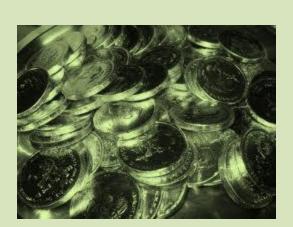




Analysts Briefing in respect of the Group Financial Outturn for the year ended

31 December 2013







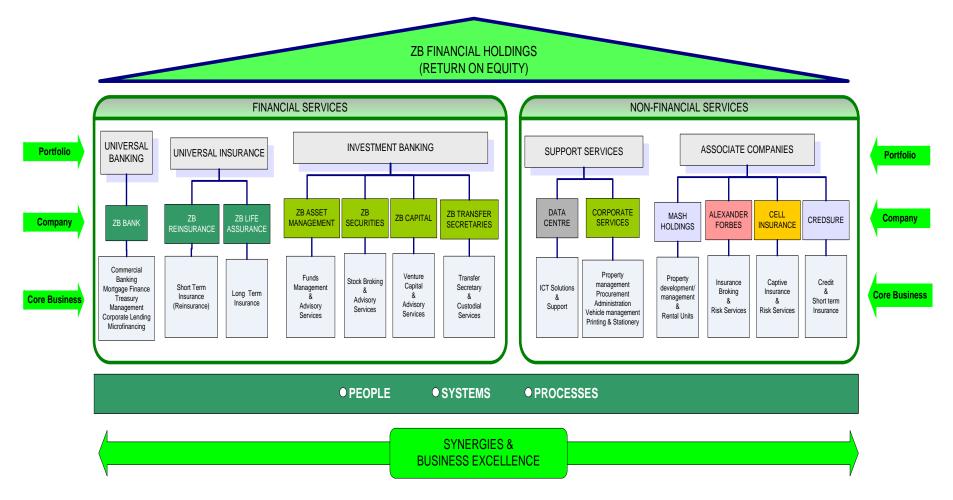


## PRESENTATION FORMAT

- 1. Corporate Architecture
- 2. Operating Environment
- 3. FY13 Financial Outturn
- 4. Business Outlook
- 5. Strategic Thrust



## Corporate Architecture





## Corporate Architecture

- A diverse and integrated financial services operation.
- Supported by a strong PSP (People, Systems and Processes) base with significant investment in ICT having been made in the last 4 years.
- Operates a robust synergistic framework.
- Banking maintained as the the flagship operation.
- Customer delivery achieved through a wide local presence.

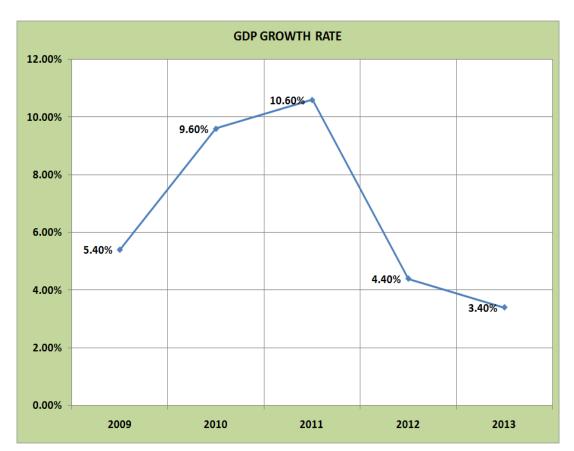


# Corporate Architecture: Our footprint -



- ✓ 68 Banking branches 
  throughout the country
- ✓ 8 Insurance Offices
- ✓ 68 Automated Teller Machines
- √ +500 Point of Sale Machines
- ✓ Staff Complement of 1628





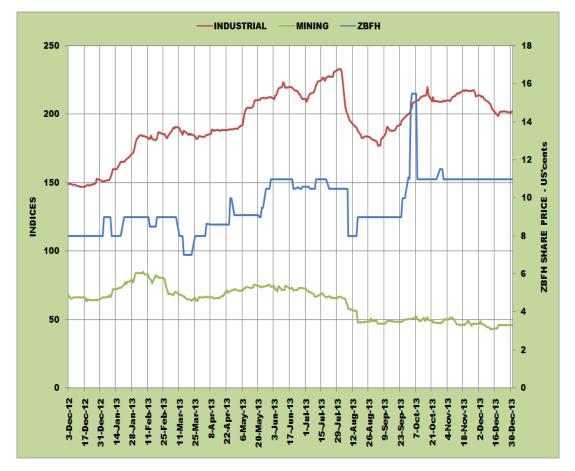
- ✓ A substantial rally in the nascent stages of the multi-currency regime.
- ✓ Growth has tapered off largely constrained by funding challenges, inadequate infrastructure and low domestic absorptive capacity.
- Growth potential still exists anchored by mining, ICTs and services sectors.
- ✓ Full implementation of ZIMASSET & adequate funding of the plan may provide further growth impetus.





