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The background of the cover is a white rectangle with a green abstract graphic. The graphic consists of several large, overlapping triangles in different shades of green, creating a dynamic, forward-moving effect. Below this, a white rectangular area contains the text.

2020

ANNUAL REPORT AND FINANCIAL STATEMENTS

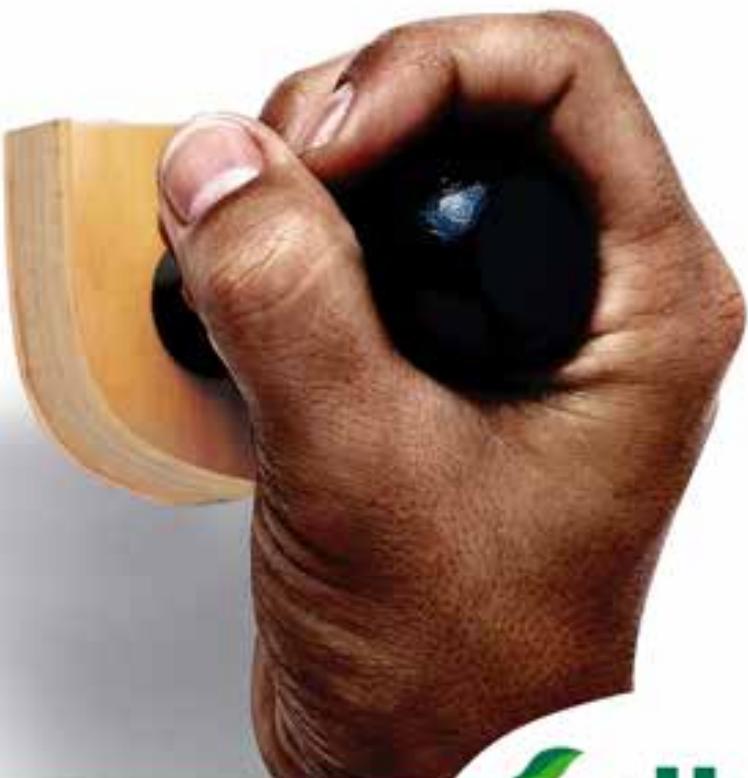
The bottom half of the cover features a green background with white line-art illustrations. On the left, there's a factory with pipes and a circuit board pattern. In the center, two hands are shown shaking, with a small dot between them. To the right, a tractor is depicted. The text 'Technology Meets Agribusiness' is placed between the handshake and the tractor.

Technology
Meets Agribusiness



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is ISO/IEC 27001:2013 **CERTIFIED**



 **ADB** Asian Agricultural Development Bank



Page 10



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Toll Free 0800 10034



Vision

To be the people's bank, harnessing the transformational power of agribusiness for wealth creation.

Mission

Growing a strong customer-centric Bank, providing profitable and diversified financial services for a sustained contribution to agricultural development and wealth creation.

Core Values

Trust - It is the currency that makes it possible for us to work together, build integrity and earn the right to be the people's bank.

Innovation - We will embrace our responsibility solve problems and consistently add value to our customers.

Proactiveness - By putting ourselves in the customers shoes we will be timely in honouring our service promise.

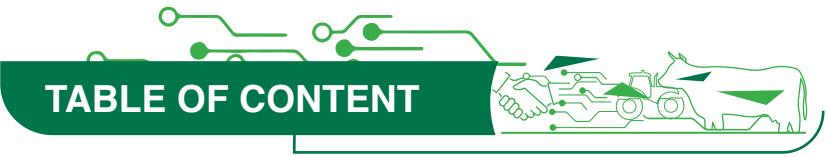


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NOTICE OF MEETING

NOTICE IS HEREBY GIVEN THAT the 34th Annual General Meeting of Agricultural Development Bank Limited will be held virtually and streamed live to shareholders on <https://agricbankagm.com> from the 4th Floor, Accra Financial Centre, Ridge, Accra **at 11.00 AM on Thursday**

August 12, 2021 to transact the following business:

AGENDA

Ordinary Resolutions

1. To receive and consider the financial statements and reports of directors and auditors for the year ended 31st December 2020;
2. To appoint the following as directors:
 - Daasebre Akuamoah Agyapong II;
 - Hon. Alhaji Habib Iddrisu;
 - Prof. Eric Yirenkyi Danquah;
3. To re-elect the following directors retiring by rotation:
 - Mary Abla Kessie;
 - Peter Quartey;
 - Evron Rothschild Hughes
4. To approve the remuneration of directors;
5. To authorise the directors to determine the remuneration of the auditors for the financial year ending December 31, 2021;

Dated this 21st day of July, 2021

BY ORDER OF THE BOARD

SGD.

GODWYLL ANSAH
COMPANY SECRETARY

NOTES:

1. Due to the corona virus pandemic and consequent restrictions on public gatherings pursuant to the Imposition of Restrictions Act, 2020 (Act 1012) and other regulations, attendance and participation by members or their proxies in the meeting shall be by virtual means (i.e. through an electronic platform with audio-visual capacity which provides members or their proxies reasonable and fair opportunities to participate and engage with the directors and auditors);

2. A member who is unable to attend the General Meeting is entitled to appoint a proxy to attend and vote on his/her/its behalf. A proxy need not be a member of the company;
3. A proxy form can be downloaded from www.agricbank.com and may be filled and sent via email to info@csd.com.gh or deposited at the Company's Registrar, Central Securities Depository on 4th Floor, Cedi House, Liberia Road, Accra, or posted to the Registrar at PMB CT 465 Cantonment, Accra to arrive at any time during working not less than forty-eight hours prior to the commencement of the meeting.
4. All relevant documents in connection with the meeting are available to shareholders from the date of this notice on the Company's website (www.agricbank.com).

Accessing and Voting at the Virtual AGM

A unique token number will be sent to shareholders by email and /or SMS from August 3, 2021 to give them access to the meeting. Shareholders who do not receive the token can contact the CSD on: info@csd.com.gh or call 0302 906576/0303 972254 any time after August 7, 2021 but before the date of the AGM to be sent the unique token.

To gain access to the Virtual AGM, shareholders must visit: <https://agricbankagm.com> and input their unique token number on Thursday, August 12, 2021. For shareholders who do not submit proxy forms to the Registrar of the Company prior to the meeting, they may vote electronically during the Virtual AGM again using their unique token number. Further assistance on accessing the meeting and voting electronically can be found on <https://agricbankagm.com>

For further information, please contact The Registrar:
Central Securities Depository (CSD) Ghana Limited,
4th floor, Cedi House, Accra
Tel:(233) 0302 906576/0303 972254
Email: info@csd.com.gh



RESOLUTIONS TO BE PASSED AT THE ANNUAL GENERAL MEETING

The Board of Directors will propose the following ordinary resolutions, which will be put to the Annual General Meeting for consideration and approval:

ORDINARY RESOLUTIONS

1. To receive and consider the Financial Statements and Reports of the directors and auditors for the Year ended 31st December 2020.

The Board will lay before the Annual General Meeting for consideration the audited accounts of the company for 2020, and the reports of the directors and auditors thereon, as a true and fair view of the state of affairs of the company for the year ended December 31, 2020, and will propose the following resolution:

That the accounts of the company for the year ended December 31, 2020 and the reports of the Directors and Auditor thereon be and are hereby deemed duly considered.

2. To appoint the following as directors of the Bank:
 - a. Daasebre Akuamoah Agyapong II;
 - b. Hon. Alhaji Habib Iddrisu;
 - c. Prof. Eric Yirenkyi Danquah.

By a letter dated July 2, 2021, the Government of Ghana nominated Messrs. Daasebre Akuamoah Agyapong II, Hon. Alhaji Habib Iddrisu and Prof. Eric Yirenkyi Danquah for appointment as directors of the company. In accordance with clause 76 of the Constitution of the Company, the Board will recommend that the three (3) nominees be so appointed and will accordingly propose resolutions for the appointment of the nominees subject however to the approval of the Bank of Ghana and all other regulatory approvals.

- i. **Daasebre Akuamoah Agyapong II:** Daasebre Akuamoah Agyapong II is the Kwawuhene and the President of the Kwahu Traditional Council. He is also the Vice President of the Eastern Regional House of Chiefs.

Daasebre is a Chartered Accountant by profession (Association of Chartered Certified Accountants (ACCA)-UK – Member) and further holds BSc.

Administration-(Accounting Option) University of Ghana and MBA-Finance and Investment Banking from Lincoln University – California, USA. He is currently pursuing a law degree from the GIMPA Law School.

Daasebre previously worked as Audit Associate at KPMG (2006 - 2009) Account Clerk at Health Net (MHNGS), San Rafael, CA, USA (02/2010 – 01/2011 and Inventory Manager at SEJUKAB Enterprise. He was the Superintendent-Management Accountant (Capital and Cost) of Abosso Goldfields Ltd Ghana (09/2011 – 08/2013), Consultant for Thonket Company Ltd. / Thonket Plantpool Ltd (1/1/2015- 31/08/2016) and Director of KAYROCK Co. Ltd. /SEJUKAB Co. Ltd. - (01/15- to date).

Daasebre is 38 years old.

In accordance with clause 76 of the Constitution of the Company, the Board will recommend that he be so appointed and will accordingly propose the following resolution:

That members hereby duly appoint Daasebre Akuamoah Agyapong II as a director of the company subject to all regulatory approvals.

- ii. **Hon. Alhaji Habib Iddrisu:** Alhaji Habib Iddrisu is a 35-year-old Politician. He is currently the Member of Parliament for the Tolon Constituency and the Deputy Majority Chief Whip in the Parliament of Ghana. Prior to his election as a Member of Parliament, he held notable leadership positions in both the public and private sectors in Ghana and abroad. These include Deputy Head, Ghana Free Zones Authority, Tema Processing Zone (April 2017 – December 2020), Chief Executive Officer, Fadhab Investment Company Limited, Ghana (June, 2017 – date) and Supervisor, Perth International Airport, Australia (2012 to 2014). He holds Bachelor's Degree in Communication Studies other and other relevant career certificates, Graduate diploma, Graduate certificate and diploma in Leadership and Management, Human Resource Management, Law and Governance, Administration and Management, Journalism and Media Studies and Security. Hon. Alhaji Habib Iddrisu is currently pursuing

an Executive Master of Arts in Governance and Leadership at the Ghana Institute of Management and Public Administration.

In accordance with clause 76 of the Constitution of the Company, the Board will recommend that he be so appointed and will accordingly propose the following resolution:

That members hereby duly appoint Hon. Alhaji Habib Iddrisu as a director of the company subject to all regulatory approvals.

iii. Prof. Eric Yirenkyi Danquah: Prof. Eric Yirenkyi Danquah is a 63-year-old Professor of Plant Genetics at the University of Ghana. He holds BSc. Agric (Crop Science), University of Ghana, MPhil Plant Breeding, University of Cambridge, England and PhD Genetics, University of Cambridge, England. He is a former Head of Department, Department of Crop Science (2005-2006), University of Ghana, Legon and Dean, International Programmes, University of Ghana (2006-2009). He is the founding Director of West Africa Centre for Crop Improvement, University of Ghana (2007 – to date) and the 2018 Laureate, Global Confederation of Higher Education Associations for the Agricultural and Life Sciences (GCHERA), World Agriculture Prize (WAP).

From 2019 to 2021, Professor Danquah worked as a visiting Scientist, Department of Global Development, College of Agriculture and Life Sciences, Cornell University, Ithaca, USA and adjunct Professor, Institute of Agriculture, University of Western Australia, Perth, Australia.

He is the President, African Plant Breeders Association, (APBA) (2019 – date), Chairman, Advisory and Oversight Board, Samira Empowerment and Humanitarian Projects (SEHP) (2017 to date) and Founder, Eric Danquah Foundation.

He was the Chairman of the Governing Council, University of Mines and Technology (UMaT), Tarkwa, Ghana, (2014 to 2016) and Director, Biotechnology Centre, College of Basic and Applied Sciences, University of Ghana (2014 to 2019).

Professor Danquah has over 130 published scholarly articles to his credit.

In accordance with clause 76 of the Constitution of the Company, the Board will recommend that he

be so appointed and will accordingly propose the following resolution:

That members hereby duly appoint Prof. Eric Yirenkyi Danquah as a director of the company subject to all regulatory approvals.

3. To re-elect to the following directors retiring by rotation

The following directors of the company: Mrs. Mary Abla Kessie, Prof. Peter Quartey and Mr. Evron Rothschild Hughes will retire in accordance with section 325 of the Companies Act, 2019 (Act 992) and clause 76 of the Constitution of the company. Mrs. Mary Abla Kessie, Prof. Peter Quartey and Mr. Evron Rothschild Hughes who are all eligible for re-election, have offered themselves to be re-elected as directors of the company.

The Board will recommend that they be so re-elected and will propose the following resolutions:

i. *That Mrs. Mary Abla Kessie, who is retiring by rotation and who, being eligible, has offered herself for re-election in accordance with clause 76 of the company's Constitution and section 325 of the Companies Act, 2019, be and is hereby re-elected as a director of the company.*

ii. *That Prof. Peter Quartey, who is retiring by rotation and who, being eligible, has offered himself for re-election in accordance with clause 76 of the company's Constitution and section 325 of the Companies Act, 2019, be and is hereby re-elected as a director of the company.*

iii. *That Mr. Evron Rothschild Hughes, who is retiring by rotation and who, being eligible, has offered himself for re-election in accordance with clause 76 of the company's Constitution and section 325 of the Companies Act, 2019, be and is hereby re-elected as a director of the company.*

4. To Approve the Remuneration of the Directors

In accordance with section 185 of the Companies Act, 2019 (Act 992) and clause 82 of the Constitution of the company, the Board will request that shareholders approve the remuneration of the

Executive Director as disclosed in Note 43 of the 2020 Annual Report of the company.

The following resolutions will be proposed:

- i. *That in accordance with section 185 of the Companies Act, 2019 (Act 992) and clause 82 of the Constitution of the company, approval be and is hereby given for the remuneration of the Managing Director, Dr. John Kofi Mensah on substantially the same terms as existed in his previous contract as detailed in Note 43.*
- ii. *In accordance with section 185 of the Companies Act, 2019 (Act 992) and clause 82 of the Constitution of the company, the Board will request that shareholders approve the remuneration payable to Non-Executive directors to be an amount not exceeding an aggregate of GHS 240,000.00 as fees and sitting allowances per director per annum and these fees and allowances shall be applied until the Shareholders shall revise it.*
5. To authorise the directors to determine the remuneration of the Auditors for the financial year ending 2021. December 31, 2021;

In accordance with section 140 of the Companies Act, 2019, the Board will request that they be authorised to fix the fees of the external auditor,

Ernst & Young, for the year ended December 31, 2021. The following resolution will be proposed:

That the directors be and are hereby authorised to fix the remuneration of the auditor in respect of the year ended December 31, 2021.

Proxy Form available on page 115

THIS FORM SHOULD NOT BE COMPLETED AND SENT TO THE SECRETARY IF THE SENDER WILL BE ATTENDING THE MEETING.

1. Provision has been made on the form for MR. ALEX BERNASKO, the Chairman of the Meeting, to act as your Proxy but if you so wish, you may insert in the blank space 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.
2. In the case of joint holder, each holder must sign. In case of a company, the Proxy Form must be signed by a Director and its Common Seal appended.

If you intend to sign a Proxy, please sign the above Proxy Form and post/submit it to reach the Registrar, Central Securities Depository, Cedi House, Accra.

CORPORATE INFORMATION

BOARD OF DIRECTORS

Mr. Alex Bernasko **Chairman**

Dr. John Kofi Mensah **Managing Director**

Mr. George Kwabena Abankwah Yeboah **Non - Executive Director**

Mrs. Mary Abla Kessie **Non - Executive Director**

Prof. Peter Quartey **Non - Executive Director**

Mrs. Abena Osei-Asare **Non - Executive Director**

Mr. Kwesi Korboe **Non - Executive Director** (*Resigned on December 7, 2020*)

Hon Dr. Mark Assibey-Yeboah **Non - Executive Director**

Mr. Evron Rothschild Hughes **Non - Executive Director** (*Appointed on June 12, 2020*)

COMPANY SECRETARY

Mr. Godwyll Ansah
Accra Financial Centre
3rd Ambassadorial Development Area
P. O. Box 4191
Accra

REGISTERED OFFICE

Accra Financial Centre
3rd Ambassadorial Development Area
P. O. Box 4191
Accra

AUDITORS

Ernst & Young
Chartered Accountants
G15, White Avenue
Airport Residential Area
P. O. Box KA 16009,
Airport
Accra, Ghana

REPORT OF THE DIRECTORS

Directors' responsibility statement

The directors are responsible for the preparation of financial statements that give a true and fair view of Agricultural Development Bank Limited (ADB), comprising the Statement of Financial Position at 31 December 2020, and the Statements of Profit or Loss and Other Comprehensive Income, Changes In Equity and Cash Flows for the year then ended, and the notes to the financial statements which include a summary of significant accounting policies and other explanatory notes, in accordance with International Financial Reporting Standards and in the manner required by the Companies Act, 2019 (Act 992) and the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act 930). In addition, the directors are responsible for the preparation of the report of the directors.

The directors are also responsible for such internal controls 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, and for maintaining adequate accounting records and an effective system of risk management. The directors have assessed the ability of the Bank to continue as a going concern and have no reason to believe that the business will not be a going concern in the year ahead. The auditor is responsible for reporting on whether the financial statements give a true and fair view in accordance with the applicable financial reporting framework.

Limits on investment by banks or specialized deposit-taking institutions in respect of non-subsidiary institutions.

The Bank holds equity investments in the following institutions:

Institution	% Holding
Ghana International Bank Limited	9%
AgriDev Real Estates Limited	10%
Metro Mass Transportation Ltd	16%
Activity Venture Finance Company	20%

As at the reporting date, the value of investment in Ghana International Bank Limited was GH¢ 70,170 which represents 11% (eleven percent) of the net of own funds of the Bank (GH¢ 639,224). This holding is in breach of section 73(1) of the Banks and Specialised Deposit-taking Institutions Act, 2016 (Act, 930), which states that "Bank or Specialised Deposit-taking Institution shall not invest or hold investments in the share capital of a body corporate other than a subsidiary of the bank or specialized deposit-taking institution if the amount of investment exceeds ten percent of the net own funds of the bank or specialized deposit-taking institution."

Also, all the Bank's investments in non-subsidiary institutions are in breach of section 73(3) which states that "Bank or Specialised Deposit-taking Institution shall not invest or hold investments in the share capital of a body corporate other than a subsidiary of the bank or specialized deposit-taking institution that represents more than five percent interest in the body corporate".

However, Management has engaged the necessary processes to divest these investments accordingly. Management has assessed the financial implication of the non-compliance and conclude that it is not material to the financial statements taken as a whole.

Corporate social responsibility

Amounts spent on corporate social responsibility amounted to **GH¢4,025,000** (2019: **GH¢2,115,000**). These included best farmer sponsorship, donations to schools and others of national interest.

Financial statements review

The financial results of the Bank for the year ended 31 December 2020 are set out in the attached financial results, highlights of which are as follows:

	2020	2019
	GH¢'000	GH¢'000
Profit after tax (attributable to equity holders)	65,403	14,823
to which is added the balance brought forward		
On accumulated losses	(289,349)	(294,086)
	(223,946)	(279,263)
Out of which is transferred to:		
The statutory reserve in accordance with section 34 of the Banking Act.	(32,702)	(7,412)
Transaction cost related to Right issue	(327)	(12,487)
Transfer from/(to) credit risk reserve	4,739	9,813
Leaving a balance to be carried forward of	252,236	289,349

Impact of COVID -19

Management has assessed the impact of the COVID - 19 pandemic on the going concern status of the Bank in the foreseeable future and has concluded that the use of going concern is proper and that the Bank will be able to recover its assets and discharge its liabilities at least in the next 12 months. Management has noted however, that COVID – 19 poses a risk to strategy as well as to its operations and is therefore closely monitoring and formulating policies to mitigate risk as appropriate.

The Bank being a commercial bank, does business with various customers who trade and interact with counter parties across the world who may be affected by the coronavirus.

Funding and Liquidity

The Corona virus pandemic is expected to impact liquidity risk, exchange rate risk and interest rate risk faced by the Bank. The trend of capital flows from emerging markets is expected to exert pressure on the local currency as well as reduce foreign currency liquidity in the economy. The Bank has a robust liquidity management framework and contingency funding plan that builds in adequate buffers to support liquidity run-off in a stress scenario. The liquidity ratio of the Bank as at 31 December 2020 was 117.76% and projects that it will remain above the internal limit of 40% and the regulatory limit during the crisis period. Also, the Bank's foreign currency open positions are expected to remain within tolerable limits in line with its risk appetite.

Five-year financial highlights

	2020	2019	2018	2017	2016
	GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Total assets	5,715,794	4,577,659	3,597,395	3,545,143	3,035,493
Loans and advances to customers (net)	1,911,988	1,468,653	1,068,814	1,139,356	1,005,302
Deposits from customers	4,281,037	3,392,209	2,586,265	2,541,010	2,147,450
Shareholders' equity	850,623	793,384	639,711	479,013	454,778
Profit/(Loss)before tax	97,690	17,884	34,057	47,339	(105,714)
Profit/(Loss) after tax	65,403	14,823	5,908	26,510	(70,026)
<hr/>					
Earnings per share (Ghana pesewas):					
Basic	18.85	6	3	11	(166)
Diluted	18.85	4	3	11	(166)
Return on equity (%)	7.69	1.87	0.92	6	(15)
Return on assets (%)	1.14	0.32	0.16	1	(2)
Number of staff	1,460	1,489	1,195	1,179	1,197
Number of branches and agencies	83	83	82	78	78

The Bank recorded profit after tax of GH¢65,403 (2019: GH¢14,823) for the year under review and there was transfer to the Statutory Reserve from Retained earnings during the year GH¢32,702 (2019: GH¢7,412). The cumulative balance on the Statutory Reserve Fund at the year-end was GH¢141,214 (2019: GH¢108,512).

Dividend

The directors do not recommend the payment of dividend. The directors consider the state of the Bank's affairs to be satisfactory.

Nature of business

The Bank is registered to carry on the business of Universal Banking. The Bank's principal activities comprise corporate banking and retail banking. There was no change in the nature of business of the company during the year. The objective of the Bank is to provide unique Universal Banking products and services with emphasis on agriculture to both the local and international clients.

Shareholding

The Bank is listed on the Ghana Stock Exchange. The Bank's shareholding structure at the end of the year was as follows:

Shareholder Names		No. of shares held	% Holding
1	FINANCIAL INVESTMENT TRUST (FIT)	222,218,113	64.05%
2	GOVERNMENT OF GHANA	74,579,327	21.50%
3	GHANA AMALGAMATED TRUST PLC	39,076,924	11.26%
4	ESOP	5,983,828	1.72%
5	DOE, OSCAR YAO O. Y. D.	2,631,681	0.76%
6	COFIE, MARK BLEWUNYO KODJO M. B. K. C.	2,100,629	0.61%
7	NANA, SOGLO ALLOH IV	54,800	0.02%
8	PARACELSIUS PHARMACY & MARKETING CONSULTANCY LTD, P. P. M. C. L.	50,000	0.01%
9	BONDZI-SIMPSON, LESLIE	26,600	0.01%
10	MR, JOHN BEKUIN-WURAPA	20,000	0.01%
SUBTOTAL of TOP 10		346,741,902	99.94%
Others		210,351	0.06%
TOTAL		346,952,253	100.00%

Related party transactions

Information regarding directors' interests in ordinary shares of the Bank and remuneration is disclosed in Note 43 to the financial statements as well as those related to associated company. Other than their contracts as directors, no director had a material interest in any contract to which the Bank was a party during the year. Related party transactions and balances are also disclosed in Note 43 to the financial statements. Related party transactions which are credit related starts with the Credit Committee. On presentation to the Board, the affected directors disclose their interest and recuse themselves for the deliberations. The approval is subsequently given, and balances are also disclosed in Note 41 to the financial statements.

Auditor

The Auditors, Ernst and Young, have indicated their willingness to continue in office in accordance with Section 139(5) of the Companies Act, 2019 (Act 992) as well as Sections 81(4) and 81(5) of the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act 930). Amount of audit fee payable as at 31 December 2020 was GH¢ 755,611.



BOARD OF DIRECTORS

Profile

Name	Nationality	Age	Position	Other Directorships Held
Alex Bernasko	Ghanaian	69	Board Chairman	
Mary Abla Kessie	Ghanaian	65	Non-Executive Director	<ul style="list-style-type: none"> Family Health Medical School Auto Mall Limited
Prof. Peter Quartey	Ghanaian	52	Non-Executive Director	<ul style="list-style-type: none"> Startrite Montessori School Institute of Statistical Social and Economic Research
Abena Osei-Asare	Ghanaian	43	Non-Executive Director	<ul style="list-style-type: none"> Social Security and National Insurance Trust National Health Insurance Board Ghana Integrated Aluminium Development Corporation
George Kwabena Abankwah-Yeboah	Ghanaian	60	Non-Executive Director	<ul style="list-style-type: none"> Sharp Pharmaceuticals Ltd Gulf Consolidated Limited Kyauto Ghana Limited
Hon. Dr. Mark Assibey-Yeboah	Ghanaian	46	Non-Executive Director	
Mr. Evron Rothschild Hughes	Ghanaian	51	Non-Executive Director	
Dr. John Kofi Mensah	Ghanaian	59	Managing Director	<ul style="list-style-type: none"> Ghana International Bank Plc Enyan Denkyira Rural Bank GET Fund Venture Capital Trust Fund

Biographical Information of Directors

The Board consists of a Non-Executive Chairman, six (6) other Non-Executive Directors and one (1) Managing Director. The Non-Executive Directors are independent of management and free from management constraints that could interfere with the exercise of their objective and independent judgments. The Directors collectively possess strong functional knowledge, expertise, and experience to make valuable contributions to the Bank.



Alex Bernasko – Board Chairman Independent and Non-Executive Director

Mr. Bernasko was appointed the Chairman of the Board in August 2017. He is 69 years old. He is a Legal Practitioner and Notary Public. He has served on several Boards including the Export Development and Investment Fund (EDIF) and Ghana Tourist Development Company. His working experience includes former Secretary to the Bank of Ghana and then Advisor and member of the Bank of Ghana's top management.

He holds a BA (Hons Social Sciences) from KNUST, Barrister-at-Law from the Ghana School of Law and Qualifying Certificate in Law from the University of Ghana, Legon. He also holds certificates for courses attended in several institutions including the Royal Institute of Public Administration U.K. and the International Monetary Fund, U.S.A. He is a member of the Ghana Bar Association, International Bar Association and the Institute of Directors, Ghana.



Mary Abla Kessie Independent and Non-Executive Director

Mrs. Mary Abla Kessie was appointed to the Board of the Bank in August 2018. She is 65 years old. She is a lawyer, a Notary Public, a certified Director and Corporate Governance expert.

Mrs. Kessie previously served on the Boards of British Telecom Global Services, and Kosmos Energy LLC. She has a wealth of knowledge and experience in the Banking and Financial Services sector and held several positions during her banking career.

She holds a Bachelor of Laws Degree from the University of Ghana and a Barrister at Law from the Ghana School of Law. She is a member of the Ghana Bar Association and the Institute of Directors, Ghana.



Prof. Peter Quartey Independent and Non-Executive Director

Prof. Peter Quartey was appointed to the Board of the Bank in August 2018. He is 52 years old. He is currently the Director of Institute of Statistical, Social and Economic Research at the University of Ghana, Legon. He is a former Head of the Department of Economics and a former Director of Economic Policy Management at the University of Ghana, Legon. He had previously served on a number of boards including the University of Ghana Credit Union, National Population Council Board, and the Faculty of Social Studies at the University of Ghana, where he was a member of the University of Ghana Strategy Committee.

Prof. Quartey has also provided consultancy services to various institutions including NEPAD, World Bank, African Development Bank, and USAID. He has several publications to his credit. He holds a Ph.D. in Development Economics from the University of Manchester.



Abena Osei-Asare

Non-Executive Director

Hon. Mrs. Abena Osei-Asare was appointed to the Board in August 2018. She is 43 years old. She is the Deputy Minister of Finance and Member of Parliament for Atiwa-East Constituency. Abena previously worked with the New York University (NYU) and Ghana Barclays Bank (Ghana) Limited. She holds a BA (Economics and Geography) and an MSc (Development Finance) from the University of Ghana, Legon. She is also a Chartered Accountant.



George Kwabena Abankwah-Yeboah

Non-Executive Director

Mr. Abankwah-Yeboah was appointed to the Board of the Bank in August 2017. He is 60 years old. He is the Chief Executive Officer of Sharp Pharmaceuticals Limited. He is currently a director of United Perfumery and Pharmaceuticals Limited, Accra Technical University, and Gulf Construction Limited. He has previously served on several boards including CSRI STEPRI, Koforidua Technical University, Chairperson of the Ghana College of Nurses and Midwives and the Association of Ghana Industries. He holds a Bachelor of Pharmacy (Hons) from KNUST, MBA (Finance) and an LLB (Hons) from the University of Ghana, Legon.



Hon. Dr. Mark Assibey-Yeboah

Non-Executive Director

Dr. Mark Assibey-Yeboah was appointed to the Board of the Bank in August 2018. He is 46 years old. He is the immediate past Member of Parliament for New Juaben South. He is also the immediate past Chairman of the Finance Committee of the Parliament of Ghana. He previously worked as a Senior Economist at the Bank of Ghana. He holds a BSc (Hons Agricultural Economics) from KNUST, and an MS (Agricultural and Resource Economics) from the University of Delaware, USA. He also holds an MA and a Ph.D. both in Economics from the University of Tennessee, USA.



Mr. Evron Rothschild Hughes

Non-Executive Director

Mr. Evron Rothschild Hughes was appointed to the Board on June 12, 2020. He is 51 years old. He is a Development Economist, Investment Banker, and Branding & Communications Expert with more than two decades of multi-industry, professional experience at the management, executive, consulting, and entrepreneurial levels. He has 360-degree expertise in developing solutions to complex issues across various strategic and functional areas in Public Policy, Business, Finance, International Financial Transactions & Deal Structuring, and Corporate Finance Deals, with experience from the United Kingdom, South Africa, Rwanda, and Ghana. He is currently an Economic Advisor at The Presidency (Republic of Ghana).

He holds MPhil degree in Development Studies from the Cambridge University, United Kingdom, EMBA Finance from the University of Ghana Business School and BA (Hons) in Political Science with Philosophy from the University of Ghana



John Kofi Mensah

Managing Director

Dr. John Kofi Mensah was appointed Managing Director 1st August 2017. He is an astute Banker and Economist with three decades of experience in different sectors of banking ranging from start-ups and delinquent bank operations, Credit and Foreign/Treasury management of Universal Banks. Since assuming the role of Managing Director of ADB, the Bank has witnessed a steady growth in its balance sheet from an initial negative balance to a now profit making bank and has also expanded its branch networks. He began his career at the erstwhile Bank for Housing and Construction in 1989 as an Economics and Research Officer and later Treasury Officer until 1995 when he joined Securities Discount Company (SDC) as a Deputy Chief Money Market Dealer. In 1996, he joined International Commercial Bank (Now FBN Bank) as a pioneer and Manager of Treasury/Foreign Operations and was elevated to the position of General Manager/ Deputy Chief Executive Officer (CEO) of the Bank.

He held several top management positions in other Banks including the defunct Unibank Ghana Limited and Capital Bank. He has served on several Boards including, the Ghana Technology University College (GTUC) and an Independent Non-Executive Director at Cocoa Processing Company (CPC). He is currently serving on the Enyan Denkyira Rural Bank, the Ghana International Bank (GHIB, UK) and the Ghana Education Trust Fund (GETFUND) Boards. He holds a Doctorate in Business Administration (Finance) from the SMC University of Zurich, Switzerland. He holds an MSc (Banking and Finance), Cum Laude from Finafrica in Milan, Italy and a BA (Economics & Statistics) from the University of Ghana-Legon. He did his Advanced Level Certificate at the St. Peters Secondary School, Nkwatia Kwahu, Eastern Region and his Ordinary Level Certificate at the Breman Asikuma Secondary School in the Central Region.

Dr. Kofi Mensah has also attended various capacity building programs, seminars and courses in Europe and Asia. He is also a fellow of the Institute of Professional Financial Managers (FIPFM), UK.

Age Category	Number of Directors
Up to – 40 years	-
41 – 60 years	5
Above 60 years	3

Commitment to Corporate Governance

The key guiding principles of the Bank's governance practices are:

- i. Good corporate governance for enhanced shareholder value.
- ii. Clearly defined respective roles of Shareholders, Board of Directors and Management in the governance architecture.
- iii. The Board of Directors should have majority of its membership as either Independent or Non-Executive Directors, an Independent Director may be broadly defined as a Non-Executive Director who has the ability to exercise objective, independent judgment after fair consideration of relevant information and views without undue influence from management or from inappropriate external parties or interests. Independent directors in the case of banks with majority state interest, are directors appointed by government of Ghana in its capacity as a shareholder who in the reasonable opinion of the Bank of Ghana, are able to exercise independent judgement in relation to their role as directors of the Regulated Financial Institution and who are neither employees of the Regulated Financial Institutions, civil or public servants or other government officials, persons with direct links with government, nor persons who are actively engaged in party politics. These principles have been articulated in a number of corporate documents, including the Bank's Constitution and the Board Charter.
- iv. There is a Board Charter which spells out the functions and powers of the Board and Board Sub-Committees. There are also various policies which define the role of the Board and the Managing Director with regards to certain specific matters including staff hiring and discipline.

