

# BUILDING A SUSTAINABLE ECOSYSTEM

**Investors & Analysts Presentation** 

9M 2024





## **AGENDA**

- 9M 2024 Group Highlights & Strategic Updates
- Group Performance Review
- Banking Division Review
- 4 Non-Banking Divisions Review
- 5 Digital Business Review
- 6 Outlook

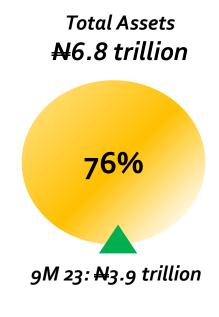
# 9M 2024 Group Highlights & Strategic Updates

**Mr. Ladi Balogun**Group Chief Executive - FCMB Group Plc

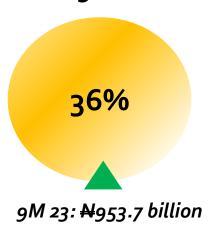


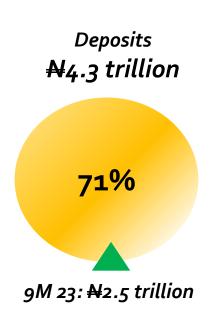


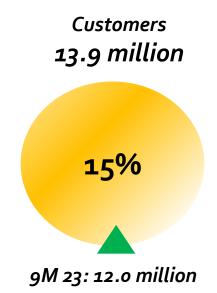
## 9M 2024 Group Highlights (Including Audited Numbers for FCMB Limited)

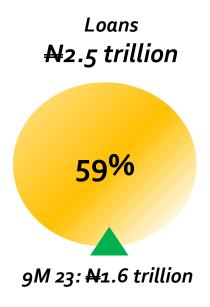


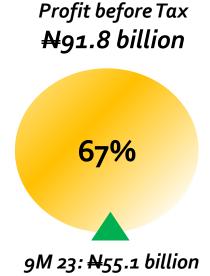
Assets Under Management N1.3 trillion













## **Update on Capital Raise**

#### Phase I: #150 billion Capital Raise

- Public offer of \110 billion.
- Convertible of ₩40 billion.
- We intend to close this phase by the end of 2024.

#### Phase 2 & 3: \ 250 billion Capital Raise

- Sale of minority interests in 2 non-banking subsidiaries (up to \\ \text{\text{80 billion}}\).
- Non-dilutive or dilitive Private Placement/ Public Offer (up to \(\frac{\mathbf{H}}{170}\) billion).
- We intend to close this phase by the end of 2025.

#### **End Point**

May – December 2024

January - December 2025

#### Phase I Update

- Public offer currently undergoing capital veriifation.
- SEC approval for the convertible received.
- EGM fixed for Dec. 19<sup>th</sup> to approve additional **\190** billion in addition to the **\150** billion earlier approved at the May AGM.
- This takes the total capital to be raised to \\340 billion.

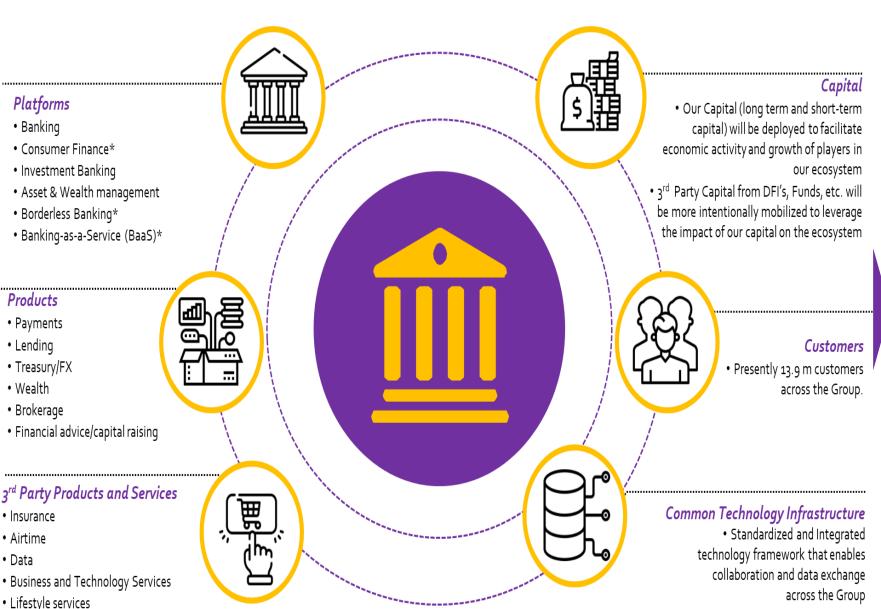
#### Phase 2 & 3 Update

Transaction advisers approved for minority sales.

March 2026



## Building a Supportive Ecosystem, connecting people, capital and markets. 9M 2024 Update:



#### **Platforms**

Resilient profit growth: Banking - 50%, Consumer Finance - 108%, Investment Banking - 63% and Investment Management - 31%

#### **Technology Platforms**

**Borderless Banking:** Platform launched this year and is currently undergoing enhancements to optimize its functionality. We anticipate these improvements will position it for significant growth in 2025.

#### **Products**

**Payment**: 41% YoY growth in value of transactions via Mobile/USSD to **₦12.8trillion** 

**Lending**: 59% YoY growth in loan book to **₦2.5trillion** 

CASA: 64% YoY growth in low-cost deposits to ₩2.6trillion

Wealth: 36% YoY growth in AUM to ₩1.3trillion

Financial advisory/Capital Raise: 40% in YoY growth in fees from capital raising and advisory mandates to ₩1.1billion

#### 3rd Party Products and Services

*Insurance*: 15% YoY growth in revenues to **4828million**.

**Airtime & Data**: 6% YoY growth in revenues to **₩1.2billion**.

**Other Services**: **\#176.4million** in revenues from in-app vending of services

#### Capital

FCMB Capital Markets Limited led or participated in **35** transactions, raising **#876 billion** to support economic growth