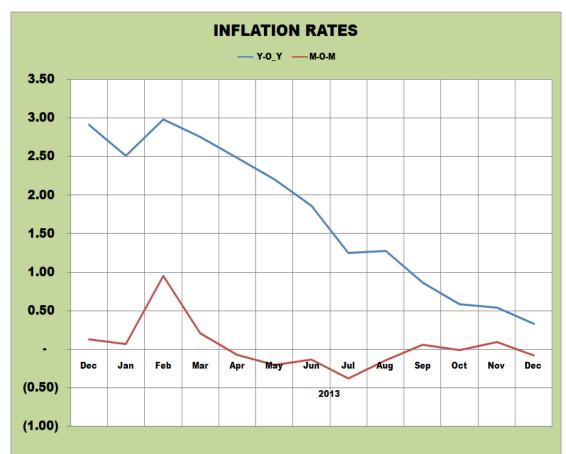
✓ Shrinkage of the formal sector & absorption of excess labour in the informal sector.





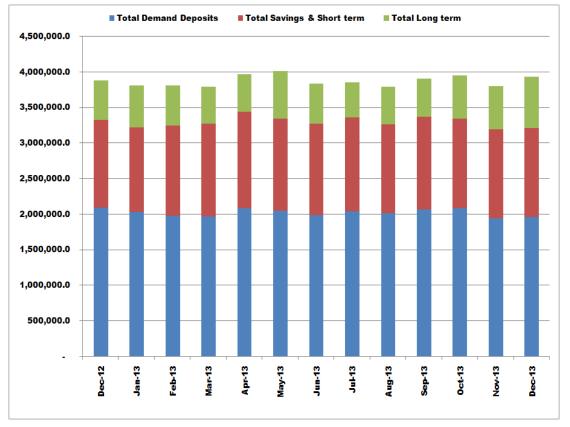
- ✓ Industrial index rallied from the last quarter of 2012 on the back of foreign investor activity.
- ✓ It, however, was a lot more sluggish during the second half of the year.
- Mining index remained largely flat.
- ✓ ZBFH price was volatile with an aggregate growth of 38% from December 2012 to December 2013.
- ✓ ZBFH price performance was on the back of limited volumes as the share remained tightly held.





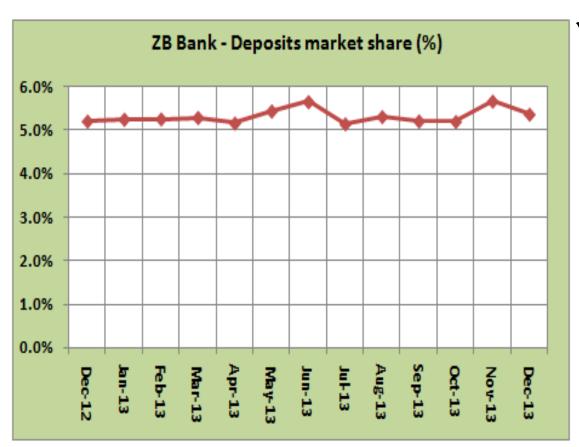
- ✓ Inflation remained under control on the back of low aggregated domestic demand and a weakening South African Rand (ZAR).
- Trend not necessarily reflective of general business cost experience as cost base normalize from a low base established soon after dollarization.
- ✓ The above is especially true as businesses try to retool after more than a decade without capital reinvestment.





- ✓ Industry deposits have remained transitory in nature – with more than 50% classified as demand, savings and short –term.
- ✓ In nominal terms, there was a slight increase in deposits with the value of total industry deposits increasing from \$3.89 billion in December 2012 to \$3.93 billion in December 2013.





ZB maintained a steady and sustainable growth in market share averaging 5.3% in 2013.



