:

- the amount of the loss allowance determined in accordance with IFRS 9; and
- the amount initially recognised less, where appropriate, cumulative amount of income recognised in accordance with the revenue recognition policies.

(xviii) Commitments to provide a loan at below market interest rate

Commitments to provide a loan below market rate not designated at FVTPL are presented as provisions in the statement of financial position and the re-measurement is presented in other revenue.

The Bank has not designated any commitments to provide a loan below market rate designated at FVTPL.

2.19 Leases

The Bank assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

(i) Bank as a Lessee

The Bank applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets.

The Bank recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The Bank recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the lease term.

The right-of-use assets are presented within Note 23 - Property, equipment and right-of-use assets and are subject to impairment in line with the Bank's policy as described in Note 2.6 - Impairment of non-financial assets.

Lease Liabilities

At the commencement date of the lease, the Bank recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (less any lease incentives receivable), variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Bank and payments of penalties for terminating the lease, if the lease term reflects exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

(ii) Bank as a Lessor

Leases in which the Bank does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income.

3. Changes in accounting policies and disclosures

(a) New standards, amendments and interpretations effective during the current financial year.

(i) Amendments to IAS 1 Presentation of Financial Statements and IFRS Practice Statement 2 Making Materiality Judgements— Disclosure of Accounting Policies

The Bank has adopted the amendments to IAS 1 for the first time in the current year. The amendments change the requirements in IAS 1 with regard to disclosure of accounting policies. The amendments replace all instances of the term 'significant accounting policies' with 'material accounting policy information'. Accounting policy information is material if, when considered together with other information included in an entity's financial statements, it can reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements. The supporting paragraphs in IAS 1 are also amended to clarify that accounting policy information that relates to immaterial transactions, other events or conditions is immaterial and need not be disclosed. Accounting policy information

3. Changes in accounting policies and disclosures (continued)

may be material because of the nature of the related transactions, other events or conditions, even if the amounts are immaterial. However, not all accounting policy information relating to material transactions, other events or conditions is itself material.

The IASB has also developed guidance and examples to explain and demonstrate the application of the 'four-step materiality process' described in IFRS Practice Statement 2.

(ii) Amendments to IAS 12 Income Taxes—Deferred Tax related to Assets and Liabilities arising from a Single Transaction.

The Bank has adopted the amendments to IAS 12 for the first time in the current year. The amendments introduce a further exception from the initial recognition exemption. Under the amendments, an entity does not apply the initial recognition exemption for transactions that give rise to equal taxable and deductible temporary differences. Depending on the applicable tax law, equal taxable and deductible temporary differences may arise on initial recognition of an asset and liability in a transaction that is not a business combination and affects neither accounting profit nor taxable profit.

Following the amendments to IAS 12, an entity is required to recognise the related deferred tax asset and liability, with the recognition of any deferred tax asset being subject to the recoverability criteria in IAS 12.

(iii) Amendments to IAS 12 Income Taxes— International Tax Reform—Pillar Two Model Rules

The Bank has adopted the amendments to IAS 12 for the first time in the current year. The IASB amends the scope of IAS 12 to clarify that the Standard applies to income taxes arising from tax law enacted or substantively enacted to implement the Pillar Two model rules published by the OECD, including tax law that implements qualified domestic minimum top up taxes described in those rules.

The amendments introduce a temporary exception to the accounting requirements for deferred taxes in IAS 12, so that an entity would neither recognise nor disclose information about deferred tax assets and liabilities related to Pillar Two income taxes.

Following the amendments, the Bank is required to disclose that it has applied the exception and to disclose separately its current tax expense (income) related to Pillar Two income taxes.

(iv) Amendments to IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors—Definition of Accounting Estimates

The Bank has adopted the amendments to IAS 8 for the first time in the current year. The amendments replace the definition of a change in accounting estimates with a definition of accounting estimates. Under the new definition, accounting estimates are "monetary amounts in financial statements that are subject to measurement uncertainty". The definition of a change in accounting estimates was deleted.

(b) New and revised IFRS Standards in issue but not yet effective

At the date of authorisation of these financial statements, the Bank has not applied the following new and revised IFRS Accounting Standards that have been issued but are not yet effective

Amendments to IAS 1	Classification of Liabilities as Current or Non-current
Amendments to IAS 1	Non-current Liabilities with Covenants
Amendments to IAS 7 and IFRS 7	Supplier Finance Arrangements
Amendments to IFRS 16	Lease Liability in a Sale and Leaseback

The directors do not expect that the adoption of the Standards listed above will have a material impact on the financial statements of the Bank in future periods, except if indicated below.

i. Amendments to IAS 1 Presentation of Financial Statements—Classification of Liabilities as Current or Non-current

The amendments to IAS 1 published in January 2020 affect only the presentation of liabilities as current or noncurrent in the statement of financial position and not the amount or timing of recognition of any asset, liability, income or expenses, or the information disclosed about those items.

The amendments clarify that the classification of liabilities as current or non-current is based on rights that are in existence at the end of the reporting period, specify that classification is unaffected by expectations about whether an entity will exercise its right to defer settlement of a liability, explain that rights are in existence if covenants are complied with at the end of the reporting period, and introduce a definition of 'settlement' to make clear that settlement refers to the transfer to the counterparty of cash, equity instruments, other assets or services.

The amendments are applied retrospectively for annual periods beginning on or after January 1 2024, with early application permitted. The IASB has aligned the effective date with the 2022 amendments to IAS 1. If an entity applies the 2020 amendments for an earlier period, it is also required to apply the 2022 amendments early.

The directors of the Bank anticipate that the application

3. Changes in accounting policies and disclosures (continued)

of these amendments may have an impact on the financial statements in future periods.

ii. Amendments to IAS 1 Presentation of Financial Statements—Non-current Liabilities with Covenants

The amendments specify that only covenants that an entity is required to comply with on or before the end of the reporting period affect the entity's right to defer settlement of a liability for at least twelve months after the reporting date (and therefore must be considered in assessing the classification of the liability as current or noncurrent). Such covenants affect whether the right exists at the end of the reporting period, even if compliance with the covenant is assessed only after the reporting date (e.g. a covenant based on the entity's financial position at the reporting date that is assessed for compliance only after the reporting date).

The IASB also specifies that the right to defer settlement of a liability for at least twelve months after the reporting date is not affected if an entity only has to comply with a covenant after the reporting period. However, if the entity's right to defer settlement of a liability is subject to the entity complying with covenants within twelve months after the reporting period, an entity discloses information that enables users of financial statements to understand the risk of the liabilities becoming repayable within twelve months after the reporting period. This would include information about the covenants (including the nature of the covenants and when the entity is required to comply with them), the carrying amount of related liabilities and facts and circumstances, if any, that indicate that the entity may have difficulties complying with the covenants.

The amendments are applied retrospectively for annual reporting periods beginning on or after January 1 2024. Earlier application of the amendments is permitted. If an entity applies the amendments for an earlier period, it is also required to apply the 2020 amendments early.

The directors of the Bank anticipate that the application of these amendments may have an impact on the financial statements in future periods.

iii. Amendments to IAS 7 Statement of Cash Flows and IFRS 7 Financial Instruments: Disclosures—Supplier Finance Arrangements

The amendments add a disclosure objective to IAS 7 stating that an entity is required to disclose information about its supplier finance arrangements that enables users of financial statements to assess the effects of those arrangements on the entity's liabilities and cash flows. In addition, IFRS 7 was amended to add supplier finance arrangements as an example within the requirements to disclose information about an entity's exposure to concentration of liquidity risk.

The term 'supplier finance arrangements' is not defined. Instead, the amendments describe the characteristics of an arrangement for which an entity would be required to provide the information.

To meet the disclosure objective, an entity will be required to disclose in aggregate for its supplier finance arrangements.

- The terms and conditions of the arrangements
- The carrying amount, and associated line items presented in the entity's statement of financial position, of the liabilities that are part of the arrangements
- The carrying amount, and associated line items for which the suppliers have already received payment from the finance providers
- Ranges of payment due dates for both those financial liabilities that are part of a supplier finance arrangement and comparable trade payables that are not part of a supplier finance arrangement

iv. Amendment to IFRS 16 Leases—Lease Liability in a Sale and Leaseback

The amendments to IFRS 16 add subsequent measurement requirements for sale and leaseback transactions that satisfy the requirements in IFRS 15 to be accounted for as a sale.

The amendments require the seller-lessee to determine 'lease payments' or 'revised lease payments' such that the seller-lessee does not recognise a gain or loss that relates to the right of use retained by the seller-lessee, after the commencement date.

The amendments do not affect the gain or loss recognised by the seller-lessee relating to the partial or full termination of a lease. Without these new requirements, a seller-lessee may have recognised a gain on the right of use it retains solely because of a remeasurement of the lease liability (for example, `following a lease modification or change in the lease term) applying the general requirements in IFRS 16. This could have been particularly the case in a leaseback that includes variable lease payments that do not depend on an index or rate.

As part of the amendments, the IASB amended an Illustrative Example in IFRS 16 and added a new example to illustrate the subsequent measurement of a right-of-use asset and lease liability in a sale and leaseback transaction with variable lease payments that do not depend on an index or rate. The illustrative examples also clarify that the liability, that arises from a sale and leaseback transaction that qualifies as a sale applying IFRS 15, is a lease liability.

The amendments are effective for annual reporting periods beginning on or after January 1 2024. Earlier application is permitted. If a seller-lessee applies the amendments for an earlier period, it is required to disclose that fact.

A seller-lessee applies the amendments retrospectively in accordance with IAS 8 to sale and leaseback transactions entered into after the date of initial application, which is defined as the beginning of the annual reporting period in which the entity first applied IFRS 16.

4. Financial risk management

The Bank's activities expose it to a variety of financial risks and those activities involve the analysis, evaluation, acceptance and management of some degree of risk or combination of risks. Taking risk is core to the Bank's business, and the operational risks are an inevitable consequence of being in business. The Bank's aim is therefore to achieve an appropriate balance between risk and return and minimise potential adverse effects on its financial performance. The most important types of risk include; credit risk, liquidity risk and market risk-comprising currency, interest rate and other price risk.

Risk management framework

The Board of Directors has overall responsibility for the establishment and oversight of the Bank's risk management framework. The Board has established a Risk Management Committee in support of their risk oversight objectives and responsibilities. There is also a Risk Management Department which has responsibility for the implementation of the Bank's risk control principles, frameworks and processes across the entire risk spectrum.

The Bank's risk management policies are established to identify and analyse the risks faced by the Bank, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions, products and services offered. The Bank, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment, in which all employees understand their roles and obligations.

4.1 Credit Risk

Credit risk is the risk of financial loss to the Bank if a customer or counterparty to a financial instrument fails to fulfil its contractual obligations. Credit risk arises mainly from interbank, commercial and consumer loans and advances and loan commitments arising from such lending activities but can also arise from credit enhancements provided such as financial guarantees, letters of credits, endorsements and acceptances.

The Bank is also exposed other credit risks arising from investments in debt securities and exposures arising from its other trading activities including settlement balances with market counterparties and reverse purchase agreements.

Credit risk is the single largest risk for the Bank's business; Management therefore carefully manages its exposure to credit risk.

4.1.1 Credit Risk Management

The Board of Directors has delegated responsibility for the management of Credit risk to its Sub-Committee on Risk Management. A separate Credit Department, reporting to the Chief Risk Officer, is responsible for oversight of the Bank's credit risk, including:

- Formulating credit policies in consultation with business units, covering collateral requirements, credit assessment, risk grading and reporting, documentary and legal procedures, and compliance with regulatory and statutory requirements.
- Establishing the authorisation structure for the approval and renewal of credit facilities. Authorisation limits are allocated to business units. Larger facilities require approval by the Board Committee on Risk Management.
- Reviewing and assessing credit risk. The Credit department assesses all credit exposures in excess of designated limits, prior to facilities being committed to customers by the business unit concerned. Renewals and reviews of facilities are subject to the same review process. Limiting concentrations of exposure to counterparties, and industries for loans and advances.
- Developing and maintaining the Bank's risk grading in order to categorise exposures according to the degree of risk of financial loss faced and to focus management's attention on the attendant risks. The responsibility for setting risk grades lies with the Board of Directors. Risk grades are subject to regular reviews by the Risk Management Division.

(i) Significant increase in credit risk

The Bank monitors all financial assets that are subject to impairment requirements to assess whether there has been a significant increase in credit risk since initial recognition. If there has been a significant increase in credit risk the Bank will measure the loss allowance based on lifetime rather than 12-month ECL. Details of factors that will result in the significant increase in credit risk are disclosed in Note 2.18 (viii).

(ii) Internal Credit Risk Rating

In order to minimise credit risk, the Bank has tasked its credit management committee to develop and maintain the Bank's credit risk grading to categorise exposures according to their degree of risk of default. The Bank's credit risk grading framework comprises ten categories. The credit rating information is based on a

4.1.1 Credit Risk Management
(ii) Internal Credit Risk Rating (continued)

range of data that is determined to be predictive of the risk of default and applying experienced credit judgement.

The nature of the exposure and type of borrower are taken into account in the analysis. Credit risk grades are defined using qualitative and quantitative factors that are indicative of risk of default.

The Bank's risk rating buckets and definitions are as follows:

Grade	Description	Rating	Rating bucket	Risk range	Risk range (description)
1	Extremely low risk	Low to fair risk	AAA	90% - 100%	Low risk range
2	Very low risk		AA	80% - 89%	
3	Low risk		A	70% - 79%	
4	Acceptable risk	Monitoring	BBB	60% - 69%	Acceptable risk range
5	Moderately high risk		BB	50% - 59%	
6	High risk	Substandard	B	40% - 49%	High risk range
7	Very high risk		CCC	30% - 39%	
8	Extremely high risk		CC	0% - 29%	
9	High likelihood of default	Doubtful	C	Below 0%	Unacceptable risk range
10	Default	Impaired	D	Below 0%	

The risk ratings are a primary tool for the review and decision making in the credit process. The Bank does not lend on unsecured basis to obligors that are below investment grade (BB and above). The Bank will not lend to obligors in the unacceptable risk range.

The credit risk grades are designed and calibrated to reflect the risk of default as credit risk deteriorates. As the credit risk increases the difference in risk of default between grades changes. Each exposure is allocated to a credit risk grade at initial recognition, based on the available information about the counterparty.

All exposures are monitored and the credit risk grade is updated to reflect current information. The monitoring procedures followed are both general and tailored to the type of exposure.

The following data are typically used to monitor the Bank's exposures:

- Payment record, including payment ratios and ageing analysis;
- Extent of utilisation of granted limit;
- Forbearances (both requested and granted);
- Changes in business, financial and economic conditions;
- Credit rating information supplied by external rating agencies;
- For retail exposures: internally generated data of customer behaviour, affordability metrics etc.

The Bank uses credit risk grades as a primary input into the determination of the term structure of the PD for exposures. The Bank collects performance and default information about its credit risk exposures analysed by jurisdiction or region and by type of product and borrower as well as by credit risk grading. The information used is both internal and external depending on the portfolio assessed.

The Bank analyses all data collected using statistical models and estimates the remaining lifetime PD of exposures and how these are expected to change over time. The factors taken into account in this process include macro-economic data such as GDP growth, unemployment and benchmark interest rates.

The Bank generates a 'base case' scenario of the future direction of relevant economic variables as well as a representative range of other possible forecast scenarios. The Bank then uses these forecasts, which are probability-weighted, to adjust its estimates of PDs. The Bank uses different criteria to determine whether credit risk has increased significantly per portfolio of assets. The criteria used are both quantitative changes in PDs as well as qualitative.

Internal Credit Risk Rating

4.1.1 Credit Risk Management (continued)

Irrespective of the outcome of the above assessment, the Bank presumes that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due unless the Bank has reasonable and supportable information that demonstrates otherwise.

The Bank has monitoring procedures in place to make sure that the criteria used to identify significant increases in credit are effective, meaning that significant increase in credit risk is identified before the exposure is defaulted or when the asset becomes 30 days past due.

The Bank performs periodic back-testing of its ratings to consider whether the drivers of credit risk that led to default were accurately reflected in the rating in a timely manner.