# 9M 2024 Results Overview: FCMB Group Plc

**Mr. Deji Fayose**Group Chief Financial Officer - FCMB Group Plc



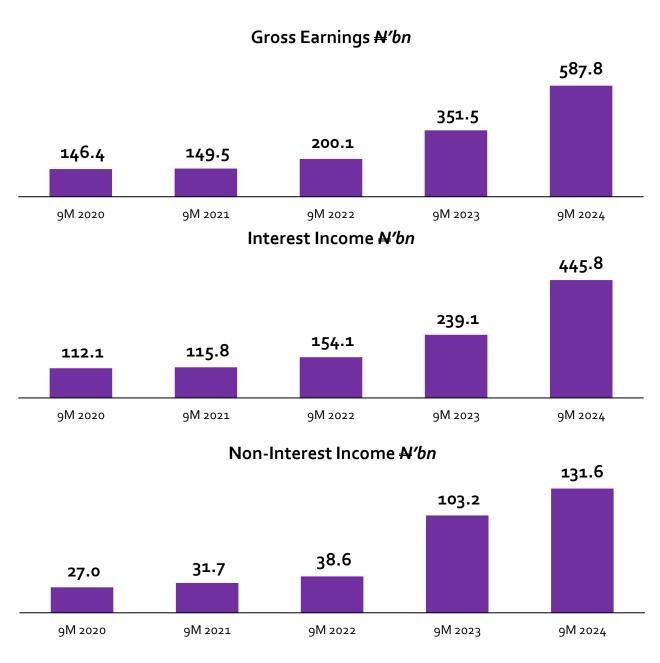


## **Group Income Statement Snapshot**

N'm	2Q24	3 <b>Q</b> 24	%Δ QoQ	9M23	9M24	%∆YoY
Gross Earnings	195,410	213,306	9%	35 <sup>1</sup> ,53 <sup>2</sup>	587,773	67%
Interest Income	143,775	176,626	23%	239,052	445,789	86%
Interest Expense	(92,969)	(109,018)	17%	(118,581)	(271,991)	129%
Net Interest Income	50,806	67,608	33%	120,471	173,798	44%
Non-Interest Income	45,521	37,429	-18%	103,153	131,593	28%
- Net Fees & Commissions	13,144	16,399	25%	32,175	41,458	29%
- Trading Income	21,867	18,467	-16%	9,342	49,849	434%
- FX Income	8,406	2,501	-70%	54,759	37,692	-31%
- Others	2,103	62	-97%	6,877	2,593	-62%
Operating Income	96,327	105,038	9%	223,624	305,391	37%
Operating Expenses	(55,829)	(64,325)	15%	(111,494)	(169,127)	52%
Net impairment loss on financial assets	(7,633)	(13,090)	71%	(56,990)	(44,432)	-22%
PBT	32,866	27,622	-16%	55,141	91,832	67%
PAT	30,713	22,911	-25%	49,153	82,395	68%

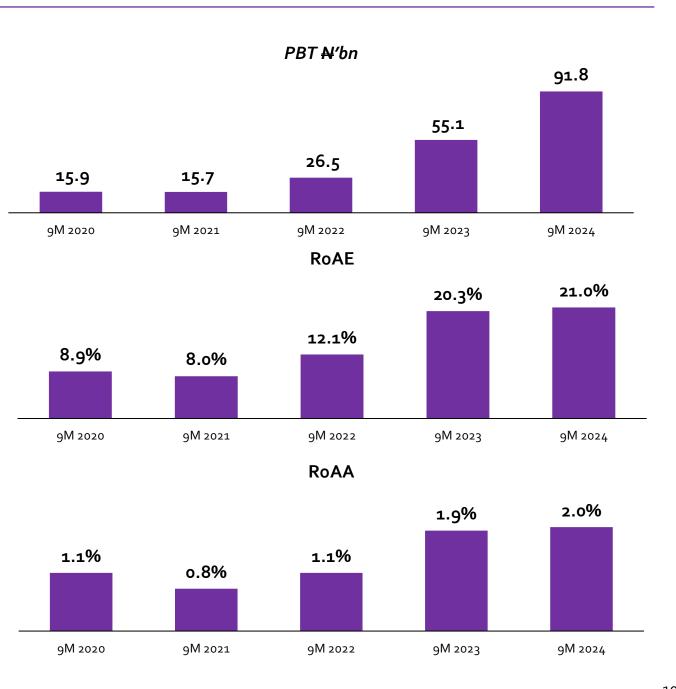
## **Group Earnings**

- The Group's gross earnings increased by 67.2% to ₩587.8bn in 9M 2024 from ₩351.5bn in 9M 2024 driven by a growth in both net-interest income and non-interest income.
- Interest income grew by 86.5% to ₩445.8bn in 9M 2024 from ₩239.1bn in 9M 2023 driven by a growth in yields on earning assets.
- Net interest income grew YoY by 44.3% to ₦173.8bn for 9M 2024 despite a 129.4% increase in interest expense due to elevated funding costs also impacted by higher CRR over the period. Consequently, Net-Interest Margins declined to 5.5% for 9M 2024.
- Non-interest income for 9M 2024 grew YoY by 27.6% to ₩131.6bn for 9M 2024 largely driven by growth in trading income over the period. Revenues from electronic banking contributed the highest to fees and commissions, while foreign exchange revenues declined YoY by 31%.



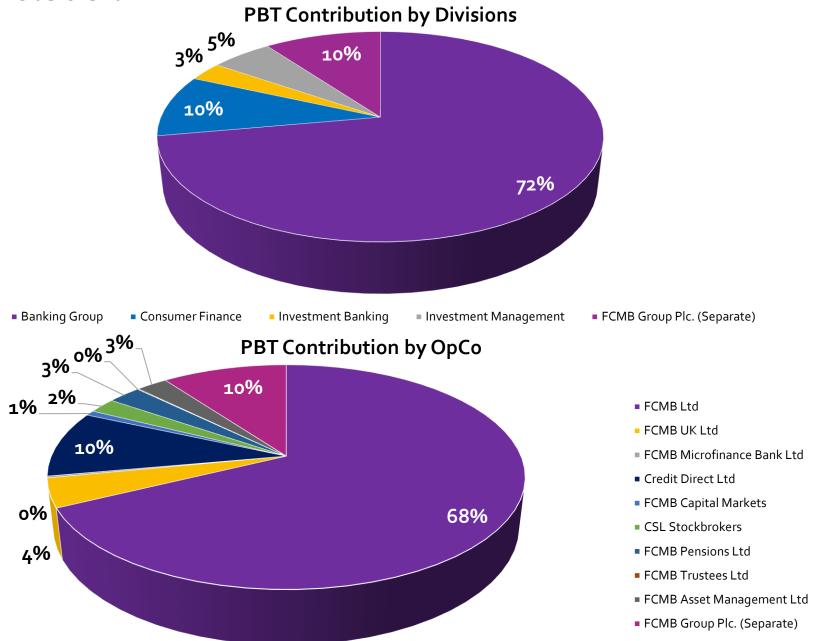
## **Group Profit before Tax**

- Overall, the Group recorded a 67% YoY growth in Profit before Tax from \(\mathbb{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\tinq}\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\texi{\text{\text{\text{\texi{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{\text{
- Consistent earnings and profitability growth has been a collective effort from all our operating companies. For the rest of the year, we expect PBT growth trajectory to be sustained across all business segments as we continue to leverage our unique Group structure.
- Non-banking Subsidiaries (i.e., Consumer Finance, Investment Management & Investment Banking) will continue to strengthen and contribute >25% to the Group's performance for FY2024.



### **Group Earnings Contribution – Profit before Tax**

- We recorded strong year-on-year profitability growth across all our four business divisions for 9M 2024 as follows; Consumer Finance (108%), Investment Banking (63%), Banking Group (50%) and Investment Management (31%).
- Contribution from our non-banking divisions grew from 20% in 9M 2023 to 28% in 9M 2024 while the Banking Group contributed 72%.
- Contribution from the Nigerian Bank declined to 68% in 9M 2024 from 74% in 9M 2023 (despite a 53% YoY PBT growth) due to increased contributions from our other operating companies.