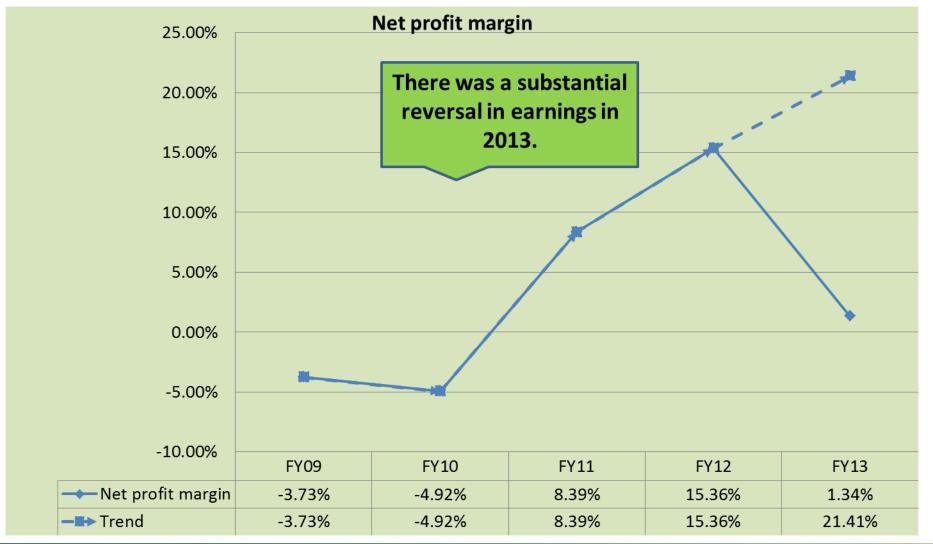
#### Statement of profit or loss -

FY 13	FY12	% Change
21 631 039	21 244 608	2%
35 291 229	42 214 120	-16%
9 020 069	E 202 000	49%
64 953 236	/0 /12 66/	-8%
59 235 737	59 931 478	1%
1 734 701	1 750 174	1%
4 060 867	(1 700 962)	-339%
(201 878)	(1 375 886)	85%
868 105	10 859 002	-92%
91%	85%	8%
1.34%	15.36%	-91%
0.002	0.05	-96%
		0.4.00/
55.37	2.21	2410%
0.111	0.120	-8%
0.325	0.324	0%
	21 631 039 35 291 229 8 030 968 64 953 236 59 235 737 1 734 701 4 060 867 (201 878) 868 105 91% 1.34% 0.002 55.37	21 631 039       21 244 608         35 291 229       42 214 120         8 030 968       5 392 089         64 953 236       70 712 667         59 235 737       59 931 478         1 734 701       1 750 174         4 060 867       (1 700 962)         (201 878)       (1 375 886)         868 105       10 859 002         91%       85%         1.34%       15.36%         0.002       0.05         55.37       2.21         0.111       0.120

- Total income decreased by 8%
- Non-funded income decreased by 16% on the back of subdued fees and commissions and lower fair value credits of \$2.5m when compared to FY12 of \$5.7m
- Reduction in fees was largely the impact of the MOU entered between the RBZ and the banking institutions in the first quarter of 2013
- Net insurance earnings increased on the back of increased business and underwriting capacity
- Operating expenses remained flat at \$59m whilst cost efficiency ratio deteriorated from 85% to 91%
- Earnings per share deteriorated to 0.002cents from 0.05cents.