The Board of Directors

The Board is responsible for setting the institution's strategic direction, leading and controlling the institution and monitoring activities of Executive Management.

As at 31 December 2020, the Board of Directors of Agricultural Development Bank Limited consisted of eight (8) members made up of an Independent Non-executive Chairman, two (2) other Independent Non-Executive Directors, four (4) Non-executive Directors, and one (1) Executive Director.

These Board members have wide range of experiences and in-depth knowledge in management, economics, finance, law and industry, which enable them to make informed decisions and valuable contributions to the Bank's progress.

The Board has delegated various aspects of its work to the Risk and Credit, Audit, IT, Research & Strategy, Human Resource and Governance and Cyber and Information Security Sub-Committee Sub-Committees.

Board Risk and Credit Committee

The role of the Committee includes:

1. Review and approval of the credit risk strategy and credit risk policies of the Bank and setting an acceptable risk appetite and tolerance the Bank is willing to engage and the level of profitability the Bank expects to achieve for incurring the various credit risks.
2. Review operational and market risks faced by the Bank and management of such risks;
3. Ensure the establishment in the Bank of a compliance culture including Anti-Money Laundering and Combating the Financing of Terrorism ("AML/CFT") and promote the adoption of an appropriate ethical and compliance standards in the conduct of the business of the Bank.
4. Review all critical risks of the Bank namely;
 - a. Credit Risk;
 - b. Assets and Liability (including Interest Rate) Risk;
 - c. Liquidity Risk;
 - d. Operational Risk;
 - e. Foreign Exchange Risk;
 - f. AML/CFT Risk;
 - g. Legal Risk (outstanding litigation and contingent liabilities);
 - h. Any other risks arising.
5. Review and oversee the overall lending policy of the Bank, the lending of the Bank above the delegation of the Management Credit Committee (MCC);

6. Ensure that there are effective procedures and resources to identify and manage irregular or problem credits, minimize credit loss and maximize recoveries;
7. Direct, monitor, review and consider all issues that may materially impact on the present and future quality of the Bank's credit risks management;
8. Assist the Board with discharging its responsibility to review the quality of the Bank's loan portfolio, and ensuring adequate provisions for bad and doubtful debts in compliance with Bank of Ghana prudential guideline on Risk Classification of Assets and Provisioning and any other statutory regulation that may be in place.

The composition of the Committee is as follows:

Name of Director	Position
Hon. Mrs. Abena Osei-Asare	Chairperson
Mr. Kwesi Korboe	Member
Hon. Dr. Mark Assibey-Yeboah (From January to July)	Member
Mr. Kwabena Abankwah-Yeboah	Member
Mr. Evron Hughes (From July 2020)	Member

Board Audit Committee

- i. The role of the committee includes:
- ii. Providing oversight for the financial reporting process including the establishment of accounting policies and practices by the Bank;
- iii. Providing oversight for Internal and external audit functions;
- iv. Reviewing and approving the audit scope, depth, coverage and frequency and overall effectiveness;
- v. Review and monitor the external auditors' independence and objectivity, taking into consideration relevant professional and regulatory requirements;
- vi. Review coordination between the internal audit function and external auditors; Receiving key audit reports and ensuring that Executive Management is taking necessary corrective actions in a timely manner to address control deviations and weaknesses, non-compliance with policies, laws and regulations;
- vii. Providing a linkage between the Board and the Bank of Ghana, reviewing inspection reports, reviewing guidelines and circulars and ensuring compliance;
- viii. Annually recommending to the Board and Annual General Meeting (AGM), the appointment of the

External Auditor, the audit fee and to advise the Board on any questions of resignation or dismissal of the External Auditors.

- ix. To keep under review the Bank's policy on non-audit services provided by the External Auditors and recommend this to the Board having due regard to ensuring that the provision of such services does not impair the External Auditor's independence or objectivity.

The composition of the Committee is as follows:

Name of Director	Position
Mr. George Kwabena Abankwah-Yeboah (From January to July)	Chairman
Dr. Mark Assibey-Yeboah	Appointed Chair from July 2020
Professor Peter Quartey	Member
Mr. Evron Hughes (From July 2020)	Member
Mrs. Mary Abla Kessie	Member

IT, Research and Strategy Sub-Committee:

The role of the committee includes:

- i. Providing leadership in the implementation of IT policy strategy for the entire Bank that will lead to effective use of IT to drive the Bank's business;
- ii. Reviewing and recommending for full Board approval all IT Policies recommended by the Management;
- iii. Overseeing the deployment of new and cost-effective IT solutions with a view to monitoring enhancing product quality, customer service delivery and reviewing their risk exposures to the Bank;
- iv. Reviewing any significant IT incidents that have occurred and monitor trends in repeat incidences;
- v. Recommending for the approval of the full Board, any sourcing/introduction of new IT solutions in the Bank with a view to determining their sustainability for the Bank's business;
- vi. Reviewing the formulation and monitoring of the implementation of approved Strategic Plan of the Bank;
- vii. Clearly determining for full Board approval, the annual Key Performance Indicators for Executive Management based on the approved Strategic Plan;
- viii. Proposing for full Board approval, the reward for Executive Management upon attainment of approved performance targets and Key Performance Indicators;

ix. Advising the Board, in accordance with the approved Strategic Plan, in the allocation of resources of the Bank on a rational basis for sound commercial reasons;

Name of Director	Position
Professor Peter Quartey	Chairperson
Mr. Alex Bernasko (From July 2020)	Member
Hon. Dr. Mark Assibey-Yeboah	Member
Mr. George Kwabena Abankwah-Yeboah	Member
Mr. Kwesi Korboe (From January to July)	Member

Board Human Resource and Governance Committee

The role of the committee includes:

- i. Reviewing and making recommendations to the Board with respect to the size and composition of the Board, including reviewing Board succession plans;
- ii. Assisting the Board as required in relation to the performance evaluation of the Board, its Committees and individual Directors;
- iii. Making recommendation to the Board on the appointment of the Managing Director, other Executives and Key Management Personnel;
- iv. Reviewing and making recommendations on the remuneration strategy and packages of the Managing Director and other Key Management Personnel;
- v. Reviewing reports on Senior Staff grievance and discipline and making recommendations to the Board.
- vi. Considering and recommending to the Board an overall employment, compensation, performance management, retention and severance policy and philosophy for the Bank that is aligned with the Bank's medium - and long-term business strategy.
- vii. Having a strategic oversight of matters relating to the development of the Bank's human resources with the main objective of attracting and retaining a competitive human resources base for the Bank.

The composition of the Committee is as follows:

Name of Director	Position
Dr. Mark Assibey-Yeboah (From January to July)	Chairman
Mr. Kwabena Abankwah Yeboah	Appointed Chair from July 2020
Mrs. Abena Osei-Asare (From July 2020)	Member

Mrs. Mary Abla Kessie Member

Mr. Kwesi Korboe Member

Cyber and Information Security Sub-Committee

Committee The role of the committee includes:

- i. Determining the nature and extent of the significant cyber and information security risks the Bank is willing to take in achieving its strategic objectives;
- ii. Identifying the cyber and information Security risks inherent in the business of the Bank, the control processes with respect to such risks and countermeasures;
- iii. Outlining the enterprise and overall cyber and information security risk profile of the Bank;
- iv. Ensuring the adequacy and effectiveness of the Cyber and Information Security risk management framework of the Bank;
- v. Effectiveness of the information technology governance and its operations in the Bank;
- vi. Determining the cyber and information security risk management strategy of the Bank; and

The composition of the Committee is as follows:

Name of Director	Position
Professor Peter Quartey	Chairperson
Mr. Alex Bernasko (From July 2020)	Member
Hon. Dr. Mark Assibey-Yeboah	Member
Mr. George Kwabena Abankwah-Yeboah	Member
Mr. Kwesi Korboe (From January to July)	Member

Schedule of attendance at Board and Committee Meetings

The Board met seventeen (17) times during the year and the Board Sub-Committees, cumulatively, met thirty nine (39) times.

Below is the schedule of attendance at Board and Board Sub-Committee meetings during the year.

*Board (B), Audit Committee (AC), Risk and Credit Committee (RCC), Human Resource and Governance Committee (HRGC), IT, Research and Strategy/Cyber & Information Security Sub-Committee (ITRS/CIS), N/A as used above implies 'Not applicable' that is, the Director in question was not a member of the stated committee and hence could not have been expected to attend the Committee meeting.

Director	B	AC	CRC	HRCH	ITRS/CIS
Mr. Alex Bernasko	16	N/A	N/A	N/A	3
Dr. John Kofi Mensah	16	6	9	5	5
Mr. Evron Hughes	9	2	7	N/A	N/A
Mr. George Kwabena Abankwah-Yeboah	12	4	2	4	1
Dr. Mark Assibey-Yeboah	10	3	3	4	1
Hon. Mrs. Abena Osei-Asare	6	N/A	12	6	
Prof. Peter Quartey	17	6	5	1	5
Mr. Kwesi Korboe	16	N/A	10	6	4
Mrs. Mary Abla Kessie	16	6	1	6	N/A

Board balance and independence

The composition of the Board of Directors and its Sub-Committees is regularly reviewed to ensure that the balance and mix of skills, independence, knowledge and experience is maintained.

Code of Conduct, Ethics Charter and Conflict of Interest Policies

The Board has approved Ethics Charter and Conflict of Interest policy that regulate the conduct of Directors. In addition, an approved Code of Conduct regulates the Conduct of all employees. Management has communicated the principles in the Bank's Code of Conduct to its employees to provide guidance in the discharge of their duties. The above-mentioned policies set the standards of professionalism and integrity required for the Bank's operations, which cover compliance with applicable laws, conflict of interest, environmental issues, reliability of financial reporting, bribery and strict adherence to laid down principles, to eliminate the potential for illegal practices.

Anti-Money Laundering and Anti-Terrorism

The Bank also has an established anti-money laundering and anti-terrorism system in place in compliance with requirements of Ghana's Anti-Money Laundering Act 2020 (Act 1044) and Anti-Terrorism Act 2008, Act 762. These include due diligence for opening new accounts, customer identification, monitoring of high-risk accounts, record keeping and training and sensitisation of staff on money laundering, which assist in reducing regulatory and reputational risks to its business.

Internal control systems

The directors have overall responsibility for the company's internal control systems and annually reviews their effectiveness, including a review of financial, operational, compliance and risk management controls. The implementation and maintenance of the risk management and internal control systems are the responsibility of the executive directors and other senior management. The

systems are designed to manage rather than eliminate the risk of failure to achieve business objectives and to provide reasonable, but not absolute, assurance against material misstatement or loss. The directors have reviewed the effectiveness of the internal control systems, including controls related to financial, operational and reputational risks identified by the company as at the reporting date and no significant failings or weaknesses were identified during this review.

Directors' performance evaluation

At the end of the Financial Year, The Board of Directors, in accordance with Section 47 of the Bank of Ghana's Corporate Governance Directives, engaged the services of an External Facilitator to perform a formal evaluation of Board's performance. The formal evaluation will assess the performance and effectiveness of the Board and its Sub-Committee members. Upon completion of the exercise, a copy of the report will be submitted to the Bank of Ghana in accordance with the Corporate Governance Directives.

Professional development and training

On appointment to the Board, directors are provided with a full, formal and tailored programme of induction, to familiarise them with the Bank's business, the risks and strategic challenges it faces, and the economic, competitive, legal and regulatory environment in which the company operates. Under the auspices of the National Banking College, the directors underwent a corporate governance certification programme that covered IT Governance and Cybersecurity; Prudential Reporting Gaps and Issues in the Banks; Sustainable Banking Practices – Roles of the Board; and Corporate Governance Reporting and Disclosures. These trainings, together with the other training provided during the year, ensured that directors continually updated their skills, their knowledge and familiarity with the company's businesses, and their awareness of sector, risk, regulatory, legal, financial and other developments to enable them to fulfil effectively their role on the Board and committees of the Board.

Conflicts of interest

The Bank has established appropriate conflicts authorization procedures, whereby actual or potential conflicts are regularly reviewed and authorizations sought as appropriate. During the year, no such conflicts arose and no such authorizations were sought.

Approval of the financial statements

The financial statements of Agricultural Development Bank Limited, as identified in the first paragraph, were approved by the Board of Directors on March 29, 2021 and signed on their behalf by:



BOARD CHAIRMAN



MANAGING DIRECTOR

KEY MANAGEMENT PERSONNEL

**Dr. John Kofi Mensah****Managing Director**

Dr. John Kofi Mensah was appointed Managing Director 1st August 2017. He is an astute Banker and Economist with three decades of experience in different sectors of banking ranging from start-ups and delinquent bank operations, Credit and Foreign/Treasury management of Universal Banks. Since assuming the role of Managing Director of ADB, the Bank has witnessed a steady growth in its balance sheet from an initial negative balance to a now profit making bank and has also expanded its branch networks. He began his career at the erstwhile Bank for Housing and Construction in 1989 as an Economics and Research Officer and later Treasury Officer until 1995 when he joined Securities Discount Company (SDC) as a Deputy Chief Money Market Dealer. In 1996, he joined International Commercial Bank (Now FBN Bank) as a pioneer and Manager of Treasury/Foreign Operations and was elevated to the position of General Manager/ Deputy Chief Executive Officer (CEO) of the Bank.

He held several top management positions in other Banks including the defunct Unibank Ghana Limited and Capital Bank. He has served on several Boards including, the Ghana Technology University College (GTUC) and an Independent Non-Executive Director at Cocoa Processing Company (CPC). He is currently serving on the Enyan Denkyira Rural Bank, the Ghana International Bank (GHIB, UK) and the Ghana Education Trust Fund (GETFUND) Boards. He holds a Doctorate in Business Administration (Finance) from the SMC University of Zurich, Switzerland. He holds an MSc (Banking and Finance), Cum Laude from Finafrica in Milan, Italy and a BA (Economics & Statistics) from the University of Ghana-Legon. He did his Advanced Level Certificate at the St. Peters Secondary School, Nkwatia Kwahu, Eastern Region and his Ordinary Level Certificate at the Breman Asikuma Secondary School in the Central Region.

Dr. Kofi Mensah has also attended various capacity building programs, seminars and courses in Europe and Asia. He is also a fellow of the Institute of Professional Financial Managers (FIPFM), UK.

Alhassan Yakubu-Tali**Deputy Managing Director**

Mr. Alhassan Yakubu-Tali was appointed Deputy Managing Director of the Agricultural Development Bank(ADB) Limited on August 15, 2017.

He is a seasoned Investment Banker with 15 years of international experience spanning many multinational banks including, HSBC, Lehman Brothers Investment Bank, Bank of Tokyo and Fimat International Bank. He holds an MBA (Marketing) from the City University, Bellevue, USA (Frankfurt Campus); B.S. (Business Administration), also from the City University, Bellevue, USA (Frankfurt Campus); Diploma 2 (Business Administration) from West London College, London and Diploma 1 (Business Administration) from West London College, London.

A married man, Alhassan is a polyglot and is fluent in German, English, Hausa and Dagbani.



Edward Ian Armah-Mensah

General Manager, Business Banking

Mr. Edward Ian Armah-Mensah joined ADB as Executive Head, Corporate Banking in 2010. He has also served as Chief Commercial Officer of the Bank, Group Head, Corporate Banking and is currently the General Manager, Business Banking. He has over 24 years' experience holding senior roles in the Ghanaian banking industry and over this period he has successfully led and set up Corporate Banking and Non-Bank structures from greenfields.

He has an extensive experience in Corporate Finance with specialty in Deal Origination, Debt Restructuring, Trade Syndication, Trade/Cash Management and Asset Finance. He has deep and varied cross industry experience with Stanbic Bank (Ghana) Limited, Barclays Bank (Ghana) Limited and NDK Financial Services. Edward holds an Executive Master's in Business Administration (Finance Option) and a Bachelor of Science in Business Administration both from the University of Ghana Business School.



Samuel Dako

Chief Audit Executive

Mr. Samuel Dako has has over 26 years' managerial experience in the Banking Sector. He joined the Bank as a Finance Officer and has served in various capacities including Financial Controller, Head of Financial Reporting and Strategy, Manager Research and Corporate Planning and Branch Operations Manager. He also has relevant managerial experience in Branch Banking, Risk Management and Internal Audit & Assurance. Samuel is a Non-Executive Director of Akuapem Rural Bank.

He also serves on the Audit Committee of a couple of Public Institutions. He is a Chartered Accountant and a member of the Institute of Chartered Accountants Ghana, Merit Award. He holds MBA Finance from the University of Leicester UK, Bachelor-of-Laws Degree from GIMPA, BL (Cand.) and Post Graduate Diploma in Management Information Systems, GIMPA. He is a Certified ISO 27001 Lead Implementer and Auditor.



Leon Bannerman-Williams

Chief Finance Officer

Mr. Leon Bannerman-Williams was appointed Chief Finance Officer (CFO) of the Agricultural Development Bank (ADB) Limited on 5th February, 2019. Mr. Bannerman-Williams is an experienced Chartered Accountant. He began his career at the Controller and Accountant General's Department in 1989 and joined the Agricultural Development Bank in 1997 as a Finance Officer. He served in several capacities including, Branch Operations Officer from September 1999 to October 2005, for Koforidua, Ring Road Central and Cedi House Branches respectively and was appointed the Branch Manager for the Tema Main Branch in 2005. In 2007 he was transferred to the Head Office as the Financial Controller where he successfully led the team in the processes towards the Bank's first adoption of the International Financial Reporting Standards (IFRS).

In 2010, Mr. Bannerman-Williams joined the Credit Risk Department as the Credit Portfolio Manager, a role that involved high level credit portfolio analytics for Executive Management and later was appointed as the Head of Monitoring and Recoveries Department in 2015. He is a qualified Chartered Accountant and holds Executive Master of Business Administration (Finance) degree from the University of Ghana Business School. Mr. Bannerman-Williams is a Fellow of the Association of Chartered Certified Accountants (UK) and also a Member of the Institute of Chartered Accountants (Ghana).



Enoch Benjamin Donkoh

General Manager, Operations

Mr. Enoch Donkoh was appointed in April 2019. He has a career in banking spanning more than twenty years beginning at the Agricultural Development Bank (ADB) where he was with the Accounts and later Foreign Operations Departments. He joined the Bank of Ghana (BOG) Banking Supervision Division for seven years and gained experiences in Internal Control Practices, Risk Management and also best Banking Practices.

With his experience at BOG he moved to work with a couple of Savings and Loans Companies namely Pro-credit Savings and Loans Company as Head of Finance, Express Savings and Loans Limited as General Manager/Managing Director, Global Access Savings and Loans as an Executive Head and later Executive Director. He also worked as the Head of Operations at the Micro Finance and Small Loans Centre (MASLOC). Enoch Benjamin Donkoh is a member of the Institute of Chartered Accountants, Ghana (1999), holds a Bachelor of Science in Administration (Accounting) from University of Ghana and an MBA (Finance) from Central University College. He is the acting heading director of Cyber and Information Security.



Da-Costa Asiedu Owusu-Duodu

Chief Risk Officer

Mr. Da-Costa Asiedu Owusu-Duodu was appointed as Chief Risk Officer of the Bank on March 1, 2019. He has previously worked with the Bank in 1997 as a Credit Risk Officer in the Loans and Advances Department of the Bank and later joined Techno Serve Incorporated as a Microfinance Specialist, under the Trade and Investment Reform Programme executed in collaboration with the United States Agency for International Development (USAID).

Mr. Owusu-Duodu has an in-depth knowledge and experience in the banking industry, in the areas of credit origination, project finance, syndication, debt restructuring and re-organization of distressed companies, across Agricultural Development Bank, CAL Bank and Universal Merchant Bank. With over 22 years' experience in banking and a proven track record of success in the maintenance of high asset quality, he brings a wealth of expertise to a well-established banking brand.

He holds a Master of Philosophy (MPhil) degree in Agri-Business Administration from the University of Ghana, Legon, and also a Bachelor's Degree (B.Sc.) in Agricultural Economics from the same university.



Mrs. Amelia Croffie

Acting Head of Legal

Amelia Croffie (Mrs.) is the Acting Head of Legal of the Bank. She has about 29 years working experience in Corporate Law and Banking and engaged in legal advocacy. She holds a Bachelor of Arts Degree (Hons, Upper Division) in Law, Classical History & Civilization from the University of Ghana (1989) and a BL (Qualifying Certificate in Law) from the Ghana Law School (1991). She also holds an MBA (HR Option) from the University of Ghana (2003). She worked as a Teaching Assistant in Criminal Law and Police Administration at the Law Faculty of the University of Ghana (National Service) after her BL. She was the Legal Executive in Activity Venture Finance Company Limited (AVFCL), a government regulated venture capital finance company, which was set up among others to explore, pioneer and provide venture capital for businesses as a means of complementing the more traditional modes of lending in the financial sector. At AVFCL, she served in various roles including Board Secretary and was nominated as member of the Board of Directors on the then Midland Savings & Loans Limited as representative of AVFCL. She also served as a member of the Board of Directors for several years at Nyankumase Ahenkro Rural Bank in the Central Region of Ghana.



Bridget Kaminta Lekanong Nuotuo

Treasurer

Ms. Bridget Lekanong Nuotuo Kaminta joined ADB as Treasury Sales Manager in 2011 and has been the Treasurer of the Bank since December March 2016. She has over 15 years' banking experience 13 years of which has been in treasury management. Bridget begun her banking career from Barclays Bank (Ghana) Limited where she was a Senior Dealer in charge of Retail and also held various positions in Retail Banking.

Bridget holds an Executive Master's in Business Administration (EMBA–Finance Option) from the University of Ghana Business School and a Bachelor of Commerce degree from the University of Cape Coast. She is also a Chartered Banker and a member of the International Financial Markets (ACI certified).



Godwyll Ansah

Company Secretary

Mr. Godwyll Ansah was appointed the Company Secretary on 1st April, 2019. He is a seasoned legal practitioner with over 18 years' experience in legal and banking practice ranging from Legal Compliance, Anti-Money Laundering , Board Secretariat and Bad Debt Recovery.

He worked at Bank of Africa Ghana Limited from December 2006 to March 2019 having held several positions including Head of Compliance, Head of Legal and Company Secretary. He also worked with Société General (Ghana) and Stanbic Bank Ghana Limited. Mr. Ansah holds a Master of Law (LLM) and Bachelor of Arts Degree (Law and Economics) both from the University of Ghana, Legon. He also attended the Ghana School of Law from 1999 to 2001 and was called to the Ghana Bar in October 2001.

He is a member of the Ghana Bar Association.



Prosper Morgan Dodor

Head, Internal Control

Mr. Prosper Morgan Dodor is a seasoned banker with over 25 years' industry expertise in the area of Internal Control, Trade Finance, Cash Management, Operations, Internal Audit and Credit Assurance. He is currently the Head of the Internal Control and Due Diligence Department at the Agricultural Development Bank (ADB), ensuring that standardisation of processes and policies are in line with best practice.

Prosper Morgan Dodor holds a Bachelor of Science (B.Sc.) Degree in Business Administration (Accounting option) and an MBA in Finance from the University of Ghana, Legon. He is a Member of the Institute of Chartered Accountants (ICA) (Ghana) and Chartered Institute of Bankers (CIB, Ghana).



Dr. Fred Safo-Kantanka

Head, Compliance

Dr. Fred Safo-Kantanka holds a Doctorate degree in Business Management from the Atlantic International University, USA, a Master of Science Degree (MSc.) in Financial Management from the Middlesex University in UK, and a Bachelor's Degree in Economics and Geography from the Kwame Nkrumah University of Science & Technology. He has over 26 years' progressive working experience in Compliance, Internal Audit and Assurance, including Risk Based Audit by providing standardized framework and guidelines for the identification, monitoring, controlling, measuring and Audit reporting.

He has significant experience in Risk Management, Credit Management, Banking Operations, Purchasing and Procurement Management. Prior to joining ADB, Fred worked in various capacities in a UK firm from 1995 to 2006, and served in various roles, including Stock Controller through to Supply Chain Management. Fred resigned from the Bank on March 31, 2021.



Papa Arko Ayiah

Anti-Money Laundering Reporting Officer

Papa Arko Ayiah is the Anti-Money Laundering Reporting Officer of the Agricultural Development Bank Limited. He has 20 years of banking experience, all in the employ of our Bank. He joined ADB in 2000 as an Officer Trainee with the Treasury Department and was on various schedules including Money Market Dealing. He also worked in the Communications Unit of the Bank as a Senior Communications Officer.

Papa is a Certified Anti-Money Laundering Specialist and a member of the prestigious Association of Certified Anti-Money Laundering Specialists (ACAMS), USA. He holds a Master of Laws in Alternative Dispute Resolution from the Faculty of Law, University of Ghana, a Bachelor of Laws from the Faculty of Law, Mountcrest University College (affiliated with KNUST), a Master of Arts in Human Resource Management from University of Cape Coast, and a Bachelor of Educational Psychology also from University of Cape Coast.



Kwame Asiedu Attrams

General Manager, Agribusiness

Kwame Asiedu Attrams assumed the role of General Manager for Agribusiness on 1st August 2019; he is a professional agriculturist with vast experience in the agricultural and financial sector. He has many years' experience in the Banking sector having joined the Agricultural Development Bank in 2004 as a Credit Officer and later a Relationship Manager at the Agricultural Finance Department. As a Credit Officer in charge of Poultry and Livestock Projects he managed the Bank's Broiler Outgrower program, also in his role as a Relationship Manager amongst several functions he was responsible for the efficient and effective management of Agricultural accounts. He was also responsible for the coordination, monitoring and evaluation of MIDA funded projects for the Bank. He represented the Bank on several Committees and Boards of Ministries, Departments and Agencies.

Mr. Attrams joined Access Bank Plc, Ghana in 2017 as the Head of Agro Allied Unit and helped set up the Agribusiness Unit of the Bank and also developed the agricultural finance strategy and products for the Bank. He has had other prior working experiences at Afariwaa Farms and Livestock Products Limited as Production Manager and Nutritionist; the Institute of Economic Affairs as a Legislative Research Assistant attached to the Parliament of Ghana and the University of Ghana as a Teaching Assistant in the Faculty of Agriculture. Mr. Attrams holds a first degree in Agriculture (Animal Science) and an MPhil in Animal Science (Nutrition) all from the University of Ghana and several other certificates from internationally recognized institutions such as the Kansas State University, USA and Galilee College, Israel. He is an old student of Prempeh College. A married man and devout Christian.



Jonas Kwabena Safo Baah

Head, Human Resources

Mr. Jonas Kwabena Safo Baah was appointed as the Head, Human Resources, on 1st July, 2019. He has considerable experience in Human Resources Management spanning over twenty (20) years' experience in Ghana, fifteen (15) of which have been in the Banking industry. He has very good knowledge of the Human Resources functional areas especially, in the strategic areas of Performance, Talent and Succession Management. He has cross industry experience having worked with First Atlantic Bank Limited, Standard Chartered Bank (Ghana) Limited, Ecobank (Ghana) Limited and The Trust Bank (TTB) Limited. He also worked at The Capital Group Limited and GCAA. He holds a Master of Business Administration (Human Resources Management option) and Bachelor of Arts (Political Science) degrees from the University of Ghana, Legon and Bachelor of Laws (LLB) from GIMPA.



Mr. Alex
Bernasko

Ladies and Gentlemen,

It is my honour to present to you once again, my report for the 2020 financial year.

Review of the Global and National Economy / COVID-19 Pandemic;

The year 2020 presented countries and corporate entities worldwide with extraordinary challenges of global proportions. The global economy experienced its worst recession since the Great Depression of the 1930s, with over 150 countries experiencing contractions in per capita GDP since 1870. In addition to over 2.6 million deaths globally, the pandemic reduced labour supply and productivity, while lockdowns and business closures caused supply disruptions. Layoffs, the loss of income and worsened economic prospects reduced household consumption and business investment.

Ghana was no exception. Her citizens and economy were not spared the ravages of the pandemic. On March 14, 2020, the first daily cases of COVID-19 were recorded in the country. By December 2020, 55,168 total cases had been recorded. Unfortunately, three hundred and thirty five (335) of those infected had lost their lives by December 31, 2020.

The pandemic adversely affected economic growth with the real GDP growth which was projected at about 4.9% declining to 0.3% by end 2020.

The outbreak of the pandemic adversely affected and threatened the lives of our employees, customers and their businesses. The businesses most adversely affected include those in hospitality such as hotels, car rentals etc., tourism, aviation, public transport and private schools.

In response to the pandemic, the Bank of Ghana in March 2020 introduced a raft of measures to contain the impact of the COVID-19 on the Ghanaian economy. These included

- Cut of Monetary Policy Rate to 8-year low from 16% to 14.5%;
- Lowering reserve requirements for lenders from 10% to 8% in order to provide liquidity support to critical sectors;
- Decrease in the banks' conservation buffer from 3% to 1.5%, which cuts the capital-adequacy ratio from 13% to 11.5%.
- Provisioning for Loans in the "Other Loans Especially Mentioned" (OLEM) category was reduced from 10% to 5% for all banks.

In addition to the above, the Bank of Ghana required banks to reduce interest margins by 2%. The Board worked closely with Management to extend appropriate support to our customers whose businesses were in distress to protect businesses and livelihoods.

The Bank proactively introduced several measures, including:

- strict enforcement of the Ghana Health Services COVID-19 protocols;
- resort to virtual meetings and working from home in some circumstances; and
- running of shift system from May 2020 to decongest the Head Office and branches;
- Aggressive testing of staff in offices and branches where cases were suspected or confirmed etc. in order to minimise social interactions and avoid the potential spread of the disease in the Bank.

Our best efforts notwithstanding, unfortunately, we lost four (4) of our staff to the pandemic in the course of the year under review.

Review of Political Environment/2020 Elections;

The year under review was a year of general elections (parliamentary and presidential). The Electoral Commission successfully undertook compilation of new voters' register and conducted general elections in December 2020 without marked impact on the business of the Bank.

Performance of the Banking Industry

The banking landscape has twenty-three (23) banks, consisting of fourteen (14) foreign and nine (9) local Banks.

Balance Sheets of banks' witnessed steady growth during 2020 due to an expansionary government policy and the increase in deposits mobilised from Savings and Deposit-Taking Institutions (SDI). The movement of deposits from SDIs to universal banks was due to apprehension of SDI customers and flight to quality or safety. Industry total deposits increased by 26.8 percent, and net claims on Government by banks increased by 44.6 percent. On the other hand, credit extended to the private sector moderated throughout 2020. On an annual basis, net credit to the private sector slowed to 5.8 percent in December 2020 compared with 23.8 percent in the corresponding period in 2019. On gross basis, credit to the private sector grew by 10.6 percent compared with 18.0 percent over the same comparative period.

The banking sector showed resilience to the first wave of the pandemic supported by strong policy initiatives and regulatory reliefs. The banking sector's performance remained strong throughout 2020, with robust growth in total assets, deposits and investments. Overall, the impact of COVID-19 on the industry's performance was moderate, as banks remained liquid, profitable and well capitalised. Total assets increased by 15.8 percent, of which Investments in Government bonds rose by 33.4 percent.

Solvency and liquidity indicators remained strong. The industry's Capital Adequacy Ratio of 19.8 percent as at the end December 2020 was also well above the regulatory minimum threshold. Operating income rose by 17.9 percent whilst operating expenses rose by 8.2 percent, albeit lower than the respective growth rates of 21.1 percent and 12.1 percent in 2019. Loan loss provisions grew by 28.0 percent, higher than the 23.6 percent a year ago reflecting elevated credit risks in 2020. Profit before tax increased by 27.2 percent to GH¢6.1 billion compared to 34.7 percent a year ago.

Implementation of the COVID-related regulatory reliefs and policy measures helped support lending activities. New Advances in 2020 grew by 15.8 percent to GH¢34.4 billion in 2020. Banks provided support and reliefs in the form of loan restructuring and loan repayment moratoria to cushion 16,694 customers severely impacted by the

pandemic. Total outstanding loans restructured by banks as at December 2020 amounted to GH¢4.47 billion, representing some 9.4 percent of industry loan portfolio. Non-Performing Loans (NPL) ratio increased from 14.3 percent in December 2019 to 15.7 percent in June 2020 arising from the pandemic-induced repayment challenges, but declined to 14.8 percent in December 2020 due to loan write-offs and increased credits, particularly during the last quarter.

Performance of ADB

Esteemed shareholders, I am pleased to note that amidst the global pandemic and lockdowns, year on year, the Bank was more profitable, posting a profit after tax of GHS65.4 million compared to GHS14.9 million in 2019. This represented over 400% growth in performance in 2020, occasioning a Return on Equity and Return on Assets of 7.69% and 1.14% as against 1.87% and 0.32% in that order respectively.