Incorporation of forward looking information

The Bank uses forward-looking information that is available without undue cost or effort in its assessment of significant increase of credit risk as well as in its measurement of ECL. The Bank employs experts who use external and internal information to generate a 'base case' scenario of future forecast of relevant economic variables along with a representative range of other possible forecast scenarios.

The external information used includes economic data and forecasts published by governmental bodies and monetary authorities. The Bank applies probabilities to the forecast scenarios identified. The base case scenario is the single most-likely outcome and consists of information used by the Bank for strategic planning and budgeting.

The Bank has identified and documented key drivers of credit risk and credit losses for each portfolio of financial instruments and, using a statistical analysis of historical data, has estimated relationships between macro-economic variables and credit risk and credit losses. The Bank has not made changes in the estimation techniques or significant assumptions made during the reporting period.

Grouping of instruments for losses measured on a collective basis

For expected credit loss provisions modelled on a collective basis, a grouping of exposures is performed on the basis of shared risk characteristics, such that risk exposures within a group are homogeneous. In performing this grouping, there must be sufficient information for the group to be statistically credible. The grouping of financial instruments for assessment of credit loss provisions on a collective basis is based on the industry sectors of the exposures. Stage 2 and Stage 3 loans are however assessed individually.

Measurement of ECL

The key inputs used for measuring ECL are:

• probability of default (PD);

• loss given default (LGD); and

• exposure at default (EAD).

As explained above these figures are generally derived from internally developed models and other historical data and they are adjusted to reflect probability-weighted forward-looking information. PD is an estimate of the likelihood of default over a given time horizon. It is estimated as at a point in time.

The calculation is based on statistical rating models, and assessed using rating tools tailored to the various categories of counterparties and exposures. These statistical models are based on market data (where available), as well as internal data comprising both quantitative and qualitative factors. PDs are estimated considering the contractual maturities of exposures and estimated prepayment rates.

The estimation is based on current conditions, adjusted to take into account estimates of future conditions that will impact PD. LGD is an estimate of the loss arising on default. It is based on the difference between the contractual cash flows due and those that the lender would expect to receive, taking into account cash flows from any collateral.

The LGD models for secured assets consider forecasts of future collateral valuation taking into account sale discounts, time to realisation of collateral, cross-collateralisation and seniority of claim, cost of realisation of collateral and cure rates (i.e. exit from non-performing status). LGD models for unsecured assets consider time of recovery, recovery rates and seniority of claims.

The calculation is on a discounted cash flow basis, where the cash flows are discounted by the original EIR of the loan. EAD is an estimate of the exposure at a future default date, taking into account expected changes in the exposure after the reporting date, including repayments of principal and interest, and expected drawdowns on committed facilities.

The Bank's modelling approach for EAD reflects expected changes in the balance outstanding over the lifetime of the loan exposure that are permitted by the current contractual terms, such as amortisation profiles, early repayment or overpayment, changes in utilisation of undrawn commitments and credit mitigation actions taken before default.

Measurement of ECL

The Bank uses EAD models that reflect the characteristics of the portfolios. The Bank measures ECL considering the risk of default over the maximum contractual period (including extension options) over which the entity is exposed to credit risk and not a longer period, even

4. Financial risk management (continued)

if contact extension or renewal is common business practice. However, for financial instruments such as credit cards, revolving credit facilities and overdraft facilities that include both a loan and an undrawn commitment component, the Bank's contractual ability to demand repayment and cancel the undrawn commitment does not limit the Bank's exposure to credit losses to the contractual notice period.

For such financial instruments the Bank measures ECL over the period that it is exposed to credit risk and ECL would not be mitigated by credit risk management actions, even if that period extends beyond the maximum contractual period. These financial instruments do not have a fixed term or repayment structure and have a short contractual cancellation period.

However, the Bank does not enforce in the normal day-to-day management the contractual right to cancel these financial instruments. This is because these financial instruments are managed on a collective basis and are cancelled only when the Bank becomes aware of an increase in credit risk at the facility level. This longer period is estimated taking into account the credit risk management actions that the Bank expects to take to mitigate ECL, e.g. reduction in limits or cancellation of the loan commitment.

4.1.2 Risk limit control and mitigation policies

The Bank manages, limits and controls concentrations of credit risk wherever they are identified - in particular, to individual counterparties and banks, and to industries and countries.

The Bank structures the levels of credit risk it undertakes by placing limits on the amount of risk accepted in relation to one borrower, or banks of borrowers, and to geographical and industry segments. Such risks are monitored on a revolving basis and subject to an annual or more frequent review, when considered necessary. Limits on the level of credit risk by product and industry sector are approved quarterly by the Board of Directors.

The exposure to any one borrower including banks and brokers is further restricted by sub-limits covering on- and off-balance sheet exposures, and daily delivery risk limits in relation to trading items such as forward foreign exchange contracts. Actual exposures against limits are monitored daily.

Lending limits are reviewed in the light of changing market and economic conditions and periodic credit reviews and assessments of probability of default.

Some other specific control and mitigation measures are outlined below:

(a) Collateral

The Bank employs a range of policies and practices to mitigate credit risk. The most traditional of these is the taking of security for funds advanced, which is common practice. The Bank implements guidelines on the acceptability of specific classes of collateral or credit risk mitigation. The principal collateral types for loans and advances are:

- Mortgages over residential properties.
- Charges over business assets such as premises, inventory and accounts receivable.
- Charges over financial instruments such as debt securities and equities.

Collateral held as security for financial assets other than loans and advances depends on the nature of the instrument. Longer-term finance and lending to corporate entities are generally secured; revolving individual credit facilities are generally unsecured. In addition, in order to minimise the credit loss the Bank will seek additional collateral from the counterparty as soon as impairment indicators are identified for the relevant individual loans and advances.

(b) Financial covenants (for credit related commitments and loan books)

The primary purpose of these instruments is to ensure that funds are available to a customer as required. Guarantees and standby letters of credit carry the same credit risk as loans. Documentary and commercial letters of credit – which are written undertakings by the Bank on behalf of a customer authorising a third party to draw drafts on the Bank up to a stipulated amount under specific terms and conditions – are collateralised by the underlying shipments of goods to which they relate and therefore carry less risk than a direct loan.

Commitments to extend credit represent unused portions of authorisations to extend credit in the form of loans, guarantees or letters of credit. With respect to credit risk on commitments to extend credit, the Bank is potentially exposed to loss in an amount equal to the total unused commitments. However, the likely amount of loss is less than the total unused commitments, as most commitments to extend credit are contingent upon customers maintaining specific credit standards (often referred to as financial covenants).

The Bank monitors the term to maturity of credit commitments because longer-term commitments generally have a greater degree of credit risk than shorter-term commitments.

4.1.3 Maximum exposure to credit risk before collateral held or other credit enhancements

The Bank's maximum exposure to credit risk is represented by the gross carrying amounts of the financial assets with the exception of financial and other guarantees issued by the Bank for which the maximum exposure to credit risk is represented by the maximum amount the Bank would have to pay if the guarantees are called on. The financial assets are categorised by

4. Financial risk management (continued)

(All amounts are expressed in Ghana cedis unless otherwise stated)

the industry sectors of the Bank's counterparties.

Loans and advances to customers form 10.9% of the total maximum exposure (2023: 46.2%); 50.5% represents investments securities (2023: 50.5%) and 42.9% represent balances with banks, placements and other assets (2023: 33.2%).

The following table breaks down the Bank's credit exposure at carrying amounts (without taking into account any collateral held or other credit support), as categorised by the industry sectors of the Bank's counterparties

Notes to Financial Statements

(All amounts are expressed in Ghana cedis unless otherwise stated)

4. Financial risk management (continued)

4.1.3 Maximum exposure to credit risk before collateral held or other credit enhancements (continued)

On balance sheet

At At December 31 2024	Loans and advances to customers	Cash and balances with Bank of Ghana	Due from other banks	Investment securities	Other financial assets	Total
Substandard	24,551					24,551
Manufacturing	296,069,126					296,069,126
Commerce and Finance	519,188,886	2,700,395,822	1,052,570,867	4,927,584,000	256,165,210	9,455,904,785
Transport and communications	139,014,882					139,014,882
Building and construction	1,546,582					1,546,58
Services	71,837,657					71,837,657
Oil and Gas	98,555,804					98,555,80
Education	3,294,679					3,294,679
Miscellaneous	187,389,287					187,389,288
Total	**1,316,921,454**	**2,700,395,822**	**1,052,570,867**	**4,927,584,000**	**256,165,210**	**10,253,637,353**
Allowance for credit losses	(202,555,926)			(613,333,000)		(815,888,926)
Net carrying amount	**1,114,365,528**	**2,700,395,822**	**1,052,570,867**	**4,314,251,000**	**256,165,210**	**9,437,748,427**

Notes to Financial Statements

(All amounts are expressed in Ghana cedis unless otherwise stated)

4. Financial risk management (continued)

4.1.3 Maximum exposure to credit risk before collateral held or other credit enhancements (continued)

On balance sheet

At December 31 2023	Loans and advances to customers	Cash and balances with Bank of Ghana	Due from other banks	Investment securities	Other financial assets	Total
Agriculture	1,440,802	-	-	-	-	1,440,802
Manufacturing	297,017,781	-	-	-	-	297,017,781
Commerce and Finance	404,455,942	1,560,204,435	1,055,706,558	4,222,145,317	160,411,252	7,402,923,504
Transport and communications	57,002,079	-	-	-	-	57,002,079
Building and construction	205,148	-	-	-	-	205,148
Services	107,378,962	-	-	-	-	107,378,962
Oil and Gas	238,780,635	-	-	-	-	238,780,635
Education	3,362,815	-	-	-	-	3,362,815
Miscellaneous	250,402,612	-	-	-	-	250,402,612
Total	**1,360,046,776**	**1,560,204,435**	**1,055,706,558**	**4,222,145,317**	**160,411,252**	**8,358,514,338**
Allowance for credit losses	(217,903,993)	-	-	(511,302,317)	(15,321,211)	(744,527,521)
Net carrying amount	**1,142,142,783**	**1,560,204,435**	**1,055,706,558**	**3,710,843,000**	**145,090,041**	**7,613,986,817**

Notes to Financial Statements

(All amounts are expressed in Ghana cedis unless otherwise stated)

4. Financial risk management (continued)

4.1.3 Maximum exposure to credit risk before collateral held or other credit enhancements (continued)

Off balance sheet

At At December 31 2024	Letters of credit	Letters of guarantee	Loan commitments	Total
Agriculture	-	-	-	-
Manufacturing	136,131,309	20,000	44,873	136,196,182
Commerce and Finance	18,042,707	3,209,344	85,906,283	107,158,334
Transport and communications	-	6,431,782	4,514,854	10,946,636
Building and construction	-	56,704,039	-	56,704,039
Services	-	4,577,479	7,008,335	11,585,814
Oil and Gas	190,478,778	-	45,000,000	235,478,778
Power	-	16,104,829	-	16,104,829
Mining and quarrying	-	-	-	-
Miscellaneous	-	-	6,087,674	6,087,674
Total	**344,652,794**	**87,047,473**	**148,562,019**	**580,262,286**
Allowance for credit losses	-	(2,362,730)	-	(2,362,730)
Net carrying amount	**344,652,794**	**84,684,743**	**147,058,521**	**577,899,556**

(All amounts are expressed in Ghana cedis unless otherwise stated)

4. Financial risk management (continued)

4.1.3 Maximum exposure to credit risk before collateral held or other credit enhancements (continued)

Off balance sheet

At December 31 2023	Letters of credit	Letters of guarantee	Loan commitments	Total
Agriculture	-	-	-	-
Manufacturing	3,597,362.84	-	8,225	3,605,588
Commerce and Finance	32,059,470	2,978,040	13,394,475	48,431,985
Transport and communications	-	206,549,099	-	206,549,099
Building and construction	-	1,204,037,598	-	1,204,037,598
Services	994,950	-	2,776,373	3,771,323
Oil and Gas	80,601,903	2,385,766	663,320	83,650,989
Power	-	-	-	-
Mining and quarrying	-	-	-	-
Miscellaneous	-	71,629,887	256,211	71,886,098
Total	**117,253,686**	**1,487,580,390**	**17,098,604**	**1,621,932,680**
Allowance for credit losses	-	(2,362,730)	-	(2,362,730)
Net carrying amount	**117,253,686**	**1,485,217,660**	**17,098,604**	**1,619,569,950**

4.1.4 Credit Quality

The Bank manages the credit quality of its financial assets using internal credit ratings. It is the Bank's policy to maintain accurate and consistent risk ratings across the credit portfolio. This facilitates focused management of the applicable risks and the comparison of credit exposures across all lines of business, geographic regions and products. The rating system is supported by a variety of financial analytics, combined with processed market information to provide the main inputs for the measurement of counterparty risk. All internal risk ratings are tailored to the various categories and are derived in accordance with the Bank's rating policy. The attributable risk ratings are assessed and updated regularly.

The credit quality of the Bank's loans and advances are categorised as follows:

Stage 1 Loans and Advances

These are loans and advances that have not deteriorated significantly in credit quality since initial recognition or that have low credit risk (where the optional simplification is applied) at the reporting date. They are considered ''performing'' credits and are rated 1 in the Bank's internal credit risk grading system.

Stage 2 Loans and Advances

These are loans and advances that have deteriorated significantly in credit quality since initial recognition but do not have objective evidence of a credit loss event. These are considered ''the Watch list credit'' in the Bank's internal credit risk grading system and are rated 2.

Stage 3 Loans and Advances

These are loans and advances that have objective evidence of a credit loss event. Stage 3 allocation is driven by either the identification of credit impairment or an exposure being classified as defaulted. These loans are considered "non-performing" in the Bank's internal credit risk grading system and are rated 3 or 4.

Loans with renegotiated terms

The contractual terms of a loan may be modified for a number of reasons including changing market conditions, customer retention and other factors not related to a current or potential credit deterioration of the customer. The Bank renegotiates loans to customers to maximise collection opportunities and minimise the risk of default. The revised terms of renegotiated facilities usually include extended maturity, changing timing of interest payments and amendments to the terms of the loan agreement. As at At December 31 2024, there were no loans with renegotiated terms (December 2023: nil).

Purchased or originated credit impaired (POCI)

Purchased or originated credit impaired (POCI) assets are financial assets that are credit impaired on initial recognition. POCI assets are recorded at fair value at original recognition and interest income is subsequently recognised based on a credit-adjusted EIR. The ECL allowance is only recognised or released to the extent that there is a subsequent change in the expected credit losses. As at At December 31 2024, the bank did not have any purchased or originated credit impaired assets (December 2023: nil).

Impairment assessment

The measurement of expected credit losses is based on the product of the instrument's probability of default (PD), loss given default (LGD), and exposure at default (EAD), discounted to the reporting date using the effective interest rate.

The ECL model has three stages. The Bank recognises a 12-month expected loss allowance on initial recognition (stage 1) and a lifetime expected loss allowance when there has been a significant increase in credit risk since initial recognition (stage 2). Stage 3 requires objective evidence that an asset is credit-impaired and then a lifetime expected loss allowance is recognised.

Write-off policy

The Bank writes off a loan / security balance (and any related allowances for impairment losses) when the Credit department determines that the loans are uncollectible. This determination is reached after considering information such as the occurrence of significant changes in the borrower's financial position such that the borrower can no longer pay the obligation, or that proceeds from collateral will not be sufficient to pay back the entire exposure.

For smaller balance standardised loans, charge off decisions generally are based on a product specific past due status. Loan write-off requires approval of the Board of Directors and the Bank of Ghana. During the year 2024, a total of GHS GHS 93,491,125.15 was written off Loans and Advances.

Credit Risk Exposure

An analysis of the Bank's credit risk exposure per class of financial asset, internal rating and "stage" without taking into account the effects of any collateral or other credit enhancements is provided in the following tables. Unless specifically indicated, for financial assets, the amounts in the table represent gross carrying amounts. For loan commitments and financial guarantee contracts, the amounts in the table represent the amounts committed or guaranteed, respectively.