## Group Earnings Contribution – Profit before Tax

N'm	2Q24	3024	%Δ QoQ	9 <b>M</b> 23	9M24	%ΔYoY	% Contribution
Banking Group	25,285	20,370	-19%	44,239	66,253	50%	72%
FCMB Ltd	24,247	18,736	-23%	40,756	62,211	53%	68%
FCMB UK Ltd	952	1,571	65%	3,359	3,814	14%	4%
FCMB Microfinance Ltd	85	63	-26%	124	228	84%	0%
Consumer Finance	3,009	2,813	-7%	4,207	8,771	108%	10%
Credit Direct Limited	3,009	2,813	-7%	4,207	8,771	108%	10%
Investment Banking	490	568	16%	1,646	2,688	63%	3%
FCMB Capital Markets Ltd	250	356	42%	624	6 <sub>75</sub>	8%	1%
CSL Stockbrokers Ltd (ex FCMB-AM)	239	212	-11%	1,022	2,013	97%	2%
Investment Management	1,608	1,384	-14%	3,693	4,853	31%	5%
FCMB Pensions Ltd	901	708	-21%	2,346	2,452	5%	3%
FCMB Asset Management Ltd	683	628	-8%	1,271	2,308	82%	3%
FCMB Trustees Ltd	24	47	96%	76	93	22%	0%
FCMB Group Plc (Separate)	2,442	7,818	220%	2,607	16,518	534%	18%
Intercompany Adjustments	33	(5,330)	-16252%	(1,251)	(7,251)	480%	-8%
FCMB Group Plc (consolidated)	32,866	27,622	-16%	55,141	91,832	67%	100%

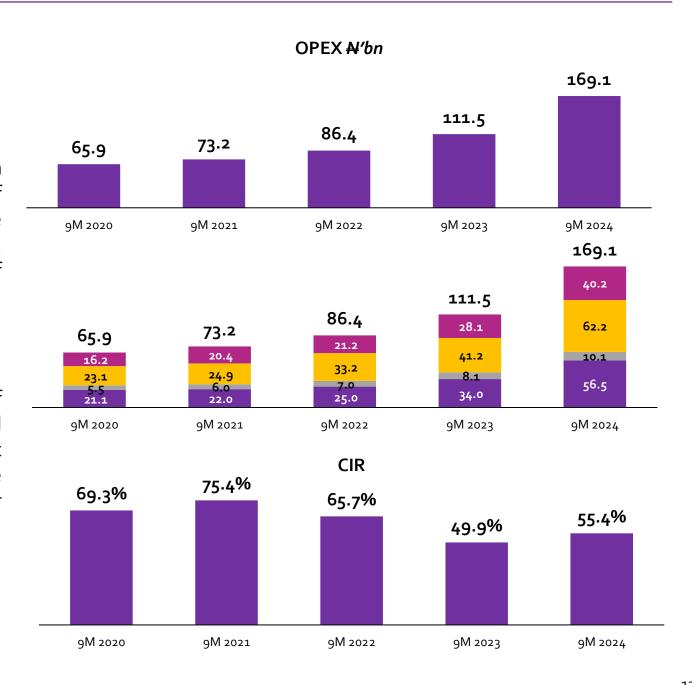
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### **Group Operating Expense**

• Increase in Operating expenses by 51.7% YoY resulted from growth in Personnel Costs following the upward revision of remunerations, Regulatory costs - Deposit Insurance Premium and AMCON expenses and increased Technology, Repairs and maintenance cost arising from the impact of devaluation of the Naira and Fuel subsidy removal.

Overall, the Group recorded a Cost-to Income Ratio (CIR) of 55.4% for 9M 2024. Our guidance of <60% for FY 2024 will be driven by the Groups commitment to effective cost management despite inflationary pressures as well as the non-occurrence of regulatory expenses in the fourth quarter of the year.

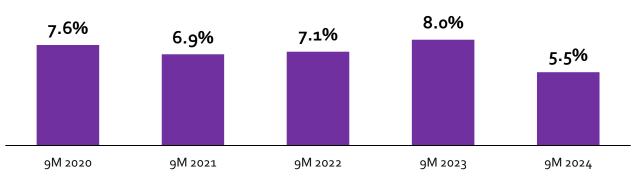




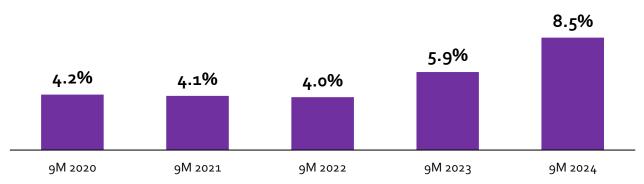
## **Group Margins Analysis**

- Net interest income grew by 44.3% to \$\frac{1}{4}173.8\$ billion at the end of September 2024 driven by a growth in the yield on earning assets for the period from 14.9% in September 2023 to 17.4% as at September 2024. NIM however declined to 5.5% in 9M 2024 from 8.0% as of 9M 2023 due to an increase in funding costs over the period and higher average CRR ratio in the Nigerian Bank.
- Cost of Funds (CoF) increased by 26obps from 5.9% in 9M 2023 to 8.5% in 9M 2024 due to an upward review of the MPR rate and an increase in CRR which resulted in a YoY growth in interest expense by 129%.
- To improve our NIM, we are currently driving low-cost deposit mobilization to pay down on expensive deposits and proceeds from our capital raise will also allow us to pay down on expensive term deposits. These twin factors will improve our cost of funds and hence impacting our NIMs.