The size of our balance sheet experienced a significant growth over the year from GHS4.6 billion in 2019 to GHS5.7 billion in 2020 (24%) bolstered in part by our improved holdings in investment securities in line with our strategic objectives, just as we saw an expansion of 30% in net loan assets from GHS1.5 billion in 2019 to GHS1.9 billion in 2019. The Non-Performing Loan portfolio of the Bank witnessed significant reduction from 41% in 2019 to 34% in 2020. Our target is to bring the NPL ratio within industry brackets by 2023. Deposits grew by 26% from GHS3.4 billion in 2019 to GHS4.2 billion in 2020.

By the end of 2020, the capital adequacy ratio and the Basel Committee inspired capital requirement directive were 16.5% and 14.5% respectively, both above the minimum regulatory.

Really, an intricate analysis of the financial performance of our Bank would show that we improved in each and every sphere; interest income saw a growth of 28% from GHS419.2 million in 2019 to GHS628.9 million in 2020 whilst gross non-interest revenue also increased by 12% to GHS158.7 million in 2020 compared to GHS141.8 million in 2019. In the area of cost savings and management, total operational expenditure was well contained thus finding expression in the overall cost to income ratio of 78.2% at year end, a marked upgrade from 2019 position of 92.2%. Indeed, all the relevant indices presented a positive outlook providing basis for the bank climbing up three places from the 20th position to 17th position in the ranking of banks in 2020

Board Changes

In December 2020, Mr. Kwesi Korboe, who had been appointed as the Chief Executive Officer of Ghana Incentive-Based Risk-Sharing System for Agricultural Lending (GIRSL) resigned from the Board.

Corporate Governance

During the year under review, directors underwent corporate governance certification training to keep them abreast with new trends on the banking industry landscape. The modules delivered under the auspices of the National Banking College were:

- IT Governance and Cybersecurity;
- Prudential Reporting Gaps and Issues in the Banks;
- Sustainable Banking Practices – Roles of the Board; and
- Corporate Governance Reporting and Disclosures.

The Board reviewed and adopted a revised Three-Year Strategic Plan (2021-2023) for the Bank. The exercise afforded Management and the Board the opportunity to rethink the reason for the Bank's existence and to redefine its mission and vision statements, strategic objectives and core values to bring them more in alignment with the Bank's *raison d'être*.

The reviewed Strategic Plan, which spans the period 2021 to 2023, provides, among other things, the guidance to influence the Bank's current operating model and the changes that will ensure its sustainability and growth. KPIs and metrics for their measurement have been developed into effective dashboards for monitoring and evaluation.

The Board additionally undertook robust performance assessment of the Executives and introduced revised Key Performance Indicators for Executives to align their performance objectives with the revised Strategic Plan of the Bank.

The Board also set 2021 as the period for externally facilitated performance evaluation of the Board in compliance with the requirements of the Corporate Governance Directives of the Bank of Ghana.

ISO/IEC 27001 Certification

On October 9, 2020, the Bank attained ISO 2700 certification status. The certification process entailed series of preparatory processes including realignment of the operations of the Bank to be more compatible with the ISO standards and adoption of new policies (124 ISO 27001 and PCI DSS policies and standards) to improve controls and minimise risk in the Bank's Information Security Management Systems. These policies and standards are intended to enhance Information Security Management Systems.

Besides the above, The Board also reviewed and approved some long outstanding policies and formulated new ones for its adoption.

The Bank also applied to join the Green Climate Fund. As a prerequisite for joining the Green Climate Fund, the Bank is required to adopt some new policies. These include Environmental and Social Safeguard, Gender and Equality

and Whistle Blower & Witness policies. These new policies are currently being reviewed by the Board for approval.

The new and revised policies are expected to create a more robust environment for risk mitigation and enhanced performance of the Bank.

Corporate Social Responsibility

As a socially responsible Bank, ADB has been extensively involved in positively affecting lives by giving back to society through our Corporate Social Responsibility (CSR) activities. In 2020, a total amount of GHS4,025,000.00 (Four Million and Twenty-Five Thousand) was spent on our CSR activities.

This amount represented a double of the previous year's commitment mainly because of the novel coronavirus pandemic that hit the world and continue to affect our daily lives.

The Bank devoted an amount of over One Million Ghana Cedis (GHS1,000,000.00) to the fight against the pandemic by donating two hundred thousand Ghana Cedis (GHS200,000.00) to the government through the COVID-19 Trust Fund.

A number of health institutions and organizations including the Greater Accra Regional Hospital, Cape Coast Teaching Hospital, Tamale Teaching Hospital, the Ghana Immigration Service, Noguchi Medical Research Institute, and the Ministry for Food and Agriculture were supplied with Personal Protective Equipment (PPE), which significantly helped to protect frontline workers and thereby save many lives. Vulnerable people in our communities were also supported to enable them stay safe.

Additionally, through the Ghana Association of Bankers, the Bank donated to the Government of Ghana, and reduced charges on several of its products to help our customers. As part of our commitment to the Ghanaian public, we remained one of the few Banks to continue with our Saturday Banking services to our customers.

The Bank continued with its flagship support to the National Best Farmers' Day celebration by awarding the 2020 National Best Farmer with GHS480,000.00 i.e. the Ghana Cedi equivalent of One Hundred Thousand United States Dollars (US\$100,000.00. The Bank also continued with its sponsorship of the National Welcome Cocktail and the National Farmers Forum. As a leading financier of agribusiness, we maintained our sponsorship of the national Farmer's Day, a testimony of ADB's commitment to supporting opportunities for wealth creation through agriculture.

The Bank supported a number of sporting activities in 2020 to help unearth talent and promote youth development. Key among these were the sponsorship of Ghana Boxing Authority for Amateur Boxing League and Professional Championship Fights and the National Sports Authority for the national cross-country program.

Some other important activities the bank sponsored in 2020 were the Ghana Journalists Association (GJA) Awards, Youth Empowerment Development Ghana to complete Training Centre for vulnerable young girls in Tamale and Lepers Aid Committee towards construction of a clinical laboratory for leprosy and skin disease in Wa in the Upper West Region.

We remain committed to ensuring that our communities benefit from our presence.

Conclusion

I use this opportunity to express our immense gratitude to all our stakeholders, especially our shareholders, customers, the Government of Ghana, the Ministry of Food & Agriculture, the Ministry of Finance, State-Interest

Governance Authority, the Central Bank as our regulator and our employees. Over the past four years, thanks to your support, loyalty and patience, we have significantly evolved the fortunes of the Bank: from a significant loss making to a significant profit-making Bank. With the profitability of the Bank growing year by year, we anticipate to completely turnaround the negative income surplus accumulated prior to 2017 and thus begin to pay dividends to our shareholders.

We will additionally continue to strive to remain true to one of the key reasons for our existence: i.e. to continue to play significant role in agribusiness financing whiles keeping risk under control.

Thank you.



**Dr. John Kofi
Mensah**

INTRODUCTION

Dear Shareholders:

It was a very remote thought that the year 2020 would be consumed by a once-in-a-century health crisis that would upend the global economy and the lives of everyone on our planet. It was a year filled with immense pain and uncertainty but also courage and purpose — and we can take heart that even as it did its worst, the global pandemic has brought out the best in us.

2020 was a year that tested ADB like never before. From the onset, the Board and Management revised the Bank's three-year strategic plan to ensure that it adequately helped to address present challenges and was forward looking enough to stand the bank in good stead to thrive in the long-term. By choosing to be more intentional about why ADB exists, the leadership team recognized the potential of this purpose to drive the transformation of Ghana's agricultural economy and to motivate employees to pursue the bank's ambition. Whilst protecting its main ethos, ADB needed to differentiate itself from competition in the universal banking space in a manner that continued to maximize shareholder value.

With this vision, the bank seeks to inspire a deeper sense of purpose, a strong sense of identity and a compelling image of a preferred future. It reflects what the bank seeks to become; and provides a clear view of what it is trying to accomplish for all its stakeholder groups.

BUSINESS REVIEW

In the midst of the tumultuous impacts of the pandemic, we turned in appreciable financial results during 2020. Indeed, in an operating environment that was more uncertain and challenging than any in recent memory, all the operational performance indices pointed skyward relative to 2019.

Profit before tax of GH¢97.7 million for the year ended 31 December 2020 was 445.81 per cent growth over 2019 (GH¢ 17.9 million). Bottom-line profit of GH¢65.4 million was up 341.89 per cent on 2019 (GH¢14.8 million). The increase in profitability was driven by strong performance in treasury and credit operations funded by an aggressive deposit drive.

The net interest income was GH¢415.4 million for the year ended 31 December 2020 (2019: GH¢ 300.1 million), representing a 38.42 per cent increase. This was mainly driven by booking quality loans and the effective monitoring of the loan book.

Our relentless focus on cost efficiency led to a reduction in cost to income ratio from 92 per cent (2019) to 78 percent (2020). This achievement was in line with measures dictated in our revised strategic plan.

For the renewed plan, the Bank was positioned to leverage its unique strength in agribusiness to increase the agric share in our asset portfolio which culminated in our loans and advances experiencing a sharp growth of 30 percent over net loans and advances in 2019.

OPERATIONAL PERFORMANCE

Remarkably, the Bank in 2020 demonstrated the value of our diversified and **robust** business model. Significant strides were exhibited in the E-banking space, by providing payment solutions that are safe, secure, and convenient to its customers. To decongest the Banking halls especially during the peak of the Covid-19 era, the Bank provided an easy self-service registration on its Mobile Banking application - USSD *767#. This enabled customers to have access to their Bank accounts and perform basic banking activities which includes balance enquiry, transfers, mobile money interoperability, airtime purchases, bill payments, GHQR payments with the potential of increased revenues to mention but a few. This has seen a significant growth in the number of subscribers for the period.

The Bank also improved on its domestic proprietary debit card product by migrating from the magnetic stripe card to an enhanced Chip and PIN module Card which is the GH-Link Card. The GH-Link debit card has multichannel capabilities, that enable cardholders to use the payment channel that is most convenient and best fit at meeting customer needs for the payment of goods, services, funds transfer or accessing cash.

The Bank also signed on to the Mobile Money Interoperability platform since its launch by the Vice President. This service allows direct and seamless transfer of funds from one mobile wallet to another mobile wallet across networks. Being the first Bank in Ghana to complete the Visa Contactless Certification Point-of-Sale acceptance project with Visa International in 2019, the Bank has deployed a number of Point of Sale devices to Hotels, Supermarkets, Restaurants etc. to facilitate the acceptance of contactless card payments at their respective locations.

ISO/IEC 27001 Certification

The Bank, for the year under review, attained the ISO 27001 certification after meeting its broad objectives of Confidentiality, Integrity and Availability. On the achievement of this great feat, we look forward to streamlining all other areas of the bank and adopting other management systems such as Quality Management System – QMS (ISO 9001), Business Continuity Management – BCMS (ISO22301), IT Services Management - ITSMS (20000) and Enterprise Risk Management – ERM (ISO 31000). This will constitute the ADB Integrated Management System. The bank's Card environment is also being prepared to conform to the industry standard for Card business. We are looking forward to certifying in Payment Card Industry Data Security Standard (PCI DSS) alongside the ISO certifications.

Refocusing on Agriculture Mandate

In line with its strategic objective to increase the agricultural loan portfolio to 50% of the bank's total loan portfolio, the Bank in 2020 deepened its financial intermediation to players in the agricultural value chain. To provide ready market for the expected increased farmers' output under the Planting for Food and Jobs, the Bank approved an amount of GH¢70.0 million as working capital to the National Food Buffer Stock Company Ltd (NAFCO) to buy off excess produce for storage as buffer stock.

Agro-Based Support for IDIF

The Bank remained an active partner for the implementation of the novel One District One Factory Programme (1D1F). We approved total loans of about GH¢104.00 million in favour of some seventeen viable projects to undertake among others broiler production and processing, fruit processing, general manufacturing, construction, jute bags production as well as fish farming and processing.

Strategic Alliances with Special Initiatives

The Agricultural Development Bank in 2020 collaborated with MOFA and GIRSAL to finance rice and soya millers to buy stock off farmers and process for sale in the local market. A substantial amount was approved by the Ministry of Finance from the Out-grower Value Chain Finance (OVCF) recoveries fund for the purpose. The essence was to increase local production and processing of rice and soybean in Ghana, using the value chain approach, by financing the critical actors along the value chain. In the year under review, the Bank imported 1,300 outboard motors made up of 1200 (40HP units) and 100 (15HP units) Yamaha products at a cost of GH¢19.8million for the Ministry for Fisheries and Aquaculture Development and the Coastal Development Authority. As part of the Bank's Corporate Social Responsibility activities, the Bank absorbed all incidental and related costs amounting to about GH¢7.0 million. The support was to reduce the drudgery associated with fishing and improve income of fishers.

Broiler Value Chain Scheme

The Bank launched the broiler revitalization programme dubbed ADB Broiler Value Chain Programme. The initiative aimed to invest a total of GH¢500.00 million of soft loans in businesses in the broiler value chain to help achieve the following:

- Serve as import substitute for the huge volumes of poultry products imported into the country annually.

- Provide employment to a number of youth (a minimum of 550) in each of the regions where the scheme would be implemented.
- Revive the poultry industry which once was a major source of livelihood for farmers in the Greater Accra, Ashanti and the then Brong Ahafo regions
- Engender the production of maize and soya beans, major feed ingredients for broiler production.

Out-grower Support Scheme

The Bank embarked on Out-grower financing Scheme to support local raw material based industries and processing factories. these are in the areas of cereals, vegetables and tree crops.

AWARDS

The Bank continued to receive recognition and awards from research-based publications and awarding institutions for its sterling performance and strategic contribution to wealth creation through agribusiness. In the year under review, the hard work and commitment of management and staff ably guided by the Board won the Bank several awards and recognition.

Some of these awards being Excellence in Leadership in Cocoa Financing at the 2nd edition of the Cocoa Awards

and 4th Most Visible Financial Institution Brand of the Year by the Institute of Brands Narrative Analysis. The Board, Management and Staff of ADB wish to dedicate these recognition and awards to our cherished customers, shareholders and other stakeholders for the loyalty and support.

CONCLUSION

I could not be more proud of what our Bank achieved in 2020 whilst acknowledging there is still more to do. The pandemic brought about many changes in banking, and we must embrace the opportunity to achieve a state of excellence in our risk management controls, services quality products and good customer service to our clients.

On behalf of the Board, Management and staff, I wish to express my profound gratitude to you, our shareholders, for their wonderful support during the year under review. I also express my heartfelt appreciation to the employees of the Bank for their hard work, and to all stakeholders of the Bank for the services rendered that have culminated in our gains. My sincerest gratitude to our cherished customers for doing business with us and wish to let them know it is their loyalty and businesses that have kept us in sustained growth.

Thank you and God bless us all.

INDEPENDENT AUDITOR'S REPORT



Building a better
working world

INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDERS OF AGRICULTURAL DEVELOPMENT BANK LIMITED

Report on the audit of the financial statements

Opinion

We have audited the financial statements of the Agricultural Development Bank Limited (the Bank) set out on pages 38 to 103, which comprise the statement of financial position as at 31 December 2020, the statement of profit or loss, the statement of 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 a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Bank as at 31 December 2020, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards 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 *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the company

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 Matters

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 each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the financial 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, provide the basis for our audit opinion on the accompanying financial statements.

Key Audit Matter	How the matter was addressed in the audit
<p>Allowance for expected credit losses on loans and advances to customers</p>	
<p>IFRS 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. The amount of ECL's recognized as a loss allowance or provision depends on the extent of credit deterioration since the initial recognition. The recognition of impairment could be done on a 12-month expected credit losses or Lifetime expected credit losses. Impairment computations under IFRS 9 therefore involves the use of models that take into account:</p> <ul style="list-style-type: none"> • The probability-weighted outcome. • Reasonable and supportable information that is available without undue cost or Loan loss provision is a key area of judgement for management. <p>Significant judgements in the determination of the Bank's Expected Credit Loss includes:</p> <ul style="list-style-type: none"> • Use of assumptions in determining ECL modelling parameters. • Portfolio segmentation for ECL computation • Determination of a significant increase credit risk and • Determination of associations between macroeconomic scenarios. <p>The use of different models and assumptions can significantly affect the level of allowance for expected credit losses on loans and advances to customers.</p> <p>Due to the significance of such loans which account for about 60% 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.</p> <p>A total amount of GH¢9,699,000 has been recorded in the statement of profit or loss and other comprehensive income for the year as a credit loss. The total impairment provision held as at 31 December 2020 in accordance with IFRS 9 impairment rules was GH¢406,376,000.</p> <p>Further disclosures relating to these amounts and the Bank's accounting policies regarding estimating these ECLs have been disclosed in note 5.4 and note 21 respectively of these financial statements.</p>	<p>We have obtained an understanding of the Bank's implementation process of IFRS 9, including understanding of the changes to the Bank's IT systems, processes and controls. Additionally, we obtained an understanding of the 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. We have also performed, among others, the following substantive audit procedures:</p> <ul style="list-style-type: none"> • Reviewed the accounting policies and framework methodology developed by the Bank in order 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 financial statements of the Bank.

Other Information

The directors are responsible for the other information. The other information comprises corporate information (Directors, Officials and Registered Office), report of the Directors and statement of directors' responsibilities. Other information does not include 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 and the requirements of the Companies Act, 2019 (Act 992) and the Banks and Specialised 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 related 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.

Auditors' 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 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 on the basis of these financial statements.

- As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional skepticism 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 control.
- Obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing 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 auditors' 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 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:

- We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
- In our opinion, proper books of account have been kept by the Bank, so far as appears from our examination of those books;
- Proper returns adequate for the purpose of our audit have been received from branches not visited by us; and
- The statement of financial position, the statement of profit and loss and the statement of comprehensive income are in agreement with the books of account and returns.

- In our opinion, to the best of our information and according to the explanations given to us, the accounts give the information required under the Act, in the manner so required and give a true and fair view of the state of affairs of the company at the end of the financial year and of the profit or loss for the financial year then ended.
- 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 state certain matters in our audit report. Accordingly, we state that:

- 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;
- We were able to obtain all the information and explanations required for the efficient performance of our duties; The transactions of the Bank are generally within the powers of the Bank;
- 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;

The engagement partner on the audit resulting in this independent auditors' report is **Victor Gboglah** (ICAG/P/1151).



Ernst & Young (ICAG/F/2021/126)
Chartered Accountants
Accra, Ghana

Date: 31 March 2021



STATEMENT OF PROFIT OR LOSS FOR THE YEAR ENDED 31 DECEMBER 2020

	Note	2020 GH₵'000	2019 GH₵'000
Interest income	8	628,959	491,211
Interest expense	9	(213,546)	(191,115)
Net interest income		415,413	300,096
Fees and commission income	10	87,585	73,946
Fees and commission expense	10	(12,171)	(14,913)
Net fees and commission income		75,414	59,033
Net trading income	11	52,612	50,382
Other operating income	12	10,533	17,516
Operating Income		553,972	427,027
Impairment loss on financial assets	13	(23,163)	(15,614)
Personnel expenses	14	(233,468)	(206,711)
Other operating expenses	15	(138,096)	(133,545)
Depreciation and amortization	16	(61,556)	(53,272)
Profit before tax		97,689	17,885
Income tax expense	24.1	(32,286)	(3,061)
Profit after tax		65,403	14,824

The notes on pages 44 to 103 form an integral part of these financial statements.



STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2020

	Note	2020	2019
		GH¢'000	GH¢'000
Profit after tax		65,403	14,823
Other comprehensive income, net of tax of items that will not be reclassified to profit or loss:			
Fair value through Other Comprehensive Income	40(ii)	(7,837)	4,737
Other comprehensive income for the year		(7,837)	4,737
Total comprehensive income for the year		57,566	19,560
Earnings per share			
Basic earnings per share (in Ghana pesewas)	17	18.85	5.7
Diluted earnings per share (in Ghana pesewas)	17	18.85	4.3

The notes on pages 44 to 103 form an integral part of these financial statements.



STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2020

		2020	2019
Assets	Note	GH¢'000	GH¢'000
Cash and bank balances	18	755,756	927,086
Due from other banks	19	309,098	271,895
Investment securities	20	2,222,139	1,522,828
Loans and advances to customers	21	1,911,988	1,468,653
Investment (other than securities)	22	91,892	102,322
Corporate tax assets	24.2	2,399	5,634
Intangible assets	25	37,701	20,798
Other assets	26	61,742	67,379
Property and equipment	27	95,800	95,766
Right of use assets	28	183,525	36,408
Deferred tax assets	24.4	43,754	58,890
Total Assets		5,715,794	4,577,659
Liabilities			
Borrowed funds	30	313,173	277,618
Deposits from customers	31	4,281,037	3,392,209
Other liabilities	32	89,137	80,243
Lease Liability	33	181,824	34205
		4,865,171	3,784,275
Equity			
Stated capital	34	698,700	421,700
Deposit for shares	35	-	277,000
Accumulated losses	36	(252,236)	(289,349)
Revaluation reserve	37	57,531	57,531
Statutory reserve	38	141,214	108,512
Credit risk reserve	39	153,088	157,827
Fair value through OCI	40	52,326	60,163
Shareholders' funds		850,623	793,384
Total liabilities and Shareholders' Funds		5,715,794	4,577,659

The notes on pages 44 to 103 form an integral part of these financial statements

These financial statements were approved by the Board of Directors on 29 March 2020 and signed on its behalf by:



CHAIRMAN



DIRECTOR



STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2020

In thousands of GH¢	Stated Capital	Deposit for Shares	Credit Risk Reserve	Statutory reserve	Revaluation Reserve	Other Reserves	Accumulated losses	Total
Balance at 1 January 2020	421,700	277,000	157,827	108,512	57,531	60,163	(289,349)	793,384
Additional Capital								
Transfer from deposit for shares to stated capital	277,000	(277,000)	-	-	-	-	-	-
Profit for the year	-	-	-	-	-	-	65,403	65,403
Cost of Stamped duty	-	-	-	-	-	-	(326)	(326)
Other Comprehensive Income net of tax								
Net Change in fair value of Equity Investments	-	-	-	-	-	(7,838)	-	(7,838)
Transfer from retained earnings to statutory reserve	-	-	-	32,702	-	-	(32,702)	-
Transfer (from) credit risk reserve	-	-	(4,739)	-	-	-	4,739	-
Balance at 31 December 2020	698,700	-	153,088	141,214	57,531	52,325	(252,235)	850,623



STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2020

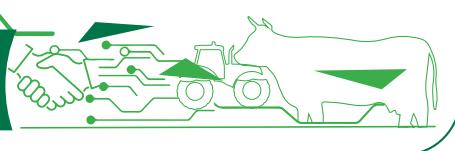
In thousands of GH¢	Stated Capital	Deposit for Shares	Credit Risk Reserve	Statutory reserve	Revaluation Reserve	Other Reserves	Accumulated losses	Total
Balance at 1 January 2019	275,100	277,000	167,640	101,100	57,531	55,426	(294,086)	639,711
Additional Capital	-	-	-	-	-	-	-	-
Right Issue	146,600	-	-	-	-	-	-	146,600
Profit for the year	-	-	-	-	-	-	14,823	14,823
Transaction costs related to Right Issue	-	-	-	-	-	-	(12,487)	(12,487)
-	-	-	-	-	-	-	-	-
Other Comprehensive Income net of tax	-	-	-	-	-	-	-	-
Net Change in fair value of Equity Investments	-	-	-	-	-	4,737	-	4,737
Transfer from retained earnings to statutory reserve	-	-	-	7,412	-	-	(7,412)	-
Transfer (from) credit risk reserve	-	-	(9,813)	-	-	-	9,813	-
Balance at 31 December 2019	421,700	277,000	157,827	108,512	57,531	60,163	(289,349)	793,384



STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2020

	Note	2020	2019
		GH¢'000	GH¢'000
Cash flows from operating activities			
Profit before tax		97,689	17,885
Adjustment for non-cash items	50.1	(330,880)	(202,210)
(Loss) before working capital changes		(233,191)	(184,325)
Changes in operating assets and liabilities	50.2	438,887	345,052
Interest Income received		542,903	467,110
Interest expense paid		(201,558)	(188,007)
Dividend Income		186	1,302
Taxes paid (NFSL)	24.2	(1,507)	(1,703)
Income Tax Paid	24.2	(9,796)	(9,796)
Net cash generated from operating activities		535,924	429,633
Cash flows from investing activities			
Purchase of property and equipment	27	(12,751)	(10,924)
Purchase of medium and long term government securities		(1,340,315)	(98,334)
Redemption of medium and long term government securities		368,003	
Proceeds from the sale of property and equipment	27	-	395
Purchase of intangible assets	25	(25,882)	(35)
Purchase of Shares from S.W.I.F.T		-	(145)
Net cash used in investing activities		(1,010,945)	(109,043)
Cash flows from financing activities			
Payments in borrowed funds	30	(137,256)	(150,475)
Receipts in borrowed funds	30	169,947	153,664
Payments of Principal portion of Lease liability	33	(34,660)	(31,181)
Payments of right of use assets		(17,008)	146,600
Transaction costs related to Right Issue		-	(12,487)
Net cash generated from financing activities		(18,977)	106,121
Increase in cash and cash equivalents		(493,998)	426,711
Cash and cash equivalents at 1 January		1,885,508	1,463,647
Effect of exchange rate fluctuation on cash held		983	(4,850)
Cash and cash equivalents at 31 December	29	1,392,493	1,885,508

The notes on pages 44 to 103 form an integral part of these financial statements



1. REPORTING ENTITY

Agricultural Development Bank Limited (ADB) is a financial institution incorporated in Ghana. The registered office and address of the Bank is Accra Financial Centre, 3rd Ambassadorial Development Area. The Bank is primarily involved in corporate banking, investment banking and retail banking. These financial statements are for an individual entity. The Bank is listed on the Ghana Stock Exchange.

2. BASIS OF ACCOUNTING AND CHANGES IN ACCOUNTING POLICIES

a. Basis of preparation

The financial statements have been prepared on a historical cost basis and equity instruments at fair value through other comprehensive income (FVOCI) all of which have been measured at fair value.

These financial statements are presented in Ghana Cedi, which is the Bank's functional currency. All amounts have been rounded to the nearest thousands, except when otherwise indicated.

b. Statement of compliance

The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and in the manner required by the Companies Act 2019, (Act 992), and the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act 930).

2.1. New and amended standards and interpretations

Amendments to IAS 1: Classification of Liabilities as Current or Non-current

In January 2020, the IASB issued amendments to paragraphs 69 to 76 of IAS 1 to specify the requirements for classifying liabilities as current or non-current. The amendments clarify:

- What is meant by a right to defer settlement
- That a right to defer must exist at the end of the reporting period
- That classification is unaffected by the likelihood that an entity will exercise its deferral right
- That only if an embedded derivative in a convertible liability is itself an equity instrument would the terms of a liability not impact its classification

The amendments are effective for annual reporting periods beginning on or after 1 January 2023 and must be applied retrospectively. The Bank is currently assessing the impact the amendments will have on current practice and whether existing loan agreements may require renegotiation.

Reference to the Conceptual Framework – Amendments to IFRS 3

In May 2020, the IASB issued Amendments to IFRS 3 Business Combinations - Reference to the Conceptual Framework. The amendments are intended to replace a reference to the Framework for the Preparation and Presentation of Financial Statements, issued in 1989, with a reference to the Conceptual Framework for Financial Reporting issued in March 2018 without significantly changing its requirements.

The Board also added an exception to the recognition principle of IFRS 3 to avoid the issue of potential 'day 2' gains or losses arising for liabilities and contingent liabilities that would be within the scope of IAS 37 or IFRIC 21 Levies, if incurred separately. At the same time, the Board decided to clarify existing guidance in IFRS 3 for contingent assets that would not be affected by replacing the reference to the Framework for the Preparation and Presentation of Financial Statements. The amendments are effective for annual reporting periods beginning on or after 1 January 2022 and apply prospectively.

Property, Plant and Equipment: Proceeds before Intended Use – Amendments to IAS 16

In May 2020, the IASB issued Property, Plant and Equipment — Proceeds before Intended Use, which prohibits entities deducting from the cost of an item of property, plant and equipment, any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognises the proceeds from selling such items, and the costs of producing those items, in profit or loss.

The amendment is effective for annual reporting periods beginning on or after 1 January 2022 and must be applied retrospectively to items of property, plant and equipment made available for use on or after the beginning of the earliest period presented when the entity first applies the amendment.

The amendments are not expected to have a material impact on the Bank.

Onerous Contracts – Costs of Fulfilling a Contract – Amendments to IAS 37

In May 2020, the IASB issued amendments to IAS 37 to specify which costs an entity needs to include when assessing whether a contract is onerous or loss-making.

The amendments apply a "directly related cost approach". The costs that relate directly to a contract to provide goods or services include both incremental costs and an allocation of costs directly related to contract activities. General and administrative costs do not relate directly to a contract and are

excluded unless they are explicitly chargeable to the counterparty under the contract.

The amendments are effective for annual reporting periods beginning on or after 1 January 2022. The Bank will apply these amendments to contracts for which it has not yet fulfilled all its obligations at the beginning of the annual reporting period in which it first applies the amendments.

IFRS 1 *First-time Adoption of International Financial Reporting Standards – Subsidiary as a first-time adopter*

As part of its 2018-2020 annual improvements to IFRS standards process, the IASB issued an amendment to IFRS 1 *First-time Adoption of International Financial Reporting Standards*. The amendment permits a subsidiary that elects to apply paragraph D16(a) of IFRS 1 to measure cumulative translation differences using the amounts reported by the parent, based on the parent's date of transition to IFRS. This amendment is also applied to an associate or joint venture that elects to apply paragraph D16(a) of IFRS 1.

The amendment is effective for annual reporting periods beginning on or after 1 January 2022 with earlier adoption permitted.

IFRS 9 *Financial Instruments – Fees in the '10 per cent' test for derecognition of financial liabilities*

As part of its 2018-2020 annual improvements to IFRS standards process the IASB issued amendment to IFRS 9. The amendment clarifies the fees that an entity includes when assessing whether the terms of a new or modified financial liability are substantially different from the terms of the original financial liability. These fees include only those paid or received between the borrower and the lender, including fees paid or received by either the borrower or lender on the other's behalf. An entity applies the amendment to financial liabilities that are modified or exchanged on or after the beginning of the annual reporting period in which the entity first applies the amendment.

The amendment is effective for annual reporting periods beginning on or after 1 January 2022 with earlier adoption permitted. The Bank will apply the amendments to financial liabilities that are modified or exchanged on or after the beginning of the annual reporting period in which the entity first applies the amendment.

The amendments are not expected to have a material impact on the Bank.

IAS 41 *Agriculture – Taxation in fair value measurements*

As part of its 2018-2020 annual improvements to IFRS standards process the IASB issued amendment to IAS 41 *Agriculture*. The amendment removes the requirement in paragraph 22 of IAS 41 that entities exclude cash flows for taxation when measuring the fair value of assets within the scope of IAS 41.

An entity applies the amendment prospectively to fair value measurements on or after the beginning of the

first annual reporting period beginning on or after 1 January 2022 with earlier adoption permitted.

The amendments are not expected to have a material impact on the Bank.

Amendments to IFRS 3: Definition of a Business

The amendment to IFRS 3 *Business Combinations* clarifies that to be considered a business, an integrated set of activities and assets must include, at a minimum, an input and a substantive process that, together, significantly contribute to the ability to create output. Furthermore, it clarifies that a business can exist without including all of the inputs and processes needed to create outputs. These amendments had no impact on the financial statements of the Company but may impact future periods should the Company enter into any business combinations.

Amendments to IFRS 7, IFRS 9 and IAS 39 Interest Rate Benchmark Reform

The amendments to IFRS 9 and IAS 39 *Financial Instruments: Recognition and Measurement* provide a number of reliefs, which apply to all hedging relationships that are directly affected by interest rate benchmark reform. A hedging relationship is affected if the reform gives rise to uncertainty about the timing and/or amount of benchmark-based cash flows of the hedged item or the hedging instrument. These amendments have no impact on the financial statements of the Company as it does not have any interest rate hedge relationships.

Amendments to IAS 1 and IAS 8 Definition of Material

The amendments provide a new definition of material that states, "information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity." The amendments clarify that materiality will depend on the nature or magnitude of information, either individually or in combination with other information, in the context of the financial statements. A misstatement of information is material if it could reasonably be expected to influence decisions made by the primary users. These amendments had no impact on the financial statements of, nor is there expected to be any future impact to the Company.

Conceptual Framework for Financial Reporting issued on 29 March 2018The Conceptual Framework is not a standard, and none of the concepts contained therein override the concepts or requirements in any standard. The purpose of the Conceptual Framework is to assist the IASB in developing standards, to help preparers develop consistent accounting policies where there is no applicable standard in place and to assist all parties to understand and interpret the standards. This will affect those entities which developed their accounting policies based on the Conceptual Framework. The revised Conceptual Framework includes some new concepts, updated definitions and recognition criteria for assets and liabilities and clarifies some important

concepts. These amendments had no impact on the financial statements of the Company.

Amendments to IFRS 16 Covid-19 Related Rent Concessions

On 28 May 2020, the IASB issued Covid-19-Related Rent Concessions - amendment to IFRS 16 Leases

The amendments provide relief to lessees from applying IFRS 16 guidance on lease modification accounting for rent concessions arising as a direct consequence of the Covid-19 pandemic. As a practical expedient, a lessee may elect not to assess whether a Covid-19 related rent concession from a lessor is a lease modification. A lessee that makes this election accounts for any change in lease payments resulting from the Covid-19 related rent concession the same way it would account for the change under IFRS 16, if the change were not a lease modification.

