Deloitte.

THE AFRICA FINANCIAL INDUSTRY SUMMIT

African Financial Industry Barometer

MAKING AN IMPACT THAT MATTERS since 1845

March 2021 – English Version

Contents

Preface

Preface

Framework of our study and our barometer

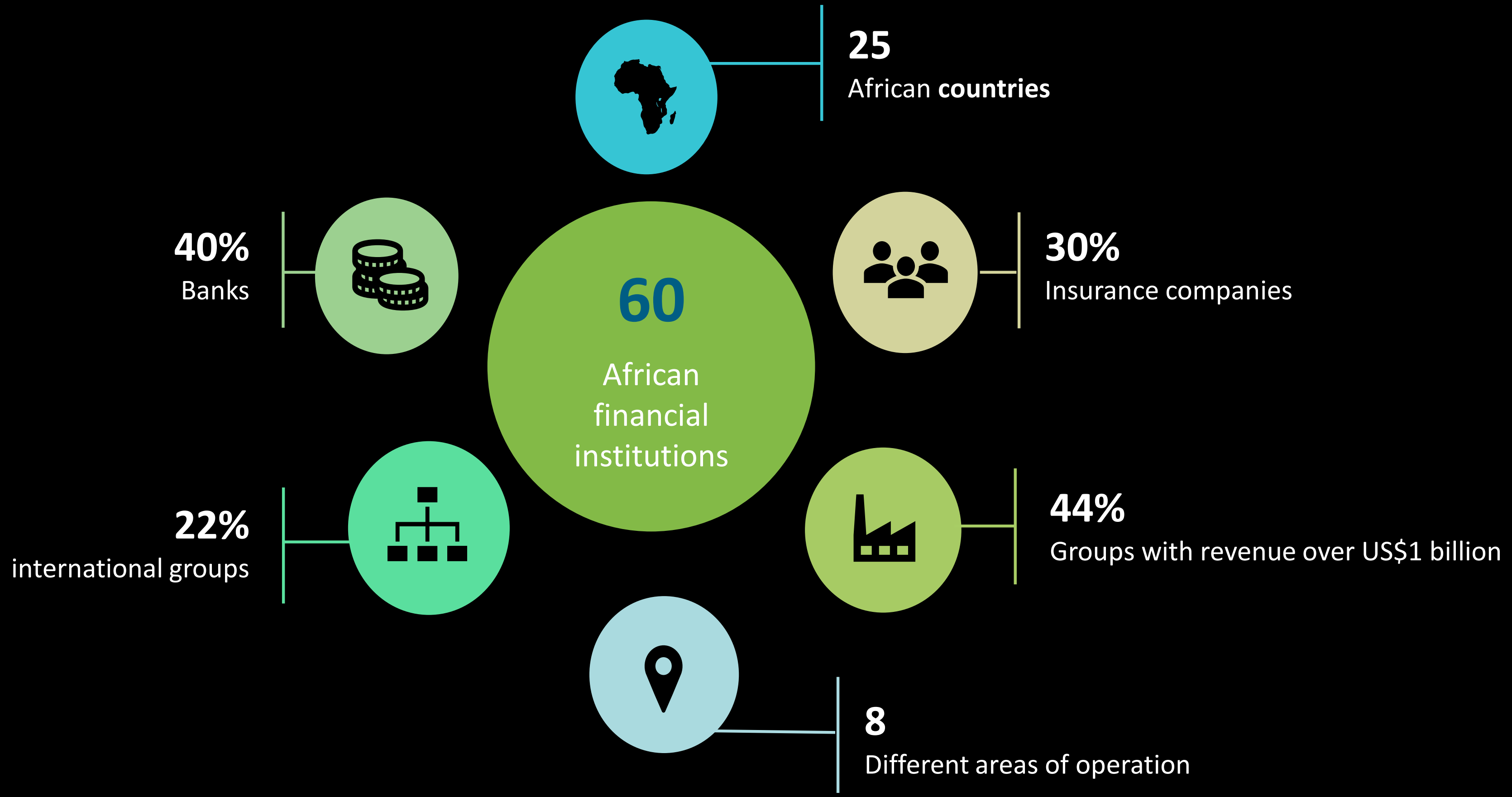
In the context of the Africa Financial Industry Summit, Africa CEO Forum and Deloitte Africa launched the first African Financial Industry Barometer. Through twenty questions aimed at all the actors in the sector, this survey sought to produce an overview of the financial industry as well as its prospects by addressing in particular 6 themes:

- What changes in strategy and business model are necessary in a context marked by the health crisis and the advent of new players?
- What governance should be adopted, in particular to support this new business model and better manage other external constraints?
- What is the regulatory framework in which the actors operate and what can be advocated to improve it?
- How does the macroeconomic environment impact financial institutions?
- Where do the various players stand in terms of innovation and how can it be accelerated?
- What impact do these financial institutions have on the African economy and society?

Preface

Broad coverage of the African financial industry

Nearly 60 executives from financial institutions across 25 countries participated in this barometer, which covered a representative sample of the African financial industry with regards to the type of institution (banks, insurance companies, others), size and location.