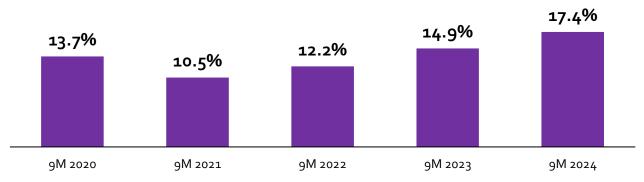
#### **Net Interest Margin**



#### Cost of Funds



#### **Yields on Earning Assets**

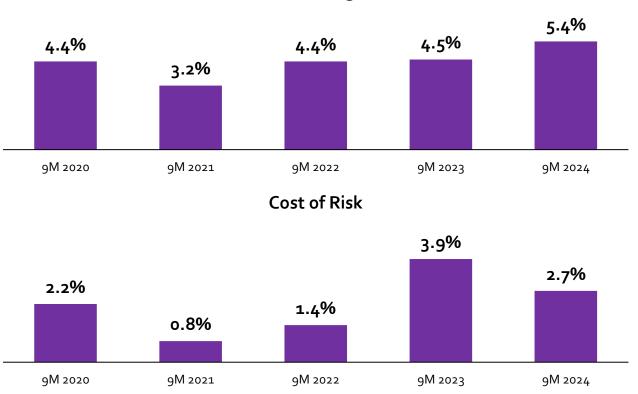




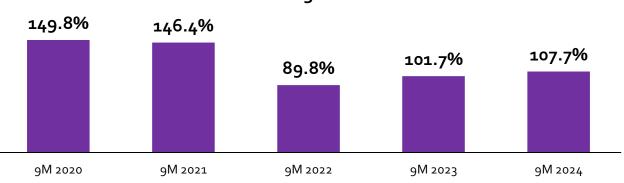
### **Asset Quality**

- NPL ratio increased by 90bps to 5.4% as at September 2024 from 4.5% recorded in the same period prior year.
- Net impairment loss on financial assets declined year-onyear by 22.0% to ₩44.4 billion, for the period ended September 2024, from ₩57.0 billion in the prior year. This resulted in a year-on-year decline in the cost of risk to 2.7% from 3.9%, due to a reduction in required provisions.
- Adequate coverage ratio at 107.7% which is in line with our strategy of maintaining a healthy coverage for the loan portfolio.

#### **Non-Performing Loans**









## **Group Performance Ratios**

	Performance Index	2024	3 <b>Q</b> 24	%Δ QoQ	9 <b>M</b> 23	9M24	%ΔΥοΥ
Operating	Return on Average Equity	24.7%	17.5%	-29.1%	20.3%	21.0%	3.4%
	Return on Average Assets	2.4%	1.6%	-33.3%	1.9%	2.0%	5.3%
	Loan/Deposit Ratio	61.3%	58.5%	-4.6%	59.4%	58.5%	-1.5%
	Loan/Funding Ratio	49.4%	46.1%	-6.7%	51.0%	46.1%	-9.6%
	Cost/Income Ratio	58.0%	61.2%	5.5%	49.9%	55.4%	11.0%
	Net Interest Margin	5.2%	6.5%	25.0%	8.0%	5.5%	-31.3%
	NPL/Total Loans	4.2%	5.4%	28.6%	4.5%	5.4%	20.0%
	Coverage Ratio	132.9%	107.7%	-19.0%	101.7%	107.7%	5.9%
	NII/Operating Income	47.3%	35.6%	-24.7%	46.1%	43.1%	-6.5%
	Financial Leverage	91.0%	91.4%	0.4%	90.4%	91.4%	1.1%
	Cost of Risk*	2.6%	2.7%	3.8%	3.9%	2.7%	-30.8%
Capital &	Capital Adequacy Ratio	15.1%	15.0%	-0.7%	15.3%	15.0%	-2.0%
Liquidity	Liquidity Ratio	42.5%	47.9%	12.7%	42.3%	47.9%	13.2%
Investment	Share Price	7.75	8.75	12.9%	5.90	8.75	48.3%
	NAV(N'B)	535.9	588.9	9.9%	373.7	588.9	57.6%
	Dividend (Kobo)	-	-	-	-	-	-
	EPS (Kobo)**	600.8	554.8	-7.7%	331.0	554.8	67.6%
Others	Opex (N'B)	55.8	64.3	15.2%	111.5	169.1	51.7%
	Risk Assets (net) (N'B)	2,429.4	2,529.7	4.1%	1,592	2,529.7	58.9%
	Customer Deposits (N'B)	3 <b>,</b> 873.5	4,326.1	11.7%	2,528	4,326.1	71.1%

<sup>\*</sup> Including recoveries

\* \*Annualized EPS

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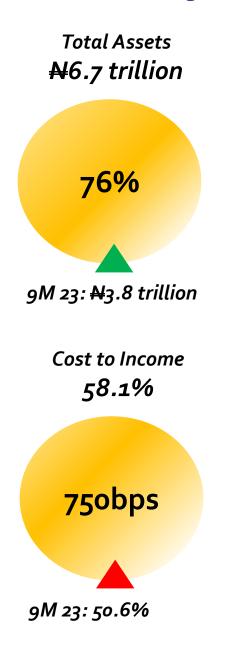
# 9M 2024 Banking Division Review:

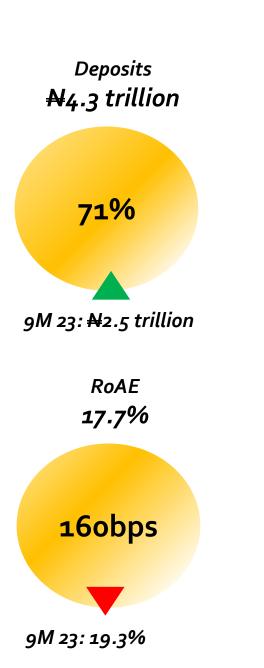
**Mr. Deji Fayose**Group Chief Financial Officer - FCMB Group Plc





