



Q3 2020 Investor Presentation

December 2020

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Notable Events & Initiatives - 2020



Regional Economic Growth

- The country registered a 12.4% GDP contraction in the first half year of 2020.
- Central Bank maintains CBR rate at 4.5 percent, optimistic on country's economic recovery.



I&M Bank - Corporate Actions

- Rights Issue Transaction oversubscribed at 112% - concluded 30th October 2020
- Bonus Issue concluded 14th July 2020.



Brand Revamp

- New Logo introduced across the I&M Group.



Financial Performance

- Loan portfolio grew by **21%** YTD to FRW 208Billion
- Customer & Other Financial Institutions Deposits grew by **18%** YTD to FRW 287Billion.
- Headline income increased by 3%



Product & Business Development

- Roll-Out of MasterCard Credit Card: World Elite, Business Credit Card for SMEs and Corporates
- SPENN Micro-Saving

Part 2: Financial Performance review: Q3 2020

I&M Bank (Rwanda) PLC – Income Statement Highlights

| Rwf 'Billions | Sept-19 | Sept-20 | % var. |
|-------------------------------------|---------------|---------------|-------------|
| Net Interest Income | 16.278 | 16.395 | 1% |
| Fees & Commissions | 1.713 | 1.390 | -19% |
| FX Income | 2.326 | 3.456 | 49% |
| Other Income | 0.378 | 0.066 | -83% |
| Impairment Charge net of Recoveries | (0.356) | (1.839) | 416% |
| Total Revenue | 20.339 | 19.468 | -4% |
| Total OPEX | (13.795) | (13.698) | -1% |
| PAT | 4.253 | 3.751 | -12% |

Key Take-Outs

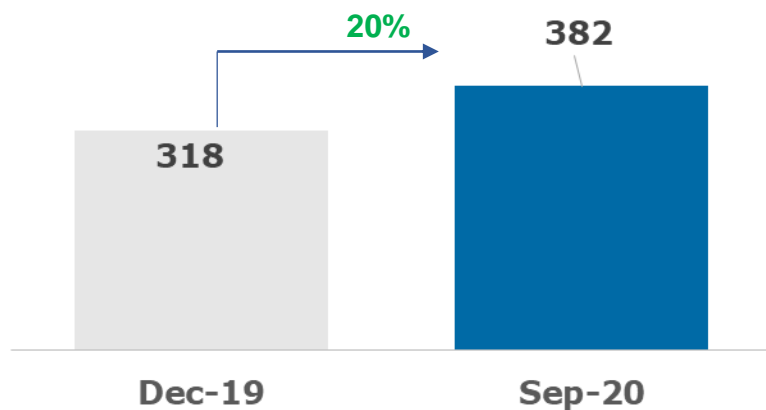
- **NIR growth** driven by strong trading revenues; offsetting a decline in fees due to lower consumer activity and transactional volumes.
- **Credit impairment charge** increase reflective of the challenging macroeconomic environment
- **Costs** were efficiently managed, despite additional business continuity expenses.

Notes

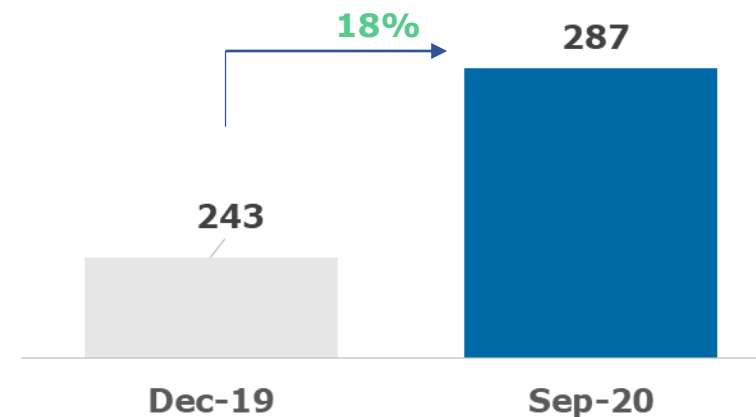
- **Exchange rate:** USD 1 = RWF 956.809924 (BNR, 30th September 2020)