The amendment applies to annual reporting periods beginning on or after 1 June 2020. Earlier application is permitted. This amendment had no impact on the financial statements of the Company.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The following are the principal accounting policies adopted by the company in the preparation of these financial statements.

These accounting policies have been applied consistently in dealing with items that are considered to be material to the Company's

The Bank has consistently applied the following accounting policies to all periods presented in these financial statements.

Set out below is an index of the significant accounting policies, the details of which are available on the pages that follow.

- a. Foreign currency transaction
- b. Interest income and expense
- c. Fee and commission
- d. Net trading income
- e. Dividend income
- f. Leases
- g. Income tax
- h. Financial assets and financial liabilities
- i. Fair value measurement
- j. Cash and cash equivalents
- k. Investment securities
- l. Property and equipment
- m. Intangible assets
- n. Impairment of non-financial assets
- o. Deposits and due to other banks

- p. Provisions
- q. Financial guarantees and loan commitments
- r. Fiduciary activities
- s. Employee benefits
- t. Stated capital and reserves
- u. Earnings per share
- v. Investment in associates
- w. Operating segments

a. *Foreign currency transaction*

Transactions in foreign currencies are translated into the functional currency using exchange rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are re-translated at closing inter-bank mid rates ruling at the reporting date. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated at exchange rates ruling at the dates of initial recognition. Non-monetary items denominated in a foreign currency that are measured at fair value are translated at exchange rates ruling at the date when fair value was determined.

Foreign exchange gains and losses resulting from the settlement of foreign currency transactions and from re-translation at year-end exchange rates of foreign currency denominated monetary assets and liabilities are recognized in profit or loss, except for differences on translation of equity investments in respect of which an election has been made to present subsequent changes in fair value and differences arising on translation of equity investments in other comprehensive income.

All foreign exchange gains and losses recognized in profit or loss are presented net within the corresponding item. Foreign exchange gains and losses on other comprehensive income items are presented in other comprehensive income within the corresponding item.

These financial statements are presented in Ghana Cedi, which is the Bank's functional currency. All amounts have been rounded to the nearest thousands, except when otherwise indicated.

b. *Interest income and expense*

Interest income and expense for all interest-bearing financial instruments are recognised within 'interest income' and 'interest expense' 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 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, including prepayment options, but does not consider future credit losses.

The calculation includes all fees and points 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.

c. Fees and commissions

Fee and commission income and expense that are integral to the effective interest rate on a financial asset or financial liability are included in the effective interest rate. Other fee and commission income – including account servicing fees, investment management fees, sales commission, placement fees and syndication fees – is recognised as the related services are performed. If a loan commitment is not expected to result in the draw-down of a loan, then the related loan commitment fee is recognised on a straight-line basis over the commitment period. A contract with a customer that results in a recognised financial instrument in the Bank's financial statements may be partially in the scope of IFRS 9 and partially in the scope of IFRS 15. If this is the case, then the Bank first applies IFRS 9 to separate and measure the part of the contract that is in the scope of IFRS 9 and then applies IFRS 15 to the residual. Other fee and commission expenses relate mainly to transaction and service fees, which are expensed as the services are received.

d. Net trading income

Net trading income comprises gains less losses relating to trading assets and liabilities, including realised and unrealised fair value changes, interest and foreign exchange differences.

e. Dividend income

Dividend income is recognized in profit or loss when the Bank's right to payment income is established.

f. Leases

The Company 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.

The Company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The company 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 Company 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. Low value assets and short term leases are classified as operating leases and are not recognized in the Bank's

statement of financial position. These leases are recognised on a straight-line basis.

Lease liabilities

At the commencement date of the lease, the Company 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 Company 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.

g. Income Tax

Income tax expense comprises current and deferred tax. Income tax expense is recognized in profit or loss except to the extent that it relates to items recognized in equity or OCI.

Current tax is the expected tax on tax payable on taxable income for the period, using tax rates enacted or substantively enacted at the reporting date.

Deferred tax is recognized in respect of temporary differences between the carrying amount of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognized for the following temporary differences: the initial recognition of goodwill, the initial recognition of assets and liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit.

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when reversed, based on laws that have been enacted or substantively enacted by the reporting date. A deferred tax asset is recognized only to the extent that it is probable that future taxable profits will be available against which the asset can be utilized. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or the tax assets and liabilities will be realised simultaneously.

h. Financial assets and financial liabilities

i. Recognition

The Bank initially recognises loans and advances, deposits, debt securities issued on the date on which they are originated. All other financial instruments

(including regular-way purchases and sales of financial assets) are recognised on the trade date, which is the date on which the Bank becomes a party to the contractual provisions of the instrument. A financial asset or financial liability is measured initially at fair value plus, for an item not at FVTPL, transaction costs that are directly attributable to its acquisition or issue.

ii. Classification

Financial assets

The classification of financial instruments at initial recognition depends on their contractual terms and the business model for managing the instruments. Financial instruments are initially measured at their fair value, except in the case of financial assets and financial liabilities recorded at FVPL, transaction costs are added to, or subtracted from, this amount. Trade receivables are measured at the transaction price.

When the fair value of financial instruments at initial recognition differs from the transaction price, the Bank accounts for the Day 1 profit or loss.

The Bank classifies all of its financial assets based on the business model for managing the assets and the asset's contractual terms, measured at either:

- Amortised cost
- FVOCI
- FVTPL

Due from banks, Loans and advances to customers, Financial investments at amortised cost

The Bank measures Due from banks, Loans and advances to customers and other financial investments at amortised cost only if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding

The details of these conditions are outlined below.

Business model assessment

The Bank determines its business model at the level that best reflects how it manages groups of financial assets to achieve its business objective:

- The risks that affect the performance of the business model (and the financial assets held within that business model) and, in particular, the way those risks are managed.
- How managers of the business are compensated (for example, whether the compensation is based on the fair value of the assets managed or on the contractual cash flows collected).

The expected frequency, value and timing of sales are also important aspects of the Bank's assessment. The business model assessment is based on reasonably expected scenarios without taking 'worst case' or 'stress case' scenarios into account. If cash flows after initial recognition are realised in a way that is different from the Bank's original expectations, the Bank does not change the classification of the remaining financial assets held in that business model, but incorporates such information when assessing newly originated or newly purchased financial assets going forward.

The SPPI test

As a second step of its classification process the Bank assesses the contractual terms of the financial asset to identify whether they meet the SPPI test.

'Principal' for the purpose of this test is defined as the fair value of the financial asset at initial recognition and may change over the life of the financial asset (for example, if there are repayments of principal or amortisation of the premium/discount).

The most significant elements of interest within a lending arrangement are typically the consideration for the time value of money and credit risk. To make the SPPI assessment, the Bank applies judgement and considers relevant factors such as the currency in which the financial asset is denominated, and the period for which the interest rate is set.

In contrast, contractual terms that introduce a more than de minimis exposure to risks or volatility in the contractual cash flows that are unrelated to a basic lending arrangement do not give rise to contractual cash flows that are solely payments of principal and interest on the amount outstanding. In such cases, the financial asset is required to be measured at FVPL.

Financial assets that are held for trading or managed and whose performance is evaluated on a fair value basis are measured at FVTPL because they are neither held to collect contractual cash flows nor held both to collect contractual cash flows and to sell financial assets.

On initial recognition of an equity investment that is not held for trading, the Bank may irrevocably elect to present subsequent changes in fair value in OCI. This election is made on an investment-by-investment basis. All other financial assets are classified as measured at FVTPL. In addition, on initial recognition, the Bank may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

i. Fair value measurement

'Fair value' is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Bank has access at that date. The fair value of

a liability reflects its non-performance risk. When one is available, the Bank measures the fair value of an instrument using the quoted price in an active market for that instrument. A market is regarded as 'active' if transactions for the asset or liability take place with sufficient frequency and volume to provide pricing information on an ongoing basis. If there is no quoted price in an active market, then the Bank uses valuation techniques that maximise the use of relevant observable inputs and minimise the use of unobservable inputs. The chosen valuation technique incorporates all of the factors that market participants would take into account in pricing a transaction. The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price – i.e. the fair value of the consideration given or received. If the Bank determines that the fair value on initial recognition differs from the transaction price and the fair value is evidenced neither by a quoted price in an active market for an identical asset or liability nor based on a valuation technique for which any unobservable inputs are judged to be insignificant in relation to the measurement, then the financial instrument is initially measured at fair value, adjusted to defer the difference between the fair value on initial recognition and the transaction price. Subsequently, that difference is recognised in profit or loss on an appropriate basis over the life of the instrument but no later than when the valuation is wholly supported by observable market data or the transaction is closed out. If an asset or a liability measured at fair value has a bid price and an ask price, then the Bank measures assets and long positions at a bid price and liabilities and short positions at an ask price.

j. Cash and cash equivalents

Cash and cash equivalents include notes and coins on hand, unrestricted balances held with central banks and highly liquid financial assets with original maturities of three months or less from the date of acquisition that are subject to an insignificant risk of changes in their fair value, and are used by the Bank in the management of its short-term commitments. Cash and cash equivalents are carried at amortised cost in the statement of financial position.

For the purposes of the statement of cash flows, cash equivalents include short term liquid investments which are readily convertible into known amounts of cash and which were within three months of maturity when acquired.

k. Investment securities

The 'investment securities' caption in the statement of financial position includes: equity investment securities designated as at FVOCI.

When equity instruments are measured at FVOCI, gains and losses on such equity instruments are never reclassified to profit or loss and no impairment is recognised in profit or loss. Dividends are recognised in profit or loss unless they clearly represent a recovery of part of the cost of the investment, in which case

they are recognised in OCI. Cumulative gains and losses recognised in OCI are transferred to retained earnings on disposal of an investment.

i. Property and equipment

i. Recognition and measurement

Items of property and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses or as professionally revalued from time to time less accumulated depreciation. Cost includes expenditure that are directly attributable to the acquisition of the asset. The cost of self -constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the assets to a working condition for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located, and capitalised borrowing costs.

Land and building are measured at fair value. Changes in fair value are recorded in OCI and credited to the asset revaluation surplus in equity. However, to the extent that it reverses a revaluation deficit of the same asset previously recognised in profit or loss, the increase is recognised in profit and loss. A revaluation deficit is recognised in the statement of profit or loss, except to the extent that it offsets an existing surplus on the same asset recognised in the asset revaluation surplus. Revaluation are performed on a regular basis. Accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. Upon disposal, any revaluation surplus relating to the particular asset being sold is transferred to retained earnings.

Purchased intangible that is integral to the functionality of the related equipment is capitalised as part of that equipment.

Increases in the carrying amount arising on revaluation are credited to a revaluation surplus. Decreases that offset previous increases of the same asset are charged against the revaluation surplus. All other decreases are charged to profit or loss.

When parts of an item of property or equipment have different useful lives, they are accounted for as separate items (major components) of property and equipment.

Capital Work in Progress is carried at cost less accumulated impairment.

The gain or loss on disposal of an item of property and equipment is determined by comparing the proceeds from disposal with the carrying amount of the item of property and equipment and is recognised in other income/other expenses in profit or loss.

Subsequent costsThe cost of replacing part of an item of property or equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will

flow to the Bank and its cost can be measured reliably. The costs of the day-to-day servicing of property and equipment are recognised in profit or loss as incurred.

i. **Depreciation**

Depreciation is calculated over the depreciable amount, which is the cost of the asset, or other amount substituted for cost, less its residual value. Depreciation is recognised in profit or loss on a straight-line basis over its expected useful lives of each part of an item or property and equipment, since this most closely reflects the expected pattern consumption of the future economic benefits embodied in the asset. Land is not depreciated.

The estimated useful lives for the current and comparative periods are as follows:

Buildings	20 years
Motor vehicles	4 years
Furniture and equipment	5 years
Computers	5 years
Leasehold Improvement	lower of the estimated useful life and the lease tenor

Depreciation methods, useful lives and residual values are reassessed at each reporting date and adjusted if appropriate.

m. Intangible assets

Computer intangible

Intangible assets comprise computer intangible. Intangible acquired by the Bank is measured at cost less accumulated amortization and any accumulated impairment losses.

Subsequent expenditure on intangible is capitalized only when it increases future economic benefits embodied in the specific asset to which it relates. All other expenditure is expensed as incurred.

Intangible is amortized on a straight-line basis and recognized in profit or loss over its estimated useful life, from the date that it is available for use. The estimated useful life of intangible for the current and comparative periods is five years.

Amortization methods, useful lives and residual values are reviewed at each reporting date and adjusted, if appropriate.

n. Impairment of non-financial assets

The carrying amounts of the Bank's non-financial assets other than corporate tax assets and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists then the asset's recoverable amount is estimated. An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its

recoverable amount. A cash-generating unit is the smallest identifiable asset that generates cash flows that are largely independent from other assets. Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of cash generating units are allocated first to reduce the carrying amount of any goodwill allocated to the units and then to reduce the carrying amount of the other assets in the unit (group of units) on a pro rata basis.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

In respect of other assets, impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognized.

o. Deposits and borrowed funds

Deposits and borrowings from other banks are the Bank's sources of debt funding. The Bank classifies capital instruments as financial liabilities or equity instruments in accordance with the substance of the contractual terms of the instrument.

Deposits and borrowings from other banks are initially measured at fair value plus transaction costs, and subsequently measured at their amortised cost using the effective interest method, except where the Bank chooses to carry the liabilities at fair value through profit or loss.

p. Provisions

Provisions are recognised when the Bank has a present legal or constructive obligation as a result of past events that can be reliably estimated and it is probable that an outflow of resources will be required to settle the obligation. Restructuring provisions comprise lease termination penalties and employee termination payments. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations which are likely to result in an outflow to settle related classes 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 expenditures expected to be required to settle obligations using pre-tax rates that reflect current market assessments of the time value of money and

risks specific to the obligation. An increase in the provision due to passage of time is recognised as an interest expense.

g. Financial guarantee and loan commitments

Financial guarantees are initially recognised in the financial statements (within Other Liabilities) at fair value, being the premium received. Subsequent to initial recognition, the Bank's liability under each guarantee is measured at the higher of the amount initially recognised less cumulative amortisation recognised in the income statement, and an ECL allowance as set out in Note 41.1.

The premium received is recognised in the income statement in Net fees and commission income on a straight-line basis over the life of the guarantee.

Undrawn loan commitments and letters of credits are commitments under which, over the duration of the commitment, the Bank is required to provide a loan with pre-specified terms to the customer. Similar to financial guarantee contracts, these contracts are in the scope of the ECL requirements.

The nominal contractual value of financial guarantees, letters of credit and undrawn loan commitments, where the loan agreed to be provided is on market terms, are not recorded on in the statement of financial position. The nominal values of these instruments together with the corresponding ECL are disclosed in Note 41.1.

r. Fiduciary activities

The Bank acts as trustees and in other fiduciary capacities that result in the holding or placing of assets on behalf of individuals, trusts, retirement benefit plans and other institutions. These assets and income arising thereon are excluded from these financial statements, as they are not assets of the Bank.

s. Employee benefits

Retirement benefit cost

The Bank contributes to the statutory Social Security & National Insurance Trust (SSNIT). This is a defined contribution scheme registered under the National Social Security Act. The Bank's obligations under the scheme are limited to specific contributions legislated from time to time and are currently limited to a maximum of 13% of an employee's basic salary per month. The Bank also operates a defined contribution benefit scheme for its employees.

The assets of this scheme are held by the treasury department of the Bank. The scheme is funded by contributions from both the employees and employer. Benefits are paid to retiring staff in accordance with the scheme rules. The Bank's obligations to staff retirement benefit schemes are charged to the profit or loss in the year to which they relate.

Provision for employee entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave accrued at the year end.

Short-term Employment benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A provision is recognized for the amount expected to be paid under short-term cash bonus or profit-sharing plans, 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.

Long service awards

The bank has other long-term employee benefits scheme in the form a long service award for its employees. These are long service awards which accrue to employees based on graduated periods of uninterrupted service. These awards accrue over the service life of employees. Employees leaving the service of the bank after 5 years through retirement (both voluntary and compulsory) or resignation become eligible for these awards based on their current entitlement at the time of retirement or resignation based on their length of service. The bank has no further obligation after the staff exits the bank. The benefits are unfunded.

t. Stated capital and reserves

i. Share capital

The Bank classifies capital and equity instruments in accordance with the contractual terms of the instrument. The Bank's share capital is not redeemable by holders in the normal course of business and bears an entitlement to distributions that is non-cumulative and at the discretion of the Directors. Accordingly, they are presented as a component of issued capital within equity.

ii. Share issue costs

Incremental costs directly attributable to the issue of an equity instrument are deducted from equity.

iii. Dividend on ordinary shares

Dividends on ordinary shares are recognized in the period in which they are approved by the shareholders. Dividend proposed which is yet to be approved by shareholders, is disclosed by way of notes.

iv. Statutory reserves

Statutory reserves are based on the requirements of section 34(i) of the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act 930). Transfers into statutory reserves are made in accordance with the relationship between the Bank's reserve fund and its paid-up capital, which determines the proportion of profits for the period that should be transferred.

v. Credit risk reserves

This is a reserve created to set aside the excess or shortfalls between amounts recognized as impairment loss on loans and advances based on provisions made for bad and doubtful loans and advances calculated in accordance with IFRS and the Central Bank's prudential guidelines.

u. Earnings per share

The Bank presents basic earnings per share (EPS) data 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 year.

v. Investment in Associates

(equity – accounted investees)

Associates are those entities in which the Bank has significant influence but not control or joint control, over the financial and operating policies. Interests in associates are accounted for using the equity method. They are recognized initially at cost, which includes transaction costs. Subsequent to initial recognition, the financial statements include the Bank's share of the profit or loss and OCI of equity-accounted investees, until the date on which significant influence ceases.

w. Operating Segments

A segment is a distinguishable component of the Bank that is engaged either in providing products or services (business segment), or in providing products or services within a particular economic environment (geographical segment), which is subject to risks and rewards that are different from those of other segments.

The Bank's primary format for segment reporting is based on business segments.

The Bank has the following main business segments:

- Corporate Banking: includes loans, deposits and other transactions and balances with corporate customers including the Agricultural sector.
- Retail Banking: includes loans, deposits and other transactions and balances with retail customers.
- Central Treasury: undertakes the Bank's funding and centralised risk management activities through borrowings, issues of debt securities, use of derivatives for risk management purposes and investing in liquid assets such as short-term placements and corporate and government debt securities.

4. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

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 financial statements with substantial management judgement and/or estimates are collated below with respect to judgements/estimates involved.

4.1. Impairment losses on financial assets

The measurement of impairment losses both under IFRS 9 across all categories of financial assets 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 and so allowances for financial assets should be measured on a LTECL basis and the qualitative assessment
- 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.

5. FINANCIAL RISK MANAGEMENT

5.1 Introduction and overview

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 minimize potential adverse effects on its financial performance.

The most important types of risk include:

- Operational risk
- Credit risk
- Liquidity risk
- Market risk - includes currency, interest rate and other price risk

5.2 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 Board Audit and Risk Committees and a risk department to assist in the discharge of this responsibility. The board has also established the Credit Committee which is responsible for developing and monitoring risk management in their respective areas.

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.

The Bank's Audit and Risk Management Committees are responsible for monitoring compliance with the Bank's risk management policies and procedures, and for reviewing the adequacy of the risk management framework in relation to the risks faced by the Bank. The Audit and Risk Management Committees are assisted in these functions by Internal Audit and the Risk Management departments. Internal Audit undertakes both regular and ad-hoc reviews of risk management controls and procedures, the results of which are reported to the Board Audit Committee.

The Bank has a Risk Management department organised into credit control, recoveries and operational control. Under the credit control department, it has credit administration, credit risk appraisal and credit monitoring. The department is responsible for managing all risks to which the Bank is exposed (operational risk, credit risk, liquidity risk, interest rate risk and foreign currency risk.) The risk management department is developing a risk management framework for the Bank.

The Bank treats all branches as independent business units which generate their own income, run their own profit or loss statement and statement of financial position. The head office consolidates these and exercises oversight responsibility over all the branches. Credit is generated at the branch level and is then channelled through the credit control unit of the risk management department where a credit risk appraisal is performed to assess whether to engage the client or not.

The client's file is then moved to the head of risk management and to the other appropriate levels (credit committee, board and so on) for final approval before credit is granted. There is also the monitoring aspect where the head office credit monitoring team monitors the loans and their performance in addition to the monitoring performed at the branch level. Where a loan goes beyond current, it is classified as either OLEM, substandard, doubtful or loss, as recommended by the Central Bank of Ghana. Where a loan goes beyond current, there is the recoveries team which moves in to recover loan losses.

Overall authority for market risk is vested in the ALCO. The Risk Management unit is responsible for the development of detailed risk management policies (subject to review and approval by ALCO) and for the day-to-day review of their implementation.

Exposure to other market risks – Non-trading portfolios.

The principal risk to which non-trading portfolios are exposed is the risk of loss from fluctuations in the future cash flows or fair values of financial instruments because of a change in market interest rates. Interest rate risk is managed principally through monitoring interest rate gaps and by having pre-approved limits for repricing bands. ALCO is the monitoring body for compliance with these limits and is assisted by Central Treasury in its day-to-day monitoring activities.

In the last three years, the Bank has taken steps to provide the necessary safeguards to ensure that market risk is kept within reasonable limits.

5.3 Operational risk

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 risk such as those arising from legal and regulatory requirements and generally accepted standards of corporate behavior.

The Bank's objective is to manage operational risk so as to balance the avoidance of financial losses and damage to the Bank'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. The responsibility is supported by the development of overall bank's standard for the management of operational risk in the following areas:

- Requirement of 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 losses faced and adequacy of controls and procedures to address risks identified;
- Requirement 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's standards is supported by a program of periodic reviews undertaken by internal audit, risk and compliance departments. The results of these reviews are discussed with the management of the business unit to which they relate, with summaries submitted to executive committee, audit and compliance committee, governance and risk committee and the board.

Over the past three years, operational risks have reduced due to constant training, automation of many processes and enhancement in controls.

5.4 Credit risk

Credit risk is the risk that the Bank will incur a loss because its customers or counterparties fail to discharge their contractual obligations. The Bank manages and controls credit risk by setting limits on the amount of risk it is willing to accept for individual counterparties and for industry concentrations, and by monitoring exposures in relation to such limits. Credit risk is monitored by the Credit Risk Department of the Bank. It is their responsibility to review and manage credit risk, for all types of counterparties. Credit risk consists of line credit risk managers who are responsible for their business lines and manage specific portfolios and experts who support both the line credit risk manager, as well as the business with tools like credit risk systems, policies, models and reporting. The Bank has established a credit quality review process to provide early identification of possible changes in the creditworthiness of counterparties, including regular collateral revisions. Counterparty limits are established by the use of a credit risk classification models, which assigns each counterparty a risk rating. Risk ratings are subject to regular revision. The credit quality review process aims to allow the Bank to assess the potential loss as a result of the risks to which it is exposed and take corrective actions.

For risk management reporting purposes, the Bank considers and consolidates all elements of credit risk exposure.

5.4.1 Management of credit risk

The Board of Directors has delegated responsibility for the management of credit risk to its Credit-Committee and Sub-Board Risk Management Committee. A separate Credit department, reporting to the Executive Committee, 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 Executive Committee members and the Board (Sub 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, geographies and industries (for loans and advances), and by issuer, credit rating band, market liquidity and country (for investment securities).
- Developing and maintaining the Bank's risk grading in order to categories exposures according to the degree of risk of financial loss faced and to focus management on the attendant risks. The risk grading system is used in determining where impairment provisions may be required against specific credit exposures. The current risk grading framework consists of 5 grades reflecting varying degrees of risk of default and the availability of collateral or other credit risk mitigation. The responsibility for setting risk grades lies with the Board of Directors. Risk grades are subject to regular reviews by the Risk Management Department.
- Reviewing compliance of business units with agreed exposure limits, including those for selected industries, country risk and product types. Regular reports are provided by the credit department on the credit quality of portfolios and appropriate corrective action is taken.
- Providing advice, guidance and specialist skills to business units to promote best practice throughout the Bank in the management of credit risk.

5.4.2 Credit-related commitments risks

The Bank makes available to its customers guarantees that may require that the Bank makes payments on their behalf and enters into commitments to extend credit lines to secure their liquidity needs. Letters of credit and guarantees (including standby letters of credit) commit the Bank to make payments on behalf of customers in the event of a specific act, generally related to the import or export of goods. Such commitments expose the Bank to similar risks to loans and are mitigated by the same control processes and policies management of credit risk.

5.4.3. Definition of default and cure

The Bank considers a financial instrument defaulted and therefore Stage 3 (credit-impaired) for ECL calculations in all cases when the borrower becomes 90 days past due on its contractual payments. The Bank considers treasury and interbank balances defaulted and takes immediate action when the required intraday payments are not settled by the close of business as outlined in the individual agreements. As a part of a qualitative assessment of whether a customer is in default, the Bank also considers a variety of instances that may indicate unlikelihood to pay. When such events occur, the Bank carefully considers whether the event should result in treating the customer as defaulted and therefore assessed as Stage 3 for ECL calculations or whether Stage 2 is appropriate. Such events include:

- Internal rating of the borrower indicating default or near-default
- The borrower requesting emergency funding from the Bank
- The borrower is deceased
- A material decrease in the underlying collateral value where the recovery of the loan is expected from the sale of the collateral
- A material decrease in the borrower's turnover or the loss of a major customer
- A covenant breach not waived by the Bank
- The debtor facing financial difficulties

It is the Bank's policy to consider a financial instrument as 'cured' and therefore re-classified out of Stage 3 when none of the default criteria have been present for at least five consecutive months. The decision whether to classify an asset as Stage 2 or Stage 1 once cured depends on the updated credit grade, at the time of the cure, and whether this indicates there has been a significant increase/decrease in credit risk compared to initial recognition.

5.4.4. The Bank's internal rating and PD estimation process

The Bank's Credit Risk Department operates its internal rating models. The Bank runs separate models for its key portfolios in which its customers are rated from 1 to 6 using internal grades. The models incorporate both qualitative and quantitative information and, in addition to information specific to the borrower, utilise supplemental external information that could affect the borrower's ability to pay. Where practical, they also build on information from Credit Bureaus. These information sources are first used to determine the PDs within the Bank's framework. The internal credit grades are assigned based on these Basel II grades. PDs are then adjusted for IFRS 9 ECL calculations to incorporate forward looking information and the IFRS 9 Stage classification of the exposure. This is repeated for each economic scenario as appropriate.

Each exposure is allocated to a credit risk grade on initial recognition based on available information about the borrower. Exposures are subject to ongoing monitoring, which may result in an exposure being moved to a different credit risk grade. The monitoring typically involves use of the following data

Corporate Exposures:

- Information obtained during periodic review of customer files – e.g. audited financial statements, management accounts, budgets and projections. Examples of areas of particular focus are: gross profit margins, financial leverage ratios, debt service coverage, compliance with covenants, quality of management, senior management changes.

5.4.5. The Bank's internal rating and PD estimation process

Retail Exposures

- Internally collected data on customer behavior
- Affordability metrics
- External data from credit reference agencies.
- All Exposures
- Payment record – this includes overdue status as well as a range of variables about payment ratios
- Utilization of the granted limit
- Requests for and granting of restructuring
- Existing and forecast changes in business, financial and economic conditions

Generating the term structure of PD

- Credit risk grades are a primary input into the determination of the term structure of PD for exposures. The Bank collects performance and default information about its credit risk exposures analyzed by type of product and borrower as well as by credit risk grading. For some portfolios, information purchased from external credit reference agencies is also used. The Bank employs statistical models to analyse the data collected and generate estimates of the remaining lifetime PD of exposures and how these are expected to change as a result of the passage of time.

Bank's internal rating

Grade 1-3: low fair risk

Advances in this category are those for which the borrower is up to date (i.e. current) with repayments of both principal and interest. Indications that an overdraft is still current would include regular activity on the account with no sign that a hardcore of debt is building up.

Grade 4-5

Advances in this category are currently protected by adequate security, both as to principal and

interest, but they are potentially weak and constitute an undue credit risk, although not to the point of justifying the classification of substandard. This category would include unusual advances due to the nature of the advance, customer or project, advances where there is a lack of financial information or any other advance where there is more than a normal degree of risk

Grade 6

Substandard advances display well-defined credit weaknesses that jeopardise the liquidation of the debt. Substandard advances include loans to borrowers whose cash flow is not sufficient to meet currently maturing debt, loans to borrowers which are significantly undercapitalised, and loans to borrowers lacking sufficient working capital to meet their operating needs. Substandard advances are not protected by the current sound worth and paying capacity of the customer.

Grade 7

Doubtful advances exhibit all the weaknesses inherent in advances classified as substandard with the added characteristics that the advances are not well-secured and the weaknesses make collection or liquidation in full, on the basis of currently existing facts, conditions and values, highly questionable and improbable. The possibility of loss is extremely high, but because of certain important and reasonably specific pending factors, which may work to the advantage and strengthening of the advance, its classification as in estimated loss is deferred until its more exact status may be determined.

Non-performing loans and receivables which are at least 180 days overdue, but less than 360 days overdue are also classified as doubtful.

Grade 8

Advances classified as a loss are considered uncollectable and of such little value that their continuation as recoverable advances is not warranted. This classification does not mean that the advance has absolutely no recovery value, but rather it is not practical or desirable to defer writing off this basically worthless advance even though partial recovery may be affected in the future. Advances classified as a loss include bankrupt companies and loans to insolvent firms with negative working capital and cash flow. Banks should not retain advances on the books while attempting long-term recoveries. Losses should be taken in the period in which they surface as uncollectable.

Non-performing loans and receivables which are 360 days or more overdue are also classified as a loss

repayments too. To calculate the EAD for a Stage 1 loan, the Bank assesses the possible default events within 12 months for the calculation of the 12mECL. However, if a Stage 1 loan that is expected to default in the 12 months from the balance sheet date and is also expected to cure and subsequently default again, then all linked default events are considered. For Stage 2, Stage 3 and POCI financial assets, the exposure at default is considered for events over the lifetime of the instruments.

The Bank determines EADs by modelling the range of possible exposure outcomes at various points in time, corresponding the multiple scenarios. The IFRS 9 PDs are then assigned to each economic scenario based on the outcome of Bank's models.

5.4.7 Loss given default

For corporate and investment banking financial instruments, LGD values are assessed at least every year by account managers and reviewed and approved by the Bank's Credit Risk Department. The credit risk assessment is based on a standardised LGD assessment framework that results in a certain LGD rate. These LGD rates consider the expected EAD in comparison to the amount expected to be recovered or realised from any collateral held. The Bank segments its retail lending products into smaller homogeneous portfolios, based on key characteristic that are relevant to the estimation of future cash flows. The applied data is based on historically collected loss data and involves a wider set of transaction characteristics (e.g., product type, wider range of collateral types) as well as borrower characteristics. Further recent data and forward-looking economic scenarios are used in order to determine the IFRS 9 LGD rate for each group of financial instruments. When assessing forward-looking information, the expectation is based on multiple scenarios. Examples of key inputs involve changes in, collateral values including property prices for mortgages, commodity prices, payment status or other factors that are indicative of losses in the Bank.

The Bank estimates regulatory and IFRS 9 LGDs on a different basis. Under IFRS 9, LGD rates are estimated for the Stage 1, Stage 2 and Stage 3 of each asset class.

The inputs for these LGD rates are estimated and, where possible, calibrated through back testing against recent recoveries. These are repeated for each economic scenario as appropriate.

5.4.8 Significant increase in credit risk

The Bank continuously monitors all assets subject to ECLs. In order to determine whether an instrument or a portfolio of instruments is subject to 12mECL or LTECL, the Bank assesses whether there has been a significant increase in credit risk since initial recognition. The Bank considers an exposure to have significantly increased in credit

5.4.6 Exposure at default

The exposure at default (EAD) represents the gross carrying amount of the financial instruments subject to the impairment calculation, addressing both the client's ability to increase its exposure while approaching default and potential early

risk when the IFRS 9 lifetime PD has doubled since initial recognition and has increased by more than 20 bps a year.

The Bank also applies a secondary qualitative method for triggering a significant increase in credit risk for an asset, such as moving a customer/facility to the watch list, or the account becoming forborne. In certain cases, the Bank may also consider that events explained earlier are a significant increase in credit risk as opposed to a default. Regardless of the change in credit grades, if contractual payments are more than 30 days past due, the credit risk is deemed to have increased significantly since initial recognition.

When estimating ECLs on a collective basis for a group of similar assets, the Bank applies the same principles for assessing whether there has been a significant increase in credit risk since initial recognition. As explained earlier dependent on the factors below, the Bank calculates ECLs either on a collective or an individual basis.

Asset classes where the Bank calculates ECL on an individual basis include:

- All Stage 3 assets, regardless of the class of financial assets
- The Corporate lending portfolio
- The large and unique exposures of the Small business lending portfolio
- The treasury, trading and interbank relationships (such as Due from Banks, Cash collateral on securities borrowed and reverse repurchase agreements and debt instruments at amortised cost/FVOCI).