## 9M 2024 Banking Division Highlights



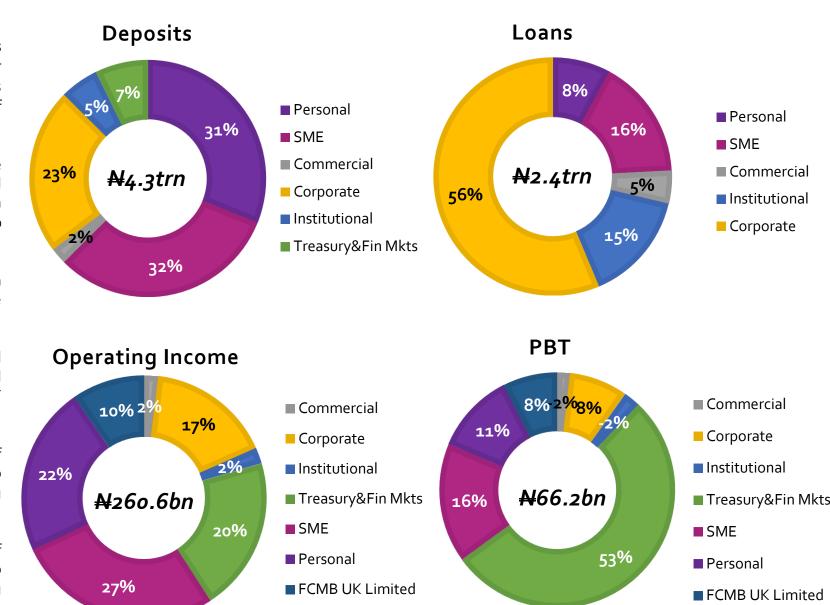






## 9M 2024 Segment & Subsidiaries Highlights

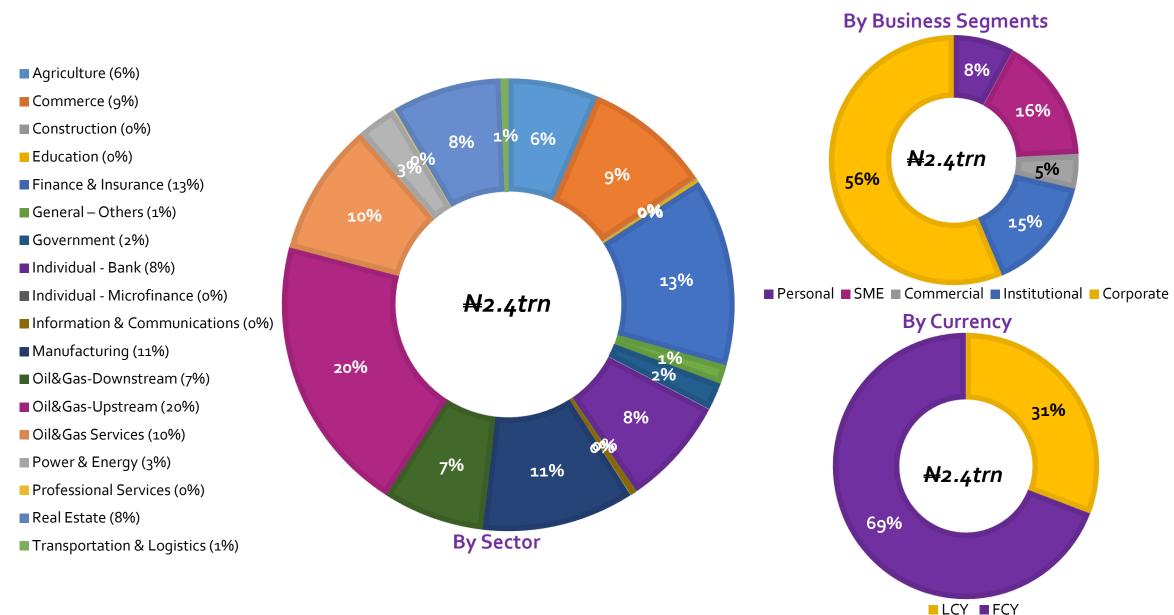
- Personal Banking | 9M24: Our Personal Banking segments performance for was supported by growth in customer acquisition and increased adoption on our digital channels resulting in a 25% YoY growth in net revenue and a PBT of No.6bn for 9M 2024.
- SME Banking | 9M24: We continue to see traction as we remain on course with our strategy of using innovation and technology to drive the business. Growth in loan disbursements as well as improved margins resulted in a 47% YoY growth in net revenue and a PBT of N8.4bn for 9M 2024.
- Treasury & Financial Markets | 9M24: Strong growth in business was driven by increased treasury activities during the period, resulting 424% YoY growth in PBT to N26.8bn.
- Corporate Banking | 9M24: The business continues to record strong growth driven by enhanced client relationships and tailored financial solutions. Overall, the business a 14% YoY growth in net revenue and a PBT of N4.1bn for 9M 2024.
- Commercial Banking | 9M24: The business recorded a loss of H904mn in PBT for the period. We are committed to optimizing operations, enhancing efficiency, and leveraging our strengths to ensure a swift recovery by the end of year.





#### **Loan Portfolio Classification**

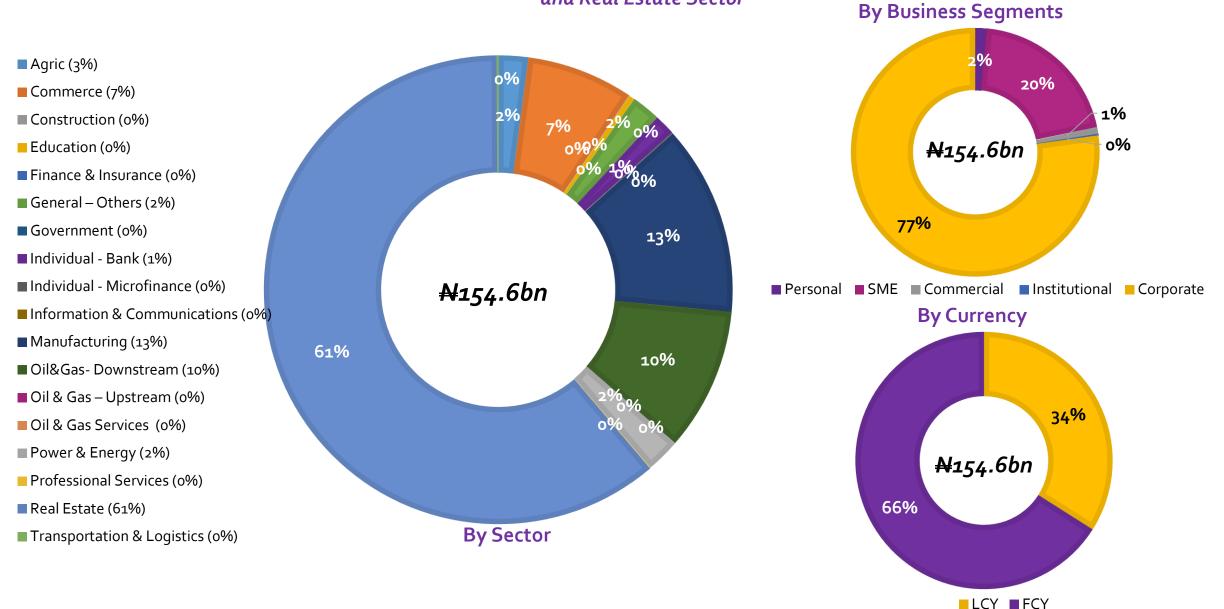
59% YoY growth in loan book with over 101% driven by currency devaluation.