4. Financial risk management (continued)

4.1.4 Credit Quality (continued)

Impairment assessment under IFRS 9 (continued)

Loans and advances to customers at amortised cost	**Stage 1**	**Stage 2**	**Stage 3**		**Total**
2024	**12-month ECL**	**Lifetime ECL**	**Lifetime ECL**	**Purchased credit-impaired**	
Grades 1-3: Low to fair risk	1,005,512,319	-	-	-	1,005,512,319
Grades 4-5: Monitoring	-	146,416,526	-	-	146,416,526
Grades 6-8: Substandard	-	-	4,921,777	-	4,921,777
Grade 9: Doubtful	-	-	4,564,209	-	4,564,209
Grades 9-10: Impaired	-	-	155,506,623	-	155,506,623
Gross carrying amount	**1,005,512,319**	**146,416,526**	**164,992,609**	**-**	**1,316,921,454**
Loss allowance	(22,431,791)	(16,000,311)	(164,123,824)	-	(202,555,926)
Carrying amount	**983,080,529**	**130,416,215**	**868,785**	**-**	**1,114,365,528**

	Stage 1	**Stage 2**	**Stage 3**		**Total**
2023	**12-month ECL**	**Lifetime ECL**	**Lifetime ECL**	**Purchased credit-impaired**	
Grades 1-3: Low to fair risk	875,272,868	-	-	-	875,272,868
Grades 4-5: Monitoring	-	149,397,394	-	-	149,397,394
Grades 6-8: Substandard	-	-	3,332,028	-	3,332,028
Grade 9: Doubtful	-	-	110,185,312	-	110,185,312
Grades 9-10: Impaired	-	-	221,859,174	-	221,859,174
Gross carrying amount	875,272,868	149,397,394	335,376,514	-	1,360,046,776
Loss allowance	(25,856,942)	(378,017)	(191,669,034)	-	(217,903,993)
Carrying amount	**1,423,497,088**	**55,510,145**	**65,681,646**	**-**	**1,544,688,879**

4. Financial risk management (continued)

4.1.4 Credit Quality (continued)

Impairment assessment under IFRS 9 (continued)

Investment securities

	Stage 1	Stage 2	Stage 3		Total
2024	**12-month ECL**	**Lifetime ECL**	**Lifetime ECL**	**Purchased credit-impaired**	
Grades 1-3: Low to fair risk	2,461,678,684	-	2,465,905,316		4,927,584,000
Gross carrying amount	**2,461,678,684**	**-**	**2,465,905,316**		**4,927,584,000**
Loss allowance	(5,308,070)	-	(608,024,930)		(613,333,000)
Carrying amount	**2,456,370,614**	**-**	**1,857,880,386**		**4,314,251,000**

	Stage 1	Stage 2	Stage 3		Total
2023	**12-month ECL**	**Lifetime ECL**	**Lifetime ECL**	**Purchased credit-impaired**	
Grades 1-3: Low to fair risk	118,800,000	-	4,103,345,317	-	4,224,145,317
Gross carrying amount	**118,800,000**	**-**	**4,103,345,317**	**-**	**4,222,145,317**
Loss allowance	(450,917)	-	(510,851,400)	-	(511,302,317)
Carrying amount	**118,349,083**	**-**	**3,592,493,917**	**-**	**3,710,843,000**

4. Financial risk management (continued)

4.1.4 Credit Quality (continued)

Impairment assessment under IFRS 9 (continued)

Other assets

Other assets	**Stage 1**	**Stage 2**	**Stage 3**		**Total**
2024	**12-month ECL**	**Lifetime ECL**	**Lifetime ECL**	**Purchased credit-impaired**	
Grades 1-3: Low to fair risk	246,370,944	-	-	-	246,370,944
Grades 9-10: Impaired		-	-	-	-
Gross carrying amount	**246,370,944**	**-**	**-**	**-**	**246,370,944**
Loss allowance	-	-	-	-	-
Carrying amount	**246,370,944**	**-**	**-**	**-**	**246,370,944**

	Stage 1	**Stage 2**	**Stage 3**		**Total**
2023	**212-month ECL**	**Lifetime ECL**	**Lifetime ECL**	**Purchased credit-impaired**	
Grades 1-3: Low to fair risk	145,090,041	-	15,321,211	-	160,411,252
Grades 9-10: Impaired	-	-	-	-	-
Gross carrying amount	**145,090,041**	**-**	**15,321,211**	**-**	**160,411,252**
Loss allowance	-	-	(15,321,211)	-	(15,321,211)
Carrying amount	**145,090,041**	**-**	**-**	**-**	**145,090,041**

4. Financial risk management (continued)

4.1.4 Credit Quality (continued)

Impairment assessment under IFRS 9 (continued)

Off balance sheet

2024	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
Grades 1-3: Low to fair risk	431,662,965	-	-	-	431,662,965
Gross carrying amount	**431,662,965**	**-**	**-**	**-**	**431,662,965**
Loss allowance	(2,362,730)	-	-	-	(2,362,730)
Carrying amount	**429,300,235**	**-**	**-**	**-**	**429,300,235**

2023	Stage 1 12-month ECL	Stage 2 Lifetime ECL	Stage 3 Lifetime ECL	Purchased credit-impaired	Total
Grades 1-3: Low to fair risk	1,604,834,076	-	-	-	1,604,834,076
Gross carrying amount	**1,604,834,076**	**-**	**-**	**-**	**1,604,834,076**
Loss allowance	(2,362,730)	-	-	-	(2,362,730)
Carrying amount	**1,602,471,346**	**-**	**-**	**-**	**1,602,471,346**

Loss allowance

The loss allowance recognised in the period is impacted by a variety of factors, as described below:

- Transfers between Stage 1 and Stages 2 or 3 due to financial instruments experiencing significant increases (or decreases) of credit risk or becoming credit-impaired in the period, and the consequent "step up" (or "step down") between 12-month and lifetime ECL;
- Additional allowances for new financial instruments recognised during the period as well as releases for financial instruments derecognised during the period;
- Impact on the measurement of ECL due to changes in PD's, EAD's and LGD's in the period, arising from regular refreshing of inputs to models;
- Impacts on the measurement of ECL due to changes made to models and assumptions;
- Discount unwind within ECL due to passage of time, as ECL is measured on a present value basis;
- Foreign exchange translations for assets denominated in foreign currencies and other movements; and
- Financial assets derecognised during the period and write-offs of allowances related to assets that were written off during the period.

4. Financial risk management (continued)

4.1.5 Credit Concentration

The Bank monitors concentrations on credit risk by sector, geographic location and industry. The analysis of concentrations of credit risk by location at the reporting date is shown below:

	2024		2023	
	In Ghana	Outside Ghana	In Ghana	Outside Ghana
Assets				
Cash and cash equivalents	**2,907,134,301**	**845,832,388**	1,987,142,870	628,768,123
Investment securities - amortised cost	**4,167,251,000**	**147,000,000**	3,115,366,973	595,476,027
Loans to customers	**1,114,365,529**	**-**	1,142,142,783	-
Other financial assets	**224,498,000**	**-**	160,411,252	-
	8,413,248,830	**992,832,388**	5,599,012,087	490,684,765
Liabilities				
Deposits from customers	**7,277,709,872**	**7,333,102**	6,338,451,000	-
Deposits from banks	**-**	**22,872,886**	-	-
Borrowings	**785,298,475**	**-**	-	-
Other financial liabilities	**260,837,063**	**-**	81,938,522	-
	8,323,845,410	**30,205,988**	6,420,389,522	-
Off Balance Sheet Items				
Letters of credit	**344,652,794**	**-**	-	117,253,686
Guarantees	**87,010,171**	**-**	685,623,018	801,957,372
	431,662,965	**-**	685,623,018	919,211,058

4.1.6 Credit Collateral

The Bank holds collateral against loans and advances to customers in the form of cash, treasury bills/certificates, stock and shares of reputable quoted companies, legal mortgages, debentures and guarantees. Estimates of fair value are based on the value of collateral assessed at the time of borrowing, and updated periodically.

Collateral generally is not held over placements with other Banks, except when securities are held as part of reverse repurchase and securities borrowing activity. Collateral is usually also not held against investment securities.

An estimate of the fair value of collateral and other security enhancements held against loans and advances to customers is shown below:

	2024	2023
Against stage 3 loans	**3,297,524**	735,365,352
Against stage 2 loans	**34,940,597**	206,266,670
Against stage 1 loans	**3,439,500,475**	3,657,815,305
	3,477,738,596	4,599,447,327

Details of collateral held against loans and advances and their carrying amounts are shown below. The Bank manages collaterals for loans and advances based on the nature of those collaterals.

4. Financial risk management (continued)

4.1.6 Credit Collateral (continued)

	2024		2023	
	Total exposure	Value of collateral	Total exposure	Value of collateral
Secured against real estate	321,118,527	2,443,052,454	307,516,904	3,942,782,537
Secured against cash	34,850,525	79,674,916	30,169,150	26,726,801
Secured against other collateral*	237,013,554	955,011,227	848,870,279	629,937,989
Unsecured	723,938,848	-	173,490,443	-
	1,316,921,454	**3,477,738,596**	**1,360,046,776**	**4,599,447,327**

* Other collateral is mainly domiciliation of payments (sales, invoices, salaries, allowances and terminal benefits), lien on shipping documents, corporate guarantees and similar collaterals.

Other financial assets comprising cash and bank balances (including balances with the central bank), investment securities and accounts receivable are not secured. The Bank's investment in government securities as well as balances held with the Central Bank are not considered to require collaterals given their sovereign nature.

During the year, the Bank did not take possession of any security held as collateral against loans (2023: Nil).

4.2 Liquidity risk

Liquidity risk is the risk that the Bank does not have sufficient financial resources to meet maturing obligations or can only access these financial resources at excessive cost. Liquidity risk arises because of the possibility that the Bank may be unable to meet its payment obligations when they fall due as a result of mismatches in the timing of cash flows under normal and stress circumstances. To limit this risk, management has arranged for diversified funding sources in addition to its core deposit base, and adopted a policy of managing assets with liquidity in mind and monitoring future cash flows and liquidity on a daily basis. The Bank met all its financial commitments and obligations without any liquidity risk issues during the year.

4.2.1 Management of liquidity risk

The Bank's liquidity management process, which is carried out within the Bank and monitored by a separate team in the Risk Management department includes:

(i) Day-to-day funding, managed by monitoring future cash flows to ensure that requirements can be met. This includes replenishment of funds as they mature or are borrowed by customers;

(ii) Maintaining a portfolio of highly marketable assets that can easily be liquidated as protection against any unforeseen interruption to cash flow;

(iii) Monitoring the liquidity ratios of the statement of financial position against internal and regulatory requirements; and

(iv) Managing the concentration and profile of debt maturities.

Monitoring and reporting take the form of cash flow measurement and projections for the next day, week and month respectively, as these are key periods for liquidity management. The starting point for those projections is an analysis of the contractual maturity of the financial liabilities and the expected collection date of the financial assets. The Bank's Risk Management department also monitors unmatched medium-term assets, the level and type of undrawn lending commitments, the usage of overdraft facilities and the impact of contingent liabilities such as standby letters of credit and guarantees

4. Financial risk management (continued)

4.2.2 Funding approach

The Bank manages its liquidity prudently in all locations and for all currencies. The principal uncertainties for liquidity risk are that customers withdraw their deposits at a substantially faster rate than expected, or that asset repayments are not received on the expected maturity date. To mitigate these uncertainties, our funding base is diverse and largely customer-driven, while customer assets are of short tenor. In addition, we have contingency funding plans including a portfolio of liquid assets that can be realised if a liquidity stress occurs, as well as ready access to wholesale funds under normal market conditions. We have significant levels of marketable securities, including government securities that can be monetised or pledged as collateral in the event of a liquidity stress.

Contingency funding plans are reviewed annually. They provide a broad set of Early Warning Indicators, an escalation framework and a set of management actions that could be effectively implemented by the appropriate level of senior management in the event of a liquidity stress.

4.2.3 Exposure to liquidity risk

The key measure used by the Bank for managing liquidity risk is the ratio of net liquid assets to deposits from customers. For this purpose, net liquid assets are considered as including cash and cash equivalents and investment grade debt securities for which there is an active and liquid market less any deposits from Banks, debt securities issued, other borrowings and commitments maturing within the next month. Details of the Bank's (liquid ratio) ratio of net liquid assets to customer deposits at the reporting date was as follows:

	2024	2023
At December 31	**84.7%**	75.8%
Average for the year	**79.3%**	82.1%
Maximum for the year	**85.8%**	120.5%
Minimum for the year	**74.3%**	65.4%

4.2.4 Analysis of financial assets and liabilities by remaining contractual maturities

The tables below show the undiscounted cash flow on the Bank's financial liabilities and on the basis of the earliest possible contractual maturity. The Gross nominal inflow/outflow disclosed in the table is the contractual, undiscounted cash flows on the financial liabilities or commitments. The Bank's expected cash flows on some financial assets and financial liabilities vary significantly from the contractual cash flows. Demand and savings deposits are expected to remain stable or increase

Notes to Financial Statements

4. Financial risk management (continued)

4.2.4 Analysis of financial assets and liabilities by remaining contractual maturities (continued)

At December 31 2024	Gross Nominal Amount	Up to 3 months	3-6 months	6-12 months	Over 1 year	Carrying Amount
Financial liabilities						
Deposits from customers	7,285,042,974	7,230,950,480	47,600,318	6,492,176	-	7,285,042,974
Deposits from banks	22,872,886	22,872,886	-	-	-	22,872,886.00
Other financial liabilities	260,837,063	260,837,063	-	-	-	260,837,063
Total financial liabilities	**7,568,752,923**	**7,514,660,429**	**47,600,318**	**6,492,176**	**-**	**7,568,752,923**
Assets used to manage liquidity						
Cash and bank balances	3,752,966,689	3,752,966,689	-	-	-	3,752,966,689
Investment securities	5,007,106,857	1,948,465,535	497,820,445	206,451,690	2,354,369,187	5,007,106,857
Loans and advances to customers	1,316,921,454	219,021,602	274,047,835	304,063,304	317,232,788	1,114,365,529
Other financial assets	224,498,000	224,498,000	-	-	-	224,498,000
Total financial assets	**10,301,493,000**	**6,144,951,826**	**771,868,280**	**510,514,994**	**2,671,601,975**	**9,406,081,218**
Net liquidity gap	**2,732,740,077**	**(1,369,708,603)**	**724,267,962**	**504,022,818**	**2,671,601,975**	**1,837,328,295**

The net liquidity gap is funded by the shareholders' funds.

4. Financial risk management (continued)

4.2.4 Analysis of financial assets and liabilities by remaining contractual maturities (continued)

At December 31 2023	Gross Nominal Amount	Up to 3 months	3-6 months	6-12 months	Over 1 year	Carrying Amount
Financial liabilities						
Deposits from customers	6,353,502,550	6,225,447,231	106,055,221	22,000,098	-	6,338,451,000
Deposits from banks	-	-	-	-	-	-
Other financial liabilities	84,041,272	40,071,915	-	-	43,969,357	81,938,522
Total financial liabilities	**6,437,543,822**	**6,265,519,146**	**106,055,221**	**22,000,098**	**43,969,357**	**6,420,389,522**
Assets used to manage liquidity						
Cash and bank balances	2,615,921,637	2,615,921,637	-	-	-	2,615,910,993
Investment securities	4,424,212,731	1,821,627,257	61,429,238	65,345,472	2,475,810,764	3,712,871,789
Loans and advances to customers	1,633,743,503	901,365,607	74,091,553	134,759,876	523,526,467	1,142,142,783
Other financial assets	160,411,252	160,411,252	-	-	-	160,411,252
Total financial assets	**8,834,289,123**	**5,499,325,753**	**135,520,791**	**200,105,348**	**2,999,337,231**	**7,631,336,817**
Net liquidity gap	**2,396,745,301**	**(766,193,393)**	**29,465,570**	**178,105,250**	**2,955,367,874**	**1,210,947,295**

The net liquidity gap is funded by the shareholders' funds.

4. **Financial risk management (continued)**

4.2.5 Assets held for managing liquidity risk

The Bank holds a diversified portfolio of cash and high-quality highly-liquid securities to support payment obligations and contingent funding in a stressed market environment. The Bank's assets held for managing liquidity risk comprise:

(I) Cash and balances with Bank of Ghana;

(II) Placement and balances with other Banks;

(III) Government bonds and other securities that are readily acceptable in repurchase agreements

(IV) Short term loans and advance

4.3 Market risks

The Bank takes on exposure to market risks, which is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risks arise from open positions in interest rate, currency and equity products, all of which are exposed to general and specific market movements and changes in the level of volatility of market rates or prices such as interest rates, credit spreads, foreign exchange rates and equity prices. The Bank separates exposures to market risk into either trading or non-trading portfolios.