Asset classes where the Bank calculates ECL on a collective basis include the smaller and more generic balances of the Bank's retail business lending

Incorporation of forward-looking information

The Bank incorporates forward-looking information into both the assessment of whether the credit risk of an instrument has increased significantly since its initial recognition and the measurement of ECL. The Bank formulates three economic scenarios:

- A base case, which is the median scenario assigned a 50% (2019: 70%) probability of occurring, and
- two less likely scenarios;
- one upside 15% (2019: 15%) and
- one downside 35% (2019: 15%) probability of occurring.

The base case is aligned with information used by the Bank for other purposes such as strategic planning and budgeting. External information considered includes economic data and forecasts published by governmental bodies and monetary authorities. Periodically, the Bank carries out stress testing of more extreme shocks to calibrate

its determination of the upside and downside representative scenarios. The Bank has identified and documented key drivers of credit risk and credit losses for each portfolio of financial instruments and, using an analysis of historical data, has estimated relationships between macro-economic variables and credit risk and credit losses. The key drivers for credit risk are: GDP growth, and interest rates.

Analysis of inputs to the ECL model under multiple economic scenarios per is detailed below

As at 31 December 2020

Key Drivers	Scenario	2021
GDP	Base case	6.30%
	Upside	6.50%
	Downside	5.50%
Inflation	Base case	9.00%
	upside	8.90%
	downside	10.80%
Interest rates	Base case	19.00%
	upside	16.50%
	downside	20.60%
Non Performing loan ratio	Base case	21.59%
	upside	20.25%
	downside	22.80%

As at 31 December 2019

Key drivers	Scenario	2020
GDP	Base case	6.70%
	Upside	7.30%
	Downside	5.40%
Inflation	Base case	7.90%
	upside	7.70%
	downside	8.30%
Interest rates	Base case	19.00%
	upside	17.00%
	downside	19.80%
Non Performing loan ratio	Base case	20.00%
	upside	19.60%
	downside	21.62%

5.4.8 Significant increase in credit risk

COVID-19 IMPACT

The impact of Covid-19 on the bank's credit exposures was minimal. The bank is least exposed to sectors that were mostly affected by the pandemic. The bank reviewed the performances of Loans and Advances before and during the Covid-19 pandemic period which focused on monthly average default rate by comparing repayment obligations that were not settled within the month they were due for repayment against the total repayment obligations due for that period. It was observed that, contrary to analyst projections

of increased average default rate due to the pandemic, the rate of default actually improved on a monthly basis. A forward-looking analysis of the trend suggested that default rates were to improve. This observation affirms the fact that majority of the Bank's borrowing customers operated in sectors which were not adversely affected by the covid-19 pandemic. Given a likely positive outlook and strict risk management practice e.g. not disbursing funds to customers operating in sectors adversely affected by the covid-19 pandemic even though their facilities may have been approved, among others, the bank does not expect to record a significant increase in credit risk and impairment. The Bank is therefore likely to continue to realize further improvement in loan default rate.

However based on the bank's recognition that the persistence of the pandemic can have an adverse impact on business confidence which can trickle down to individual obligors in the economy, the bank took a conservative approach to determining a forward looking assessment of the impact of COVID by assigning the higher weighting to the downside (worse case) scenario in its PD determination in 2020, thereby leading to increased Probability of defaults (PDs) in its ECL computation for the period. Apart from this adjustment to PDs, no further post model adjustments or overlays.

5.4.9 Measurement of ECL

The key inputs into the measurement of ECL are the term structure of the following variables:

- probability of default (PD);
- loss given default (LGD); and
- exposure at default (EAD)
- GDP growth and interest rates.

12 months ECL for exposures in Stage 1 is calculated by multiplying the 12-month PD by LGD and EAD. Lifetime ECL is calculated by multiplying the lifetime PD by LGD and EAD. The methodology of estimating PDs, LGD and EAD has been discussed above.

5.4.10 Settlement Risk

- Settlement Risk is the risk that counterparty will fail to deliver cash (or securities) due to be delivered at a particular moment in time, following the release of the corresponding cash (or Securities) by the bank in settlement of a transaction. Further details in respect of

this category of credit risk are contained in the Wholesale Credit Risk below.

- **Intraday Exposure**

Intraday Exposure is a revolving exposure, which arises whenever funds are irrevocably paid away by the Bank in the expectation of the receipt of cleared covering funds (or the deposit of collateral) at some time during the same business day. The Bank may be acting either in its own right, or on behalf of a customer, when it pays away the funds. The products, which give rise to Intraday Exposure, include forex settlements.

- The intraday credit, which the Bank allows its customers, is always in expectation of incoming funds, and as such the exposure is real in that it manifests itself as a borrowing/overdraft when things go wrong.

- The true extent of Intraday Exposure to a customer will be calculated as a single running balance taken at any one point in the day. This running balance will be adjusted by each single transfer of funds into and out of any account in that customer's name, where such transfers represent cleared funds. The same principles apply when accounts are grouped (and where set-off is available) to produce an aggregate net exposure.

5.4.11 Credit Risk Transfers

- This risk arises when certain eligible collateral types (including risk participations, standby letters of credit and bank guarantees) are held to mitigate obligor risk. Whilst these instruments can significantly mitigate obligor credit risk, an alternative risk arises, being reimbursement risk - the risk that the participant/guarantor fails to honour their commitment in the event that the underlying obligor defaults (this is also referred to as double default risk).

5.4.12 Analysis of credit quality

The tables below set out information about the credit quality of financial assets and the allowance for impairment/loss held by the Bank against those assets.

Maximum exposure to credit risk

	Bank Balances		Loans & advances to customer		Investment securities		Due from Banks		Commitments & guarantee	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
	GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Gross amount	603,607	807,653	2,318,364	1,916,775	2,222,139	1,522,828	312,220	274,644	3,829,211	404,046
Allowance for impairment	-	-	(406,376)	(448,122)	-	-	(3,122)	(2,747)	(24,811)	(11,723)
	603,607	807,653	1,911,988	1,468,653	2,222,139	1,522,828	309,098	271,897	3,804,400	392,323

5.4.13 Loans with renegotiated terms

Loans with renegotiated terms										
Gross carrying amount		(189,080)	(87,668)	-	-	-	-	-	-	-
Allowance for impairment		(5)	(7,147)	-	-	-	-	-	-	-
Net carrying amount		(189,075)	(80,521)	-	-	-	-	-	-	-

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. An existing loan may be derecognised and the renegotiated loan recognised as a new loan at fair value in accordance with the accounting policy set out in Notes 5.4.

The Bank renegotiates loans to customers in financial difficulties to maximise collection opportunities and minimise the risk of default. Under the Bank's forbearance policy, loan forbearance is granted on a selective basis if the debtor is currently in default on its debt or if there is a high risk of default, there is evidence that the debtor made all reasonable efforts to pay under the original contractual terms and the debtor is expected to be able to meet the revised terms.

The revised terms usually include extending the maturity, changing the timing of interest payments and amending the terms of loan covenants. Both retail and corporate loans are subject to the forbearance policy.

For the purposes of disclosures in these financial statements, 'loans with renegotiated terms' are defined as loans that have been restructured due to a deterioration in the borrower's financial position, for which the Bank has made concessions by agreeing to terms and conditions that are more favourable for the borrower than the Bank had provided initially and that it would not otherwise consider. A loan continues to be presented as part of loans with renegotiated terms until maturity, earlier repayment or until it is written off.

Irrespective of whether loans with renegotiated terms have been derecognised or not, they remain

disclosed as impaired until there is sufficient evidence to demonstrate a significant reduction in the risk of non-payment of future cash flows and there are no other indicators of impairment. When the contractual cash flows of a financial asset are renegotiated or otherwise modified, and the renegotiation or modification does not result in the derecognition of that financial asset, a bank shall recalculate the gross carrying amount of the financial asset and shall recognise a modification gain or loss in profit or loss. The gross carrying amount of the financial asset shall be recalculated as the present value of the renegotiated or modified contractual cash flows that are discounted at the financial asset's original effective interest rate (or credit adjusted effective interest rate for purchased or originated credit-impaired financial assets).

Any costs or fees incurred adjust the carrying amount of the modified financial asset and are amortised over the remaining term of the modified financial asset

Loans and advances to customers

	2020	2019
	GH¢'000	GH¢'000
Continuing to be impaired after restructuring (included in non-performing loans)	13,928	36,345
Expected credit loss	5	(2,021)
	13,933	34,324
Non-impaired after restructuring – would otherwise have been impaired	3,592	51,323

5.4.14 Collateral held and other credit enhancements, and their financial effect

The Bank holds collateral and other credit enhancements against most of its credit exposures. The Bank holds collateral against loans and advances to customers in the form of cash, mortgage interests over property, other registered securities over assets, and guarantees. Estimates of fair value are based on the value of collateral assessed at the time of borrowing and generally are not updated except when a loan is individually assessed as impaired. Collateral generally is not held over Interbank placements, except when securities are held as part of reverse repurchase and securities borrowing activity. Collateral usually is not held against investment securities, and no such collateral was held at 31 December 2020. An estimate of the fair value of collateral and other security enhancements held against loans and advances to customers is shown below:

Loans and advances to customers

	2020	2019
Against individually impaired	GH¢'000	GH¢'000
Property	690,922	1,075,756
Others	20	110
Against neither past due nor impaired		
Property	782,820	674,913
Others	113,862	85,692
Total	1,587,624	1,836,471

i. Loans and advances to customers

The general creditworthiness of a customer tends to be the most relevant indicator of credit quality of a loan extended to it (see Note 5(i)). However, collateral provides additional security and the Bank generally requests that borrowers provide it. The Bank may take collateral in the form of a first charge over real estate, floating charges over all assets and other liens and guarantees. The Bank does not routinely update the valuation of collateral held against all loans to customers because of the Bank's focus on customers' creditworthiness. Valuation of collateral is updated when the credit

risk of a loan deteriorates significantly and the loan is monitored more closely. For impaired loans, the Bank obtains appraisals of collateral because the current value of the collateral is an input to the impairment measurement.

ii.

Other types of collateral and credit enhancements

In addition to the collateral obtained for loans, the Bank also holds other types of collateral and credit enhancements such as second charges and floating charges for which specific values are not generally available.

iii.

Assets obtained by taking possession of collateral

Repossessed items are not recognized in the bank's books. Proceeds from their sale are used to reduce related outstanding indebtedness. The Bank has in its possession assets resulting from taking possession of collateral held as security against loans and advances at the reporting date (2019: nil). The carrying amount of the property are based on court judgments and valuation by the court.

Loans and advances to customers	2020	2019
	GH¢'000	GH¢'000
Against individually impaired property	<u>400</u>	<u>7,542</u>

iv.

Offsetting financial assets and financial liabilities

The Bank did not hold any financial assets and financial liabilities that are off-set in the statement of financial position at the reporting date.

The Bank monitors concentrations of credit risk by sector. An analysis of concentrations of credit risk from loans and advances, and investment securities is shown below.

Loans and Advances to customers

	2020		2019	
	GH¢'000	%	GH¢'000	%
Gross amount				
Concentration by industry:				
Agriculture	516,646	22.3	519,870	27.1
Manufacturing	34,135	1.5	48,032	2.5
Commerce & Finance	573,380	24.7	468,992	24.5
Transport & communications	153,636	6.6	55,359	2.9
Mining and quarrying	-	0.0	219,478	11.5
Building & construction	186,302	8.0	602,325	31.4
Services	802,442	34.6		
Electricity, GAS and water	51,823	2.2	2,719	0.14
	2,318,364	100	1,916,775	100

Concentration by product

	2020	2019
	GH¢'000	GH¢'000
a) Loans and advances to individual customers:		
Overdraft	65,197	100,893
Term loans	500,733	318,165
	565,930	419,058
b) Loans to corporate entities:		
Overdrafts	447,091	317,552
Terms loans	1,305,343	1,180,165
	1,752,434	1,497,717
Gross loans and advances (a+b)	2,318,364	1,916,775

5.4.15 Concentrations of credit risk continued

Investment securities

These are investments in Government Treasury Bills, Notes and Bonds.

5.4.16 Regulatory Provisions

An account is considered to be in default when payment is not received on due date. Accounts that are overdue by more than 90 days are considered delinquent. These accounts are closely monitored and subjected to a collection process. The process used for provisions is based on Bank of Ghana guidelines which recognize cash as a credit mitigate. Individual provisions are made for outstanding amounts depending on the number of days past due with full provisions made after 360 days. In certain situations, such as bankruptcy, fraud and death, the loss recognition process is accelerated. Loans and advances less than 90 days past due are generally not considered delinquent unless other information is available to indicate otherwise.

The Bank of Ghana Guideline is as set out below:

Grade Description	Number of days	Provisions (%)
Current	Less than 30 days	1
Other Loans Exceptionally Mentioned (OLEM)	30 to less than 90 days	10
Substandard	90 to less than 180 days	25
Doubtful	180 to less than 360 days	50
Loss	360 days and above	100

5.5 Liquidity risk

Liquidity risk is the risk that the Bank is unable to meet its payment obligations associated with its financial liabilities when they fall due and be able to replace funds when they are withdrawn. The consequence may be the failure to meet obligations to repay depositors and fulfil commitments to lend.

Management of liquidity risk

The Bank's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Bank's reputation.

The treasury department maintains a portfolio of short-term liquid assets, largely made up of short-term liquid investment securities, loans and advances to banks and other inter-bank facilities, to ensure that sufficient liquidity is maintained within the Bank as a whole.

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.

For the definition of liquidity risk and information on how liquidity risk is managed by the Bank,

Details of the reported Bank's ratio of net liquid assets to deposits from customers at the reporting date and during the reporting period were as follows:

	2020	2019
	%	%
At 31 December	17.76	44.98
Maximum for the period	24.98	44.98
Minimum for the period	12.39	23.06
Average for the period	17.14	32.75

The table below presents the cash flows payable under non-derivative financial liabilities for managing liquidity risk by remaining contractual maturities at the date of the statement of financial position. The amounts disclosed in the table are the contractual undiscounted cash flows however, the Bank manages the liquidity risk based on a different basis not resulting in a significantly different analysis.

2020	Carrying Amount	Gross nominal outflow	Up to 1 month	1-3 months	3 to 6 months	6 mths - 1 years	1 to 5 years	Over 5 years		
			GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000		
Financial liabilities by type										
Non-derivative liabilities										
Deposits from customer	4,281,037	4,291,292	959,079	1,405,200	312,306	632,810	981,897	-		
Borrowed funds	313,173	377,621	54,511	42,930	1,070	-	16,252	262,859		
Other liabilities	62,847	63,994	31,997	-	21,909	-	-	10,088		
Lease Liability	181,824	305,889	-	13,024	26,046	166,619	100,200	305,889		
Total financial liabilities	4,838,881	5,038,796	1,045,587	1,461,154	361,331	799,429	1,098,349	578,836		

2019	Carrying Amount	Gross nominal inflow/ outflow	Up to 1 month	1-3months	3 to 6 months	6mnths - 1 years	1 to 5 years	Over 5 years		
			GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000		
Financial liabilities by type										
Non-derivative liabilities										
Deposits from customer	3,392,209	3,406,685	651,140	1,238,878	297,176	465,269	622,065	132,157		
Borrowed funds	277,618	343,427	38,604	41,187	6,454	2,767	14,548	239,867		
Other liabilities	38,809	67,880	5,907	5,356	8,976	18,570	18,983	10,088		
Lease liability	34,205	42,421	-	34,174	8,247	-	42,421	34,174		
Total financial liabilities	3,742,841	3,860,413	695,651	1,319,595	320,853	486,606	698,017	416,286		

5.6 Market risk

For the definition of market risk and information on the metrics (and their limitations) used by the Bank to manage the market risks of non-trading portfolios.

5.6.1 Interest rate risk and foreign currency risk

The Bank uses the Reuters system to monitor live interest and exchange rates to facilitate trading by the treasury department. This helps the Bank to know what is happening at any moment in time on the markets and where opportunities are present to make gains from higher interest rates. Interest rate risk is managed principally through monitoring interest rate gaps and by having pre-approved limits for reprising bands. The ALCO is the monitoring body for compliance with these limits and is assisted by Risk Management in its day-to-day monitoring activities. A summary of the Bank's interest rate gap position on non-trading portfolios is as follows:

As at 31 December, 2020	Up to 1 month	1-3 months	3 months - less than 6 months	6 months - less than 1 year	1-5 years	Over 5 years	Total
Financial assets							
Cash and cash equivalent							
Cash and cash equivalent	755,756	-	-	-	-	-	755,756
Due from other banks	-	-	-	-	309,098	-	309,098
Investment in Government securities	359,992	305,280	1,012,224	91,102	294,591	158,950	2,222,139
Loans and advances to customers (net)	384,585	166,223	709,702	214,503	22,871	413,701	1,911,585
Total financial assets	1,500,333	471,503	1,721,926	305,605	626,560	572,651	5,198,578
Financial liabilities							
Customer deposits							
Customer deposits	958,471	1,401,948	306,518	632,351	803,370	178,527	4,281,184
Borrowed funds	54,511	42,930	1,070	-	13,311	201,353	313,173
Lease Liability	-	-	13,024	26,046	166,619	100,200	305,889
Total financial liabilities	1,012,982	1,444,878	320,612	658,397	983,300	480,080	4,900,249
Interest rate sensitivity gap	487,352	(973,374)	1,401,314	(352,793)	(356,740)	92,571	298,329
As at 31 December, 2019	Up to 1 month	1-3 months	3 months less than 6 months	6 months less than 1 year	1-5 years	Over 5 years	Total
Financial assets							
Cash and cash equivalent							
Cash and cash equivalent	972,086	-	-	-	-	-	972,086
Due from other banks	-	-	-	-	271,895	-	271,895
Investment in Government securities	462,156	517,267	282,534	50,702	160,169	50,000	1,522,828
Loans and advances to customers (net)	594,027	50,800	42,355	261,791	395,673	124,007	1,468,653
Total financial assets	2,028,269	568,067	324,889	312,493	827,737	174,007	4,235,462
Financial liabilities							
Customer deposits							
Customer deposits	651,140	1,238,878	297,176	465,269	622,064	117,682	3,392,209
Borrowed funds	38,604	41,187	6,454	2,767	14,549	174,057	277,618
Lease Liability				34,174	8,247		42,421
Total financial liabilities	689,744	1,280,065	303,630	502,210	644,860	291,739	3,712,248
Interest rate sensitivity gap	1,338,525	(711,998)	21,259	(189,717)	182,877	(117,732)	(523,214)

Sensitivity analysis - Increase/decrease of 10% in net interest margin The interest rate risks sensitivity analysis is based on the following assumptions:

Changes in the market interest rates affect the interest income or expenses of variable financial instruments; Changes in the market interest rates only affect interest income or expenses in relation to financial instruments with fixed interest rates if these are recognised at their fair values; The interest rate changes will have an effect on interest sensitive assets and liabilities and hence simulation modelling is applied to financial instruments which are quoted at variable interest rates; and The projections make other assumptions including that all positions run to maturity.

The table below sets out the impact on current profit after taxation and equity of an incremental 10% parallel fall or rise on all yield curves at the beginning of the financial years beginning on 01 January 2020 and 01 January 2019 respectively.

2020		Scenario 1		Scenario 2	
	Base	Effect of 10% increase in variable interest rate		Effect of 10% decrease in variable interest rate	
Profit after tax	65,403	81,883		48,924	
Equity	850,623	867,102		834,143	
2019		Scenario 1		Scenario 2	
	Base	Effect of 10% increase in variable interest rate		Effect of 10% decrease in variable interest rate	
Profit after tax	14,823	29,938		(292)	
Equity	793,384	808,499		778,269	

Assuming no management actions an increase in interest rates would increase the Bank's profit after tax for the year by GH¢ 16,479 (2019: increase after tax by GH¢ 15,115) and increase equity by GH¢ 16,479 (2019: GH¢ 15,115), while a fall would decrease profit after tax and equity by the same amounts.

5.6.2 Foreign exchange risk

The Bank takes on exposure to the effects of fluctuations in the prevailing foreign currency exchange rates on its financial position and cash flows. The Board sets limits on the level of exposure by currency and in aggregate.

The table below summarises the Bank's exposure to foreign currency exchange rate risk at 31 December 2020. The amounts stated in the table below are the Ghana Cedi equivalent of the foreign currencies.

As at 31 December 2020	US\$	GBP	EUR	Other	Total
Assets	GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Cash and cash equivalent	107,355	14,847	21,856	2	144,060
Loans and advances to customers (net)	232,527	1	216,301	-	448,828
Investment Securities	29,000	-	165	-	29,165
Other assets	19,320	-	-	-	19,320
Total financial assets	388,202	14,848	238,322	2	641,373
Liabilities					
Deposits from customers	310,201	14,520	36,403	1	361,125
Borrowings	41,390	-	202,354	-	243,744
Other liabilities	31,498	26	87	-	31,611
Total financial liabilities	383,089	14,546	238,844	1	636,480
Net on balance sheet position	5,114	302	(522)	1	4,893
Contingent liabilities (2020)	82,740	-	-	-	82,740

As at 31 December 2019	US\$	GBP	EUR	Other	Total
Assets	GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Cash and cash equivalent	147,154	12,674	17,362	1	177,191
Loans and advances to customers (net)	154,590	1	182,631	-	337,222
Other assets	29,396	9	96	-	29,501
Total financial assets	331,140	12,684	200,089	1	543,914
Liabilities					
Deposits from customers	320,412	12,691	22,687	1	355,790
Borrowings	11,742	-	168,656	-	180,398
Other liabilities	9,243	22	25	-	9,290
Total financial liabilities	341,397	12,713	191,368	1	545,478
Net on balance sheet position	(10,257)	(29)	8,722	1	(1,564)

The following mid inter-bank exchange rates were applied during the year:

	Average rate	Reporting rate		
		2019	2020	
Cedis to				
US\$ 1	<u>5.6129</u>	<u>4.6010</u>	<u>5.7602</u>	<u>5.5337</u>
GBP 1	<u>7.2521</u>	<u>6.1151</u>	<u>7.8742</u>	<u>7.3164</u>
EUR 1	<u>6.4437</u>	<u>5.3975</u>	<u>7.0643</u>	<u>6.2114</u>

Sensitivity Analysis on Currency Risks

The following table shows the effect of the strengthening or weakening of the GH¢ against all other currencies on the company's income statement. This sensitivity analysis indicates the potential impact on the income statements based upon the foreign currency exposures recorded at 31 December 2020. (See "currency risk" above) and it does not represent actual or future gains or losses.

The sensitivity analysis is based on the percentage difference between the highest daily exchange rate and the average rate per currency recorded in the course of the respective financial year.

A strengthening/weakening of the GH¢, by the rates shown in the table, against the following currencies at 31 December would have increased/decreased equity and income statement by the amounts shown below:

This analysis assumes that all other variables, in particular interest rates, remain constant.

	2020			2019		
		Income Statement/ Equity Impact	Income Statement/ Equity Impact		Income Statement/ Equity Impact	Income Statement/ Equity Impact
	Change	Strengthening	Weakening	Change	Strengthening	Weakening
In GH¢'000						
US\$	5%	(256)	256	5%	513	(513)
£	5%	(15)	15	5%	2	(2)
€	5%	26	(26)	5%	436	(436)

Market Risk

All trading instruments are subject to market risk, the risk that future changes in market conditions may make an instrument less valuable or more onerous. The instruments are recognised at fair value, and all changes in market directions directly affect net trading income.

Exposure to market risk is formally managed in accordance with risk limits set by senior management by buying or selling instruments or entering into offsetting positions.

5.6.3 Cashflow sensitivity analysis for variable rate instruments

A change of 100 basis points in interest rates at the reporting date will have increased/decreased profit or loss by amounts shown below. Each analysis assumes all other variables in particular foreign currency rates remain constant.

The analysis is performed on the same basis for 2019.

Effects in Cedis	100bp	100bp
	Increase	Decrease
	GH¢'000	GH¢'000
31-Dec-20		
Average for the Period	4,154	(4,154)
Maximum for the Period	6,290	(6,290)
Minimum for the Period	2,135	(2,135)
31-Dec-19		
Average for the Period	3,029	(3,029)
Maximum for the Period	4,853	(4,853)
Minimum for the Period	1,824	(1,824)

The Bank's operations are subject to the risk of interest rate fluctuations to the extent that interest earning assets (including investments) and interest-bearing liabilities mature or re-price at different times or in differing amounts. In the case of floating rate assets and liabilities the Bank is also exposed to basis risk, which is the difference between re-pricing characteristics of the various floating rate indices, such as the savings rate and six months LIBOR and different types of interest. Risk management activities are aimed at optimizing net interest income, given market interest rate levels consistent with the Bank's strategies.

Asset-liability risk management activities are conducted in the context of the Bank's sensitivity to interest rate changes. The actual effect will depend on a number of factors, including the extent to which repayments are made earlier to later than the contracted dates and variations in interest rate sensitivity within re-pricing periods and amongst currencies.

The rates above show the extent to which the Bank's interest rate exposures on assets and liabilities are matched. These are allocated to time bands by reference to the earlier of the next contractual interest rate re-pricing date and maturity.

5.7 CAPITAL MANAGEMENT

5.7.1 Regulatory Capital

The Central Bank of Ghana sets and monitors capital requirements for the Bank.

The Bank's objectives when managing capital are:

- To safeguard the Bank's 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 Central Bank of Ghana

Capital adequacy and use of regulatory capital are monitored by management employing techniques based on the guidelines developed by the Central Bank of Ghana for supervisory purposes. The required information is filed with the Central Bank of Ghana on a monthly basis

The Central Bank requires each bank to:

- a. Hold the minimum level of regulatory capital of GH¢400 million.

b. Maintain a ratio of total regulatory capital; to risk weighted assets plus risk weighted off balance assets at above the required minimum of 10%

The Bank's regulatory capital is analysed into two tiers:

- Tier 1 capital, which includes ordinary share capital, share premium, perpetual bonds (which are classified as innovative Tier 1 securities), retained earnings, translation reserve and minority interests after deductions for goodwill and intangible assets, and other regulatory adjustments relating to items that are included in equity but are treated differently for capital adequacy purposes Tier 2 capital, which includes capitalised revaluations reserves, latent revaluation reserves, undisclosed reserves, revaluation reserves, subordinated Loans and Hybrid Capital subject to a limit of 100% of Tier 1 Capital.

The Bank's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The impact of the level of capital on shareholders' return is also recognised and the Bank recognises the need to maintain a balance between the higher returns that might be possible with greater gearing and the advantages and security afforded by a sound capital position.

5.7.2 Capital adequacy ratio

The Capital Adequacy Ratio is the quotient of the capital base of the Bank and the Bank's risk-weighted asset base. In accordance with Central Bank of Ghana regulations, a minimum ratio of 10% is to be maintained.

The Bank's regulatory capital position at 31 December, was as follows:

	2020 GH¢'000
Tier 1 Capital	
Ordinary share capital	698,700
Retained earnings	(252,235)
Statutory reserve	141,214
Other regulatory adjustment	(203,476)
CET1 Capital after Deductions (B)	384,203 GH¢'000
Fair Value Reserves	52,326
Revaluation reserve	28,766
Unaudited Profit	-
Disalloweed (limited to 2% of RWA)	(21,371)
Tier 2 Capital	59,721
Total Regulatory Capital (Tier 1 + Tier 2)	443,924
Credit risk	
Risk weighted assets	
On-balance sheet items	2,166,040
Off-balance sheet items	230,404
On & Off-Balance Sheet Trading Book RWA	
1.4 Credit Risk Reserve (CRR)	(153,088)
1.5 Total Credit Risk Equivalent Weighted Asset (RWA)	2,243,356
Operational Risk	734,162
Market Risk	8,465
Total Credit Risk Equivalent Weighted Asset (RWA)	2,985,983
Section C: Risk ratios	
1. Risk-based capital ratios	
1.1 Common Equity Tier 1 / RWA	12.87
1.2 Additional Tier 1 / RWA	-
1.3 Tier 1 / RWA	12.87
1.4 Tier 2 / RWA	2.00
1.5 Capital Adequacy Ratio (CAR)	14.87

5.7.2 Capital adequacy ratio

	2019 GH¢'000
Tier 1 Capital	
Ordinary share capital	698,700
Retained earnings	(289,349)
Statutory reserve	108,512
Other regulatory adjustment	(225,977)
CET1 Capital after Deductions (B)	291,886 GH¢'000
Fair Value Reserves	60,163
Revaluation reserve	28,766
Unaudited Profit	-
Disalloweed (limited to 2% of RWA)	(48,530)
Tier 2 Capital	40,399
Total Regulatory Capital (Tier 1 + Tier 2)	332,285
Credit risk	
Risk weighted assets	
On-balance sheet items	1,417,500
Off-balance sheet items	96,304
On & Off-Balance Sheet Trading Book RWA	
1.4 Credit Risk Reserve (CRR)	157,827
1.5 Total Credit Risk Equivalent Weighted Asset (RWA)	1,355,977
Operational Risk	644,696
Market Risk	19,277
Total Credit Risk Equivalent Weighted Asset (RWA)	2,019,950
Section C: Risk ratios	
1. Risk-based capital ratios	
1.1 Common Equity Tier 1 / RWA	14.45%
1.2 Additional Tier 1 / RWA	0%
1.3 Tier 1 / RWA	14.45%
1.4 Tier 2 / RWA	2%
1.5 Capital Adequacy Ratio (CAR)	16.45%

5.7.3 REVIEW OF CAPITAL ADEQUACY RATIO

The allocation of capital between specific operations and activities is, to a large extent, driven by optimization of the return achieved on the capital allocated. The amount of capital allocated to each operation or activity is based primarily upon the regulatory capital, but in some cases the regulatory requirements do not reflect fully the varying degree of risk associated with different activities. In such cases the capital requirements may be flexed to reflect differing risk profiles, subject to the overall level of capital to support a particular operation or activity not falling below the minimum required for regulatory purposes. The process of allocating capital to specific operations and activities is undertaken independently by the Bank Credit Committee and or ALCO as appropriate.

Although maximization of the return on risk-adjusted capital is the principal basis used in determining how capital is allocated within the Bank to particular operations or activities, it is not the sole basis used for decision making. Account also is taken of synergies with other operations and activities, the availability of management and other resources, and the fit of the activity with the Bank's longer-term strategic objectives. The Bank's policies in respect of capital management and allocation are reviewed regularly by the Board of Directors

5.7.4 Basel II

Bank of Ghana (BoG), in its bid to ensure the stability of the Ghanaian Banking Sector and keep pace with global development and growth in risk management practices rolled out, in October 2017, a Capital Requirement Directive (CRD) which require banks to implement Pillar 1 principles of Basel II. BoG requires banks to commence the implementation of the directive from 1 January 2018 with an effective compliance date of 1 July 2018.

The Capital Requirement Directive has four main parts. The first part provides principles for capital management and the constituents of eligible regulatory capital. The second, third and fourth parts provide guidance on the role of the board in the management of credit, operational and market risk respectively. Guidelines for the computation of credit risk weighted asset, operational and market risk capital charges are also detailed in the CRD document.

It is expected that the implementation of Basel principles will have a significant impact on the overall risk culture of banks and will ultimately enhance the risk and capital management of banks.

In September 2017, the Bank of Ghana announced a new minimum capital requirement, as part of a holistic financial sector reform plan to further develop, strengthen, and modernize the financial sector to support the government's economic vision and transformational agenda.

5.7.5 MINIMUM CAPITAL REQUIREMENT

In accordance with Section 28 (1) of the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act 930), the Bank of Ghana (BOG) increased the minimum capital requirement for commercial banks from GH¢ 120 million to GH¢ 400 million.

The Directive required all Banks to comply with the new capital requirement by the end of December 2018. Non-compliance with the new minimum paid up capital requirement shall be dealt with in accordance with section 33 of the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act 930).

Banks are required to meet the new capital requirements using either of the following methods:

- Fresh capital injection
- Capitalisation of retained earnings; and
- A combination of fresh capital injection and capitalisation of retained earnings.

6. FAIR VALUES OF FINANCIAL INSTRUMENTS

The fair values of financial assets and financial liabilities that are traded in active markets are based on quoted market prices or dealer price quotations. For all other financial instruments, the Bank determines fair values using other valuation techniques.

For financial instruments that trade infrequently and have little price transparency, fair value is less objective, and requires varying degrees of judgment depending on liquidity, concentration, uncertainty of market factors, pricing assumptions and other risks affecting the specific instrument.

a. Valuation models

The Bank measures fair values using the following fair value hierarchy, which reflects the significance of the inputs used in making the measurements.

Level 1: inputs that are quoted market prices (unadjusted) in active markets for identical instruments.

Level 2: inputs other than quoted prices included within Level 1 that are observable either directly (i.e. as prices) or indirectly (i.e. derived from prices). This category includes instruments valued using: quoted market prices in active markets for similar instruments; quoted prices for identical or similar instruments in markets that are considered less than active; or other valuation techniques in which all significant inputs are directly or indirectly observable from market data.

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 cash flow models, comparison with similar instruments for which market observable prices exist 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 rates and foreign currency exchange rates and expected price volatilities and correlations.