#### **NPL Classification**

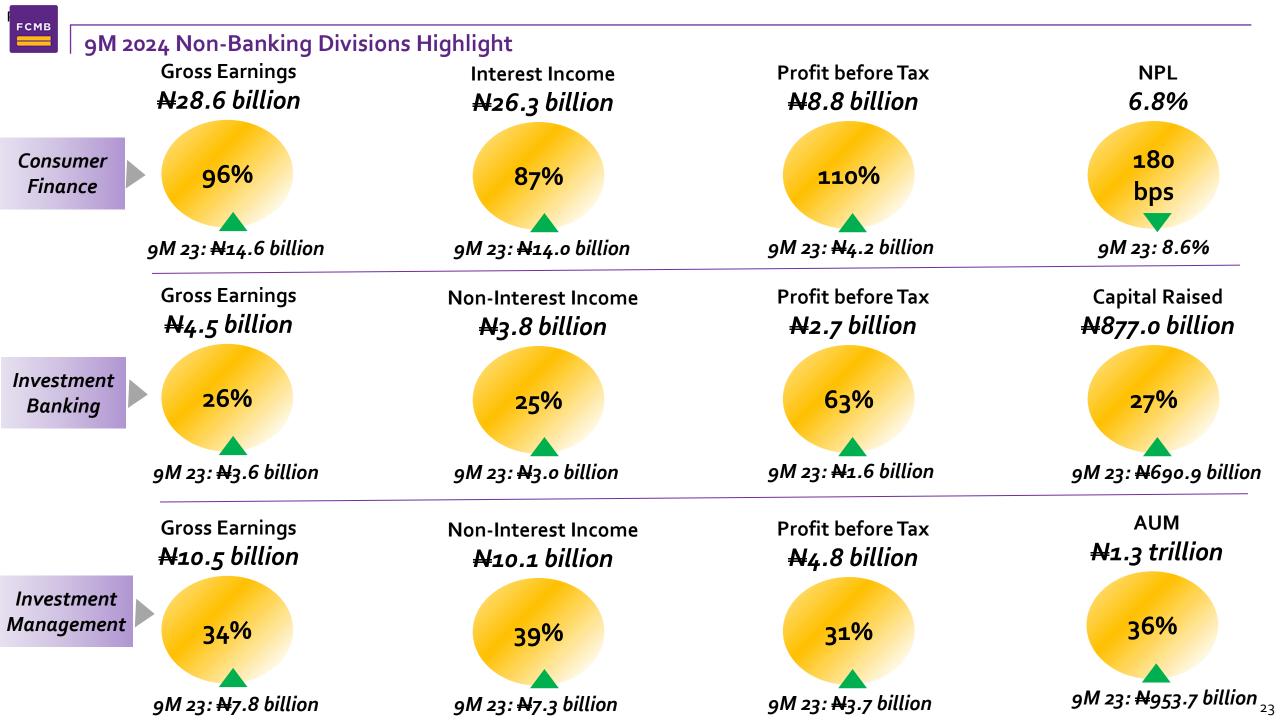
NPL ratio grew by 220bps and 130bps YoY and QoQ respectively to 6.0% driven by macroeconomic pressures on SME Business Segment and Real Estate Sector



# 9M 2024 Non-Banking Divisions Review

**Mr. Deji Fayose**Group Chief Financial Officer - FCMB Group Plc







## 9M 2024 Non-Banking Divisions Highlight



#### **Consumer Finance**

- Leveraged digital technologies to enhance customer experiences, streamline operations, and optimize sales, adding over 83,209 new customers in 9M 2024 and increased disbursements by 68%YoY.
- Income from loans originated digitally increased from #9.1bn in 9M 2023 to #26.1bn in 9M 2024, representing a 187% YoY increase.
- Sustained operational efficiency through process automation and increased adoption of selfservice channels to deliver a CIR of 49.6% for 9M 2024, a 170bps improvement from the corresponding period last year.
- Loan book expanded by 62.4% YoY to ₩78.2bn in 9M 2024, supported by the 68% YoY growth in disbursement.
- The effectiveness of a data-driven approach to portfolio management and automation of credit underwriting process supported the creation of high-quality risk assets in 9M 2024 reflected in a decline in NPLs from 8.6% to 6.8% YoY.
- The business continues to maintain strong liquidity and capital buffers to support growth in loan disbursements, customer acquisition and funding optimization which has continued in the second half of the 2024 financial year.



#### **Investment Banking**

- Gross Earnings and PBT YoY growth for 9M 2024 were driven by increased capital markets activity during the period as companies continued to explore capital markets offerings, with gross earnings and PBT growing YoY by 26% and 63%, respectively.
- The Capital Markets business led or participated in **35** transactions for 9M 2024 helping to raise over **4876bn** for our clients.
- Non-Interest Income growth of 25% was driven by a 413% growth in other income.
- CIR improved YoY to 40% as at 9M 2024 from 54% in the prior year due to improved earnings and moderated costs as operating expenses declined by 6% while operating income grew by 26% over the same period.
- Priorities for the rest of the year includes the continued strengthening of our equities business as we look to close out on existing transactions, whilst remaining focused on providing support to our clients by continuing to offer appropriate capital markets solutions and providing exceptional client service with the aim of retaining existing clients and acquiring new ones.



#### Investment Management

- Assets Under Management grew by 36% YoY, to close at #1.30trn in Sept 2024. Investment Income accounted for 28% of the 9M 2024 AUM increase, with the balance of 72% coming from Net Contribution from customers (39%) and FX Gains due to the devaluation of the Naira (33%). Our new Private Credit Fund, the FCMB-TLG Private Debt Fund, generated AUM of #10.43bn under Series 1, representing an oversubscription of 4.3%.
- Our Pensions business accounted for 69% of AUM compared with 79% in the same period last year.
- AUM and Management fee from digital products increased by 85% and 81% YoY.
- No. of Retirement Savings Accounts grew by 2.6% YoY to 767,629, with Registrations via our digital Platform contributing 52% of the YoY increase.
- We recorded a net inflow of #2.93bn in 3Q 2024, representing a 270% YoY increase.
- PBT increased by 31% YoY, to close at ₩4.85bn. Our Pensions business accounted for 51% of PBT, with our other business lines contributing the balance, reflecting the impact of better than budgeted AUM growth on Revenue and PBT.

# Digital Business Review: FCMB Group Plc

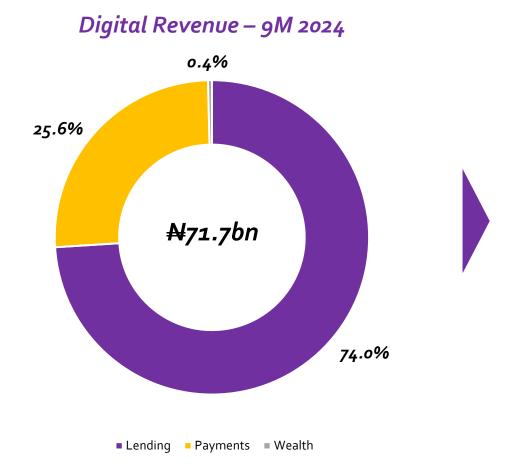
Mr. Gbolahan Joshua

Group Chief Operating Officer - FCMB Group Plc





### **Digital Business Highlights**





Digital Revenue

- ✓ ₩71.7bn generated from digital payments, lending activities and wealth management in 9M 2024, an 84% growth from 9M 2023.
- ✓ Digital revenues accounted for 12% of Gross Earnings for 9M 2024 driven by lending and payments.



**Digital Loans** 

- ✓ Over ₩260bn disbursed to 1.2m customers as at 9M 2024.
- ✓ Total portfolio size (₩161.2bn) grew by 37% from 9M 2023.
- Digital lending now accounts for 74% of digital revenues.