Overall responsibility for management of market risk rests with the Assets and Liability Committee (ALCO). The risk department is responsible for the development of detailed market risk management policies (subject to review and approval by ALCO) and for the day to day implementation of those policies. The Board Sub-Committee on Risk Management has oversight responsibility for market risk management.

4.3.1 Interest rate risk

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fair value interest rate risk is the risk that the value of a financial instrument will fluctuate because of changes in market interest rates. The Bank takes on exposure to the effects of fluctuations in the prevailing levels of market interest rates on both its fair value and cash flow risks. Interest margins may increase as a result of such changes but may reduce losses in the event that unexpected movements arise. The Board sets limits on the level of mismatch of interest rate repricing and value at risk that may be undertaken, which is monitored daily by Bank Treasury.

Interest rates on advances to customers and other risk assets are based on the individual risk profile of the customer, taking into account the Bank's cost of fund.

The Asset and Liability Committee closely monitors the interest rate trends to minimize the potential adverse impact of interest rate changes.

4. Financial risk management (continued)

4.3.1 Interest rate risk (continued)

The table below summarises the Bank's exposure to interest rate risks. Included in the table are the Bank's financial assets and liabilities at carrying amounts, categorised by the earlier of contractual repricing or maturity dates. The Bank does not bear an interest rate risk on off balance sheet items.

2024	Up to 3 months	3-6 months	6-12 months	Over 1 year	Non-interest bearing	Total
Financial assets						
Cash and bank balances	552,473,776	-	-	-	3,200,492,913	3,752,966,689
Investment securities	328,021,203	1,418,852,627	565,924,778	2,614,785,392	-	4,927,584,000
Loans and advances to customers	390,027,194	287,176,731	313,235,908	326,481,622	-	1,316,921,455
Other financial assets	-	-	-	-	256,165,210	256,165,210
Total financial assets	**1,270,522,173**	**1,706,029,358**	**879,160,686**	**2,941,267,014**	**3,456,658,123**	**10,253,637,354**
Financial liabilities						
Deposits from customers	3,710,257,255	47,600,318	6,492,176	-	3,520,693,226	7,285,042,975
Deposits from banks	22,872,886	-	-	-	-	22,872,886
Other financial liabilities	-	-	-	-	263,199,798	263,199,798
Total financial liabilities	**3,733,130,141**	**47,600,318**	**6,492,176**	**-**	**3,783,893,024**	**7,571,115,659**
Interest rate sensitivity gap	**(2,462,607,968)**	**1,658,429,040**	**872,668,510**	**2,941,267,014**	**(327,234,901)**	**2,682,521,695**

4. Financial risk management (continued)

4.3.1 Interest rate risk (continued)

The table below summarises the Bank's exposure to interest rate risks. Included in the table are the Bank's financial assets and liabilities at carrying amounts, categorised by the earlier of contractual repricing or maturity dates. The Bank does not bear an interest rate risk on off balance sheet items.

2023	Up to 3 months	3-6 months	6-12 months	Over 1 year	Non-interest bearing	Total
Financial assets						
Cash and bank balances	796,291,838	-	-	-	1,819,619,155	2,615,910,993
Investment securities	1,830,174,090	63,504,019	69,520,207	2,260,975,792	-	4,224,174,108
Loans and advances to customers	908,720,536	70,812,117	113,120,189	280,178,140	-	1,372,830,982
Other financial assets	-	-	-	-	160,411,252	160,411,252
Total financial assets	**3,535,186,464**	**134,316,136**	**182,640,396**	**2,541,153,932**	**1,980,030,407**	**8,373,327,335**
Financial liabilities						
Deposits from customers	2,894,525,378	100,937,624	19,282,781	-	3,323,705,557	6,338,451,340
Deposits from banks	-	-	-	-	-	-
Other financial liabilities	-	-	-	-	81,938,522	81,938,522
Total financial liabilities	**2,894,525,378**	**100,937,624**	**19,282,781**	**-**	**3,405,644,079**	**6,420,389,862**
Interest rate sensitivity gap	**640,661,086**	**33,378,512**	**163,357,615**	**2,541,153,932**	**(1,425,613,672)**	**1,952,937,473**

4. Financial risk management (continued)

4.3.1 Interest rate risk (continued)

The matching and controlled mismatching of the maturities and interest rates of assets and liabilities is fundamental to the management of the Bank.

Sensitivity analysis

An increase of a 100 basis points in interest rates at the reporting date would have impacted equity and profit by the amounts shown below:

Sensitivity analysis of interest rate risks - Increase of 100 basis points in net interest margin

	2024	2024
Interest income impact	**67,969,792**	63,932,969
Interest expense impact	**(37,872,226)**	(30,147,458)
Net impact on profit	**30,097,566**	33,785,511

A decrease of a 100 basis points in interest rates at the reporting date would have had the equal but opposite effect on the amount shown above, on the basis that all other variables remain constant. There were no changes in method or assumptions used in the period under review.

4.3.2 Foreign exchange risk

The Bank operates wholly within Ghana and its assets and liabilities are carried in local currency. The Bank maintains trade with correspondent Banks and takes deposits and lends in foreign currencies. The Bank is exposed to the risk that the value of financial instruments will fluctuate due to changes in foreign exchange rates. The Bank's currency position and exposure are managed within the exposure guideline of 5% and 10% of the core capital for single currency position and aggregate currency position respectively as stipulated by the Bank of Ghana. These positions are reviewed on a daily basis by management.

The Bank applied the Bank of Ghana mid-rates indicated below to translate balances denominated in foreign currencies to Ghana cedi as at At December 31 2024:

Currency	2024	2023
USD	**14.7000**	11.8800
GBP	**18.4008**	15.1334
EUR	**15.2141**	13.1264

Notes to Financial Statements

(All amounts are expressed in Ghana cedis unless otherwise stated)

4. Financial risk management (continued)
4.3.2 Foreign exchange risk (continued)

The table below summarises the Bank's exposure to foreign currency exchange rate risk as at the reporting date.

2024

Financial assets	**GH¢**	**USD**	**GBP**	**EUR**	**Others**	**Total**
Cash and bank balances	2,576,961,095	1,020,587,947	26,728,057	125,570,045	3,119,546	3,752,966,689
Investment securities	3,500,508,565	759,239,435	-	-	-	4,259,748,000
Loans and advances to customers	1,038,043,775	76,321,754	-	-	-	1,114,365,529
Other financial assets	-	37,594,671	-	-	-	37,594,671
Total financial assets	**7,170,016,435**	**1,893,743,806**	**26,728,057**	**125,570,045**	**3,119,546**	**9,219,177,888**
	5,570,024,253	1,585,868,212	26,027,918	101,078,279	2,044,312	7,285,042,974
Financial liabilities	**5,570,024,253**	**1,585,868,212**	**26,027,918**	**101,078,279**	**2,044,312**	**7,285,042,974**
Deposits from customers	-	-	-	22,872,886	-	22,872,886
Other financial liabilities	-	269,106,169	388,671	604,735	26,539	270,126,114
Total financial liabilities	**5,570,024,253**	**1,585,868,212**	**26,027,918**	**123,951,165**	**2,044,312**	**7,307,915,860**
Net balance sheet position	**1,545,489,181**	**270,280,924**	**700,138**	**1,618,880**	**1,075,234**	**1,819,164,358**
Off balance sheet items						
Letters of credit	-	344,652,794	-	-	-	344,652,794
Letters of guarantee	61,837,814	25,172,357	-	-	-	87,010,171
Loan commitments	147,058,521	-	-	-	-	147,058,521

Notes to Financial Statements

(All amounts are expressed in Ghana cedis unless otherwise stated)

4. Financial risk management (continued)

4.3.2 Foreign exchange risk (continued)

The table below summarises the Bank's exposure to foreign currency exchange rate risk as at the reporting date.

2023

Financial assets	**GH¢**	**USD**	**EUR**	**Others**	**Total**
Cash and bank balances	1,403,136,963	1,075,364,081	130,290,459	7,119,490	2,615,910,993
Investment securities	3,071,808,984	639,034,016	-	-	3,710,843,000
Loans and advances to customers	1,057,212,349	84,930,434	-	-	1,142,142,783
Other financial assets	145,090,041	7,851,905	161,325	-	153,103,271
Total financial assets	**5,677,248,337**	**1,807,180,436**	**130,451,784**	**7,119,490**	**7,622,000,047**
Financial liabilities					
Deposits from customers	4,716,045,018	1,469,156,061	127,695,825	25,554,096	6,338,451,000
Other financial liabilities	75,785,336	5,112,469	857,278	183,439	81,938,522
Total financial liabilities	**4,791,830,354**	**1,474,268,530**	**128,553,103**	**25,737,535**	**6,420,389,522**
Net balance sheet position	**885,417,983**	**332,911,906**	**1,898,681**	**(18,618,045)**	**1,201,610,525**
Off balance sheet items	-	117,253,686	-	-	117,253,686
Letters of credit	375,338,064	801,957,372	310,284,954	-	1,487,580,390
Letters of guarantee	17,098,604	-	-	-	17,098,604
Loan commitments	1,403,136,963	1,075,364,081	130,290,459	7,119,490	2,615,910,993

(All amounts are expressed in Ghana cedis unless otherwise stated)

4. Financial risk management (continued)

4.3.2 Foreign exchange risk (continued)

Sensitivity analysis

A 5% weakening of the cedi against foreign currencies At December 31 2023 would have impacted equity and profit / (loss) by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant. The analysis is performed on the same basis for At December 31 2024:

	2024	2023
Loss	**(13,683,759)**	(7,297,409)

A 5% strengthening of the Ghana cedi against foreign currencies At December 31 2023 would have had the equal but opposite effect on the amount shown above, on the basis that all other variables remain constant.

4.4 Operational risks

Operational risk is the risk of direct or indirect loss arising from a wide variety of causes associated with the Bank's processes, personnel, technology and infrastructure, and from external factors other than credit, market and liquidity risks such as those arising from legal and regulatory requirements and generally accepted standards of corporate behavior. Operational risks arise from all of the Bank's operations and are faced by all business entities.

The Bank's objective is to manage operational risk so as to balance the avoidance of financial losses and damage to the Bank's or Group's reputation with overall cost effectiveness and to avoid control procedures that restrict initiative and creativity.

The primary responsibility for the development and implementation of controls to address operational risk is assigned to senior management within each business unit. This responsibility is supported by the development of overall Bank standards for the management of operational risk in the following areas:

- Requirements for appropriate segregation of duties, including the independent authorisation of transactions
- Requirements for the reconciliation and monitoring of transactions
- Compliance with regulatory and other legal requirements
- Documentation of controls and procedures
- Requirements for the periodic assessment of operational risks faced, and the adequacy of controls and procedures to address the risks identified
- Requirements for the reporting of operational losses and proposed remedial action
- Development of contingency plans
- Training and professional development
- Ethical and business standards
- Risk mitigation, including insurance where this is effective.

Compliance with Bank standards is supported by a programme of periodic reviews undertaken by Internal Audit. The results of Internal Audit reviews are discussed with the management of the business unit to which they relate, with summaries submitted to the Audit Committee and senior management of the Bank.

4.5 Fair value measurement

IFRS 7 specifies a hierarchy of valuation techniques based on whether the inputs to those valuation techniques are observable or unobservable. Observable inputs reflect market data obtained from independent sources; unobservable inputs reflect the company's market assumptions. These two types of inputs have created the following fair value hierarchy:

Level 1 -inputs that are quoted market prices (unadjusted) in active markets for identical instruments. The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis.

Level 2 - Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices).

Level 3 - inputs that are unobservable. This category includes all instruments for which the valuation technique includes inputs not based on observable data and the unobservable inputs have a significant effect on the instrument's valuation. This category includes instruments that are valued based on quoted prices for similar instruments for which significant unobservable adjustments or assumptions are required to reflect differences between the instruments.

Valuation techniques include net present value and discounted cashflow models, comparison with similar instruments for which market observable prices exist, Black-Scholes and polynomial option pricing models and other valuation models. Assumptions and inputs used in valuation techniques include risk-free and benchmark interest rates, credit spreads and other premia used in estimating discount rate, bond and equity prices, foreign currency exchange rates, equity and equity index prices and expected price volatilities and correlations.

4.5 Fair value hierarchy

There has been no change in the valuation techniques and inputs used in the valuation of fair value measurements categorised as level 2 in the fair value hierarchy.

During the year, there were no transfers between levels of the fair value hierarchy.

The carrying amount of financial assets and liabilities not measured at fair value, is deemed to be a reliable estimate of fair valu

4.6 Offsetting of financial instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position where the Bank currently has a legally enforceable right to set-off the recognised amounts and there is an intention to settle on a net basis or realize the asset and settle the liability simultaneously. In the normal course of business, the Bank may enter into various master netting agreements or other similar arrangements that do not meet the criteria for offsetting in the statement of financial position but still allow for the related amounts to be set off in certain circumstances.

Except for electronic banking and similar payment transactions for which the standard terms of agreement allow for net settlement of payments in the normal course of business, the Bank has no financial instruments that are offset, or subject to enforceable master netting arrangements or other similar agreements but not offset, as at the reporting date (2022: nil).

4.7 Ghana's Eurobond Restructuring Exchange Programme

Since 2022, Ghana has faced a challenging economic situation amid an increasingly difficult global economic environment marked by the COVID-19 pandemic, the global economic shock created by the Russian invasion of Ukraine, and disruptions to global supply chains. These adverse developments exposed Ghana to a surge in inflation, significant exchange rate depreciation, and increased fiscal stress. This Eurobond exchange programme, together with Domestic Debt Exchange Programme (DDEP) and other similar programmes, is aimed at addressing the financial and economic crisis with the IMF's extended credit facility of US$3 billion.

On 5 September 2024, the Government of Ghana launched an exchange offer and consent solicitation in respect of its Eurobonds. The programme invited Eligible Holders of its Eurobonds to tender their Existing Notes for either or a combination of two menus of New Notes of the Republic, and to consent to, or vote in favour of extraordinary resolutions enabling, inter alia, the mandatory exchange of Existing Notes that are not exchanged pursuant to the Exchange Offer for New Notes and, in respect of the 2015 WB-Guaranteed Notes only, the amendment of the 2015

4.7 Ghana's Eurobond Restructuring Exchange Programme (continued)

WB-Guaranteed Notes and the terms of the World Bank Guarantee so as to permit acceleration and termination of the World Bank Guarantee and the making of the World Bank Payment.

Following the expiration of the early consent deadline on 20 September 2024 and the subsequent expiration deadline for the invitation on 30 September 2024, Eligible Holders representing approximately 98.6% of the recognised principal amount of existing notes across all series participated in the Invitation by tendering their existing notes pursuant to the exchange offer.

As at January 1 2024, UBA Ghana's total Eurobond holding was $43.2 million. The suspension of interest and principal payment on these bonds by the Government of Ghana government constituted a default in substance and this resulted in UBA Ghana taking haircuts on its value (at an average of 24%), and total impairments of $10.5 million

The table below states the carrying value of the old Eurobond as at the exchange date

Face Value ($'m)	Classification	Accrued Interest ($'m)	Unamortised Discount/ Premium ($'m)	Gross Carrying Value($'m)	ECL ($'m)	Net Carying Value ($'m)
43.2	Amortised Cost	1.9	1.4	43.7	10.5	33.2

Following the completion of the programme and issuance of new bonds to eligible investors by the Government of Ghana. The new notes issued and received by the UBA Ghana are in the form of the following:

- Down Payment New Notes (XS2893146873) with an early maturity of 03 July, 2026
- Post-Default Interest (XS2893147681) - maturity at 03 January 2030
- Long-Term Par New Notes (XS2893165584) - maturity at 03 January 2037

As these new notes reflect a significant and substantial modifications of the existing bonds, the existing bonds were derecognized in line with IFRS 9. B5.5.26, and the new notes were recognized with transaction date being 10 October 2024. The bond portfolio eligible for exchange was $43.2 million. The present value of the new bonds as at the transaction date was $22.9 million, resulting in a modification loss of $9.9 million. Subsequently, the carrying value of the securities at At December 31 2024 is $21.2 million. This is depicted in the table below.