The objective of valuation techniques is to arrive at a fair value measurement that reflects the price that would be received to sell the asset or paid to transfer the liability in an orderly transaction between market participants at the measurement date.

Observable prices or model inputs are usually available in the market for listed debt and equity securities, exchange-traded derivatives and simple over-the-counter derivatives such as interest rate swaps.

Availability of observable market prices and model inputs reduces the need for management judgement and estimation and also reduces the

uncertainty associated with determining fair values. Availability of observable market prices and inputs varies depending on the products and markets and is prone to changes based on specific events and general conditions in the financial markets.

b. Financial instruments measured at fair value – fair value hierarchy

The following table analyses financial instruments measured at fair value at the reporting date, by the level in the fair value hierarchy into which the fair value measurement is categorised. The amounts are based on the values recognised in the statement of financial position.

2020				Total
	Level 1 GH₵'000	Level 2 GH₵'000	Level 3 GH₵'000	fair value GH₵'000
Investment Securities	-	-	-	-
Investment (Other than Securities)	-	91,892	-	91,892
		<u>91,892</u>		<u>91,892</u>

2019				Total
	Level 1 GH₵'000	Level 2 GH₵'000	Level 3 GH₵'000	fair value GH₵'000
Investment Securities	-	-	-	-
Investment (Other than Securities)	-	102,322	-	102,322
	-	<u>102,322</u>	-	<u>102,322</u>

Equity instruments - Investment (Other than Securities)

The bank has equity in non-listed entities, the investment is initially recognized at transaction price and re-measured (to the extent information is available) and valued on case by case basis. The fair values of equity instruments are determined using market proxy.

2020			Core range of inputs			
	GH₵'000		Low	High	Unit	
	Level 2 Assets GH₵'000	Valuation Technique	Significant unobservable inputs			
Equity	91,892	Market Proxy	EV/EBITDA proxy Price /Book proxy	12.2 0.7	13.0 1.1	Basis point Basis point

2019			Core range of inputs			
	GH₵'000		Low	High	Unit	
	Level 2 Assets GH₵'000	Valuation Technique	Significant unobservable inputs			
Equity	102,322	Market Proxy	EV/EBITDA proxy Price /Book proxy	14.2 0.8	14.9 1.2	Basis point Basis point

c. Fair value of financial instruments not measured at fair value

Set out below is a comparison, by class, of the carrying amounts and fair values of the Bank's financial instruments that are not carried at fair value in the financial statements. This table does not include the fair values of non-financial assets and non-financial liabilities:

2020		Fair Value			
In GH¢'000	Carrying Value	Level 1	Level 2	Level 3	Total
Financial assets:					
Due from other Banks	309,098	-	-	262,395	262,395
Loans and advances to customers	1,911,988	-	1,173,376	1,301,765	2,475,141
	2,221,086	-	1,173,376	1,564,160	2,737,536
Financial liabilities					
Borrowed funds	313,173	-	96,535	131,584	228,119
2019		Fair Value			
In GH¢'000	Carrying Value	Level 1	Level 2	Level 3	Total
Financial assets:					
Due from other Banks	277,618	-	-	262,395	262,395
Loans and advances to customers	1,468,653	-	818,691	742,234	1,560,925
	1,746,271	-	818,691	1,004,629	1,823,320
Financial liabilities					
Borrowed funds	277,618	-	84,160	119,924	204,085

Any other financial instruments not disclosed on the table above have their carrying amount approximate to the fair value.

Due from other Banks

The fair values of these instrument are estimated by a discounted cash flow model based on contractual cash flows using estimated yields incorporating the counterparties' credit risk.

Loans and advances to customers

The fair values of loans and advances are estimated by discounted cash flow models that incorporate assumptions for credit risks, foreign exchange risk, probability of default and loss given default estimates.

Borrowed funds

The fair value of borrowed funds is estimated by a discounted cash flow model using market rate for similar instruments trading in the market.

7. OPERATING SEGMENTS

Operating segments

Segment information is presented in respect of the Bank's business segments.

The primary format, business segments, is based on the Bank's management and internal reporting structure. Business segments pay and receive interest to and from the Central Treasury on an arm's length basis to reflect the borrowing from or placement into the pool of investments.

Segment capital expenditure is the total cost incurred during the period to acquire property and equipment and intangible assets other than goodwill.

The Bank does not have reliance on a single major customer. The total revenue of the Bank during the year was not earned from transactions with a single external customer. No single customer contributed 10 per cent or more of an entity's revenues.

Business segments

The Bank has the following main business segments:

- Corporate Banking: includes loans, deposits and other transactions and balances with corporate customers including the Agricultural sector.
- Retail Banking: includes loans, deposits and other transactions and balances with retail customers.

- Central Treasury: undertakes the Bank's funding and centralised risk management activities through borrowings, issues of debt securities for risk management purposes and investing in liquid assets such as short-term placements and corporate and government debt securities.

The Bank also has a central Shared Services operation that provides support services to the above-mentioned segments, manages the Bank's premises and certain corporate costs. Cost-sharing agreements are used to allocate central costs to business segments on a reasonable basis.

2020	Corporate Banking	Retail Banking	Central Treasury	Shared Services	Unallocated	Consolidated
	GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Net Interest Income	56,553	29,847	334,559	(5,546)	-	415,413
Net fee and commission income	14,717	48,649	1,248	10,801	-	75,414
Net trading income	2,765	12,043	37,804	-	-	52,611
Other operating income	644	887	-	9,001	-	10,533
Inter segment revenue	(5,863)	229,518	(223,655)	-	-	0
Total segment revenue	68,816	320,944	149,957	14,256	-	553,972
Segment result	-	-	-	-	-	-
Income tax expense	(5,077)	(13,269)	(13,940)	-	-	(32,286)
Profit for the period	53,626	140,153	147,240	(243,329)	-	97,690
Total assets	<u>817,675</u>	<u>1,055,765</u>	<u>3,286,993</u>	<u>516,813</u>	<u>38,548</u>	<u>5,715,794</u>
Total Segment liabilities	1,263,665	2,954,757	62,614	313,173	270,961	4,865,171
Impairment losses on financial assets	-	-	(23,163)	-	(23,163)	(46,325)
Depreciation and amortisation	(1,941)	(13,235)	(3720)	(46,009)	-	(61,556)
Capital expenditure	(127)	(6,243)	(14)	(32,251)	-	(38,635)
2019	Corporate Banking	Retail Banking	Central Treasury	Shared Services	Unallocated	Consolidated
	GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Net Interest Income	37,278	2,437	263,222	(2,841)	-	300,096
Net fee and commission income	10,191	37,832	585	10,425	-	59,033
Net trading income	-	-	50,382	-	-	50,382
Other operating income	-	-	-	17,516	-	17,516
Inter segment revenue	(10,943)	203,012	(192,069)	-	-	-
Total segment revenue	36,526	243,281	122,120	25,099	-	427,026
Segment result	-	-	-	-	-	-
Income tax expense	-	-	-	(3,061)	-	(3,061)
Profit for the period	32,286	118,917	100,737	(237,117)	-	14,823
Total assets	<u>826,679</u>	<u>641,974</u>	<u>2,721,809</u>	<u>387,197</u>	-	<u>4,577,659</u>
Total Segment liabilities	931,963	2,449,379	288,486	80,242	34,205	3,784,275
Impairment losses on financial assets	(17,639)	2,026	-	-	-	(15,614)
Depreciation and amortisation	(66)	(6,414)	37	(14,870)	(31,959)	(53,272)
Capital expenditure	(281)	-	-	(10,678)	-	(10,678)

8. INTEREST INCOME

	2020	2019
	GH¢'000	GH¢'000
Loans and advances to banks	53,572	57,138
Loans and advances to customers	265,451	208,270
Investment securities at amortised cost	292,911	217,680
Other interest income – interest income on finance leases	17,025	8,123
	<u>628,959</u>	<u>491,211</u>

8a. INTEREST INCOME ANALYSIS

	2020	2019
	GH¢'000	GH¢'000
Interest revenue calculated using effective interest method	611,934	483,088
Other interest and similar income	17,025	8,123
	<u>628,959</u>	<u>491,211</u>

9. INTEREST EXPENSE

a. On deposits:

	2020	2019
	GH¢'000	GH¢'000
Fixed/time deposits	50,758	54,320
Savings deposits	9,816	6,812
Demand & call deposits	132,977	110,879
Total interest expense on deposits	<u>193,551</u>	<u>172,011</u>

b. On borrowed funds:

Inter-Bank Borrowing	433	95
Long-Term Borrowings	7,574	10,871
Interest on lease liability	11,988	8,138
	19,995	19,104
Total (a+b)	<u>213,546</u>	<u>191,115</u>

10. NET FEE AND COMMISSION INCOME

	2020	2019
	GH¢ '000	GH¢ '000
Fee and commission Income		
Commission on Turnover	26,441	26,552
Fees and Charges	58,080	45,334
Sale of Cheque Book Charges	812	878
Guarantees Charges & Commission	2,252	1,182
Total Fee and Commission Income	<u>87,585</u>	<u>73,946</u>

Fee and commission expense

Cost of Services	(12,171)	(14,913)
Total Fee and Commission Expense	(12,171)	(14,913)
Net Fee and Commission Income	<u>75,414</u>	<u>59,033</u>

All fees and commission income were earned at a point in time.

11. NET TRADING INCOME

	2020 GH¢'000	2019 GH¢'000
Foreign Exchange		
Translation gains	18,089	18,777
Transaction gains	34,522	31,605
	52,611	50,382

12. OTHER OPERATING INCOME

Bad debts recovered	5,944	801
Dividends from investments	186	1,302
Other income*	4,403	15,413
Total	10,533	17,516

* Other income is made up of unutilized provisions on expenses

13. IMPAIRMENT LOSS ON FINANCIAL ASSETS

The table below shows the Expected Credit Loss charges on financial instruments for the year recorded in the income statement:

2020	Stage 1 GH¢'000	Stage 2 GH¢'000	Stage 3 GH¢'000	Total GH¢'000
Letter of credit and guarantee	14,591	-	-	14,591
Undrawn commitments	(1,503)	-	-	(1,503)
Due from Banks	376	-	-	376
Loans and advances	(31,624)	4,284	37,039	9,699
At 31 December 2020	(18,160)	4,284	37,039	23,163
2019	Stage 1 GH¢'000	Stage 2 GH¢'000	Stage 3 GH¢'000	Total GH¢'000
Letter of credit and guarantee	(3,746)			(3,746)
Undrawn commitments	(2,280)	-	-	(2,280)
Due from Banks	(883)	-	-	(883)
Loans and advances	(19,506)	(4,141)	46,170	22,523
At 31 December 2019	(26,415)	(4,141)	46,170	15,614

14. PERSONNEL EXPENSES

	2020 GH¢'000	2019 GH¢'000
Salaries and wage	128,518	114,802
Pension costs - (Defined contribution scheme to SSNIT)	12,889	11,698
Staff Provident Fund (Defined Contribution Scheme)	7,474	10,867
Staff fuel expenses	33,613	32,904
Medical expenses	6,566	6,570
Canteen expenses	8,042	5,011
Training expenses	452	864
Uniform	19,501	17,869
Other staff related costs*	16,413	6,126
	233,468	206,711

*Other staff related costs comprise insurance expenses on personnel, discount on staff loans and others. The number of persons employed by the Bank at the year-end was 1,460 (2019: 1,489).

15. OTHER OPERATING EXPENSES

	2020 GH¢'000	2019 GH¢'000
Occupancy Cost	22,966	27,247
Auditors Remuneration	1,511	999
Donations and Social Responsibility	4,025	2,115
Motor Vehicle Running Expenses	10,527	11,053
General and Administrative Expenses	31,243	27,461
Information Technology Expenses	49,231	42,452
Others*	18,593	22,218
	138,096	133,545

Others* consist of deposit insurance premium and clearing house expenses

16. DEPRECIATION AND AMORTIZATION

	2020 GH¢'000	2019 GH¢'000
Depreciation of Property, Plant and equipment	12,769	13,626
Amortisation of intangible assets	8,979	7,703
Depreciation of Right of use asset	39,808	31,943
	61,556	53,272

17. EARNINGS PER SHARE

Earnings per share is calculated by dividing the net profit attributable to equity holders of the Bank by the weighted average number of ordinary shares in issue during the year.

	2020 GH¢'000	2019 GH¢'000
Profit after tax	65,403	14,823
Number of ordinary shares	346,952	261,721
Weighted average number of shares	346,952	261,721
Earnings per share:		
Basic (GH¢)	0.1885	0.0566
Diluted (GH¢)	0.1885	0.043

18. CASH AND BANK BALANCE

	2020 GH¢'000	2019 GH¢'000
(i) Cash on hand	152,149	119,433
Balances with Bank of Ghana*	366,673	387,259
Nostro Balances**	107,571	108,181
Deposits and balances due from banking institution	129,363	312,213
Cash and bank balance	755,756	927,086

* Included in balances with bank of Ghana is mandatory reserve of GH¢ 342,482 (2019 GH¢ 339,221)

**Included in the Nostro balance is a restricted amount of GH¢ 28,537 (2019: GH¢ 21,000)

19. DUE FROM OTHER BANKS

	2020	2019
	GH¢'000	GH¢'000
Placements with other banks	312,220	296,822
Less: Write off	-	(22,180)
Allowance for impairment losses	(3,122)	(2,747)
	<u>309,098</u>	<u>271,895</u>

Placement amount written off

Placement amount written off was as a result of renegotiated settlement agreement reached with CBG over the bank's placement with the default Unique Bank and Sovereign bank which have consolidated into CBG bank.

19.1 CREDIT RISK QUALITY OF DUE FROM BANKS BALANCES

The table below shows the credit quality and the maximum exposure to credit risk based on the Bank's internal credit rating system and year-end stage classification. The amounts presented are gross of impairment allowances.

2020	Stage 1	Stage 2	Stage 3	Total
	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Performing				
Grade 1-3: low fair risk	312,220	-	-	312,220
Grade 4-5	-	-	-	-
Non-performing	-	-	-	-
Grade 6:	-	-	-	-
Grade 7	-	-	-	-
Grade 8	-	-	-	-
At 31 December 2020	<u>312,220</u>	-	-	<u>312,220</u>
2019	Stage 1	Stage 2	Stage 3	Total
	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Performing	-	-	-	-
Grade 1-3: low fair risk	274,643	-	-	274,643
Grade 4-5	-	-	-	-
Non-performing	-	-	-	-
Grade 6:	-	-	-	-
Grade 7	-	-	-	-
Grade 8	-	-	-	-
At 31 December 2019	<u>274,643</u>	-	-	<u>274,643</u>

An analysis of changes in the gross carrying amount in relation to due from banks measured at amortised cost is, as follows:

2020	Stage 1	Stage 2	Stage 3	Total
	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Gross carrying amount as at 1 January 2020	<u>274,642</u>	-	-	<u>274,642</u>
New assets originated or purchased	-	-	-	-
Interest accrued	37,578	-	-	37,578
Assets derecognised or repaid (excluding write offs)	-	-	-	-
Transfers to Stage 1	-	-	-	-
Transfers to Stage 2	-	-	-	-
Transfers to Stage 3	-	-	-	-
At 31 December 2020	<u>312,220</u>	-	-	<u>312,220</u>

2019	Stage 1	Stage 2	Stage 3	Total
	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Gross carrying amount as at 1 January 2019	-	362,968	-	362,968
New assets originated or purchased	-	-	-	-
Assets derecognised or repaid (excluding write offs)	(66,146)	-	-	(66,146)
Write off	(22,180)	-	-	(22,180)
Transfers to Stage 1	362,968	(362,968)	-	-
-Transfers to Stage 2	-	-	-	-
Transfers to Stage 3	-	-	-	-
At 31 December 2019	274,642	-	-	274,642

An analysis of changes in the ECL allowances in relation to due from banks is, as follows:

2020	Stage 1	Stage 2	Stage 3	Total
	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Gross carrying amount as at 1 January 2020	2,747	-	-	2,747
New assets originated or purchased	-	-	-	-
Interest accrued	375	-	-	375
Transfers to Stage 1	-	-	-	-
Transfers to Stage 2	-	-	-	-
Transfers to Stage 3	-	-	-	-
Written off/ recovery	-	-	-	-
At 31 December 2020	3,122	-	-	3,122

2019	Stage 1	Stage 2	Stage 3	Total
	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Gross carrying amount as at 1 January 2019	-	3,360	-	3,360
New assets originated or purchased	-	-	-	-
Transfers to Stage 1	3,630	(3,630)	-	-
Transfers to Stage 2	-	-	-	-
Transfers to Stage 3	-	-	-	-
Written off/ recovery	(883)	-	-	(883)
At 31 December 2019	2,747	-	-	2,747

20. INVESTMENT SECURITIES

	2020	2019
	GH¢'000	GH¢'000
Treasury bills (a)		
14 Day Treasury Bills	359,992	462,156
56 Day Treasury Bills	305,280	517,267
91 Day Treasury Bills	-	-
182 Day Treasury Bills	1,012,224	282,534
Treasury Notes	91,102	50,702
	1,768,598	1,312,659

Government bonds as well as Treasury Bills are classified as financial assets at amortized cost as the business model is to hold the financial assets to collect contractual cash flows representing solely payments of principal and interest.

The average interest rate on treasury bills at 31 December 2020 was 15.11% (2019: 14.72%) and the rate for treasury bonds at 31 December 2020 was 19.97% (2019: 19.38%).

20.1. CREDIT RISK QUALITY OF INVESTMENT SECURITIES (DEBT INSTRUMENT)

The table below shows the credit quality and the maximum exposure to credit risk of investment Securities (Debt Instruments) measured at amortised cost based on the Bank's internal credit rating system and year-end stage classification. The amounts presented are gross of impairment allowances.

2020	Stage 1 GH¢'000	Stage 2 GH¢'000	Stage 3 GH¢'000	Total GH¢'000
Grade 1-3: low fair risk	2,223,189	-	-	2,223,189
Grade 4-5	-	-	-	-
Grade 6:	-	-	-	-
Grade 7	-	-	-	-
Grade 8	-	-	-	-
At 31 December 2020	2,223,189	2,223,189	2,223,189	2,223,189
2019	Stage 1 GH¢'000	Stage 2 GH¢'000	Stage 3 GH¢'000	Total GH¢'000
Grade 1-3: low fair risk	1,522,828			1,522,828
Grade 4-5	-			-
Grade 6:	-			-
Grade 7	-			-
Grade 8	-			-
At 31 December 2019	1,522,828			1,522,828

An analysis of changes in the gross carrying amount in relation to Debt instruments measured at amortised cost is, as follows:

2020	Stage 1 GH¢'000	Stage 2 GH¢'000	Stage 3 GH¢'000	Total GH¢'000
Gross carrying amount as at 1 January 2020	1,522,828	-	-	1,522,828
New assets originated or purchased	2,005,588	-	-	2,005,588
Interest accrued	292,911	-	-	292,911
Assets derecognised or repaid (excluding write offs)	(1,599,187)	-	-	(1,599,187)
Transfers to Stage 1	-	-	-	-
Transfers to Stage 2	-	-	-	-
Transfers to Stage 3	-	-	-	-
At 31 December 2020	2,222,139	-	-	2,222,139
2019	Stage 1 GH¢'000	Stage 2 GH¢'000	Stage 3 GH¢'000	Total GH¢'000
Gross carrying amount as at 1 January 2019	972,069	-	-	972,069
New assets originated or purchased	333,079	-	-	333,079
Interest accrued	217,680	-	-	217,680
Assets derecognised or repaid (excluding write offs)	-	-	-	-
Transfers to Stage 1	-	-	-	-
Transfers to Stage 2	-	-	-	-
Transfers to Stage 3	-	-	-	-
At 31 December 2019	1,522,828	-	-	1,522,828

An analysis of changes in the ECL allowances in relation to Debt instruments measured at amortised cost is, as follows:

Instruments under this category were issued by the central bank and government. Expected credit loss for these instruments were assessed to be insignificant.

21. LOANS AND ADVANCES TO CUSTOMERS

	2020	2019
	GH¢'000	GH¢ '000
Overdrafts	515,946	418,445
Loans	1,689,092	1,439,604
Lease receivable	113,326	58,726
Gross loans and advances	<u>2,318,364</u>	<u>1,916,775</u>
Provision for impaired loans and advances		
- Specific	(348,497)	(380,121)
- Collective	(57,879)	(68,001)
	<u>1,911,988</u>	<u>1,468,653</u>

The above constitute loans and advances to customers and staff.
Staff loans amounted to GH¢ 93,404 (2019: GH¢37,906).

The investment in lease receivables is analyzed as follows:

	2020	2019
	GH¢'000	GH¢'000
Less than 1 year	10,947	37,408
Between 1 year and 5 years	102,379	21,318
	<u>113,326</u>	<u>58,726</u>

Key ratios on loans and advances

- The total impairment for the year represents 17.53% of gross loans at the year-end (2019: 23.38%)
- Loan loss provision ratio is 17.53% of gross advances (2019: 23.29%)
- Gross Non-performing loans ratio per Bank of Ghana requirement is 34.4% (2019:41.72%)
- Fifty (50) largest exposures (gross funded and non-funded) to total exposures is 39.54% (2019: 75%)

	2020	2019
	GH¢'000	GH¢'000
a) Analysis by maturity		
Maturing within one year	997,130	1,060,387
Between one to five years	890,098	452,125
More than five years	431,136	404,263
	<u>2,318,364</u>	<u>1,916,775</u>
Impairment of loans and advances		
At 1 January	<u>448,122</u>	<u>425,598</u>
IFRS 9 Impact	-	-
Additional impairment charge during the year	9,699	22524
Write off	(51,445)	-
	<u>406,376</u>	<u>448,122</u>

21.1. Impairment allowance for loans and advances to customers measured at amortised cost

21.1.1 Expected credit losses on loans and advances

The table below shows an analysis of the expected credit losses on loans and advances based the class of financial assets.

2020	Stage 1 GH¢'000	Stage 2 GH¢'000	Stage 3 GH¢'000	Total GH¢'000
Agric Loans	4,907	2,773	87,803	95,483
Retail loans	2,555	322	79,446	82,323
Corporate loans	27,112	20,211	181,247	228,570
	<u>34,574</u>	<u>23,306</u>	<u>348,496</u>	<u>406,376</u>
2019	Stage 1 GH¢'000	Stage 2 GH¢'000	Stage 3 GH¢'000	Total GH¢'000
Agric Loans	4,465	1,802	100,357	106,624
Retail loans	10,057	1,583	88,546	100,186
Corporate loans	<u>34,458</u>	<u>15,636</u>	<u>191,218</u>	<u>241,312</u>
	<u>48,980</u>	<u>19,021</u>	<u>380,121</u>	<u>448,122</u>

21.2 CREDIT RISK QUALITY OF LOANS AND ADVANCE

21.2.1 Agric loans

The table below shows the credit quality and the maximum exposure to credit risk of Agric loans based on the Bank's internal credit rating system and year-end stage classification. The amounts presented are gross of impairment allowances.

2020	Stage 1 GH¢'000	Stage 2 GH¢'000	Stage 3 GH¢'000	Total GH¢'000
Grade 1-3: low fair risk	278,897	-	-	278,897
Grade 4-5	-	17,053	-	17,053
Grade 6:	-	-	2,057	2,057
Grade 7	-	-	2,894	2,894
Grade 8	-	-	148,781	148,781
At 31 December 2020	<u>278,897</u>	<u>17,053</u>	<u>153,732</u>	<u>449,682</u>
2019	Stage 1 GH¢'000	Stage 2 GH¢'000	Stage 3 GH¢'000	Total GH¢'000
Grade 1-3: low fair risk	265,186	-	-	265,186
Grade 4-5	-	7,249	-	7,249
Grade 6:	-	-	3,638	3,638
Grade 7	-	-	3,063	3,063
Grade 8	-	-	226,917	226,917
At 31 December 2019	<u>265,186</u>	<u>7,249</u>	<u>233,618</u>	<u>506,053</u>

An analysis of changes in the gross carrying amount in relation to Agric loan is as follows:

2020	Stage 1 GH¢'000	Stage 2 GH¢'000	Stage 3 GH¢'000	Total GH¢'000
Gross carrying amount as at 1 January 2020	<u>265,187</u>	<u>7,249</u>	<u>233,617</u>	<u>506,053</u>
New assets originated or purchased	39,321	9,804	-	49,125
Assets derecognised or repaid (excluding write offs)	(25,611)	-	(57,400)	(81,011)
Transfers to Stage 1	-	-	-	-
Transfers to Stage 2	-	-	-	-
Transfers to Stage 3	-	-	-	-
Amount written off	-	-	(22,485)	(22,485)
At 31 December 2020	<u>278,897</u>	<u>17,053</u>	<u>153,732</u>	<u>449,682</u>

2019	Stage 1 GH¢'000	Stage 2 GH¢'000	Stage 3 GH¢'000	Total GH¢'000
Gross carrying amount as at 1 January 2019	191,015	1,017	231,602	423,634
New assets originated or purchased	167,409	-	-	167,409
Assets derecognised or repaid (excluding write offs)	(69,865)	-	(15,125)	(84,990)
Transfers to Stage 1	(1,461)	-	1,461	-
Transfers to Stage 2	(6,232)	6,232	-	-
Transfers to Stage 3	(15,679)	-	15,679	-
Amount written off	-	-	-	-
At 31 December 2019	265,187	7,249	233,617	506,053

An analysis of changes in the ECL allowances in relation to Agric loan is, as follows:

2020	Stage 1 GH¢'000	Stage 2 GH¢'000	Stage 3 GH¢'000	Total GH¢'000
Gross carrying amount as at 1 January 2020	4,465	1,802	100,357	106,624
New assets originated or purchased	577	558	-	1,135
Assets derecognised or repaid (excluding write offs)	(389)	-	(13,802)	(14,191)
Re -measurement of loss allowance	254	413	1,248	1,915
Transfers to Stage 1	-	-	-	-
Transfers to Stage 2	-	-	-	-
Transfers to Stage 3	-	-	-	-
Loan Written off	-	-	-	-
At 31 December 2020	4,907	2,773	87,803	95,483

2019	Stage 1 GH¢'000	Stage 2 GH¢'000	Stage 3 GH¢'000	Total GH¢'000
Gross carrying amount as at 1 January 2019	7,469	2,197	50,366	60,032
New assets originated or purchased	50,077	-	-	50,077
Assets derecognised or repaid (excluding write offs)	(40,550)	(3,736)	34,118	(10,168)
Impact on Expected Credit loss	-	-	6,683	6,683
Transfers to Stage 1	(783)	-	783	-
Transfers to Stage 2	(3,341)	3,341	-	-
Transfers to Stage 3	(8,407)	-	8,407	-
Loan Written off	-	-	-	-
At 31 December 2019	4,465	1,802	100,357	106,624

21.2.2 Corporate loans

The table below shows the credit quality and the maximum exposure to credit risk of Corporate loans based on the Bank's internal credit rating system and year-end stage classification. The amounts presented are gross of impairment allowances.

2020	Stage 1 GH¢'000	Stage 2 GH¢'000	Stage 3 GH¢'000	Total GH¢'000
Grade 1-3: low fair risk	762,212	-	-	762,212
Grade 4-5	-	105,532	-	105,532
Grade 6:	-	-	68,441	68,441
Grade 7	-	-	86,664	86,664
Grade 8	-	-	273,395	273,395
At 31 December 2020	762,212	105,532	428,500	1,296,244

2019	Stage 1	Stage 2	Stage 3	Total
	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Grade 1-3: low fair risk	561,451	-	-	561,451
Grade 4-5	-	48,735	-	48,735
Grade 6:	-	-	29,103	29,103
Grade 7	-	-	148,971	148,971
Grade 8	-	-	175,966	175,966
At 31 December 2019	561,451	48,735	354,040	964,226

An analysis of changes in the gross carrying amount in relation to Corporate loan is, as follows:

2020	Stage 1	Stage 2	Stage 3	Total
	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Gross carrying amount as at 1 January 2020	561,451	48,735	354,040	964,226
New assets originated or purchased	529,794	56,796	160,590	747,180
Assets derecognised or repaid (excluding write offs)	(388,447)	-	-	(388,447)
Transfers to Stage 1	-	-	-	-
Transfers to Stage 2	-	-	-	-
Transfers to Stage 3	-	-	-	-
Amount written off	-	-	(26,715)	(26,715)
At 31 December 2020	702,798	105,531	487,915	1,296,244

2019	Stage 1	Stage 2	Stage 3	Total
	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Gross carrying amount as at 1 January 2019	322,055	17,536	358,596	698,187
New assets originated or purchased	378,912	-	-	378,912
Assets derecognised or repaid (excluding write offs)	(103,761)	-	(9,112)	(112,873)
Transfers to Stage 1	-	-	-	-
Transfers to Stage 2	(31,199)	31,199	-	-
Transfers to Stage 3	(4,556)	-	4,556	-
Amount written off	-	-	-	-
At 31 December 2019	561,451	48,735	354,040	964,226

An analysis of changes in the ECL allowances in relation to Corporate loan is, as follows:

2020	Stage 1	Stage 2	Stage 3	Total
	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Gross carrying amount as at 1 January 2020	34,458	15,636	191,218	241,312
New assets originated or purchased	14,686	2,462	5,225	22,373
Assets derecognised or repaid (excluding write offs)	(37,596)	-	-	(37,596)
Re -measurement of loss allowance	15,564	2,113	11,519	29,196
Transfers to Stage 1	-	-	-	-
Transfers to Stage 2	-	-	-	-
Transfers to Stage 3	-	-	-	-
Loan Written off	-	-	(26,715)	(26,715)
At 31 December 2020	27,112	20,211	181,247	228,570

2019	Stage 1 GH¢'000	Stage 2 GH¢'000	Stage 3 GH¢'000	Total GH¢'000
Gross carrying amount as at 1 January 2019	22,599	21,423	161,768	205,790
New assets originated or purchased	20,422	-	-	20,422
Assets derecognised or repaid (excluding write offs)	(6,368)	(7,702)	-	(14,070)
Impact on Expected Credit loss	-		29,170	29,170
Transfers to Stage 1	-	-	-	-
Transfers to Stage 2	(1,915)	(1,915)		-
Transfers to Stage 3	(280)		280	-
Loan Written off	-	-	-	-
At 31 December 2019	34,458	15,636	191,218	241,312

21.2.3 Retail loans

The table below shows the credit quality and the maximum exposure to credit risk of Retail loans based on the Bank's internal credit rating system and year-end stage classification. The amounts presented are gross of impairment allowances.

2020	Stage 1 GH¢'000	Stage 2 GH¢'000	Stage 3 GH¢'000	Total GH¢'000
Grade 1-3: low fair risk	480,838	-	-	480,838
Grade 4-5	-	12,193	-	12,193
Grade 6:	-	-	12,619	12,619
Grade 7	-	-	2,657	2,657
Grade 8	-	-	64,131	64,131
At 31 December 2020	480,838	12,193	79,408	572,438
2019	Stage 1 GH¢'000	Stage 2 GH¢'000	Stage 3 GH¢'000	Total GH¢'000
Grade 1-3: low fair risk	312,670	-	-	312,670
Grade 4-5	-	15,714	-	15,714
Grade 6:	-	-	9,643	9,643
Grade 7	-	-	5,917	5,917
Grade 8	-	-	102,551	102,551
At 31 December 2019	312,670	15,714	118,111	446,495

An analysis of changes in the gross carrying amount in relation to Retail loan is, as follows:

2020	Stage 1 GH¢'000	Stage 2 GH¢'000	Stage 3 GH¢'000	Total GH¢'000
Gross carrying amount as at 1 January 2020	312,670	15,714	118,111	446,495
New assets originated or purchased	342,573	-	-	342,573
Assets derecognised or repaid (excluding write offs)	(174,405)	(3,521)	(36,459)	(214,385)
Transfers to Stage 1	-	-	-	-
Transfers to Stage 2	-	-	-	-
Transfers to Stage 3	-	-	-	-
Amount written off	-	-	(2,245)	(2,245)
At 31 December 2020	480,838	12,193	79,407	572,438

2019	Stage 1 GH¢'000	Stage 2 GH¢'000	Stage 3 GH¢'000	Total GH¢'000
Gross carrying amount as at 1 January 2019	256,043	3,960	112,591	372,594
New assets originated or purchased	240,842	-	-	240,842
Assets derecognised or repaid (excluding write offs)	(151,162)	(15,779)	-	(166,941)
Transfers to Stage 1	-	-	-	-
Transfers to Stage 2	(27,533)	27,533	-	-
Transfers to Stage 3	(5,520)	-	5,520	-
Amount written off	-	-	-	-
At 31 December 2019	312,670	15,714	118,111	446,495

An analysis of changes in the ECL allowances in relation to Retail loan is, as follows:

2020	Stage 1 GH¢'000	Stage 2 GH¢'000	Stage 3 GH¢'000	Total GH¢'000
Gross carrying amount as at 1 January 2020	10,058	1,583	88,546	100,187
New assets originated or purchased	13,839	-	-	13,839
Assets derecognised or repaid (excluding write offs)	(33,973)	(2,025)	(15,175)	(51,174)
Re -measurement of loss allowance	12,631	764	8,321	21,716
Transfers to Stage 1	-	-	-	-
Transfers to Stage 2	-	-	-	-
Transfers to Stage 3	-	-	-	-
Loan Written off	-	-	(2,245)	(2,245)
At 31 December 2020	2,555	322	79,446	82,323
2019	Stage 1 GH¢'000	Stage 2 GH¢'000	Stage 3 GH¢'000	Total GH¢'000
Gross carrying amount as at 1 January 2019	35,725	2,236	121,815	159,776
New assets originated or purchased	9,944	1,380	-	11,324
Assets derecognised or repaid (excluding write offs)	(21,730)	(7,490)	(54,515)	(83,735)
Impact on Expected Credit loss	-	5,457	7,365	12,822
Transfers to Stage 1	-	-	-	-
Transfers to Stage 2	-	-	-	-
Transfers to Stage 3	(13,881)	-	13,881	-
Loan Written off	-	-	-	-
At 31 December 2019	10,058	1,583	88,546	100,187

22. INVESTMENT (OTHER THAN SECURITIES): FAIR VALUE THROUGH OCI

	2020 GH¢'000	2019 GH¢ '000
At 1 January	102,322	95,861
Exchange difference	20	145
Fair value adjustments (note 40)	(10,450)	6,316
At 31 December	91,892	102,322

23. INVESTMENT IN ASSOCIATE COMPANIES

The Bank has one associate, Activity Venture Finance Company (AVF) that is immaterial to the Bank, which is equity accounted for.