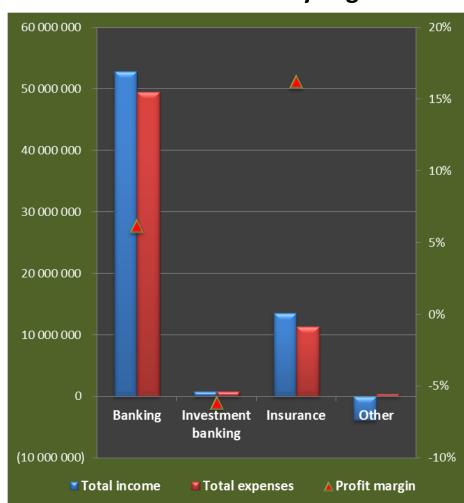
Statement of profit or loss -



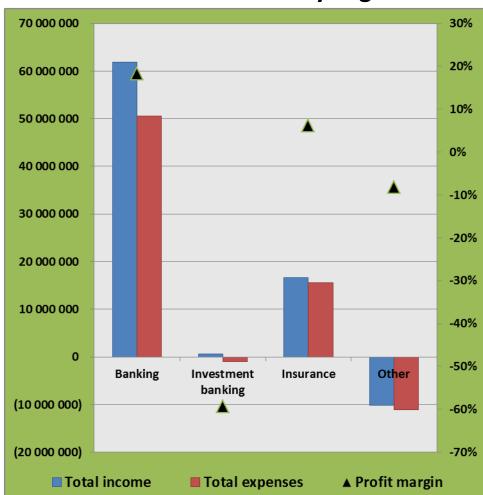


#### FY13 Financial Outturn: Segment Reports –

#### **FY13 Contribution by Segment**



#### **FY12 Contribution by Segment**





#### **FY13** FY12 Change **Total Capital Employed** 67 291 750 66 897 409 1% **Total Deposits** 218 615 988 216 727 944 1% **Total Funding Sources** 1% 332 030 902 328 101 221 **Total Loans** 133 805 129 136 195 690 -2% Other Short-term 15 873 757 17% Investments 13 595 324 **Total Assets** 332 030 902 328 101 221 1% Capital/Total Assets 20.39% 1% 20.27% Loan/Deposits ratio -3% 61% 63% **ROE** 1.29% 18.15% -93% 0.26% 3.63% **ROA** -93%

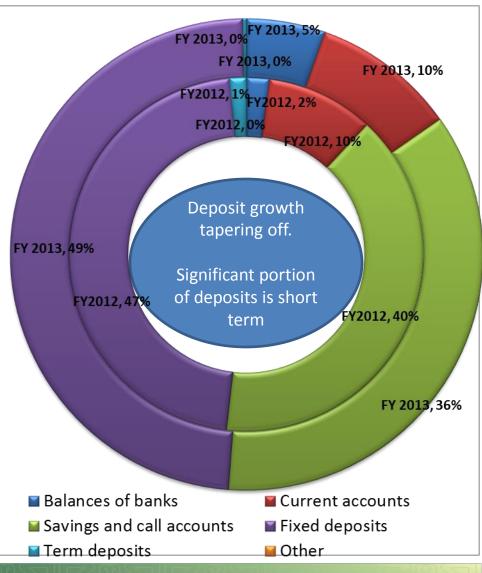
### FY13 Financial Outturn: Statement of financial position –

- 1% Growth in total assets driven by a similar level of growth in deposits.
- Loans to Deposits ratio reduced marginally at 61% from 63% at end of FY12, a prudent level in view of pervasive increase in credit risk.
- Aggregated liquidity ratio amounted to 39% versus prudential level of 30%.
- Aggregate capital largely illiquid and inflexible and requires to be enhanced.
- Aggregated capital ratio of 20% still at comfortable level for the level of risk underwritten.





- Statement of financial position –
- Deposits and Advances Analysis -

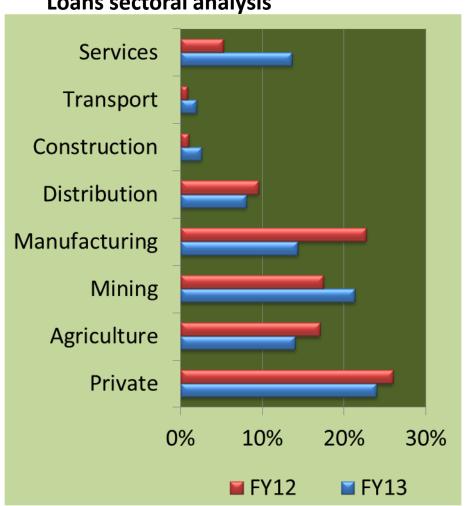




Statement of financial position –

Advances Analysis –

**Loans sectoral analysis** 



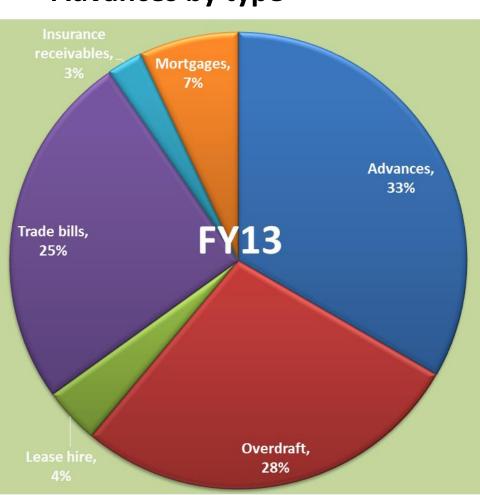
- No major changes to loan portfolio mix since FY12.
- Loans to individuals significant at 24%.
- individuals Most exposure to covered by insurance.
- Credit expansion in the corporate constrained sector by funding structure and increased market wide incidents of delinquency.