ISIN	Classification	Maturity Date	Face Value ($'m)	Carrying Value- 10 Oct 2024 ($'m)	Carrying Value- 31 Dec 2024 ($'m)	EIR-FV on Day 1
XS2893146873	Amortised Cost	03-Jul-26	1.7	1.6	1.5	10.69%
XS2893147681	Amortised Cost	03-Jan-30	1.1	0.9	0.9	11.60%
XS2893165584	Amortised Cost	03-Jan-37	39.8	20.4	18.8	10.53%
Total			42.5	22.9	21.2	

4.10 Going Concern/Capital Requirements on account of the impact of the GDDEP disclosed

The bank continues to assess the impact of GDDEP on capital to reduce the negative impact on current capital adequacy ratio levels. The bank's capital adequacy remains above the prudential requirement of 10% even above the 13% requirement before the GDDEP. However, management plans to grow capital through Retain earning to build buffer and safeguard the capital adequacy of the bank.

5. Capital management

5.1 Regulatory capital

Bank of Ghana sets and monitors capital requirements for the Bank.

The Bank's objectives when managing capital, which is a broader concept than the 'equity' on the face of the statement of financial position, are:

- To safeguard the Banks ability to continue as a going concern so that it can continue to provide returns for the shareholders and benefits for the other stakeholders.
- To maintain a strong capital base to support the current and future development needs of the business.
- To comply with the capital requirements set by the Bank of Ghana.

Capital adequacy and the use of regulatory capital are monitored daily by the Bank's management, based on the guidelines set by Bank of Ghana (the regulator), for supervisory purposes. The required information is filed with the Bank of Ghana on a monthly basis.

The regulatory capital requirements are strictly observed when managing economic capital. The Bank's regulatory capital is managed by the Bank's Risk Management Department and comprises two tiers:

(i) Tier 1 capital: stated capital (net of any book values of the treasury shares), statutory reserve, retained earnings and reserves created by appropriations of retained earnings. This excludes credit risk reserve.

((ii) Tier 2 capital: qualifying subordinated loan capital and unrealised gains arising on the fair valuation of equity instruments held as available-for-sale and a percentage of unaudited profits.

The Bank of Ghana requires each Bank to:

(i) Hold the minimum level of regulatory capital of GH¢400 million; and

(ii) Maintain a ratio of total regulatory capital to risk weighted assets plus risk weighted off balance assets at above the required minimum of 10% (exclusive of the Capital Conversion Buffer).

Effective January 1 2020, the Bank is fully complied with the Capital Requirements Directive (CRD) issued in June 2018 by the Bank of Ghana under Section 92(1) of the Banks and Specialised Deposit-Taking Institutions Act, 2016. The CRD which is based on Basel II guidelines requires Banks to maintain a minimum risk weighted capital adequacy ratio of 10%, with a minimum Tier 1 Capital of 8%. In total, Banks are required to manage their capital to meet the total capital requirement of 10%.

The table below summarizes the composition of regulatory capital and the ratios of the Bank for the respective periods ended December 31 2023 and December 31 2022. During both periods, the Bank complied with all of the externally imposed capital requirements.

(All amounts are expressed in Ghana cedis unless otherwise stated)

5. Capital management

5.1 Regulatory capital (continued)

	2024	2023
Paid up capital	**400,000,000**	400,000,000
Retained earnings	**654,485,934**	486,387,853
Statutory reserves	**436,934,868**	395,856,873
Common Equity Tier 1 (CET 1) capital before deductions	**1,491,420,802**	1,282,244,726
Less: Regulatory adjustments to Common Equity Tier 1 Capital:		
Intangible assets (software)	**1,702,110**	1,863,627
Deferred tax assets	**246,370,771**	180,204,585
Other intangibles	**137,897,671**	159,282,873
Intra-group transactions	**214,221,876**	231,675,444
Other regulatory deductions		-
Common Equity Tier 1 (CET 1) capital after deductions	**891,228,373**	709,218,197
Tier 2 capital		
Fair value gains on investment at FVOCI		-
Total regulatory capital	**891,228,373**	709,218,197
Composition of risk weighted assets		
Composition of risk weighted assets		
Risk-weighted amount for credit risk	**2,123,077,719**	2,264,532,091
Risk-weighted amount for operational risk	**2,033,145,944**	1,572,132,775
Risk-weighted amount for market risk	**1,011,480,874**	885,544,570
Total risk weighted assets	5,167,704,537	4,722,209,436
Risk ratios		
Common Equity Tier 1 ratio	**17.25%**	15%
Capital adequacy ratio	**17.25%**	15%
Leverage ratios		
Off balance sheet exposures	**583,517,775**	1,604,834,076
On balance sheet total assets	**9,847,836,084**	7,921,425,521
Total	**10,431,353,859**	9,523,896,867
Less Deductions	**(600,192,428)**	(573,026,529)
Total exposure	**9,958,560,765**	8,950,870,338
Leverage ratio	**8.95%**	7.9%

(All amounts are expressed in Ghana cedis unless otherwise stated)

5. Capital management

5.2 Regulatory credit reserve

Provisions under prudential guidelines are determined using the time based provisioning prescribed by the Bank of Ghana. This is at variance with the expected credit loss model required by IFRS 9. Provisions for loans recognised in the profit and loss account should be determined based on the requirements of IFRS.

However, the IFRS provision should be compared with provisions determined under prudential guidelines and the expected impact/changes in general reserves should be treated as follows:

- Where prudential provisions is greater than IFRS provisions; the excess provision resulting there from should be transferred from the general reserve account to a "regulatory credit risk reserve".
- Where prudential provisions is less than IFRS provisions; IFRS determined provision is charged to the statement of comprehensive income. The cumulative balance in the regulatory risk reserve is thereafter reversed to the general reserve account.

The movement in regulatory credit risk reserve during the year was as follows:

	2024	2023
January 1	**84,864,097**	-
Transfer (to)/from income surplus	**(84,864,097)**	84,864,097
December 31	**-**	84,864,097
Total impairment based on IFRS	**202,555,926**	**217,903,993**
Total impairment based on prudential guidelines	**103,393,537**	302,768,090
Regulatory credit risk reserve	**-**	84,864,097

6. Critical accounting estimates and judgements in applying the bank's accounting policies

The preparation of the Bank's financial statements requires management to make judgements, estimates and assumptions that affect the reported amount of revenues, expenses, assets and liabilities, and the accompanying disclosures, as well as the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods. In the process of applying the Bank's accounting policies, management has made the following judgements and assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Existing circumstances and assumptions about future developments may change due to circumstances beyond the Bank's control and are reflected in the assumptions if and when they occur. Items with the most significant effect on the amounts recognised in the consolidated financial statements with substantial management judgement and/or estimates are collated below with respect to judgements/estimates involved.

6.1 Impairment losses on financial assets

The measurement of impairment losses both under IFRS 9 across all categories of financial assets in scope requires judgement, in particular, the estimation of the amount and timing of future cash flows and collateral values when determining impairment losses and the assessment of a significant increase in credit risk.

These estimates are driven by a number of factors, changes in which can result in different levels of allowances. The Bank's ECL calculations are outputs of complex models with a number of underlying assumptions regarding the choice of variable inputs and their interdependencies.

Elements of the ECL models that are considered accounting judgements and estimates include:

- The Bank's internal credit grading model, which assigns PDs to the individual grades.
- The Bank's criteria for assessing if there has been a significant increase in credit risk.
- The segmentation of financial assets when their ECL is assessed on a collective basis.
- Development of ECL models, including the various formulas and the choice of inputs.
- Determination of associations between macroeconomic scenarios and, economic inputs, such as unemployment levels and collateral values, and the effect on PDs, EADs and LGDs.
- Selection of forward-looking macroeconomic scenarios and their probability weightings, to derive the economic inputs into the ECL models.

It has been the Bank's policy to regularly review its models in the context of actual loss experience and adjust when necessary.

The calculation of ECL involves significant accounting judgements, estimates and assumptions.

6.2 Going Concern

The Bank's management has made an assessment of its ability to continue as a going concern and is satisfied that it has the resources to continue in business for the foreseeable future. Furthermore, management is not aware of any material uncertainties that may cast significant doubt on the Bank's ability to continue as a going concern. Therefore, the financial statements continue to be prepared on the going concern basis.

6.3 Fair value of Financial Instruments

The fair value of financial instruments is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction in the principal (or most advantageous) market at the measurement date under current market conditions (i.e., an exit price) regardless of whether that price is directly observable or estimated using another valuation technique. When the fair values of financial assets and financial liabilities recorded in the statement of financial position cannot be derived from active markets, they are determined using a variety of valuation techniques that include the use of valuation models. The inputs to these models are taken from observable markets where possible, but where this is not feasible, estimation is required in establishing fair values. Judgements and estimates include considerations of liquidity and model inputs related to items such as credit risk

6.3 Fair value of Financial Instruments (continued)

(both own and counterparty), funding value adjustments, correlation and volatility.

6.4 Deferred tax assets

Deferred tax assets are recognised in respect of tax losses to the extent that it is probable that future taxable profit will be available against which the tax losses can be utilised. Judgement is required to determine the amount of deferred tax assets that can be recognised, based on the likely timing and level of future taxable profits, together with future tax-planning strategies.

6.5 Estimating the incremental borrowing rate

The Bank cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Bank would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Bank 'would have to pay', which requires estimation when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Bank estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific adjustments.

The preparation of the Bank's financial statements requires management to make judgements, estimates and assumptions that affect the reported amount of revenues, expenses, assets and liabilities, and the accompanying disclosures, as well as the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods. In the process of applying the Bank's accounting policies, management has made the following judgements and assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities. Existing circumstances and assumptions about future developments may change due to circumstances beyond the Bank's control and are reflected in the assumptions if and when they occur. Items with the most significant effect on the amounts recognised in the financial statements with substantial management judgement and/or estimates are collated below.

7. Interest income

	2024	2023
Loans to banks	**53,384,663**	35,983,529
Loans to customers	**312,926,238**	369,959,603
Investment securities:		
- At amortised cost	**670,142,738**	679,430,995
- At fair value through other comprehensive income	**-**	-
	1,036,453,639	1,085,374,127

Interest income at amortized costs are calculated using the effective interest method.

All amounts are expressed in Ghana cedis unless otherwise stated)

8. Interest expense

	2024	2023
Deposits from customers	326,448,470	291,572,383
Deposits from banks	46,329,395	17,237,521
Borrowings	63,633,240	-
Finance cost on lease liability	-	1,884,627
	436,411,105	310,694,532

Interest expense at amortized costs is calculated using the effective interest method.

9. Fees and commission income

	2024	2023
Commission on turnover	10,116,428	8,411,045
Credit-related fees and commissions	8,695,643	5,676,297
Trade finance fees	31,899,074	26,213,675
Electronic banking income	96,660,265	27,221,546
Guarantee charges and commissions	9,259,976	11,028,178
Other commissions on transactional services	11,962,487	14,672,252
	168,593,873	93,222,993
Fees and commission expenses	(143,421,639)	(48,134,177)
Net fees and commission income	25,172,234	45,088,816

Fees and commission expense comprise expenses related to electronic banking as well as other bank charges.

10. Net trading and revaluation income

	2024	2023
Foreign exchange trading income	70,068,880	77,066,636
Foreign currency revaluation gain/(loss)	(1,548,098)	7,927,306
	68,520,782	84,993,942

11. Other operating income

	2024	2023
Profit on disposal of property and equipment	8,867	37,936
Other income	1,213,152	22,000
	1,222,019	59,936

12. Allowance for credit losses on financial assets

	2024	2023
Allowance for credit loss on loans to customers	**102,729,842**	122,466,227
Allowance charged for credit loss on investment securities	**102,073,641**	245,619,966
Allowance for credit loss on other assets	**-**	15,321,211
Allowance/(Reversal) charged for loss on contingent liabilities	**-**	688,186
Recoveries on loans written off	**(24,693,807)**	(19,786)
	180,109,676	384,075,804

13. Personnel expenses

	2024	2023
Salaries and wages	**96,550,581**	75,579,492
Social security fund contribution	**4,567,254**	3,961,440
Staff provident fund	**4,290,993**	3,927,881
Other staff benefits	**9,206,096**	15,370,292
	114,614,924	98,839,105
Number of staff at year end	**437**	490

14. Depreciation and amortisation

	2024	2023
Depreciation of property and equipment	**9,598,705**	8,488,341
Depreciation of right of use assets	**5,476,004**	6,177,796
Amortisation of intangible assets	**1,008,650**	782,668
	16,083,359	15,448,805

All amounts are expressed in Ghana cedis unless otherwise stated)

15. Other operating expenses

	2024	2023
Directors' fees	8,520,301	5,821,200
Auditor's remuneration	2,545,038	1,253,006
Occupancy and premises maintenance costs	44,634,612	42,654,517
Business travels	5,502,853	3,836,843
Advertising, promotions and branding	2,485,913	3,316,804
Legal and professional service fees	2,024,295	16,294,971
IT and Communication expenses	9,498,372	8,921,871
Printing, stationery and subscriptions	10,789,721	4,534,715
Security and cash handling expenses	6,741,378	7,612,137
Deposit insurance premium	20,694,174	11,384,924
Other insurance costs	1,119,106	705,557
Fuel, repairs and maintenance	3,885,809	6,740,073
Property and equipment written off	-	57,882
Donations	27,000	94,190
Other expenses	12,097,594	17,259,511
	130,566,167	130,488,201
Number of directors at year end	9	10

16. Basic and diluted earnings per share

	2024	2023
Profit attributable to equity holders	164,312,480	175,842,629
Weighted average number of ordinary shares outstanding	7,400,500,000	7,400,500,000
Basic and diluted earnings per share	0.02	0.02

The Bank has no dilutive instruments. Hence basic and diluted earnings per share are equal.

17. Income tax

	2024	2023
Current income tax	130,073,315	162,930,735
Growth And Sustainability levy	12,681,918	13,798,511
Financial Sector Recovery levy	12,681,918	13,798,511
Deferred income tax	(66,166,186)	(90,400,012)
Income tax expense	89,270,965	100,127,745

All amounts are expressed in Ghana cedis unless otherwise stated)

17. **Income tax (continued)**

Reconciliation of actual to effective tax rate

Profit before income tax	253,583,444	275,970,374
Tax calculated at the tax rate of 25%	63,395,861	68,992,594
Growth and Sustainability levy of 5%	12,679,172	13,798,519
Financial Sector Recovery levy of 5%	12,679,172	13,798,519
Expenses not deductible for tax purposes	553,128	738,943
Income not subject to tax	-	(14,872)
Prior year (overpayment)/charge	(36,368)	2,814,042
Total income tax expense	89,270,965	100,127,745
Effective tax rate	35%	36%

Corporate tax	**Balance at January 1**	**Charge for the year**	**Payment**	**Balances at December 31**
At January 1 2024	7,060,254			7,060,254
2024	(7,951,678)	130,121,142	(121,477,251)	692,213
Prior year tax liability	-	(47,827)	-	(47,827)
	(891,424)	**130,073,315**	**(121,477,251)**	**7,704,640**
Growth and Sustainability levy				
At January 1 2024	(13,108,232)	-	-	(13,108,232)
2024	(4,318,790)	12,681,918	(22,617,086)	(14,253,958)
	(17,427,022)	**12,681,918**	**(22,617,086)**	**(27,362,190)**

	Balance at January 1	**Charge for the year**	**Payment**	**Balances at December 31**
Financial Sector Recovery levy				
At January 1 2024	(12,230,142)	-	-	(12,230,142)
2024	(4,318,790)	12,681,918	(22,617,086)	(14,253,958)
	(16,548,932)	**12,681,918**	**(22,617,086)**	**(26,484,100)**
Current income tax At December 31 2024	**(34,867,378)**	**155,437,151**	**(166,711,423)**	**(46,141,650)**

All amounts are expressed in Ghana cedis unless otherwise stated)

18. Deferred tax

	Property and equipment	Allowances for credit losses	Leases	Total
At January 1 2024	149,496	(174,212,978)	(6,141,103)	(180,204,585)
Debited/(Credited) to profit or loss	(984,008)	(66,228,513)	1,034,876	(66,177,645)
Prior Year Adjustment	11,459	-	-	11,459
At At December 31 2024	**(823,053)**	**(240,441,491)**	**(5,106,227)**	**(246,370,771)**
At January 1 2023	528,172	(91,417,346)	1,084,601	(89,804,573)
Debited to profit or loss	(324,838)	(73,852,341)	(6,898,794)	(81,075,973)
Prior Year Adjustment	**(53,838)**	**(8,943,291)**	**(326,910)**	**(9,324,039)**
At December 31 2023	**149,496**	**(174,212,978)**	**(6,141,103)**	**(180,204,585)**

Reconciliation of recognised deferred tax assets and liabilities on the statement of financial position.