Activity Venture Finance Co

The relationship with the Bank	To help start-ups with high potential and risk
Principal place of business/country of incorporation	Accra, Ghana
Ownership interest/voting rights	20%/20%
Fair value of ownership interest (if listed)	N/A

The entity has been dormant for the past 36 months, the investment has been fully impaired.

24. INCOME TAX

24.1 INCOME TAX EXPENSE RECOGNISED IN PROFIT OR LOSS

	2020	2019
	GH¢'000	GH¢'000
Current year income tax –	14,538	9,268
Deferred tax	17,748	(6,207)
	<u>32,286</u>	<u>3,061</u>

24.2 CORPORATION TAX ASSET

	Balance at 1 January	Payment during the year	Charge/credit for the year	Balance at 31 December
	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Income tax				
2019	(5,020)	-	307	(4,713)
2020	-	(9,796)	9,347	(449)
	(5,020)	(9,796)	9,654	(5,162)
National Stabilization Levy	(614)	(1,507)	4,884	2,763
Total tax	<u>(5,634)</u>	<u>(11,303)</u>	<u>14,538</u>	<u>(2,399)</u>

24.3 EFFECTIVE TAX RECONCILIATION

	2020	2019
	GH¢'000	GH¢'000
Profit before tax	<u>97,689</u>	<u>17,885</u>
Income tax using domestic tax rate (25%)	<u>24,422</u>	<u>4,471</u>
Non-deductible expenses	26,841	21,637
Tax on exempt income	(35,054)	(10,850)
Income subjected to tax at a different rate @20%	(63)	(330)

Allowable expenses (not through P&L)	(6,492)	(6,513)
National fiscal stabilization levy	4,884	853
Deferred tax	17,748	(6,207)
	32,286	3,061
Effective tax rate	33.05%	17.11%

24.4 DEFERRED TAX ASSET

The following table shows deferred tax recorded in the statement of financial position

Deferred tax assets	As at 1 January 2020	Income statement	OCI	As at 31 December 2020
				GH¢'000
Property, equipment, and intangible assets	(15,892)	(1,090)	-	(16,982)
Impairment allowance for loans and advances	94,836	(16,658)	-	78,178
Investment (other than securities)	(20,055)	-	2,613	(17,442)
Balance 31 December	58,889	(17,748)	2,613	43,754
Deferred tax assets	As at 1 January 2019	Income statement	OCI	As at 31 December 2019
	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Property, plant and equipment	(33,661)	17,770	-	(15,891)
Impairment allowance for loans and advances	106,399	(11,563)	-	94,836
Investment (other than securities)	(18,476)	-	(1,579)	(20,055)
Balance 31 December	54,262	(6,207)	(1,579)	58,890
	2020			2019
	GH¢'000			GH¢'000
Balance at 1 January	58,889			54,262
Charged to profit or loss	(17,748)			6,207
Charged to OCI	2,613			(1,579)
Balance 31 December	43,754			58,890

25. INTANGIBLE ASSETS

2020	Software	Work In-Progress	Total
	GH¢'000	GH¢'000	GH¢'000
Cost			
At 1 January 2020	64,667	-	64,667
Acquisitions	153	25,729	25,882
Transfer	25,729	(25,729)	-
	90,549	-	90,549
Accumulated amortisation			

At 1 January 2020	43,869	-	43,869
Charge for the year	8,979	-	8,979
At 31 December 2020	52,848	-	52,848
Net Book Value			
At 31 December 2020	37,701	-	37,701

2019	Software	Work In-Progress	Total
	GH¢'000	GH¢'000	GH¢'000
Cost			
At 1 January 2019	64,632	-	64,632
Acquisitions	35	-	35
	64,667	-	64,667
Amortisation			
At 1 January 2019	36,166	-	36,166
Charge for the year	7,703	-	7,703
At 31 December 2019	43,869	-	43,869

Net Book Value		
At 31 December 2019	20,798	-

Work-in-progress

- There was no Work-in-progress at the end of the year. (2019: nil)
- No impairment losses on intangible assets were recognized during the year (2019: nil)
- There were no capitalized borrowing costs related to intangible assets during the year (2019: nil)
- There were no restrictions on title and intangible assets pledged as security for liabilities during the year (2019: nil)

26. OTHER ASSETS

	2020	2019
	GH¢'000	GH¢'000
Advance payment	662	58
Pre payments	11,902	10,193
Sundry receivables	27,590	5,487
Lease deposits from Agridev	19,313	18,564
Agric Input Stock*	-	18,722
Others**	2,275	14,355
31-Dec	61,742	67,379
Current	50,282	48,815
Non-current	11,460	18,564
	61,742	67,379

*This was measured at the lower of cost and net realizable value.

**Sundry receivable and others represent reimbursable from money transfer counterparties and stationery stock

27. PROPERTY AND EQUIPMENT

2020	Land & Building	Computers	Furniture & Equipment	Motor Vehicles	Capital W I P	Leasehold Improvement	Total
	GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Cost/Valuation							
At 1 January 2020	93,221	29,812	20,783	7,745	2,225	28,714	182,500
Additions	21	1,659	2,470	-	8,504	97	12,751
Disposal	-	28	-	-	-	-	28
Transfers	157	2,071	506	66	4,958	2,158	-
At 31 December 2020	93,399	33,570	23,759	7,811	5,771	30,969	195,279
Accumulated Depreciation							
At 1 January 2020	20,042	23,395	14,615	5,358	-	23,328	86,738
Charge for the year	4,551	2,055	2,493	1,313	-	2,357	12,769
Disposal	-	28	-	-	-	-	28
At 31 December 2020	24,593	25,422	17,108	6,671	-	25,685	99,479
Net Book Value							
At 31 December 2020	68,806	8,148	6,651	1,140	5,771	5,284	95,800
2019	Land & Building	Computers	Furniture & Equipment	Motor Vehicles	Capital W I P	Leasehold Improvement	Total
	GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Cost/Valuation							
At 1 January 2019	92,408	26,720	18,128	8,021	1,788	26,884	173,949
Additions	35	2,705	2,594	517	5,217	38	11,106
Disposal	-	-	(80)	(860)	-	-	(940)
Transfers	888	1,810	223	66	(4,776)	1,789	-
Write Offs	(110)	(1,419)	(81)	-	(1)	-	(1,611)
At 31 December 2019	93,221	29,816	20,784	7,744	2,228	28,711	182,504
Depreciation							
At 1 January 2019	15,508	23,287	12,773	3,797	-	19,738	75,103
Charge for the year	4,534	1,518	1,902	2,082	-	3,590	13,626
Released on Disposal/ Revaluation	-	-	(41)	(521)	-	-	(562)
Write Offs	-	(1,410)	(19)	-	-	-	(1,429)
At 31 December 2019	20,042	23,395	14,615	5,358	-	23,328	86,738
Net Book Value							
At 31 December 2019	73,179	6,421	6,169	2,386	2,228	5,383	95,766

Cost component of revalued property

If the land and buildings were stated on a historical cost basis, the amounts would have been as follows:

	2020	2019
	GH¢'000	GH¢'000
Cost	13,001	12,790
Accumulated depreciation	(3,614)	(2,974)
	9,387	9,816

Disposal Schedule

Cost and Accumulated depreciation

The cost and accumulated depreciation of assets disposed is made up of cost of disposals and write-offs and their corresponding accumulated depreciation.

2020	Computers	Motor & Vehicle	Total
	GH¢'000	GH¢'000	GH¢'000
Cost	28	-	28
Accumulated depreciation	(28)	-	(28)
Net book value	-	-	-
Proceeds	-	-	-
Profit/(Loss) on disposal	-	-	-
2019	Furniture & Equipment	Motor & Vehicle	Total
	GH¢'000	GH¢'000	GH¢'000
Cost	80	860	940
Accumulated depreciation	(41)	(521)	(562)
Net book value	39	339	378
Proceeds	61	334	395
Profit/Loss on disposal	22	(5)	17

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. Capital commitments not provided for in the financial statements as at 31 December 2020 was nil. (2019: Nil).

28. RIGHT OF USE ASSETS

The Bank leases land and buildings. Information about leases for which the Company is a lessee is presented below.

	Rental space	Total
	GH¢'000	GH¢'000
Cost		
At 1 January 2020	68,351	68,351
Additions	186,925	186,925
At 31 December 2020	255,276	255,276
Accumulated depreciation		
At 1 January 2020	31,943	31,943
Charge for the year	39,808	39,808
At 31 December 2020	71,751	71,751
Net Book Value		
At 31 December 2020	183,525	183,525

2019	Rental space	Total
	GH¢'000	GH¢'000
Cost/Valuation		
At 1 January 2019 (Transfer from pre payment)	<u>11,103</u>	<u>11,103</u>
Additions	57,248	57,248
Termination of lease	-	-
At 31 December 2019	<u>68,351</u>	<u>68,351</u>
Depreciation		
At 1 January 2019	-	-
Charge for the year	31,943	31,943
Termination of lease	-	-
At 31 December 2019	<u>31,943</u>	<u>31,943</u>
Net Book Value		
At 31 December 2019	<u>36,408</u>	<u>36,408</u>

29. CASH AND CASH EQUIVALENTS

	2020	2019
	GH¢'000	GH¢'000
Cash and bank balance	727,221	906,085
14-Day/91-Day Treasury Bill	665,272	979,423
Cash and cash equivalent in statement of cash flows	<u>1,392,493</u>	<u>1,885,508</u>

Included in the cash and cash equivalent is an amount of GH¢ 665,272 (2019: 979,423) which has been disclosed as part of Investments Securities in Note 20.

Included in balances with Bank of Ghana above is an amount of GH¢357 (2019: GH¢339,209) mandatory reserve deposits representing 10% of the Bank's total deposits.

30. BORROWED FUNDS

	2020	2019			
	GH¢'000	GH¢'000			
Government of Ghana	65,440	65,720			
Central Bank of Ghana	11,988	11,668			
Other Financial Institutions	46,673	39,235			
AFD/Rubber Phase IV and V	189,072	160,995			
Total	<u>313,173</u>	<u>277,618</u>			
2020	Government of Ghana	Central Bank	Financial Institutions	AFD/Rubber Phase IV&V	Total
Balance as at 1 January 2020	<u>65,720</u>	<u>11,668</u>	<u>39,235</u>	<u>160,995</u>	<u>277,618</u>
Additions	1,170	132	137,586	31,059	169,947
Interest	1,782	344	313	425.16	2,864
Payment	(3,232)	(156)	(130,461)	(3,407)	(137,256)
Balance as at 31 December 2020	<u>65,440</u>	<u>11,988</u>	<u>46,673</u>	<u>189,072</u>	<u>313,173</u>
2019	Government of Ghana	Central Bank	Financial Institutions	AFD/Rubber Phase IV&V	Total
Balance as at 1 January 2019	67,229	8,425	42,027	145,837	263,518
Additions	714	1,753	126,653	24,489	153,609
Interest	2,382	1,490	95	6,999	10,966
Payment	(4,605)	-	(129,540)	(16,330)	(150,475)
Balance as at 31 December 2019	<u>65,720</u>	<u>11,668</u>	<u>39,235</u>	<u>160,995</u>	<u>277,618</u>

Central Bank

	2020	2019
	GH¢'000	GH¢'000
IFAD SCIMP	1,720	611
IDA/BADEA	1,724	2,516
SMALL SCALE IRR.DEV PROJECTS	653	279
CFD Loan to GREL	364	150
IFAD/MEST Rural Ent.	534	207
IFAD /UWADEP	564	162
ADB/BADEA/BOVID	6,429	7,743
	11,988	11,668

Government of Ghana

This consists of multiple facilities granted to the Bank to finance food crops, non-traditional exports, agro industry as well as institutional support. Interest rates range from 1.8% - 5% with maturities ranging from 2018 to 2051. The disclosure is based on the specific project the loan was meant for.

Details of these borrowings are shown below:

	2020	2019
	GH¢'000	GH¢'000
ADF Projects	44,523	32,154
EDAI	6,471	10,514
AFD/MOFA	13,502	22,581
AfDB/KP.IRR. Projects	944	471
	65,440	65,720

Financial institutions

These borrowings are for liquidity management purposes. Interest rate ranges from 15% to 16.5% and maturity is usually within one year.

Details of the borrowings from financial institutions are shown below:

	2020	2019
	GH¢'000	GH¢'000
SSNIT	-	-
First Banc	1,095	23,035
Bora Capital	-	2,535
CIDAN Investment	2,439	2,044
SEM CAPITAL	-	1,382
GHIB	43,139	9,317
Interest on Borrowing	-	922
	46,673	39,235

Others

AFD - The general purpose of the credit facility is to finance long term loans dedicated to the Rubber Out grower Plantation Programme (ROPP). Average Interest is at a rate of 2.07% maturing in 2027.

Details of other borrowings are shown below:

	2020	2019
	GH¢'000	GH¢'000
AFD/Rubber Phase IV	189,072	160,995

31. DEPOSITS FROM CUSTOMERS

	2020	2019
	GH¢'000	GH¢'000
Savings Deposits	704,128	523,335
Demand and Call Deposits	3,163,107	2,409,345
Fixed/Time Deposits	413,802	459,529
	4,281,037	3,392,209
	2020	2019
	GH¢'000	GH¢'000
Customer deposits		
Maturity analysis of customer deposits		
From Government and Parastatals:		
Payable within 90 days	274,063	295,766
Payable after 90 days and within one year	188,468	101,675
	462,531	397,441
From Private Sector and individuals:		
Payable within 90 days	1,997,856	1,591,111
Payable after 90 days and within one-year	1,820,650	1,403,657
	3,818,506	2,994,768
	4,281,037	3,392,209

Twenty largest depositors to total deposit ratio is 23.52% (2019: 23.87%)

32. OTHER LIABILITIES

	2020	2019
	GH¢'000	GH¢'000
Expected Credit losses on contingent liabilities	24,811	11,723
Managed funds	5,356	2,449
Payables	23,397	31,692
Provident fund	2,912	7,119
Statutory Deductions	7,243	2,254
Visa and Point of sales settlement	10,100	8,841
Accruals	13,305	14,105
Staff long service awards (i)	2,013	2,060
	89,137	80,243
Current	49,243	51,085
Non-current	39,894	29,158

Payables* consist of Payment orders and unclaimed credit items.

Accruals ** comprise unpaid maintenance and utility expenses

i. Movement in the liability for staff long service awards

The Bank has a long service award for its employees. These are long service awards which accrue to employees based on graduated periods of uninterrupted service. These awards accrue over the service life of employees. Employees leaving the service of the Bank after 5 years through retirement (both voluntary and compulsory) or resignation become eligible for these awards based on their current entitlement at the time of retirement or resignation based on their length of service. The bank has no further obligations once the staff leaves employment.

	2020	2019
	GH¢'000	GH¢'000
Liability for staff awards at 1 January	2,060	1,803
Benefits paid by the plan	(124)	(102)
Past service cost	(405)	-
Expenses recognised in profit or loss	482	359
Liability for staff awards at 31 December	2,013	2,060
	2020	2019
Expenses recognised in profit and loss	GH¢'000	GH¢'000
Current Service Cost	391	36
Interest Cost	91	323
	482	359

Actuarial assumptions

The following are the principal assumptions at the reporting date.

Discount rate	19.1%	19%
General inflation rate	10.4%	13%

Assumptions regarding future mortality rates are based on published statistics and mortality tables.

33. LEASE LIABILITY

	2020	2019
	GH¢'000	GH¢'000
As at 1 January	34,205	
Additions	169,917	57,248
Accretion of interest	11,988	2,688
Exchange difference	374	5,450
Payments	(34,660)	(31,181)
As at 31 December	181,824	34,205

The Bank had total cash outflows with regard to leases liabilities is GH¢34,660 (2019: GH¢31,181).

Future minimum lease payments under non-cancellable operating leases as at 31 December were as follows:

Maturity analysis of lease liability	2020	2019
	GH¢'000	GH¢'000
Within one year	39,070	34,174
After one year but not more than five years	166,619	8,247
More than five years	100,200	-
Total	305,889	42,421

34. STATED CAPITAL

	2020		2019	
	No. of Shares	Proceeds	No. of Shares	Proceeds
Authorized:		GH¢'000		GH¢'000
Ordinary shares of no-par value	10,000,000,000		10,000,000,000	
Issued:				
Issued for Cash	<u>346,952,253</u>	<u>698,700</u>	<u>261,721,483</u>	<u>421,700</u>
	<u>346,952,253</u>	<u>698,700</u>	<u>261,721,483</u>	<u>421,700</u>

Reconciliation

	2020		2019	
	No. of Shares	Proceeds	No. of Shares	Proceeds
Authorized:		GH¢'000		GH¢'000
Balance as at 1 January	<u>261,721,483</u>	<u>421,700</u>	<u>230,923,223</u>	<u>275,100</u>
Issued Shares	<u>85,230,770</u>	<u>277,000</u>	<u>30,798,260</u>	<u>146,600</u>
Balance as at 31 December	<u>346,952,253</u>	<u>698,700</u>	<u>261,721,483</u>	<u>421,700</u>

35. DEPOSIT FOR SHARES

	2020		2019	
	GH¢'000		GH¢'000	
Deposit for Shares	-		<u>277,000</u>	
	-		<u>277,000</u>	

Deposit for Shares relates to the conversion of Bank of Ghana's five-year Subordinated Term Debt of GH¢ 150,000,000 into equity in favor of its subsidiary, Financial Investment Trust (FIT) which is a shareholder of the Bank. Furthermore, Ghana Amalgamated Trust brought in additional capital of GH¢127million, bringing the total to GH¢277,000,000.

The two institutions were issued shares totally 85,230,770 subsequent to the year end. The registration of the shares with the Registrar General and the Central Securities Depository have been completed in January 2020, this brings the total shares issued to 346,952,253

36. ACCUMULATED LOSSES

	2020		2019	
	GH¢'000		GH¢'000	
At 1 January	<u>(289,349)</u>		<u>(294,086)</u>	
Transfer to credit risk reserve	4,739		9,813	
Transfer to statutory reserve	(32,702)		(7,412)	
Stamped duty	(327)		-	
Transaction cost related to right issue	-		(12,487)	
Profit for the year	<u>65,403</u>		<u>14,823</u>	
Total	<u>(252,236)</u>		<u>(289,349)</u>	

37. REVALUATION RESERVE

This reserve comprises the cumulative net change in the fair value of property and equipment.

	2020		2019	
	GH¢'000		GH¢'000	
At 1 January	<u>57,531</u>		<u>57,531</u>	
At 31 December	<u>57,531</u>		<u>57,531</u>	

38. STATUTORY RESERVE

Statutory reserve represents cumulative amounts set aside from annual profits after tax required under section 34(i) of the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act 930). The proportion of net profits transferred to reserves ranges from 12.5% to 50% of net profit after tax, depending on the relationship that the balance on statutory reserves bears to paid up capital.

	2020	2019
	GH¢'000	GH¢'000
At 1 January	108,512	101,100
Transfer from Retained earnings	32,702	7,412
At 31 December	141,214	108,512

39. CREDIT RISK RESERVE

The credit risk reserve is a non-distributable reserve required by Bank of Ghana to account for difference between impairment loss on financial assets as per IFRS and the specific and the general impairment loss on loans and advances and contingent liabilities per the Central Bank's prudential guidelines.

	2020	2019
	GH¢'000	GH¢'000
At 1 January	157,827	167,640
Transfer (to) Retained earnings	(4,739)	(9,813)
At 31 December	153,088	157,827

Reconciliation between Bank of Ghana impairment allowance and IFRS impairment

	2020	2019
	GH¢'000	GH¢'000
Bank of Ghana impairment allowance for loans and advances	559,464	605,949
IFRS Impairment for loans and advances at 31 December	(406,376)	(448,122)
Credit risk reserve at 31 December	153,088	157,827

40. FAIR VALUE THROUGH OCI

	2020	2019
	GH¢'000	GH¢'000
At 1 January	60,163	55,426
Fair value adjustment, net of tax (Note 40 ii)	(7,837)	4,737
At 31 December	52,326	60,163

ii. The Fair Value Reserves includes the cumulative change in the fair value of equity investments until the investment is derecognized or impaired. Fair value through other comprehensive income net of tax is made up of:

	2020	2019
	GH¢'000	GH¢'000
Investment (other than securities)	(10,450)	6,316
Deferred Tax	2,613	(1,579)
Total	7,837	4,737

41. CONTINGENCIES AND COMMITMENTS INCLUDING OFF BALANCE SHEET ITEMS

In common with other banks, the Bank conducts business involving acceptances, guarantees, performances and indemnities. The majority of these facilities are offset by corresponding obligations of third parties. The Bank also holds certain securities in its own name on behalf of customers. The values of these securities are not recognised in the statement of financial position.

Letters of credit commit the Bank to make payments to third parties, on production of documents, which are subsequently reimbursed by customers.

Guarantees are generally written by a bank to support performance by a customer to third parties. The Bank will only be required to meet these obligations in the event of customer's default.

Contingencies and commitments in the financial statements as at 31 December 2020 in respect of the above amounted to GH¢ 298,111 (2019: GH¢352,575), as detailed below:

	2020	2019
	GH¢'000	GH¢'00
Guarantees and indemnities	244,331	159,235
Letters of credit	53,780	207,865
	298,111	367,100

41.1 CREDIT RISK QUALITY OF LETTER OF CREDIT, COMMITMENTS AND GUARANTEES

The table below shows the credit quality and the maximum exposure to credit risk of credit, commitments and guarantees based on the Bank's internal credit rating system and year-end stage classification. The amounts presented are gross of impairment allowances.

2020	Stage 1	Stage 2	Stage 3	Total
	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Grade 1-3: low fair risk	53,780	-	-	53,780
Grade 4-5	244,331	-	-	244,331
Grade 6	-	-	-	-
Grade 7	-	-	-	-
Grade 8	-	-	-	-
At 31 December 2020	298,111	-	-	298,111

2019	Stage 1	Stage 2	Stage 3	Total
	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Grade 1-3: low fair risk	207,865	-	-	207,865
Grade 4-5	159,235	-	-	159,235
Grade 6	-	-	-	-
Grade 7	-	-	-	-
Grade 8	-	-	-	-
At 31 December 2019	367,100	-	-	367,100

An analysis of changes in the gross carrying amount in relation to credit, commitments and guarantees is as follows:

2020	Stage 1	Stage 2	Stage 3	Total
	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Gross carrying amount as at 1 January 2020	367,100	-	-	367,100
New assets originated or purchased	-	-	-	-

Assets derecognised or repaid (excluding write offs)	(68,990)	-	-	(68,990)
Transfers to Stage 1	-	-	-	-
Transfers to Stage 2	-	-	-	-
Transfers to Stage 3	-	-	-	-
At 31 December 2020	298,111	-	-	298,111

2019	Stage 1	Stage 2	Stage 3	Total
	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Gross carrying amount as at 1 January 2019	374,807	-	-	374,807
New assets originated or purchased	-	-	-	-
Assets derecognised or repaid (excluding write offs)	(7,707)	-	-	(7,707)
Transfers to Stage 1	-	-	-	-
Transfers to Stage 2	-	-	-	-
Transfers to Stage 3	-	-	-	-
At 31 December 2019	367,100	-	-	367,100

An analysis of changes in the ECL allowances in relation to credit, commitments and guarantees is as follows:

2020	Stage 1	Stage 2	Stage 3	Total
	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Gross carrying amount as at 1 January 2020	11,723	-	-	11,723
New assets originated or purchased	13,088	-	-	13,088
Assets derecognised or repaid (excluding write offs)	-	-	-	-
Transfers to Stage 1	-	-	-	-
Transfers to Stage 2	-	-	-	-
Transfers to Stage 3	-	-	-	-
At 31 December 2020	24,811	-	-	24,811
2019	Stage 1	Stage 2	Stage 3	Total
	GH¢'000	GH¢'000	GH¢'000	GH¢'000
Gross carrying amount as at 1 January 2019	17,751	-	-	17,751
New assets originated or purchased	-	-	-	-
Assets derecognised or repaid (excluding write offs)	(6,028)	-	-	(6,028)
Transfers to Stage 1	-	-	-	-
Transfers to Stage 2	-	-	-	-
Transfers to Stage 3	-	-	-	-
At 31 December 2019	11,723	-	-	11,723

42. CONTINGENT LIABILITY

Pending Legal Claims

At the year-end there were 16 (2019: 21) legal cases pending against the Bank. Should judgment go in favour of the plaintiffs, likely claims against the Bank have been estimated at GH¢1,277 (2019: GH¢ 1,100).

No provisions have been made in the financial statements in respect of these amounts because the Bank's solicitors believe that the bank has good chance of success.

43. RELATED PARTY TRANSACTIONS

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial or operating decisions, or one other party controls both. Shareholders of the entity are as follows:

Shareholders

Name of shareholder	No. of shares in thousand	Percentage holding (%)
Financial Investment Trust	<u>222,218</u>	<u>64.05%</u>
Government of Ghana	<u>74,579</u>	<u>21.50%</u>
Ghana Amalgamated Trust PLC	<u>39,077</u>	<u>11.26%</u>
Others	<u>11,078</u>	<u>3.19%</u>
	<u>346,952</u>	<u>100%</u>

At 31 December 2020 the following amounts related to transactions with the Government of Ghana

	2020	2019
	GH¢'000	GH¢'000
Government Securities	2,222,139	1,522,828
Loans and Advances	71,583	13,470
Borrowings	65,440	42,065
Others	<u>30,973</u>	<u>17,034</u>

Associated Company

The Bank provides general banking services to its associated company. These transactions are conducted on similar terms to third-party transactions. There were no transactions with associated company during the period under consideration.

Details of investments in associated company are provided in Note 23.

Transactions with Executive Directors and key Management Personnel

Key management personnel are defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Bank (directly or indirectly) and comprise the Directors and Senior Management of the Bank.

The Bank has advanced loans to some past directors as well as key management staff. No provisions have been made in respect of loans to the Executive Director or other members of key management personnel (or any connected person).

Remuneration of Executive Directors and other key Management Personnel

The remuneration of executive directors and other key management personnel during the year were as follows:

Short term employee benefits	2020	2019
	GH¢'000	GH¢'000
Salaries and other short- term benefits	15,950	13,865
Social security contributions	1,641	831
	<u>17,591</u>	<u>14,696</u>

Remuneration of executive directors during the year amounted to GH¢ 1,453 (2019 GH¢1,030).

Details of transactions and balances between the Bank and Executive Directors and other key Management Personnel are as follows:

	2020	2019
	GH¢'000	GH¢'000
Loans	-	-
Loans outstanding at 31 December	<u>2,385</u>	<u>1601</u>
Interest income	80	69

Interest rates charged on loans to staff are below market rates. These loans are secured over the assets financed of the respective borrowers. These loans are fair valued at the year end. There were no loans to the Executive Director in the current year.

	2020	2019
	GH¢'000	GH¢'000
Deposits	<u>11,110</u>	<u>8,487</u>
Key Management's shareholding		
	No. of shares	% Holding
Key management	<u>19,627</u>	<u>0.01</u>

Transactions with companies in which a Director or other members of key Management Personnel is related

The Executive Director is a non-executive board member of Ghana International Bank Plc (GIB). Details of transactions and balances between the Bank and GIB are as follows:

	2020	2019
	GH¢'000	GH¢'000
Borrowings	<u>42,930</u>	<u>9,317</u>
Bank balance	<u>52,364</u>	<u>35,523</u>
Transactions with non- executive directors		
	2020	2019
	GH¢'000	GH¢'000
Directors' remuneration		
Fees and allowances for services as directors	<u>1,693</u>	<u>1,437</u>

Details of transactions and balances between the Bank and past non-executive directors are as follows:

	2020	2019
	GH¢'000	GH¢'000
Loans		
Outstanding at 1 January	-	<u>138</u>
Net movement	-	17
Outstanding at 31 December	-	<u>155</u>
Interest income	-	17

Term loans amounting to GH¢605 were granted to two directors in 2012. The loans were granted at the Bank's base rate plus 5%. The facilities expired in 2020. The outstanding amount on the facility at 31 December 2020 is Nil. The process of approval starts with the management credit committee before submission to the board for approval at which meeting the Directors excuse themselves. Subsequently the Central Bank is informed of the approval process. The loan was approved in 2012.

No loan or advance was granted to companies in which Directors have an interest in 2020. (2019 nil)

	2020	2019
	GH¢'000	GH¢'000
Deposits	<u>11,110</u>	<u>8,487</u>

Directors' Shareholding

At 31 December 2020, the past directors named below held shares in the Bank.

Directors	No. of shares	% Holding
Nana Soglo Alloh IV	<u>54,800</u>	<u>0.00016</u>
Daniel Asiedu	<u>2,000</u>	<u>0.000006</u>
Dr. Adu Anane Antwi	<u>800</u>	<u>-</u>
	<u>57,600</u>	<u>0.000166</u>

44. DEFINED CONTRIBUTION PLAN

	2020	2019
	GH¢'000	GH¢'000
Pension scheme, the National Social Security Fund	12,889	11,698
Provident Fund	<u>7,474</u>	<u>10,867</u>
	<u>20,363</u>	<u>22,565</u>

45. ASSETS PLEDGED AS SECURITY

At 31 December 2020 the value of government securities pledged as collateral was GH¢ NIL (2019: NIL).

46. COLLATERAL ACCEPTED AS SECURITY FOR ASSETS

At 31 December 2020 the value of government securities accepted as collateral that the Bank is permitted to sell or re-pledge in the event of default was **GH¢ 116,445** (2019: GH¢172,300).

These transactions are conducted under terms that are usual and customary to standard lending, and securities borrowings and lending activities.

47. NATIONAL FISCAL STABILISATION LEVY

The National Fiscal Stabilisation Levy Act 862, became effective from 12 July 2014. Under the Act, a 5% levy will be charged on profit before tax and is payable quarterly.

48. REGULATORY DISCLOSURES

i. Non-Performing Loans Ratio

Percentage of gross non-performing loans ("substandard to loss") to total credit/advances portfolio (gross): 34.40% (2019: 41.72%)

ii. Capital Requirement Directive (CRD)

The capital requirement directive at the end of December 2020 was calculated at approximately 14.87% (2019: 16.45%)

iii. Liquid Ratio

Percentage of liquid assets to volatile liabilities: 117.76% (2019: 144.98%)

49. SUBSEQUENT EVENTS

At the Annual General Meeting (AGM) of the Bank in 2020 a resolution was passed to amend the name of the Bank from Agricultural Development Bank Limited to Agricultural Development Bank Public Limited Company-(PLC) in accordance with section 21 of Companies Act, 2019 (Act 992). The name change was approved by Bank of Ghana in January 2021, in accordance with the Banks and Specialised Deposit-Taking Institutions Act, 2016 (Act 930).

50.1 Adjustment for non-cash items

	2020	2019
	GH¢'000	GH¢'000
Depreciation and amortization	61,556	53,272
Impairment charge on financial assets	23,163	15,614
Interest recognized on lease liability	-	8,138
Write off on other assets (investment and receivables)	-	22,181
Dividend received	(186)	(1,302)
(Gain)/loss on disposal of property and equipment	-	(17)
Net interest income	(415,413)	(300,096)
	(330,880)	(202,210)

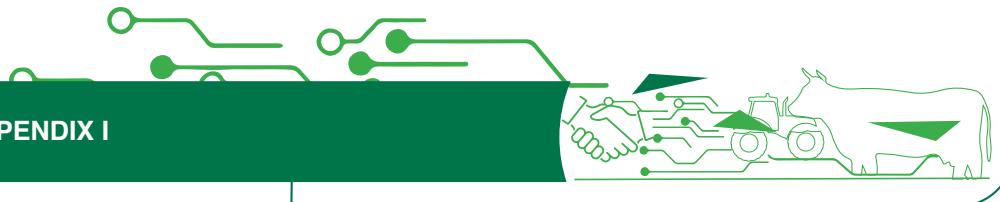
50.2 Changes in operating assets and liabilities

Loans & advances	(445,674)	(401,264)
Other assets	5,635	(32,653)
Deposits from customers	890,656	805,944
Restricted cash	(7,537)	(21,000)
Other liabilities	(4,193)	(5,975)
	438,887	345,052

51. NON-COMPLIANCE WITH SECTIONS OF THE BANKS AND SPECIALISED DEPOSIT-TAKING INSTITUTIONS ACT, 2016 (ACT 930)

Review of Exposure Limits

Section 62 of the Banks and Specialized Deposit-Taking Institutions Act, 2016 (Act 930) requires that secured and non-secured facilities should not exceed 25% and 10% of the company's net own funds respectively. The Bank has not breached the secured prescribed exposure limits by year end 2020.