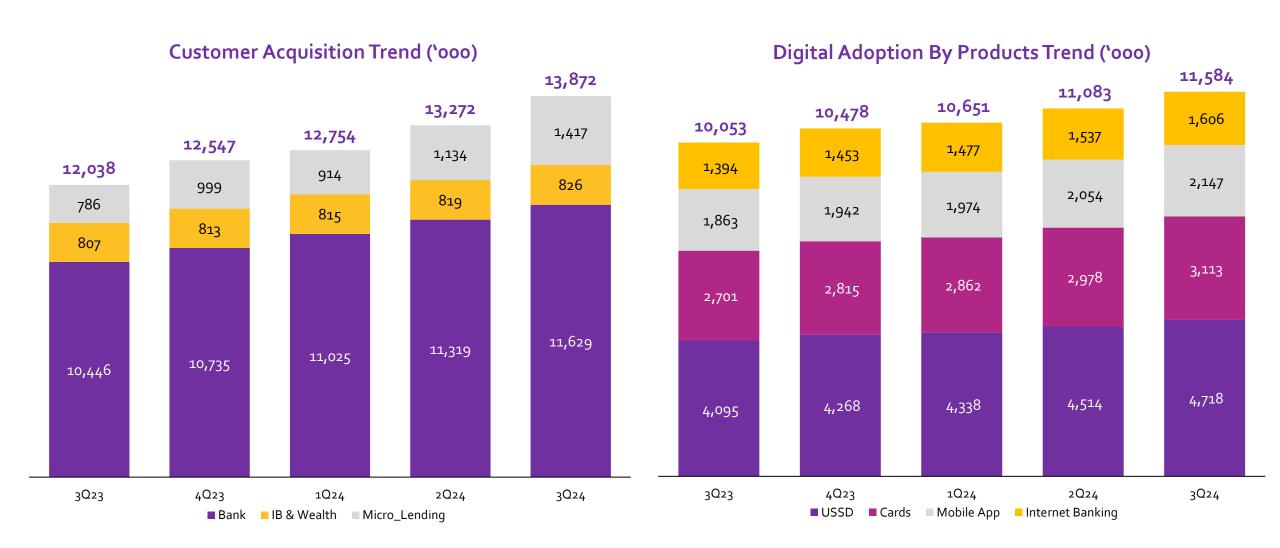


**Digital Customers** 

✓ **11.6 million** digital customers up **15%** from 10.1 million (Sept. 2023).



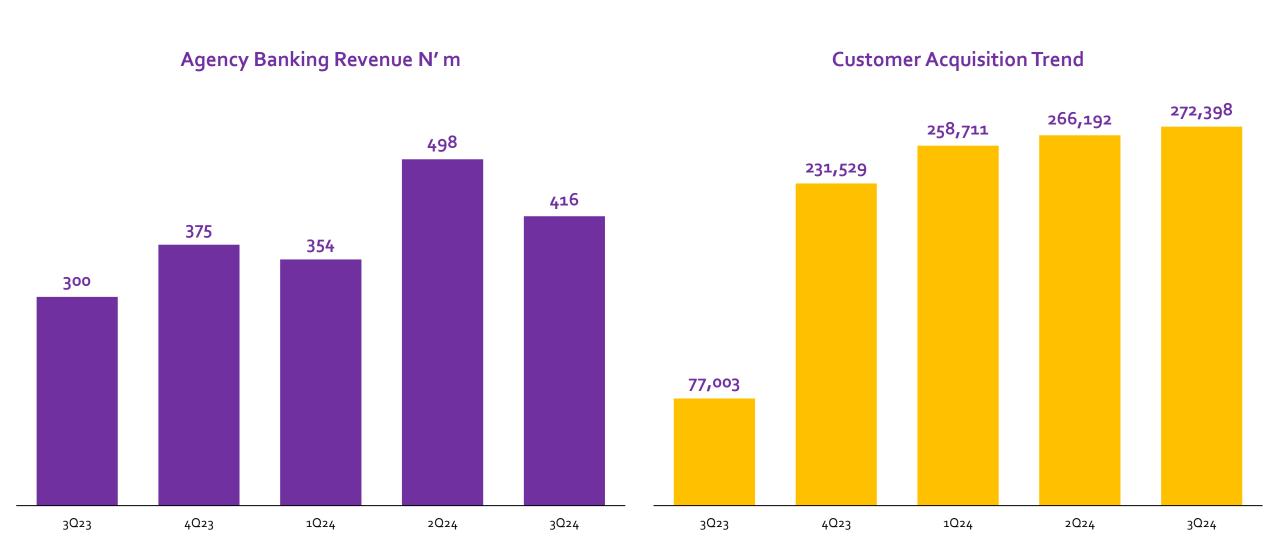
## Customer Acquisition & Digital Adoption Trend 3Q 2024



Over 1.3m customers acquired in 9M 2024 driven by increased cross-selling of digital our products across payments, lending and wealth management. Group-wide customer count was 13.87m customers as at September 2024 with a target of ~14.2m at the end of the year.



## Agency Banking Performance 3Q 2024



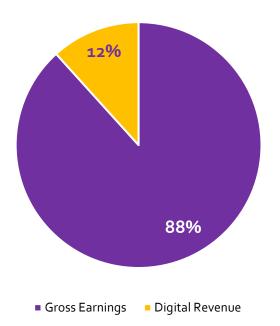
Revenues from our agency banking business declined by 20% QoQ however grew by 39% YoY. Customer acquisition improved in 9M 2024 growing by 511% YoY following the introduction of a revamped digital onboarding platform for our agency banking business.

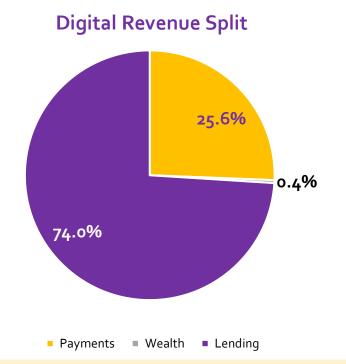
Agency Banking revenue contributed 8% to digital payments and 2% of total digital revenues in 9M 2024.



### Digital Revenue Analysis 9M 2024









Digital revenue of **#71.7bn** accounted for **12%** of gross earnings with Lending at **#53.0bn** contributing the largest share of revenues as at 9M 2024.



Digital lending and payments remain the key drivers of digital revenues of digital revenues (99.6%).

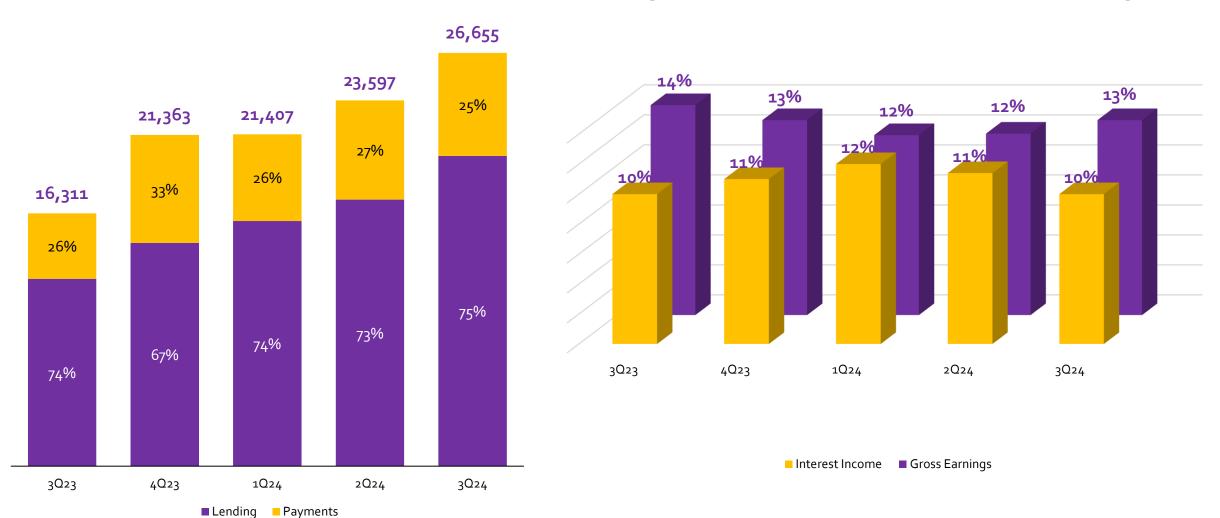


Digital loans to Retail have grown by **62%** while loans to SMEs grew by **19%** from the 9M 2023.