	2024	2023
Deferred tax assets		
Allowance for credit losses	**240,441,491**	173,270,515
Total deferred tax assets	**(240,441,491)**	(173,270,515)
Deferred tax liabilities		
Property and equipment	**(823,053)**	149,496
Leases	**(5,106,227)**	(6,146,621)
Investment securities at FVOCI	**-**	-
Total deferred tax liabilities	**(5,929,280)**	(5,997,125)
Net deferred tax assets/liabilities	**(246,370,771)**	(179,267,640)

All amounts are expressed in Ghana cedis unless otherwise stated)

19. Cash and bank balances

	2024	2023
a) Cash and Balances with Bank of Ghana		
Cash on hand	**113,084,116**	86,481,138
Balances with Bank of Ghana (Mandatory)	**1,821,260,743**	950,767,650
Balances with Bank of Ghana (Unrestricted)	**766,050,963**	522,955,647
	2,700,395,822	1,560,204,435
b) Due from other banks		
Items in course of collection	**29,583,043**	41,852,264
Placements and balances with local banks	**338,251,900**	385,086,171
Placements with foreign banks	**214,825,412**	411,205,667
Nostro account balances	**469,910,512**	217,562,456
	1,052,570,867	1,055,706,558
Net cash and bank balances	**3,752,966,689**	2,615,910,993
c) Cash and cash equivalents for purposes of the statements of cash flows		
Cash and balances with Bank of Ghana	**2,700,395,822**	1,560,204,435
Mandatory deposit reserve	**(1,821,260,743)**	-
Unrestricted cash and bank balances	**879,135,079**	1,560,204,435
Due from other banks	**1,052,570,867**	1,055,706,558
Short term treasury bills	**1,292,435,607**	-
	3,224,141,553	2,615,910,993

*The differences in cash flow method from prior year was because the bank used to take into consideration short term investment i.e. up to 90-day securities in arriving at the cash and cash equivalents. For the year 2024, the bank did not take into consideration short term investment as cash and cash equivalent.

Balances with Bank of Ghana include mandatory deposit reserve of GHS 1,821,260,743 (2023: GHS 950,767,650) which is not available for day-to-day operations.

Notes to Financial Statements

All amounts are expressed in Ghana cedis unless otherwise stated)

20. Investment securities

	2024	2023
(a) Amortised Cost		
(i) Treasury Bills		
56-Day B.o.G Bill	**328,021,203**	-
91-Day Treasury Bill	**964,414,404**	921,592,176
182-Day Treasury Bill	**454,438,223**	792,793,847
364-Day Treasury Bill	**565,924,778**	36,478,153
	2,312,798,608	1,750,864,176
(ii) Government Bonds		
4- Year Fixed Bond	**106,099,315**	102,586,655
5- Year Fixed Bond	**106,391,245**	102,716,530
6- Year Fixed Bond	**101,459,303**	97,809,932
7- Year Fixed Bond	**101,738,076**	97,933,598
8- Year Fixed Bond	**98,831,619**	94,994,343
9- Year Fixed Bond	**99,102,484**	95,113,951
10- Year Fixed Bond	**99,373,903**	95,233,632
11- Year Fixed Bond	**25,511,661**	24,412,684
12- Year Fixed Bond	**25,581,436**	24,443,363
13- Year Fixed Bond	**25,651,352**	24,474,061
14- Year Fixed Bond	**25,727,665**	24,511,029
15- Year Fixed Bond	**25,791,614**	24,550,471
Cocoa Bonds	**1,014,286,190**	1,067,024,865
5- Year Government Bonds	**148,880,076**	352,907,379
7- Years Government Bonds	**-**	242,568,648
DOWN PAYMENT NEW NOTES	**23,773,961**	-
POST-DEFAULT INTEREST (PD	**16,010,039**	-
LONG-TERM PAR NOTES	**570,575,453**	-
	2,614,785,392	2,471,281,141
(iii) Commercial papers	**-**	-
Gross carrying amount	**4,927,584,000**	4,222,145,317
Allowance for credit loss on investment securities	**(613,333,000)**	(511,302,317)
Net carrying amount	**4,314,251,000**	3,710,843,000
Treasury bills	**2,312,798,608**	1,750,864,176
Government bonds	**2,001,452,392**	1,959,978,824
Commercial papers		-
	4,314,251,000	3,710,843,000
Current	**2,713,751,798**	1,835,037,886
Non-current	**1,600,499,202**	1,875,805,114
	4,314,251,000	3,710,843,000

20. Investment securities (Continued)

All amounts are expressed in Ghana cedis unless otherwise stated)

(iii) Commercial papers (continued)

Treasury bills	**2,312,798,608**	1,750,864,176
Government bonds	**2,001,452,392**	1,959,978,824
Commercial papers		-
	4,314,251,000	3,710,843,000
Current	**2,713,751,798**	1,835,037,886
Non-current	**1,600,499,202**	1,875,805,114
	4,314,251,000	3,710,843,000

21. Loans and advances to customers

Analysis by type of advance

	2024	2023
Overdrafts	**619,301,672**	913,198,810
Term Loans	**697,619,782**	446,847,966
Gross loans and advances	**1,316,921,454**	1,360,046,776
Allowance for credit losses on loans to customers	**(202,555,926)**	(217,903,993)
Net loans and advances	**1,114,365,528**	1,142,142,783
Analysis by type of customer		
Private enterprises	**1,193,087,344**	1,129,464,289
Individuals	**103,521,605**	212,815,483
Staff	**20,312,505**	17,767,004
Gross loans and advances	**1,316,921,454**	1,360,046,776
Analysis by Sector		
Retail customers	**123,834,110**	235,713,793
Corporate customers	**1,193,087,344**	1,124,332,983
Gross loans and advances	**1,316,921,454**	1,360,046,776
Allowance for credit losses on loans to customers	**(202,555,926)**	(217,903,993)
Net loans and advances to customers	**1,114,365,528**	1,142,142,783
Current	**619,301,672**	875,272,868
Non- current	**697,619,782**	484,773,908
	1,316,921,454	1,360,046,776
Loan loss provision ratio	**100%**	64.8%
Gross non-performing loans ratio	**12.5%**	24.7%

All amounts are expressed in Ghana cedis unless otherwise stated)

21. Loans and advances to customers (continued)

Movement in impairment on loans and advances to customers

Allowance for credit losses to customers	**2024**	2023
At January 1	**217,903,993**	171,521,599
Charge for the year	**136,001,428**	122,466,227
Reversals during the year	**(57,858,370)**	(63,299,628)
Amounts written off	**(93,491,125)**	(12,784,205)
Balance at end of year	**202,555,926**	217,903,993

a) Loans and advances to customers per IFRS 9 classification

2024

	Stage 1	Stage 2	Stage 3	Total
Gross Amount				
Loans to individuals:	36,458,030	5,436,122	8,448,039	50,342,191
Loans to corporate entities	969,054,289	140,980,404	156,544,570	1,266,579,263
	1,005,512,319	**146,416,526**	**164,992,609**	**1,316,921,454**
Allowance for credit losses				
Loans to individuals:	1,409,282	1,176,349	8,318,381	10,904,012
Loans to corporate entities	21,022,509	14,823,962	155,805,443	191,651,914
Total allowance for credit losses	(22,431,791)	(16,000,311)	(164,123,824)	(202,555,926)
Carrying amount	**983,080,528**	**130,416,215**	**868,785**	**1,114,365,528**

All amounts are expressed in Ghana cedis unless otherwise stated)

21. Loans and advances to customers (continued)
a) Loans and advances to customers per IFRS 9 classification (continued)

2023

	Stage 1	Stage 2	Stage 3	Total
Gross Amount				
Loans to individuals:	57,122,091	-	4,372,970	61,495,061
Loans to corporate entities	818,150,777	149,397,394	331,003,544	1,298,551,715
	875,272,868	**149,397,394**	**335,376,514**	**1,360,046,776**
Allowance for credit losses				
Loans to individuals:	5,758,029	-	4,304,338	10,062,367
Loans to corporate entities	20,098,913	378,017	187,364,696	207,841,626
Total allowance for credit losses	25,856,942	378,017	191,669,034	217,903,993
Carrying amount	**849,415,926**	**149,019,377**	**143,707,480**	**1,142,142,783**

b) Allowance for credit loss on loans and advances to customers

2024

	Stage 1	Stage 2	Stage 3	Total
Balance at January 1 2024	25,856,942	378,017	191,669,034	217,903,993
Transfers:				
Allowance for credit losses	-	15,622,294	-	15,622,294
Reversal during the year	(3,425,151)	-	(27,545,210)	(30,970,361)
Write-offs	-	-	-	-
Balance at At December 31 2024	**22,431,791**	**16,000,311**	**164,123,824**	**202,555,926**

2023

	Stage 1	Stage 2	Stage 3	Total
Balance at January 1 2022	22,332,879	49,172,235	100,016,485	171,521,599
Transfers:				-
Allowance for credit losses	3,524,063	(48,794,218)	167,736,382	122,466,227
Reversal during the year	-	-	(63,299,628)	(63,299,628)
Write-offs	**-**	**-**	**(12,784,205)**	**(12,784,205)**
Balance, At December 31 2023	**25,856,942**	**378,017**	**191,669,034**	**217,903,993**

All amounts are expressed in Ghana cedis unless otherwise stated)

22. Other assets

	2024	2023
Financial assets		
Mobile money receivables	**191,498,209**	57,549,754
Accounts receivable	**52,965,428**	102,861,498
	244,463,637	160,411,252
Allowance on accounts receivable	**-**	(15,321,211)
	244,463,637	145,090,041
Non-financial assets		
Prepayments	**10,926,205**	15,212,462
Stationery stock	**775,368**	1,709,946
	11,701,573	16,922,408
Total	**256,165,210**	162,012,449
Current	**256,165,210**	146,691,238
Non- current	**-**	15,321,211
	256,165,210	162,012,449

a) Accounts receivable per IFRS 9 classification

At December 31 2024	Stage 1	Stage 2	Stage 3	Total
Gross amount				
Balance at January 1	87,540,287			87,540,287
Amounts originated/derecognised (net)	168,624,923			168,624,923
Transfer from stage 1 to stage 3	-			-
Balance, at December 31	**256,165,210**			**256,165,210**
December 31 2023				
Gross amount				
Balance at January 1	77,704,922	-	-	77,704,922
Amounts originated/derecognised (net)	25,156,576	-	-	25,156,576
Transfer from stage 1 to stage 3	(15,321,211)		15,321,211	-
Balance, at December 31	**87,540,287**	**-**	**15,321,211**	**102,861,498**

All amounts are expressed in Ghana cedis unless otherwise stated)

22. Other assets (continued)

b) Allowance for credit losses on accounts receivable

	Stage 1	Stage 2	Stage 3	Total
At December 31 2024				
Balance at January 1	-	-	15,321,211	15,321,211
Decrease in allowances for credit losses on other assets	-	-	(15,321,211)	(15,321,211)
Balance, at December 31	**-**	**-**	**-**	**-**

	Stage 1	Stage 2	Stage 3	Total
December 31 2023				
Balance at January 1	-	-	-	-
Decrease in allowances for credit losses on other assets	-	-	15,321,211	15,321,211
Balance, at December 31	**-**	**-**	**15,321,211**	**15,321,211**

23. Property and Equipment

	2024	2023
Right-of-use assets (i)	**35,385,254**	19,724,374
Property and Equipment (ii)	**80,487,412**	53,856,332
Carrying amount	**115,872,666**	73,580706

The Bank previously classified leases as operating and finance leases based on its assessment of whether the lease transferred substantially all the risks and rewards of ownership of the underlying asset to the Bank. Under IFRS 16, the Bank recognises right-of-use assets and lease liabilities as part of “property and equipment” and “other liabilities respectively.

(i) Right-of-use assets	2024	2023
Balance - January 1	**48,434,439**	46,312,497
New lease contracts	**21,136,885**	2,121,943
Balance - December 31	**(1,451,814)**	-
	68,119,508	48,434,440
Amortisation		
Balance - January 1	28,710,065	22,532,270
Amortisation charge for the year	5,476,004	6,177,796
Write-offs	(1,451,814)	-
Balance - December 31	32,734,254	28,710,066
Carrying amount		
Balance December 31	**35,385,254**	19,724,374

Notes to Financial Statements

All amounts are expressed in Ghana cedis unless otherwise stated)

23. (ii) Property and Equipment

2024	Land and buildings	Leasehold improvements	Office fittings and equipment	Motor vehicles	Computers	Capital work in progress	Total
Cost							
At January 1	3,751,318	16,165,641	28,594,638	7,251,108	24,696,659	18,195,888	**98,655,252**
Additions	-	180,884	4,189,863	228,941	2,694,936	28,962,434	**36,257,189**
Disposal	-	-	(137,198)	-	(14,367)	-	**(151,565)**
Transfers between classes	-	-	1,337,789	-	-	(1,337,789)	**-**
Transfers to intangible assets	-	-	(3,589)	-	-	-	**(3,589)**
At December 31	**3,751,318**	**16,346,525**	**33,981,503**	**7,480,049**	**27,377,228**	**45,820,664**	**134,757,287**
Accumulated Depreciation							
At January 1	763,895	7,962,572	19,636,800	6,147,737	10,287,916	-	**44,798,920**
Charge for the year	66,819	1,021,869	3,631,814	340,164	4,538,039	-	**9,598,705**
Disposal	-	(129)	(111,256)	-	(14,367)	-	**(125,750)**
Transfers between classes	-	-	(2,139)	-	-	-	**(2,139)**
At December 31	830,714	8,984,312	23,155,219	6,487,901	14,811,588	-	**54,269,875**
Net book value	**2,920,604**	**7,362,209**	**10,826,284**	**992,146**	**12,565,635**	**45,820,533**	**80,487,412**

There was no indication of impairment of property and equipment held by the bank at December 31 2023 (2022: Nil). None of the property and equipment of the bank had been pledged as security for liabilities and there were no restrictions on the title of any of the bank's property and equipment at the reporting date and at the end of the previous year.

All amounts are expressed in Ghana cedis unless otherwise stated)

23. (ii) Property and Equipment (continued)

December 31 2023	Land and buildings	Leasehold improvements	Office fittings and equipment	Motor vehicles	Computers	Capital work in progress	Total
Cost							
At January 1	678,237	6,907,564	16,824,495	5,880,191	6,650,750	-	36,941,237
Additions	85,658	1,055,137	3,248,737	296,998	3,801,648	-	8,488,178
Disposal	-	(129)	(436,432)	(29,452)	(164,482)	-	(630,495)
At December 31	**3,751,318**	**16,165,641**	**28,594,638**	**7,251,108**	**24,696,659**	**18,195,888**	**98,655,252**
Accumulated Depreciation							
At January 1	599,115	6,002,159	14,562,462	5,930,817	4,876,413	-	31,970,966
Charge for the year	79,122	907,670	2,623,554	222,105	1,839,612	-	5,672,063
Transfers to intangible assets	-	(2,265)	(431,570)	(272,731)	(73,566)	-	(780,132)
At December 31	**763,895**	**7,962,572**	**19,636,800**	**6,147,737**	**10,287,916**	**-**	**44,798,920**
Net book value	**2,987,423**	**8,203,069**	**8,957,838**	**1,103,371**	**14,408,743**	**18,195,888**	**53,856,332**

All amounts are expressed in Ghana cedis unless otherwise stated)

23. Property and equipment (continued)

The profit on disposal is as follows:

	Dec 2024	Dec 2023
Cost	151,564	639,048
Depreciation	(125,622)	(630,495)
Net book value	(25,942)	(8,553)
Proceeds	34,809	46,489
Profit on disposal	8,867	37,936

24. Intangible assets

Intangible assets represent computer software purchased by the bank. The movement during the year is as follows:

	2024	2023
Cost		
At January 1	7,319,012	6,723,803
Additions	847,133	595,209
Transfer to property and equipment	-	-
At December 31	8,166,145	7,319,012
Amortisation		
At January 1	5,455,385	672,717
Charge for the year	1,008,650	782,668
At December 31	6,464,035	5,455,385
Net book value	1,702,110	1,863,627

25. Customer deposits

Analysis by type of customer		
Savings deposits	734,086,044	481,021,744
Demand and call deposits	5,920,265,167	3,385,406,518
Fixed deposits	630,691,763	2,472,022,738
	7,285,042,974	6,338,451,000
Current	7,284,873,166	6,338,281,192
Non-current	169,808	169,808
	7,285,042,974	6,338,451,000
Analysis by sector		
Retail customers	1,642,223,390	1,642,223,390
Corporate customers	5,642,819,584	4,696,227,610
	7,285,042,974	6,338,451,000

Notes to Financial Statements

All amounts are expressed in Ghana cedis unless otherwise stated)

26. Deposits from banks

	2024	2023
From local banks	-	-
From foreign banks	**22,872,886**	-
	22,872,886	-

All deposits from banks are current.