APPENDIX I

Value Added Statement	2020	2019
	GH¢'000	GH¢'000
Interest earned and other operating income	769,156	615,539
Direct cost of services	(363,804)	(339,573)
Value added by banking services	<u>405,352</u>	<u>275,965</u>
Non-banking income	10,533	17,515
Impairment	(23,163)	(15,614)
Value Added	<u>392,722</u>	<u>277,867</u>
Distributed as follows:		
To employees:		
Directors (without executives)	(1,693)	(1,437)
Executive Directors	1,454	1,031
Other employees	<u>(233,236)</u>	<u>(204,243)</u>
	<u>(233,475)</u>	<u>(206,711)</u>
To Government:		
Income tax	<u>(32,286)</u>	<u>(3,061)</u>
To providers of capital		
Dividends to shareholders	-	-
To expansion and growth:		
Depreciation	(52,577)	(45,568)
Amortization	(8,979)	(7,704)
	<u>(61,556)</u>	<u>(53,272)</u>
RETAINED EARNINGS	<u>65,403</u>	<u>14,824</u>

APPENDIX II

Shareholders' Information - Unaudited Number of Shareholders

The Bank had 446 ordinary shareholders at 31 December 2020 distributed as follows:

Category	No. of shareholders	No of shares	% of shares
1-1,000	419	114,937	0.03
1,001-5,000	24	49,606	0.01
5,001-10,000	3	23,560	0.01
Above 10,000	13	346,764,150	99.95
Total	459	346,952,253	100.00

20 Largest Shareholders

Control rights: Each share is entitled to the same voting rights.

No.	NAME	NO. OF SHARES	%
1	FINANCIAL INVESTMENT TRUST	222,218,113	64.05
2	GOVERNMENT OF GHANA	74,579,327	21.50
3	GHANA AMALGAMATED TRUST PLC	39,076,924	11.26
4	ESOP	5,983,828	1.72
5	DOE, OSCAR YAO O. Y. D.	2,595,181	0.75
6	COFIE, MARK BLEWUNYO KODJO M. B. K. C.	2,100,629	0.61
7	NANA, SOGLO ALLOH IV	54,800	0.02
	PARACELSUS PHARMACY & MARKETING		
8	CONSULTANCY LTD, P. P. M. C. L.	50,000	0.01
9	DOE, OSCAR YAO O. Y. D.	36,500	0.01
10	BONDZI-SIMPSON, LESLIE	26,600	0.01
11	MR, JOHN BEKUIN-WURAPA	20,000	0.01
12	GOGO, BENJAMIN AKUETE	12,000	0.00
13	LAING, ARCHIBALD FERGUSON	10,248	0.00
	ARMAH-MENSAH,		
14	EDWARD IAN NII AYITEY E. I. N. A. A.	10,000	0.00
15	FIADJOE, ABLA GRACE A. G. F.	7,500	0.00
16	MARY EMMELINE SAAH, M. E. S	6,060	0.00
17	MR, ISAIAH OFFEI-DARKO	5,000	0.00
18	DUAH, EUGENE KWAKU	4,500	0.00
19	ODAME, DESMOND YAW DYO	3,424	0.00
20	OFFEI-DARKO, ISAIAH	2,500	0.00
SUB TOTAL of TOP 20		346,803,134	99.96
Others		149,119	0.04
		346,952,253	100.00

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OUR BANKING SERVICES



AGRIBUSINESS

- Sector Loans
- Working Capital Loans
- Asset Finance
- Trade Finance (Export & Import)
- Group Loans
- Lines of Credit
- Managed Fund
- Nucleus-Outgrower schemes
- Guarantees
- Institutionally Managed Farmers loans
- Agric Value Chain Financing

CORPORATE & COMMERCIAL BANKING

- Foreign Currency Account
- Schools and Colleges Account
- Business Overdraft
- Project Account
- Guarantees
- IPC Discounting Loans
- Current and Call Accounts
- Term Loans

LEASE & ASSET FINANCE

- Fleet Finance
- Equipment Lease
- Asset Re-Lease (Sale and Lease back)
- Household Asset Finance
- Private Equipment Finance
- Agri-Lease
- Gold Drive Plus

TRADE SERVICES

- Advance Payments
- Import Letters of Credit
- Import Bills for Collection
- Export Letters of Credit
- Export Bills for Collection

ADB BANCASSURANCE • INSURANCE

- Abusua Anidaso (Life and Funeral Policy)
- ADB Motor Insurance

MONEY TRANSFER

- Western Union
- MoneyGram
- Ria Money
- Unity Link
- Xpress Money
- Transfast
- Instant Money
- Zeepay

CONSUMER BANKING

- Current Account
- Savings Deposit Account
- Hybrid (Cedi) Current Account
- Local Transfer Payment
- Salary Account
- Personal Loans
- Personal Investment Plus (PIP)
- Controller (CAGD) Loans
- Mmofra Account
- Home-link Account
- ADB Collabo/Collasave
- ADB Online Payment Solutions
- ATM Services
- Foreign Currency Account
- Foreign Exchange Account
- Adwadifo Anidaso
- Institutionally Managed Personal Loans (IMPL)

TREASURY MANAGEMENT

- Fixed (Cedi) Deposit Account
- Fixed Deposit Foreign Currency (USD, GBP & EUR)
- Primary Dealer in BOG/GOG Treasury Bill/Notes/Bonds
- Foreign Currency Deposits
- Cash Management
- International Transfers using the SWIFT System
- Foreign Exchange – Buying and Selling
- Custody Services

E-BUSINESS

- ADB Collections Solutions
- ADB Payments Solutions
- ADB Internet Banking (QuicNet)
- ADB USSD *767#
- ADB Alert Services
- ADB Visa Cards
- ADB Mobile Banking Application
- ADB Bill Payments (DSTV, GOtv, ECG & Passport)

PARASTATALS AND INSTITUTIONAL BANKING

- Government Institutions
- Ministries
- Department
- Agencies
- Strategic Banking Partnership with Corporate Institutions
- Revenue Collections
- Investment Services
- Transactional Services

EXECUTIVE BANKING



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Controller Payroll can apply**

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0302 210 210**

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AREA OFFICES

ACCRA WEST

Dansoman
 Abeka Lapaz
 Weija
 Kaneshie
 Bukom
 Madina
 Gulf House
 Achimota
 Kasoa
 Wisconsin University
 University of Ghana, Legon
 Telephone: 0202506203 ext 204/205
 030- 2506201, 2506202, 2506203

Berekum
 Dormaa Ahenkro
 Nkoranza
 Atebubu
 Kumasi Adum
 Kumasi Market
 Nhyiaeso
 Ejisu
 New Edubiase
 Obuasi
 Asante Bekwai
 Kenyasi
 Goaso
 Kwadwo
 Prempeh II
 Telephone: 032-204-5260

ACCRA EAST

Tema Main
 Tema Meridian
 Spintex
 Teshie
 Nungua
 Tema East
 Tema Mankoadze
 Labone Junction
 Osu
 Adabraka
 Accra Newtown
 Nima
 Ring Road Central
 Makola
 ADB House
 Ridge
 Diamond House
 Telephone: 030- 3216100, 3204305,
 3203371, 3206396, 0244477927

EASTERN / VOLTA / OTI
 Koforidua
 Nkawkaw
 Suhum
 Kade
 Asiakwa
 Ho
 Hohoe
 Kpando
 Kpewe
 Nkwanta
 Denu
 Sogakope
 Juapong
 Kpassa
 Telephone: 036 - 2028250, 2028284, 2028289
 034 - 2022292, 2022739

CENTRAL/WESTERN/ WESTERN NORTH

Agona Swedru
 Mankessim
 Assin Fosu
 Cape Coast
 UCC
 Takoradi
 Agona Nkwanta
 Grel Apemanim
 Sefwi Wiawso
 Bonsu Nkwanta
 Enchi
 Sefwi Essam
 Juaboso
 Telephone: 03120 29068, 0246746962

UPPER EAST / UPPER WEST

NORTHERN / SAVANNAH

NORTH EAST

Bolgatanga
 Bawku
 Navrongo
 Walewale
 Wa
 Tumu
 Bole
 Tamale Main
 Tamale Aboabo
 Kaladan
 Yendi
 Savelugu
 Buipe
 Telephone: 037- 2022629, 2022938,
 2027339, 0243283898

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BRANCHES & AGENCIES



Greater-Accra Region

ABEKA LAPAZ BRANCH

Off George Bush N1 Highway,
Near the Abrantie Spot
Tel: 030-7010373
GPS: GA-428-1771
Email: customercare@agricbank.com

ACCRA NEW TOWN BRANCH

Newtown Circle Road, Malam Atta
Market in the Old Oxford Cinema
Building
Tel: 030-2220989 / 0302-2220986
GPS: GA-069-3525
Email: customercare@agricbank.com

ACHIMOTA BRANCH

Near Neoplan Assembly Plant on the
Achimota Nsawam road
Tel: 030-2420038 / 030-2420036
030-7002070
GPS: GE-373-1882
Email: customercare@agricbank.com

ADB HOUSE BRANCH

Independence Avenue after Latter
Days Saints Church
GPS: GA-030-6976
Tel: 030-7001997
Email: customercare@agricbank.com

DANSOMAN BRANCH

Near Dansoman Round-About, Off
Dansoman High Street GPS: GA-
537-1721
Tel: 030-2312414 / 030-2311636
Email: customercare@agricbank.com

GULF HOUSE BRANCH

Main Gulf House Building on the
Tetteh Quarshie – Legon Road.
Tel: 030 2506201 / 030 2506202
030 2506203 GPS: GA-289-5092
Email: customercare@agricbank.com

GANESHE BRANCH

Near Kaneshie Market, Off the
Winneba Road
Tel: 050-1569003
GPS: GA-263-8055
Email: customercare@agricbank.com

WEIJA BRANCH

Near SCC Junction before
the new Shoprite
on the Mallam- Kasoa Road
Tel: 030-2853081 / 030-2853083
GPS: GS-0166-0410
Email: customercare@agricbank.com

LABONE JUNCTION BRANCH

Labone Junction Off the
Ring Road East,
Near Danquah Circle
Tel: 055 2818 953
GPS: GL-015-7692
Email: customercare@agricbank.com

ADABRAKA BRANCH

Opposite Long View Pharmacy on
the Kojo Thompson Road
GPS: GA-074-0708
Tel: 030-2242417
Email: customercare@agricbank.com

MADINA BRANCH

Opposite Rawlings Park on the
Barclays Lane
Tel: 030-2668265 / 030-2674308 /
030-2675596
GPS: GM-016-4945
Email: customercare@agricbank.com

NIMA BRANCH

Near Nima Market, St. Kizito Parish,
Off Nima-Mamobi Road
Tel: 0302-264 512
GPS: GA-025-4476
Email: customercare@agricbank.com

NUNGUA BRANCH

Off Teshie – Nungua Road,
In front of the Nungua market
Tel: 030-2712660 / 0302-717078
GPS: GZ-023-2058
Email: customercare@agricbank.com

OSU BRANCH

Near Papaye Restaurant on
the Oxford Street.
Tel: 030 2782386 / 030 2779696
030-2779695
GPS: GA-081-4642
Email: customercare@agricbank.com

RIDGE BRANCH

AFC Building, Opposite
National Theatre on the Liberia
Road
Tel: 0307001562
GPS: GA-107-2442
Email: customercare@agricbank.com

RING ROAD CENTRAL BRANCH

On Ring Road, Next to Bust Stop
Restaurant GPS: GA-048-9626
Tel: 030-2229110 / 030-2239409
Email: bidun@agricbank.com

LEGON BRANCH

Credit Union Building,
University of Ghana.
Tel: 0208-957231/0554-356399
GPS: GA-419-8111
Email: customercare@agricbank.com

WISCONSIN UNIVERSITY BRANCH

Wisconsin University College
No: 0243453632
GPS: GE-281-057
Email: customercare@agricbank.com

MAKOLA

Opposite Rawlings Park on the
Barclays Lane
tel: 0302 2675596 / 0302 668265
0302 674308
GPS: GA-183-8740
Email: customercare@agricbank.com

SPINTEX ROAD BRANCH

Opposite Ghana Commercial Bank
on the Spintex Road.
Tel: 030-2816212 / 0302816213
GPS: GZ-367-7394
Email: customercare@agricbank.com

TEMA EAST (ASHAIMAN)

Off Tema – Akosombo Road, Near
the Ashaiman Timber market
Tel: 050-1569002 / 030-3308011
GPS: GB-011-7408
Email: customercare@agricbank.com

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GPS: GT-062-1117
Tel: 030-3203371 / 030-3206396
Email: nmills@agricbank.com

TEMA-MANKOADZE AGENCY

Tema Community 1, near VIP Station
Tel: 030-3204756
Email: customercare@agricbank.com

TEMA MERIDIAN BRANCH

Tema Community 3,
Close to former Meridian Hotel
Tel: 030-7010321
GPS: GT – 020 -0866
Email: abasit@agricbank.com

TESHIE BRANCH

St. Anne's Parish premises, Teshie Road
Tel: 0300-2712664 / 0302-712549
GPS: GZ-018-4537
Email: customercare@agricbank.com

BUKOM ARENA

SSNIT SPORTS EMPORIUM
SSNIT Sports Emporium, Bukom
Telephone: 055 2569 489
Email: customercare@agricbank.com

DIAMOND HOUSE BRANCH

Diamond Cement Group Building,
Steel Works Rd, Tema
Tel: 055-9722793
GPS: GA-107-2442
Email: customercare@agricbank.com

Ashanti Region

ASHANTI BEKWAI BRANCH

Near Bekwai Post Office & Police Station
Tel: 032-24203157 / 032-2420315
032-242035 / 032-2420357
GPS: AB-0000-8169
Email: customercare@agricbank.com

EJISU BRANCH

Amakom Street, Near City Style Building
Tel: 032-2398705 / 032-2398704
032-2033481 / 032-2049576
GPS: AE-0000-1704
Email: customercare@agricbank.com

ADUM BRANCH

Nyarko Kusi Amoa Street, Near Central Prisons

Tel: 032-2031537 / 032-2039854

032-221521

Email: customercare@agricbank.com

KUMASI-CENTRAL MARKET BRANCH

Kumasi Zongo, behind the Zongo Police Station
Tel: 032-2033481 / 032-2033461/
032-2033455 / 032-2033914
GPS: AK-038-8417
Email: customercare@agricbank.com

PREMPEH II ST. BRANCH

Prempeh Street, Near Hotel De Kingsway
Tel: 032-2045263 / 032-2045275
032-2045276 / 032-2045277
GPS: AK-018-6205
Email:

customercare@agricbank.com

NEW EDUBIASE BRANCH

Near the Market
Tel: 020-6857305 / 032-219 2202
033-2192226
GPS: A3-0000-6939
Email: customercare@agricbank.com

OBUASI BRANCH

Obuasi Main Road, Opposite Metro Mass Station
Tel: 032-2440701 / 032-2540700
GPS: AO-028-4692
Email: customercare@agricbank.com

NHYIAESO BRANCH

Kumasi Main Road, Nhyieso Roundabout, Nyarko Plaza 1
Tel: 032-2190006 / 0322190008
GPS: AK-237-5343
Email: cgaamson@agricbank.com

Bono East Region

NKORANZA BRANCH

Opposite the main market and adjacent to the VRA Office, Off the VRA Road.

Tel: 035 -2092074 / 035 -2097313

GPS: BO-0000-5543

Email: customercare@agricbank.com

ATEBUBU BRANCH

10 metres from the main Lorry station, On the Atebubu-Ejura Road

Tel: 032-2099568

GPS: BA-00005-3243

Email: customercare@agricbank.com

TECHIMAN BRANCH

Off the Techiman - Tamale Road,

Near the Tamale Station

Tel: 035- 2522304 / 035- 2091080 /
035 -2091686 GPS: BT-0013-8877

Email: customercare@agricbank.com
Ahafo Region

KENYASI BRANCH

On the Kenyasi Road, Opposite the Kenyasi No.1 Police Station.

Tel: 035-2094858 / 035-2197828
035-2084594 GPS: BQ-0022-8978

Email: customercare@agricbank.com

GOASO BRANCH

On Goaso Road, 100 metres away from the lorry station and adjacent to Glory Oil Filling Station.

GPS: BU-0003-1974
Tel: 035-2094370

Email: customercare@agricbank.com

KWAPONG BRANCH

Kwapong Main Road,

Adjacent PBC Office

Tel: 032 -2034795

GPS: BV-0660-8420

Email: customercare@agricbank.com

Bono Region

SUNYANI BRANCH

Sunyani-Berekum Road, Near Sunyani Post Office and Opposite Telecom.

Tel: 0352025631 / 0352023107 /

0352027075

GPS: BS-0006-3520

Email: customercare@agricbank.com

BEREKUM BRANCH

Near the Berekum Training College and

next to the Berekum Library.

Tel: 035-2222104 / 035-2222153

035-2222507

GPS: BB-0022-8879

Email: customercare@agricbank.com

DORMAA AHENKRO BRANCH

Near the Traffic light on the

Dormaa main road

Tel: 035-2322251 / 035 -2322037

035 -2322165

GPS: BD-0002-2056

Email: customercare@agricbank.com

Central Region

AGONA SWEDRU BRANCH

Opposite Calvary Crusaders Church,
Off Swedru Street
Tel: 033-2093517 / 033-2192883
GPS: CO-0000-9131
Email: customercare@agricbank.com

ASSIN FOSU BRANCH

Opposite the Foso Lorry station
Opposite the Foso Lorry station on
the main Cape Coast-Kumasi Road
Tel: 033-2140548 / 033-2192203 /
033-2192200
GPS: CR-0008-8501
Email: customercare@agricbank.com

CAPE COAST MAIN BRANCH

Chapel Square opposite John
Wesley Methodist Church
Tel: 031-7010094
GPS: CC-008-3558
Email: customercare@agricbank.com

KASOA BRANCH

Off the Bodweasi Road,
Near Nsaniya Secondary School
Tel: 055-2560717
GPS: CX-013-6878
Email: customercare@agricbank.com

MANKESSIM BRANCH

At Abochie area on the Ajumako road
Tel: 034-020 93017 / 034-209 3015
GPS: CM-0412-5849
Email: customercare@agricbank.com

UCC BRANCH

Near Casely – Hayford Hall, UCC
Campus GPS CC-007-3155
Tel: 033-2131989
GPS: CC-143-7930
Email: customercare@agricbank.com

Eastern Region

ASIAKWA BRANCH

Off the Kyebi – Bunso Road,
Adjacent the Asiakwa Police Station.
EE 1314-8594
Tel: 0302-962 144 / 0302-962 145
GPS: EE-1314-8792
Email: customercare@agricbank.com

KADE BRANCH

Off Okumaning Road, Adjacent GCB.
P.O.Box KD 31, Kade.
GPS: EK 0005-0093
Tel: 0302 963 285 / 0302 963 286
Email: customercare@agricbank.com

KOFORIDUA BRANCH

Opposite B. Foster Bakery, Off B
Foster Road. GPS EN 0100-632
Tel: 034-2022739 / 034-2022235/
034-2021048 GPS: EN-010-0736
Email: customercare@agricbank.com

NKAWKAW BRANCH

Off Nkawkaw-Kumasi Road ,Near
Ghana Commercial Bank and Behind
Total Filling Station.
GPS: EJ-0000-5072
Tel: 020-4345378 / 034-3122041
034-3122068, 034-3122028,
034-3122457
Email: customercare@agricbank.com

SUHUM BRANCH

Off Suhum-Koforidua Road, Near
Fanteakwa Rural Bank or Near the
Police station. GPS: ES-0000-8212
Tel: 034-7070198 / 034-2522373
034-2522374
Email: customercare@agricbank.com

Northern Region

SAVELUGU BRANCH

5 minutes drive from Airport junction
on the Salvelugu/Walewale road Or
closer to Savelugu Hospital
Tel: 037-2095822 / 037209822 /
037209820 GPS: NU-0020-3873
Email: customercare@agricbank.com

TAMALE-ABOABO BRANCH

Near Aboabo Market, Off Tamale –
Aboabo Road. GPS: NT-0005-7016
Tel: 037-2026242 / 037-2023700
Email: customercare@agricbank.com

TAMALE-MAIN BRANCH

Bolga Road Near Ghana
Commercial Bank
Tel: 037-2022629 / 037-2022938
GPS: NT-0003-5994
Email: customercare@agricbank.com

YENDI BRANCH

Left from SSNIT on Gushegu Road
directly opposite Alhaji Baba mosque
Tel: 020-4345425 /
426 / 037-7010033
GPS: NY-0029-2275

TAMALE KALADAN

Off the Tamale – Kaladan Road
Tel: 037-2022061 / 037-2022014
GPS: NT-0020-7358
Email: customercare@agricbank.com

North East Region

WALEWALE BRANCH

5 minutes walk from the main lorry
station on the main high street of
Tamale/Bolga road.
Tel: 055-2559468
GPS: ND-00001-4206
Email: customercare@agricbank.com

Savannah Region

BOLE BRANCH

Wa Road, Near the SSNIT Office
GPS: NB-00013-0010
Tel: 0372-292172
Email: customercare@agricbank.com

BUIPE BRANCH

In front of Islamic Primary School,
Off Kintampo – Tamale Road.
GPS: N3-00007-1641
Tel: 0302-962-150 / 0372-092 171
Email: customercare@agricbank.com

Upper East Region

BAWKU BRANCH

Near Bawku Post Office,
Off Bawku Main Road
Tel: 020-4581275 / 050-4851100
GPS: UA-0083-5128
Email: customercare@agricbank.com

NAVRONGO BRANCH

On the main commercial street on
the UDS road share boundaries with
Bencyn Pharmacy
GPS: UK-0007-8361
Tel: 038-2122200 / 038-2122 204
Email: customercare@agricbank.com

BOLGATANGA BRANCH

Opposite Jubilee Park.
GPS: UE-0002-8510
Tel: 038-2022321 / 038-2022439 /
038-202178
Email: customercare@agricbank.com
Upper West Region

WA BRANCH

Near SSNIT Office, Off WA main road
Tel: 039-2022095 / 039-2022090 /
039-2022342
GPS: XW-0006-6353
Email: customercare@agricbank.com

TUMU BRANCH

On Wa Main Road
Tel: 038-2092312
GPS: XS-00003-9114
Email: customercare@agricbank.com

Volta Region

DENU BRANCH

Near E.P. Church, Off the Denu - Adafianu Road
Tel: 036-0530313 / 036-2530613 / 036-2531210
GPS: VZ-0039-5125
Email: customercare@agricbank.com

HO BRANCH

In the old Bank for Housing and Construction (BHC) premises at Toviezi. Next door to Ghana Commercial Bank
Opposite the Municipal Police Station
GPS: VH-0002-9235
Tel: 036-2028250 / 036-2028284 / 036-2028289
Email: customercare@agricbank.com

HOHOE BRANCH

Close to the Bank of Ghana and VODAFON office
GPS: VC-0000-0409
Tel: 036-2722027 / 036-2722008
Email: customercare@agricbank.com

JUAPONG BRANCH

Located on the Volta star textile Limited (Juapong textiles) road
Tel: 034-2094299 / 034-2094376
GPS: VT-4198-6051
Email: customercare@agricbank.com

KPANDO BRANCH

Near Weto Rural Bank, Opposite Kpando Ghana Commercial Bank
Near Weto Rural Bank, Opposite Kpando Ghana Commercial Bank
GPS: VP-0006-3528
Tel: 036-2350939 / 036-2350942
036-2350941 / 0362350940
Email: customercare@agricbank.com

KPEVE BRANCH

Near Kpeve Market, Off the Hohoe Road
GPS: VE-0007-9139
Email: customercare@agricbank.com

SOGAKOPE BRANCH

Near Volta View Hotel/Directly opposite the main bus station, Off Tema - Aflao Road
Tel: 030-2955386/396 / 020-820 5488
GPS: VU-000-0755
Email: customercare@agricbank.com

Oti Region

KPASSA BRANCH

Kpassa Township, close to the Market
Telephone: 055 9747890
GPS: VO-0000-8483
Email: customercare@agricbank.com

NKWANTA BRANCH

Approximately hundred meters off the main road (i.e. the Eastern Corridor).
Tel: 054-4338198 / 054-4338199
GPS: VO-00000-8683
Email: customercare@agricbank.com

Western North Region

ENCHI BRANCH

Adjacent Electricity Company of Ghana.
Tel: 031-2622124
GPS: WA-00003-0414
Email: customercare@agricbank.com

SEFWI ESSAM BRANCH

Near Essam Lorry Station
Tel: 055 2673 058
Email: customercare@agricbank.com

BONSU NKWANTA BRANCH

Near Bonsu Nkwanta Market.
Tel: 032-2190715
GPS: WQ-3173-8051
Email: customercare@agricbank.com

JUABOSO AGENCY

Juaboso, close to the market close to Fire Service
Telephone: 055 2569 492
GPS: WQ-0000-4041
Email: customercare@agricbank.com

SEFWI WIAWSO BRANCH

Opposite Sefwi Wiawso Police Station at the end of the Municipal Assembly Road.
Tel: 031-209 2093/0322-296 339
GPS: WG-0000-2686
Email: customercare@agricbank.com

Western Region

AGONA NKWANTA BRANCH

off Agona Nkwanta -Takoradi Road, Opposite Champion Filling Station or Police Station.
Tel: 033-2093517 / 033-292883
GPS: WH-0002-9770
Email: customercare@agricbank.com

TAKORADI BRANCH

Harbor Road, Next to GCB Bank.
GPS: WS-406-2512
Tel: 031-2023511/ 031-2029060/68/49
Email: customercare@agricbank.com

GREL APEMENIM BRANCH

Near rubber factory, GREL Office
Tei: 030-3962913
GPS: WH-0254-8493
Email: customercare@agricbank.com

Our E-Banking Products & Services

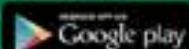
*767#:

- Transfer funds from account to ADB Visa Prepaid Card
- Transfer funds to Mobile Money Wallets
- Transfer Funds to ADB accounts
- GhQR Payments straight from bank account or mobile money
- Self sign on

Mobile App:

- Check Balance and transactions
- Purchase Airtime
- Transfer to and from ADB bank account
- Transfer funds to accounts of other bank
- GhQR Payments straight from bank account or mobile money (Scan & Pay)

Download the ADB App on:



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AGRICULTURAL DEVELOPMENT BANK
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***767#**



Cards Services:

- Visa Prepaid Card
- Visa Contactless Card
- Ghlink Proprietary Card
- Ezwich Card

Features:

- Online purchases including (airline ticket, hotel bookings etc)
- Payments for goods and services at any POS terminals and merchant outlets worldwide
- Internationally Accepted on all ATMs

Other Services:

- Revenue Collection Solutions
- Internet Banking (Quick-net etc)
- Bulk Payment

PROXY



I/We _____ of _____ being

member(s) of Agricultural Development Bank Limited hereby appoint _____ or failing him, MR. ALEX BERNASKO, Chairman of Agricultural Development Bank Limited, P. O. Box 4191, Accra, as my/our proxy to vote for me/us on my/our behalf at the Annual General Meeting of the Company to be held at the 4th Floor, Accra Financial Centre, Accra at eleven o'clock (11:00am) in the forenoon on the 12th August, 2021 and at any adjournment thereof.

Please indicate with a tick in the space below how you wish your votes to be cast

Resolutions				
		For	Against	Abstain
1. To receive and consider the financial statements and reports of directors and auditors for the year ended 31st December 2020;				
2. To appoint the following as directors:				
2.1. Daasebre Akuamoah Agyapong II	2.1			
2.2. Hon. Alhaji Habib Iddrisu	2.2			
2.3. Prof. Eric Yirenkyi Danquah	2.3			
3. To re-elect the following directors retiring by rotation:				
i. Mary Abla Kessie.	3(i)			
ii. Peter Quartey.	3(ii)			
iii. Evron Rothschild Hughes.	3(iii)			
4. To approve the remuneration of directors	4			
5. To authorise the directors to determine the remuneration of the auditors for the financial year ending December 31, 2021.	5			

Dated this _____ day of _____ 2021

Signed _____

Proxy

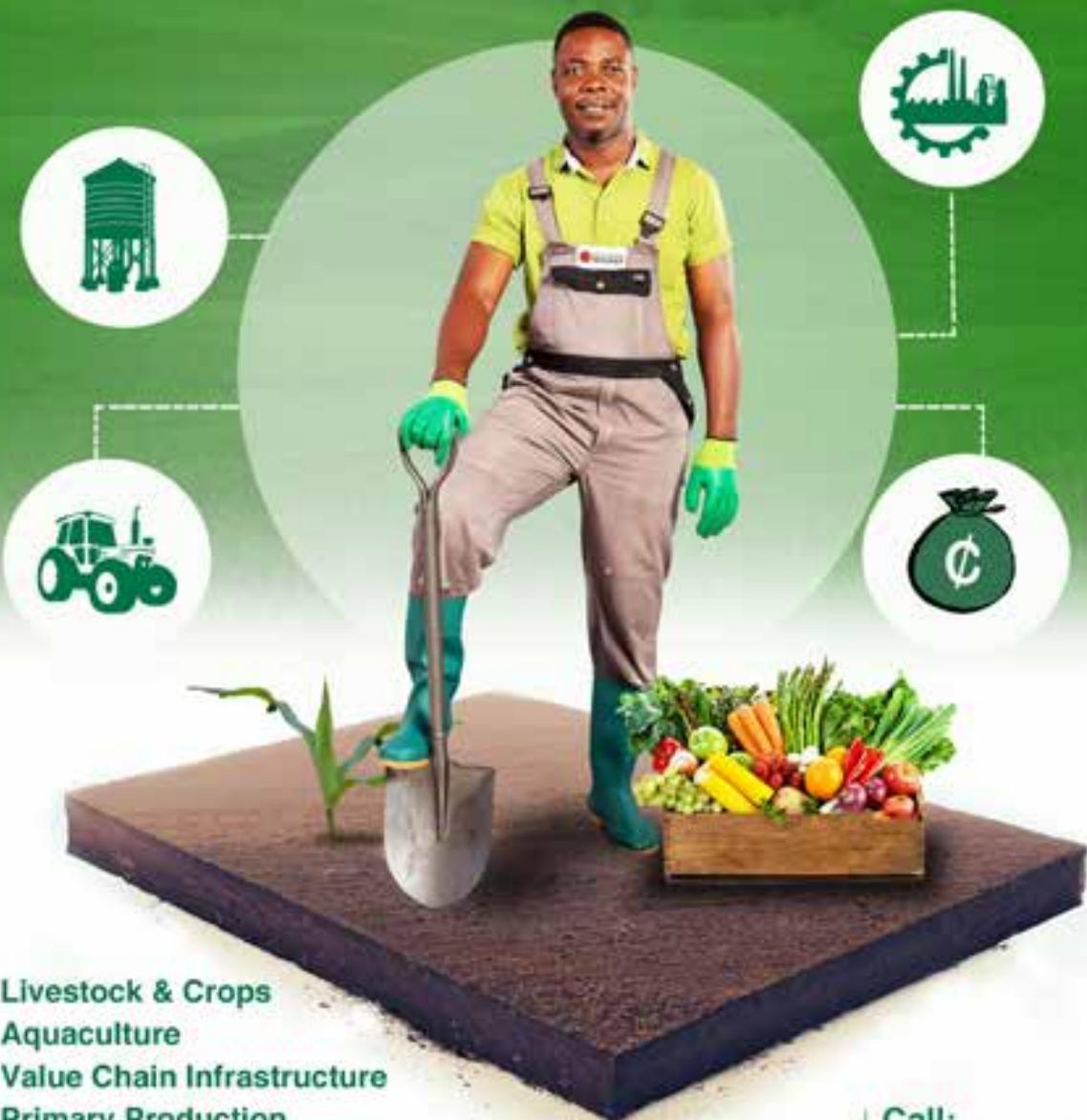
Annual Report and Financial Statements

THIS FORM SHOULD NOT BE COMPLETED AND SENT TO THE SECRETARY IF THE SENDER WILL BE ATTENDING THE MEETING.

1. Provision has been made on the form for MR. ALEX BERNASKO, the Chairman of the Meeting, to act as your Proxy but if you so wish, you may insert in the blank space 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.
2. In the case of joint holder, each holder must sign. In case of a company, the Proxy Form must be signed by a Director and its Common Seal appended. If you intend to sign a Proxy, please sign the above Proxy Form and post/submit it to reach the Registrar, Central Securities Depository, Cedi House, Accra within 48 hours before the meeting.

We believe in agribusiness for wealth creation

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