I&M Bank (Rwanda) PLC – Balance Sheet Highlights

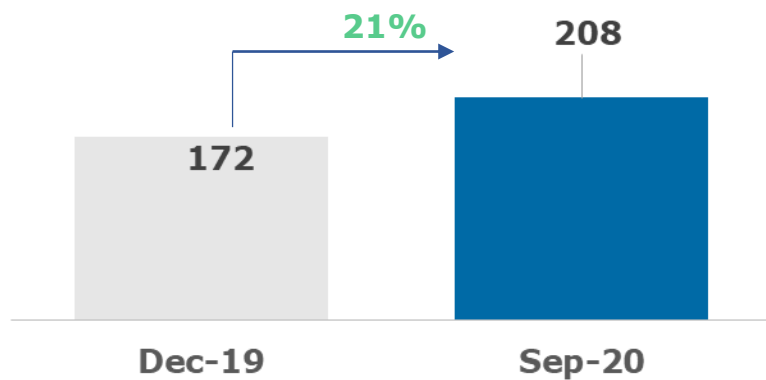
TOTAL ASSETS (RWF 'BILLIONS)



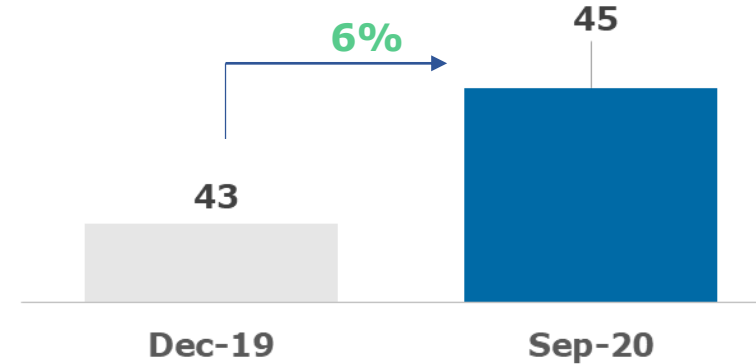
DEPOSITS (RWF 'BILLIONS)



LOANS (RWF 'BILLIONS)



SHAREHOLDERS' FUNDS (RWF 'BILLIONS)



Part 3: Business Review

Notable initiatives during 9M 2020



Product launch & review

- Rollout of MSME deposit & loan products – “Ganza with I&M”
- Rollout of MasterCard business cards & World Elite cards.
- SPENN Micro-saving.



Key sales achievements

- Uptick in digital platforms vs. Over-the-counter (2019: Avg. 46% vs. 2020: Avg. 53%)
- Retail revamp resulted in a 29% YTD growth.
- Card penetration: +70% for all retail customers



Process review

- Retail Scoring Model: Aim to improve TAT up to 48hours by Q4 2020.
- Improved prop trading & forward deals
- Increased cyber-security (24/7 security monitoring)
- Open API for integration with partners, business & customers.

Part 4: Strategy update

Delivering on our Refreshed strategy



The Bank has aligned its Customer Value Proposition to the New Normal

- Loan book increased by 21% YTD,
- Customer Deposits grew by 24% YTD
- Treasury Income recorded an increase of 49% YOY

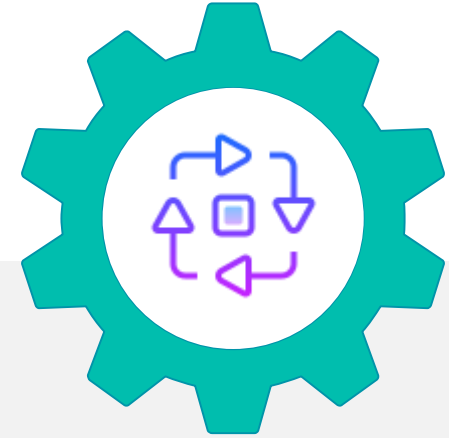
Driving Business Growth



Maintaining a bank that is resilient and able to appropriately manage/mitigate its risks.

- NPL 2.05%
- LCR 499%

Build a Resilient Organization



The Bank aims to keep its processes and engagements with customers which are efficient to drive best in class service.

- Customer Satisfaction: 80%
- Customer Effort score: 9%
- Customer Trust: 78%

Optimizing the Operational Model



Thank you

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