27. Borrowings

	2024	2023
Repurchase Agreement	**785,298,475**	-
	785,298,475	-

28. Other liabilities

Financial liabilities	2024	2023
Accounts payable	**69,695,176**	34,252,095
Customers' deposits for foreign trade (i)	-	22,440
Managers cheques	**7,858,491**	-
Sundry liabilities (ii)	-	5,797,380
Lease liabilities (iv)	**53,386,984**	41,866,607
Other Credit Balances	**4,506,801**	-
	135,447,452	81,938,522
Non-financial liabilities		
Accrued expenses	**115,821,385**	119,457,601
Provisions for legal claims	-	6,464,699
Deferred income	**9,568,209**	5,642,146
Allowance for credit loss on contingents (iii)	**2,362,730**	2,362,730
	127,752,324	133,927,176
Total	**263,200,776**	215,865,698
Current	**209,812,792**	173,999,091
Non- current	**53,386,984**	41,866,607
	263,200,776	215,865,698

(i) Customers' deposits for foreign trade represent funds held to cover letter of credit transactions.

(ii) Items under sundry liabilities include bankers' drafts and managers' cheques, outstanding inward remittances and withholding tax payable.

28. Other liabilities (continued)

(iii) This represents allowance for credit loss for off-balance sheet loan commitments and financial guarantees.

(iv) Lease liabilities represent the present value of the remaining lease payment for the bank's leases discounted using the bank's incremental borrowing rate. The movement in lease liabilities during the year is as follows:

Lease liabilities	2024	2023
Balance - January 1	**41,865,607**	18,327,282
Additions	**6,030,856**	30,881,728
Repayments during the year	**(24,845,539)**	(9,227,030)
Interest accrued	**2,549,005**	1,884,627
Exchange difference	**27,787,055**	-
Balance - December 31	**53,386,984**	41,866,607

29. Stated capital

	2024	2023
Issued :		
Authorised Shares (number)	**9,000,000,000**	9,000,000,000
Issued shares (number)	**7,400,500,000**	7,400,500,000
Share capital (in GHS)	**400,000,000**	400,000,000

The movement in the issued shares account during the year is as follows:

Number of shares in issue at the start of the year	**7,400,500,000**	7,400,500,000
Additional number of shares from bonus issue	**-**	-
Number of shares in issue at the end of the year	**7,400,500,000**	7,400,500,000

30. Reserves

a. Statutory reserve

Statutory reserve represents the transfer of 25% of profit after tax to the reserve in compliance with the Bank of Ghana's regulatory requirement. The statutory reserve is not distributable.

	Dec 2024	Dec 2023
At January 1		
At beginning of year	395,856,873	351,896,216
Transfer from income surplus	41,078,120	43,960,657
At end of year	436,934,993	395,856,873

b. Retained earnings

This is the carried forward recognised income out of expenses, plus the current year's profit attributable to shareholders.

30. Contingent liabilities and commitments

c. Fair value reserves

This includes the net cumulative change in the fair value of investments at fair value through other comprehensive income. Such fair value charges are maintained until the investment is derecognised or impaired.

	2024	2023
At January 1	-	-
Net change in fair value during the year (net of tax)	-	-
Net amount transferred to income statement	-	-
	-	-

There were legal cases pending against the bank as of December 31 2024. Provision of GHS 7,467,529 (December 31 2023: GHS 6,464,699) was made in respect of these cases; no contingent liability associated with legal actions has been disclosed, as professional advice indicates that it is unlikely that any significant loss will arise.

31. Contingent liabilities and commitments

a. Legal proceedings

There were legal cases proceeding against the Bank at At December 31 2024. Provision of GHS 7,467,529 (December 31 2023: GHS 6,464,699) was made in respect of these cases, no contingent liability associated with legal actions has been disclosed as professional advice indicates that it is unlikely that any significant loss will arise.

b.b. Loan commitments, guarantees and other financial facilities

As of December 31 2023, the bank had contractual amounts of off-balance sheet financial instruments that commit the bank to extend credit to customers, guarantees and other facilities as follows:

	2024	2023
Letters of credit	**344,652,794**	117,253,686
Guarantees and indemnities	**87,047,473**	1,487,580,390
Loan commitments	**148,562,019**	17,098,604
Gross amount	**580,262,286**	1,621,932,680
Allowance for credit losses	**(2,362,730)**	(2,362,730)
Carrying amount	**577,899,556**	1,619,569,950

Letters of credit commit the bank to make payments to third parties, on production of documents, which are subsequently reimbursed by customers.

All amounts are expressed in Ghana cedis unless otherwise stated)

32. (i) Related party transactions

Parties are considered to be related if one party can control the other party or exercise significant influence over the other party in making financial or operational decisions. The bank is a subsidiary of the UBA Plc, which owns 90.77% of the issued ordinary shares. The UBA Plc is also the ultimate controlling party of the bank. All transactions with related parties are done in the normal course of business and at arm's length.

Details of related party balances are as follows:

	2024	2023
Assets		
Loans to key management staff	**3,229,906**	3,425,528
Placements with UBA Plc and other subsidiaries/associates	**214,221,876**	135,615,600
Nostro balances with UBA Plc and other subsidiaries/ associates	**139,002,534**	155,622,432
Total	**356,454,316**	452,663,428
Interest income - key management staff	**81,727**	43,135
Interest income on placement with UBA Plc and its subsidiaries/associates	**44,200**	10,948,177
	125,927	10,991,312
Liabilities		
Deposits from key management staff	**1,252,854**	2,123,712
Due to Parent (UBA Plc)	**-**	101,577,945
Due to subsidiaries/associates	**22,821,150**	-
Total	**24,074,004**	103,701,657
Interest expense on takings from UBA Plc and its subsidiaries/associates	**173,729**	23,285
Other expenses	**90,433,647**	67,505,173
	90,607,376	67,528,458

Details of placements account balances with related parties for the year

Sn	Name of related party	Nature of relationship	Amount
1	UBA PLC	Parent	23,775,444
2	UBA CIV	Affiliate	83,160,000
3	UBA Tanzania	Affiliate	124,740,000
	Total		**231,675,444**

32. (i) Related party transactions (Continued)

Details of nostro account balances with related parties for the year

Sn	Name of related party	Nature of relationship	Amount
1	UBA PLC	Parent	212,412,732
2	UBA Benin	Affiliate	4,245
3	UBA Cote d'Ivoire	Affiliate	1,644,274
4	UBA Burkina Faso	Affiliate	797,728
5	UBA Cameroun	Affiliate	2,702,622
6	UBA Gabon	Affiliate	489
7	UBA Congo Brazzaville	Affiliate	184
8	UBA Mali	Affiliate	74
9	UBA Chad	Affiliate	108
	Total		**217,562,456**

Loans and advances to directors

SN	Name of Client	Amount	Rate	Security	Status
1	Kweku A. Awotwi	472,167	8%	Domiciliation	Performing
	Total	**472,167**			

(ii) Key management compensation

Key management staff constitutes members of the bank's Executive Committee. The remuneration of key management staff during the year were as follows:

	2024	2023
Salaries and other short-term employment benefits	**7,206,624**	5,563,956
Defined contribution for key management staff	**658,038**	665,685
	7,864,662	6,229,641

(iii) Directors' remuneration

Directors' fees and allowances	**8,254,742**	5,821,200

Notes to Financial Statements

All amounts are expressed in Ghana cedis unless otherwise stated)

The total amount paid as emoluments to Executive and Non-Executive Directors, during the 2022 financial year is as disclosed below:

Sn	Name	Designation	Annual Fees	Sitting allowances	Salaries and Wages	Pension contributions	Other Benefits	Total
1	Mr Kweku Awotwi	Board Chairman	411,600	367,500	N/A	N/A	N/A	779,100
2	Mr Uzoechina Molokwu	Executive Director	N/A	N/A	N/A	N/A	N/A	N/A
3	Ebele Ogbue	Non-Executive Director	352,800	294,000	N/A	N/A	N/A	646,800
4	Abiola Bawuah	Non-Executive Director	352,800	294,000	N/A	N/A	N/A	646,800
5	Ivan Avereyireh	Non-Executive Director	352,800	294,000	N/A	N/A	N/A	646,800
6	Francis Koranteng	Non-Executive Director	352,800	305,025	N/A	N/A	N/A	657,825
7	Samuel Ayim	Non-Executive Director	352,800	305,025	N/A	N/A	N/A	657,825
8	Jerry Djangmah	Non-Executive Director	352,800	305,025	N/A	N/A	N/A	657,825
9	Foster Buabeng	Non-Executive Director	352,800	305,025	N/A	N/A	N/A	657,825
	Total		2,881,200	2,469,600	N/A	N/A	N/A	5,350,800

**Fees and sitting allowances for these Non-Executive Directors are paid directly to UBA Plc.*

All amounts are expressed in Ghana cedis unless otherwise stated)

33. Events after the reporting period

There were no events after the reporting date that affect the 2023 financial statements.

In 2024, Ghana's cumulative 3-year average inflation exceeded 100% which triggered the quantitative hyperinflation criteria in IAS 29. The Institute of Chartered Accountants Ghana (ICAG) performed this assessment using the various criteria in IAS 29 and concluded in its directive issued in January 2024 that IAS 29 will not be applicable for the December 2024 financial reporting period since Ghana is not operating in a hyperinflationary economy. This conclusion has been applied as part of the key accounting judgements used in the preparation of these financial statements.

34. Compliance with prudential regulations

During the year, the bank generally complied with all prudential regulations as stipulated by the Bank of Ghana.

35. Restatement of Comparative Financial Information

There were no reclassifications of comparative financial information during the current year.

Other disclosures

1. Shareholder information 2024

Shareholders	Shareholding	% holding
United Bank For Africa Plc	**6,717,433,850**	90.77%
Gold Coast Investment Project Ltd	**496,573,550**	6.71%
Teachers Fund	**150,230,150**	2.03%
Unique Insurance Co Ltd	**22,941,550**	0.31%
Labour Enterprises Trust Co. Ltd	**13,320,900**	0.18%
Totals	**7,400,500,000**	100%

2. Quantitative disclosures

	2024	2023
Capital adequacy ratio	**13%**	15.0%
Liquid ratio	**84.7%**	75.8%
Gross non-performing loans ratio	**12.6%**	24.7%

3. Value Added Statement

	2024	2023
Interest and other operating income	**1,205,047,512**	1,178,597,120
Direct cost of services	**(701,878,610)**	(483,495,710)
Value added by banking services	**503,168,902**	695,101,410
Non-banking income	**69,742,801**	85,053,878
Impairments	**(180,109,676)**	(384,075,804)
Value added	**392,802,027**	396,079,484
Distributed as follows:		
To employees:		
Directors (excluding executives)	**8,520,301**	5,821,200
Executive directors	**3,369,867**	6,253,653
Other employees	**111,245,056**	92,585,452
	123,135,224	104,660,305
To government:		
Income taxes	**89,270,964**	100,127,745
To providers of capital:		
To expansion and growth		
Depreciation	**15,074,709**	14,666,137
Amortisation	**1,008,650**	782,668
	16,083,359	15,448,805
	164,312,480	175,842,629

Other disclosures (continued)

4. Related parties

The bank is a subsidiary of the UBA Plc, which owns 90.77% of the issued ordinary shares. The UBA Plc is also the ultimate controlling party of the bank. As a result, the parent (UBA PLC) and all subsidiaries/associates within the UBA Group are related parties to the UBA Ghana. The list of related parties is as follows:

Sn	Name of related party	Nature of relationship
1	UBA PLC	Parent
2	UBA Liberia	Affiliate
3	UBA Cote d'Ivoire	Affiliate
4	UBA Senegal	Affiliate
5	UBA Kenya	Affiliate
6	UBA Guinea	Affiliate
7	UBA Gabon	Affiliate
8	UBA Benin	Affiliate
9	UBA Sierra Leone	Affiliate
10	UBA Burkina Faso	Affiliate
11	UBA Chad	Affiliate
12	UBA Uganda	Affiliate
13	UBA Congo Brazzaville	Affiliate
14	UBA Mozambique	Affiliate
15	UBA Cameroun	Affiliate
16	UBA Mali	Affiliate
17	UBA Tanzania	Affiliate
18	UBA Congo DRC	Affiliate
19	UBA Zambia	Affiliate
20	UBA UK	Affiliate
21	UBA New York	Affiliate
22	UBA Paris	Affiliate

Other disclosures (continued)

b. Key Management Personnel

Key Management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the UBA Ghana (directly and indirectly) and comprise the Executive Directors and Senior Management of the bank. The list of key management persons as of the end of the year was:

No	Key Management Personnel	Designation
1	Mr Uzoechina Molokwu	MD/CEO
2	Mr Qazeem Bello	Chief Operating Officer
3	Mr Kenneth Owusu Asante Amponsah	Chief Risk Officer
4	Mr Muftau Hamid Abdulai	Chief Finance Officer
5	Mr Adebola Ajimotokan	Country Chief Inspector
6	Mrs Evelyn Effie Quansah	Head, Human Resources
7	Mr Lasisi Karimu	Head, Internal Control
8	Mr Peter Dery	Head, Retail
9	Mr Philip Odoom	Head, Compliance/AMLRO
10	Mr Henry Dottey	Regional Head, MCC West Africa–Anglophone & Country Head, MCC Ghana
11	Mr Emmanuel Sackey	Head, Treasury
12	Mrs Rita Mills-Robertson	Head, Public sector EMDOs and Financial Institutions
13	Mr Benjamin Lartey	Head of Legal & Company Secretary

Transactions with related parties are disclosed in the Note 31 of the financial statements.

Shareholder engagement

AGM Notice
Proxy Form

UBA
United Bank for Africa

NOTICE OF 2025 ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Annual General Meeting of United Bank for Africa Ghana Ltd will be held at 10:00 am prompt on Tuesday, the 29th of April, 2025 at the Movenpick Ambassador Hotel to transact the following business:

Ordinary Business

1. To receive the Audited Accounts for the year ended 31st December 2024 together with the reports of the Directors and Auditors thereon.
2. To retire/elect/re-elect Non-Executive Directors
3. To authorize the Directors to fix the remuneration of the Auditors.
4. To transact any other business to be dealt with at an Annual General Meeting.

Thank you.

By Order of the Board

A proxy form is enclosed.

United Bank for Africa Ghana Ltd
Heritage Tower, Ambassadorial Enclave, Ridge P.M.B 29, Ministries, Accra, Ghana
Board Chairman: Mr. Kweku Awotwi, Managing Director/CEO: Mr. Uzoechina Molokwu
Directors: Mrs. Abiola Bawuah, Mr. Ebele Ogbue, Mr. Jerry Djangmah, Mr. Ivan Avereyireh, Mr. Samuel Ayim, Mr. Francis Koranteng, Mr. Foster Buabeng
Tel: 0302634060 Email: cfcghana@ubagroup.com
www.ubagroup.com

PROXY FORM

ANNUAL GENERAL MEETING to be held at 10.00am on Tuesday, the 29th of April, 2025 at Movenpick Ambassador Hotel, Accra.