## Digital Revenue Trend / Contribution To Gross Earnings & Interest Income

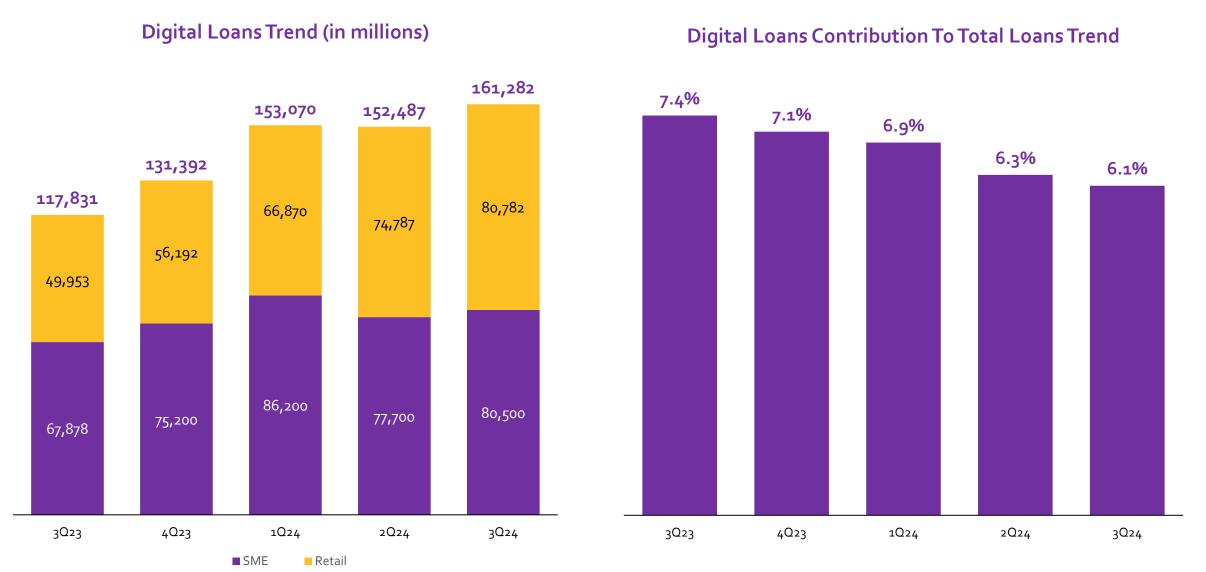
#### Digital Contribution To Interest Income & Gross Earnings



We continue to see traction in revenues from our digital channels driven by increased adoption, origination & repeat transactions on our digital lending products. On the back of this, we recorded an 63% YoY growth in digital revenues from 3Q23 to 3Q24.



## Digital Loans Trend & Contribution To Total Loans 3Q 2024

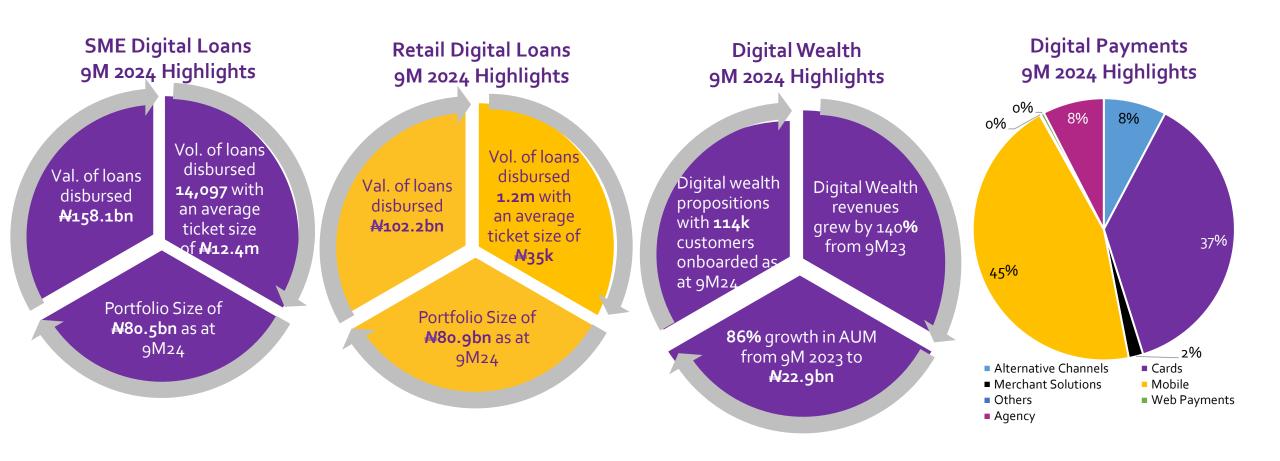


Digital loans grew by 37% from **H**117.8bn in 3Q23 to **H**161.3bn in 3Q24 accounting for 6.1% of the Total Loan Portfolio. Increased adoption of the digital lending platform in our CDL business accounted for growth in the retail digital lending portfolio. Retail digital lending portfolio is currently split 87%/13% between CDL and the Bank.

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## 9M 2024 SME & Retail Digital Lending, Wealth & Payments Highlights



## Outlook

**Mr. Ladi Balogun**Group Chief Executive – FCMB Group Plc





FY 2024 Forecast - Sustained earnings and performance across our Operating Companies driven by:

Banking Group –Traditionally stronger profitability in Q4 due to non-recurrence of AMCON levy. At our current run rate digital revenues are projected to hit N100 billion for FY24. A growth of over 65% from the N60.6 billion delivered in 2023. Investment Management – Projected YoY PBT growth of ~30% driven by increased market share in our Pensions business and digital wealth management platforms as well as associated asset management fees. Investment Banking — Projected YoY PBT growth of ~12% driven by sustained performance from our Capital Markets business due to stronger H2 performance from our Equity Capital Market business. Consumer Finance - Projected YoY PBT growth of ~80 % driven by sustained operational efficiency through process automation and increased adoption of self-service channels.