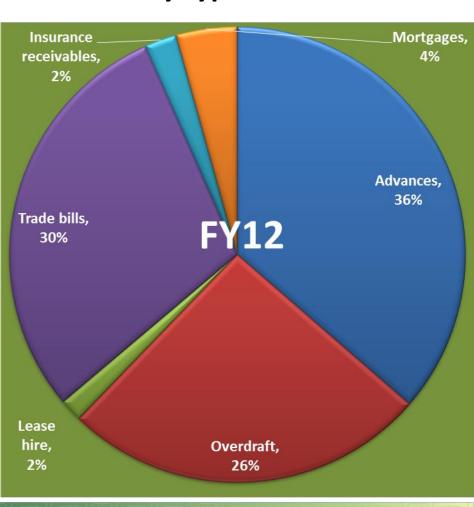
Statement of financial position -

Advances Analysis -

#### Advances by type

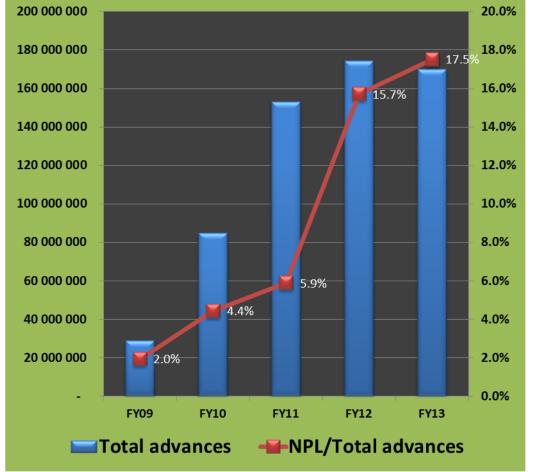


#### Advances by type





#### **NPL Analysis**



#### FY13 Financial Outturn:

- Statement of financial position
  - Non performing loans (NPL) –

#### **NPL** Analysis

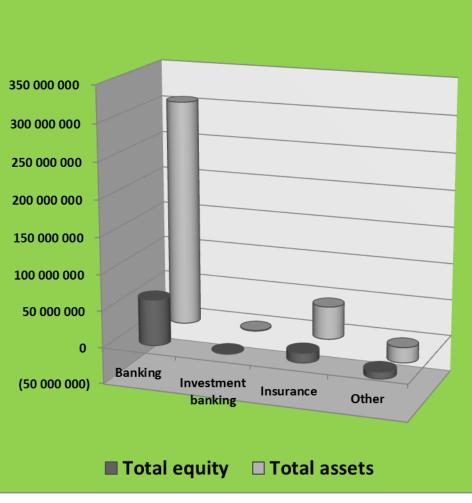
- Rigorous collection efforts on delinquent loans throughout the year
- A high level of aggregate provisioning maintained.

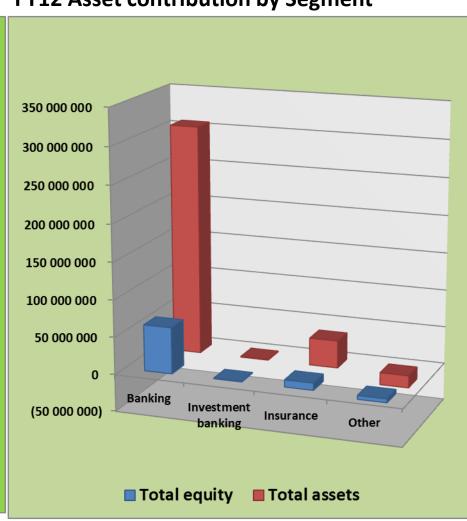


## FY13 Financial Outturn: -Segment Reports

#### **FY13** Asset contribution by Segment

**FY12** Asset contribution by Segment







# We expect the operating environment to remain tough.

## Outlook

- 1. Lines of credit for ZBFH likely to remain elusive.
- 2. Resumption of LOLR function by the RBZ to enhance market liquidity.
- 3. Credit risk to remain amplified on the back of suppressed production capacity and weak fundamentals.



## Strategic Thrust -

#### **ZB** will Seek to:

- Make the Group's operations more prominent
- With a lot of focus on operational efficiency
- Whilst applying caution in the growth of the balance sheets – focus on quality rather than quantity!
- And leveraging on the Group's unique product spread, experienced human capital and technology

Optimize Group
Synergies

More Points of Presence

Prudent Balance Sheet Management

Increase Cost Efficiency



## Strategic Thrust -

Strategic refocusing a key aspect to delivering growth

1

Review of the business model to be completed.

7

• Cost containment in order to leave a comfortable margin of safety relative to the revenue streams.

3

• Opportunities for the optimization of returns on the Group's assets to be exploited.

4

 More aggressive exploitation of the Group's land bank in order to create a sustainable cash annuity from related mortgage book.





.....Thank You!