I/We .... being a member of United Bank for Africa (Ghana) Limited hereby appoint .... or failing him/her the Chairman of the meeting as my/our Proxy to vote for me/us and on my/our behalf at the Annual General Meeting of the Company to be held on the 29th of April, 2025.

Signed this .... day of .... 2025.

....
Shareholder's signature/Common Seal

No.	Resolutions from the Board	For	Against
1.			
2.			
3.			
4.			
5			
6			
7			

Please indicate with an "X" in the appropriate square how you wish your votes to be cast on the resolutions set out above. Unless otherwise instructed the proxy will vote or abstain from voting at his/her discretion.

THIS PROXY FORM SHOULD NOT BE SENT TO THE SECRETARY IF THE MEMBER WILL BE ATTENDING THE MEETING.

Notes.

1. A member (Shareholder) who is unable to attend the Annual General Meeting is allowed by law to vote by proxy. The above Proxy Form has been prepared to enable you to exercise your vote if you cannot personally attend.
2. Provision has been made on the Form for the Chairman of the meeting to act as your proxy, but if you wish, you may insert in the blank space marked "name of the proxy" the name of any person whether a Member of the Company or not, who will attend the Meeting and vote on your behalf instead of the Chairman of the Meeting.
3. If executed by a Company/Trust, the Proxy Form should bear its Common Seal or be signed on its behalf by a Director/Trustees of the Company/Trust.
4. Please execute the Proxy Form and deliver it so as to reach the Company Secretary not later than 10.00am on Tuesday, the 29th of April, 2025

Corporate information

International Offices
Branch Network
Products & Services
ATM Directory

Corporate Information

Board of Directors

Mr Kweku Awotwi	Board Chairman
Mr Uzoechina Molokwu	Managing Director/Chief Executive Officer
Mr Ebele Ogbue	Non-Executive Director
Mrs Abiola Bawuah	Non-Executive Director
Mr Foster Buabeng	Non-Executive Director
Mr Samuel Ayim	Independent Director
Mr Ivan Avereyireh	Independent Director
Mr Francis Koranteng	Non-Executive Director
Mr Jerry Djangmah	Independent Director

Company Secretary

Mr Benjamin Nii Ayi Lartey
UBA Ghana Legal Department
Heritage Towers,
Ambassadorial Enclave, Ridge
PMB 29, Ministries
Accra

Auditor

Ernst & Young Chartered Accountants
60 Rangoon Lane
Cantonments City, Accra
P.O. Box KA 16009
Airport, Accra
Ghana

Bankers

United Bank for Africa Plc
UBA House 14th floor
57, Marina
P.O. Box 2406
Lagos- Nigeria

Citibank New York.
Citibank N. A, 111 Wall Street
NY 10043
New York, US

Coris Bank
Quartier Beniglato Lome
01 BP 4032 Lome Togo

Registered Office

United Bank for Africa Ghana Ltd.
Heritage Towers,
Near Cedi House,
Ambassadorial Enclave,
Off Liberia Road,
PMB 29, Ministries
Accra

International Offices

UBA America
1 Rockefeller Plaza, 8th Floor
New York, NY 10020
USA

United Bank for Africa
Representative Office in France
Tour Egée 9-11 allée de l'Arche
92400 Courbevoie - Paris La Défense

Business Offices Network

GREATER ACCRA

CORPORATE BUSINESS OFFICE
Address: Heritage Tower, Ambassadorial Enclave, Near Cedi House, Off Liberia Road, Ridge.
Tel.: 0302680094 / 0302681224 / 302681224 / 0302689000

LABONE
Address: Hse. No. 96B
Sithhole St., 5th
Circular Road – Opp. Bosphorus Restaurant & Café, Labone
Tel.: 0302 783015 / 6 / 782234

ABEKA LAPAZ
Address: Abeka Lapaz,Akro-Gate Towers, Off Akweteyman, Lapaz Road, Accra - Ghana
Tel.: 03024 14474 / 407547 / 416682

ABOSSEY OKAI
Address: Urban Rose Plaza,13
Winneba road, Pamprom Traffic Light, Abossey Okai
Tel.: 0289 555189 / Fax.: 302661108

ACCRA CENTRAL
Address: No. 507 Cerby Avenue,
White Chapel Building, Okaishie
Tel.: 0302 674085 / 674056 / 674112 / 674099 / 89

KANTAMANTO
Address: Tarzan Building Complex, Kantamanto
Tel.: 0302 681319 / 674112

RING ROAD CENTRAL
Address: Ring Road,
Opposite Swiss School
Tel.: 0302 246066 / 8

NORTH INDUSTRIAL AREA
Address: NIA No. 612
Dadeban Road NTC
Tel.: 0302 2581778 / 257177 / 258177

ACHIMOTA
Address: Achimota Banking Farm,
Mile 7, ABC Junction
Tel.: 0303- 976099/ 0303976100

AIRPORT
Address: 59 Patrice Lumumba Road,
Airport Residential Area.
Tel.: 0302 766172 / 3

DZORWULU
Address: No. 47 Blohum Street, Near Medi-fem Clinic, Dzorwulu
Tel.: 0302 774038

EAST LEGON - AMERICAN HOUSE
Address: 4 Boundary Road East Legon, (Near America House)
Tel.: 0302 520497 / 8 / 520493

EAST LEGON - LAGOS AVENUE
Address: Plot 85, Lagos Avenue, East Legon (Adjacent Mensvic Hotel)
Tel.: 0289 532533 / Fax.: 509038072

MADINA
Address: Hollywood Shopping Complex - REDCO, Madina
Tel.: 0302 520770 / 4 / 520778 / 9 / 0201352992
Fax.: 302520772

TESHIE
Address: Lascala junction,Near KAIPC,Teshie
Tel.: 0289549669 / 0289549889

SPINTEX
Address: 120B Spintex Road, Agapet Filling Station
Tel.: 0289 549821 / 0289 549838

TEMA COMMUNITY 4
Address: Konadu Shopping complex, Near Chemu Sec School, Comm. 4
Tel.: 03032 00847

TEMA COMMUNITY 1
Address: Greenwich Tower, Opp. former Black Star Line, Meridian Road,Community
Tel.: 03032 12162 / 65
Fax.: 303212180

ASHAIMAN BUSINESS OFFICE
Address: Opposite Ashaiman Police Station, adjacent Melcom
Ashaiman
+233 27 000 7942

ASHANTI

KEJETIA MARKET BUSINESS OFFICE
Kumasi Central Market
Ak-017-5777
0577704012

ADUM
Plot 2, Block II A Palace Road,
OTA Adum-Kumasi
Tel.: 03220 41006 / 8

KEJETIA
Opposite Unicom House,Kumasi Station,Kejetia, Kumasi
Tel.:03220 43898
Fax.: 322043898

ALABAR
ZE 66 Manhyia Road, Alabar - Kumasi
Tel.: 03220 31130

TANOSO
University of Education-Winneba (Kumasi campus)
Tel.: 03220 52490 / 52495 / 52489

SUAME
Address: Plot 3 Block A, Suame Takwa Layout
Tel.: 03220 49101 / 3

KNUST
Opp. Old administration block,
KNUST campus, Kumasi
Tel.: 03220 64400
Fax.: 322064403

VOLTA

AFLAO
Aflao Border, Exit gate,
Southern–end, Aflao
Tel.: 0362099821 / 036099822
fax.: 96230906

WESTERN

TAKORADI
Address: No. 52/1 John Sarbah Road,
Former BHC Building, Market Circle.
Tel.: 03120 26330 / 26437 / 25787

TARKWA
Address: St. Matthew Catholic Church,
Obuoso Road, Tarkwa.
Tel: 0312 292952/

NORTHERN

TAMALE
Address: Ward M, Plot C4, North Lamashegu Res. Area.
Tel: 0372099002

Products & Services

SAVINGS ACCOUNT

1. KIDDIES ACCOUNT

A trust account designed for parents or guardians with children between ages 0-12 years who intend to save for short/ long term goals

Benefit/Features

- •Opening & Operating balance of GHS10
- •Attractive Interest rate of 4% P.A
- •Allows lodgment of cheques and dividend s
- 13th Month reward (10% of the monthly saving plan amount) when constant maintenance of standing order above GHC1000 for 12 months

2. TEENS ACCOUNT

UBA Teen Account is a trust account designed and structured to appeal to students who are enrolled in Junior and Senior Secondary School; particularly demographics between 13 to 17 yearsBenefits/Features

- GHS15 Minimum Opening Balance
- GHS 50 Minimum Opening Balance
- Interest rate of 3%
- Introduction to Financial Literacy/ children lub membership (UBA Learn)
- Opportunity for Internship with the Bank subject to vacancy

3. UBA NEXT-GEN

UBA Next-Gen Account is a liability product designed and structured to appeal to the students in Tertiary Institution between the ages of 18 and 25 in order for them to maintain a relationship with the bank.

Benefits/Features

- GHS 20 Minimum Operating Balance
- Interestrate of 3%
- Opportunity for Internship with the Bank subject to vacancy
- Member of UBA Campus Ambassador club
- Benefit from group mentorship programs in high schools, universities etc

4.UBA BUMPER

A hybrid of a savings and current account which gives the customer the desired benefits derived from both accounts.

Benefits/Features

- GHS 100 Minimum Opening Balance
- GHS 50 Minimum Operating Balance
- Interest rate of 5.5%
- Cheque book on request

5. UBA TARGET

Targeted account that helps customer plan towards a project. Customer can enjoy high interest rate of up to 4.5% p.a, while having unlimited access to funds.

Benefits/Features

- GHS 1,000 Minimum Opening Balance
- GHS 1,000 Minimum Operating Balance
- Interest rate Band
- GHS1,000-GHS10,000 = 3%
- GHS10,001-GHS50,000 = 3.5%
- GHS50,001 – GHS100,000 = 4%
- GHS100,001 and above = 4.5%

6. EMPLOYEE SAVINGS ACCOUNT

The UBA Employee account is a salaried savings account designed for an efficient salary/pay roll administration for organizations. This is designed for employees in the private and public sectors of the economy.

Benefits/Features

- Zero account opening balance
- Minimum operating balance of GHS 20
- Minimum balance of GHS 50 attracts interest of 3% p.a
- Ease of conversion to a regular savings account upon request or on separation from place of employment.

7. BUSINESS SAVINGS ACCOUNT

The UBA Business Savings account is a savings account designed for all Corporate account holders to build Funds.

Benefits/Features

- Zero account opening balance
- Minimum operating balance of GHS 20
- 3% interest rate
- Minimum balance of GHS 50 attracts interest

8. SAVINGS FOR SOCIETIES AND CHURCHES

The UBA Savings account for churches and societies is a savings account designed for non-profit making organizations that are limited by guarantee.

Benefits/Features

- Minimum operating balance of GHS 20
- Minimum balance of GHS 50 attracts interest
- 3% interest rate

CURRENT ACOUNTS

1. LION PRIME ACCOUNT

Lion Prime product is a zero COT and remunerated current account designed to meet the needs of customers who desire to maximize returns on their accounts.

A) LION PRIME INDIVIDUAL ACCOUNT

Benefits/Features

- Opening/operating balance of GHS3,000.00
- Free 1st Cheque book
- Zero COT charge if average monthly balance is GHS3,000.00 and above
- Zero Account Maintenance charge
- Default COT bands for individuals to apply if average monthly balance goes below GHS3,000.00 or customers make more than 10 withdrawals in a month (COT cycle) – For individual accounts and
- Withdrawals from electronic channels excluded from max of 10 withdrawal count. i.e. ATM, U-Direct, U-Direct Corporate & U-Mobile
- Interest: 1% p.a. interest rate is payable where the average balance of GHS3,000.00 is maintained.
- Access to credit facilities and all e-banking channels

B) LION PRIME CORPORATE

Benefits/Features

- Opening/operating balance of GHS10,000.00
- Interest payment of 1% on balance above GHS10,000.00
- Free 1st Cheque book
- Zero COT charge if average monthly

balance is GHS10,000.00 and above
- Default COT bands for individuals to apply if average monthly balance goes below GHS10,000.00 or customers make more than 10 withdrawals in a month (COT cycle) – For Corporate accounts
- Zero Account Maintenance Charge
- Withdrawals from electronic channels excluded from max of 10 withdrawal count. i.e. ATM, U-Direct, U-Direct Corporate & U-Mobile
- Interest: 1% p.a. interest rate is payable where the daily minimum balance of GHS10,000.00 is maintained

2. RUBY ACCOUNT

Ruby current account is a gender specific product designed for discerning women so as to satisfy some of their special business and personal needs.

a) Ruby Premium
- Zero COT (Subject to maintaining the minimum balance)
- Attractive interest rate of up to 6% for balances above GHS 20,000
- Access to consumer credit facilities (terms apply)
- Discount on services offered by various Ruby partner outlets
- Free e-Banking channels enrolment - Internet Banking and Alert services
- Customized Ruby account cheque book and Debit Card

b) Ruby Classic
- Zero COT (Subject to maintaining the minimum balance)
- Attractive interest rate of up to 5% for balances above GHS 20,000
- Cash collateralized loans for up to 80% of account balance
- Access to consumer credit facilities (terms apply)
- Free e-Banking channels enrolment - Internet Banking and Alert services
- Customized Ruby account cheque book and Debit Card

3. LIMITED LABILITY ACCOUNT

The Limited Liability Company Account is a current Business Account for Limited Liability public and private sector companies.

Benefits/Features
- Minimum opening balance of GHS 50
- Allows direct debit instruction
- Third party transaction allowed
- Cheque book at a fee
- Access to all digital banking products
- COT of 1.5/mille (GHS1.5 for every 1,000 withdrawal)

4. PARTNERSHIP ACCOUNT

The Partnership Account is a corporate account opened for partnerships in which both partners have an equal interest in the business.

Benefits/Features
- Minimum opening balance of GHS 50
- Allows direct debit instruction
- Third party transaction allowed
- Cheque book at a fee
- Access to all digital banking products
- COT of 1.5/mille (GHS1.5 for every 1,000 withdrawal)

5. SOLE PROPRIETORSHIP ACCOUNT

The sole proprietorship account is a current account designed for small scale businesses(sole ownerships)

Benefits/Features
- Minimum opening balance of GHS 50
- Allows direct debit instruction
- Third party transaction allowed
- Cheque book at a fee
- Access to all digital banking products
- COT of 1.5/mille (GHS1.5 for every 1,000 withdrawal)

6. DIASPORA ACCOUNT

The Home Account is an account which enables Ghanaians living in the African diaspora to control their finances at home.

a) Diaspora Savings Account
Benefits/Features
- One free home transfer per month from Expatriate account to Diaspora
- Free debit card
- Access to UBA global network
- Zero Opening/operating balance
- Interest rate of 3% p.a

b) Diaspora Savings Account

Benefits/Features
- One free home transfer per month from Expatriate account to Diaspora
- Free debit card
- Access to UBA global network
- Zero Opening/operating balance
- Allows direct debit instruction
- Third party transaction allowed
- Cheque book at a fee
- Access to all digital banking products
- COT of 1.5/mille (GHS1.5 for every 1,000 withdrawal)

7. UBA BUSINESS ACCOUNT

The UBA Business Account offers a low-cost current account alternative to MSMEs by incentivizing them to route all their business lodgments and turnovers through the account without being penalized with the industry-wide debit turnover–based Account Maintenance Charge.

a) SME Micro
Benefits/Features
- GHS 1,000 Opening/operating balance
- Maximum COT charge of GHS 40
- Allows direct debit instruction
- Third party transaction allowed
- Cheque book at a fee
- Access to all digital banking products

b) SME Small
Benefits/Features
- GHS 2,000 Opening/operating balance
- Maximum COT charge of GHS 80
- Allows direct debit instruction
- Third party transaction allowed
- Cheque book at a fee
- Access to all digital banking products

c) SME Medium
Benefits/Features
- GHS 5,000 Opening/operating balance
- Maximum COT charge of GHS 100
- Allows direct debit instruction
- Third party transaction allowed
- Cheque book at a fee
- Access to all digital banking products

LOANS

1. Flexi Loan
Flexi Loan is a loan product for government workers who receive their salaries through the Controller and Accountant General's Department.
- Up to 36 months to repay the full amount and interest

2. Personal Loan
It's a loan product the allows salaried workers of enlisted companies to access up to GHS 250,000.
- Up to 60 months to repay full amount and interest.

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