Preface

Key points: a financial industry that has demonstrated its ability to adapt and is preparing its transformation

Adapt, transform and innovate

- In a context of the health crisis and increased competition from new players, financial institutions have confirmed their willingness to transform their business model, notably through accelerated Digitalization (nearly 56% of institutions surveyed claim to have already launched a Digitalization program and 31% plan to launch their program in the coming months) and partnerships with Fintechs and Insurtechs (42% have already launched partnerships).
- The governance framework of financial institutions is gradually being strengthened through the creation of new governance bodies (42% already have an Ethics Committee, for example), the increasing appointment of independent directors and the creation of new executive positions (51% say they have appointed a Chief Digital Officer, 25% of whom sit on the executive committee).
- Digitalization and openness to partners (open banking - open insuring) generate exposure to IT threats, which is reflected in the priority positioning of cybersecurity risk.
- Financial institutions operate in an evolving and restrictive regulatory landscape and macroeconomic environment, which brings new challenges despite some recent improvements such as the regulators efforts in the transposition of international standards.

Make a lasting impact

- Financial inclusion is being accelerated through the use of innovative technologies and partnerships with new players, but the pace is still too slow compared to the needs.
- Financial institutions have shown a real interest in standard green and sustainable finance products (e.g. integration of ESG criteria in investments, socially responsible investments) but there is a lack of awareness of innovative products in this field (e.g. green bonds, green venture capital).

Strategy and Business Model

Strategy and Business Model

How is the African financial industry addressing new strategy and business model challenges and opportunities?

Digitalization as a priority for the next 12 months

- It is now clear that the health crisis has changed the priorities of financial institutions and not surprisingly**, Digitalization is at the top of the hierarchy** of priorities for financial institutions.
- Financial institutions are also concerned with **operational efficiency** in order to improve their **profitability**, which has been severely affected by the health crisis.

Sustainable transformation of the business model, real growth opportunities but also identified weaknesses

- In the medium to long term, the health crisis seems to have impacted financial institutions, particularly among insurers, more than 69% of whom stated that the crisis had **very clearly transformed their business model in a lasting way**.
- It has also generated **new growth opportunities** for the vast majority of financial institutions, especially banks. The crisis has nevertheless highlighted the fragility of traditional banking and insurance players.

Emergence of open banking and open insuring welcomed in the financial industry

- The emergence of open banking and open insuring (opening of information systems of traditional players to third parties in order to share customer data) illustrates the upcoming transformation of the financial industry. **Most players welcome this trend.**
- In response to the arrival of new players, traditional financial institutions are **focusing on forging partnerships with them**.

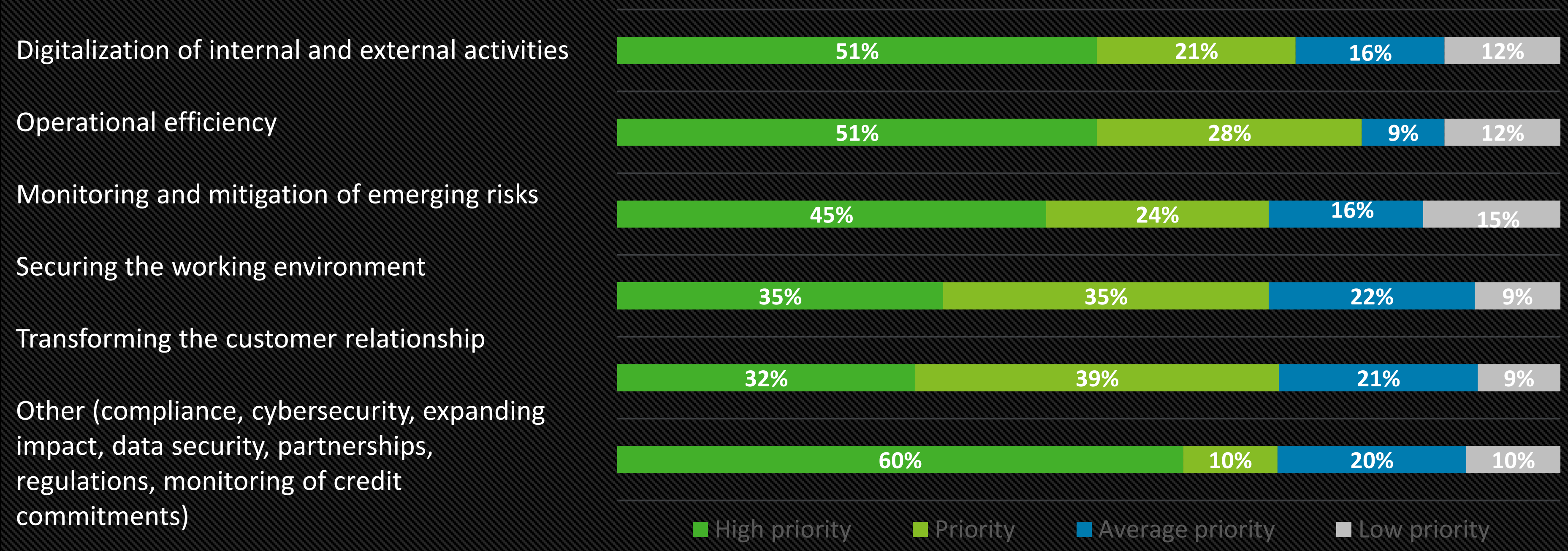
We started our Digitalization program well before the pandemic by investing nearly 10% of our annual revenues in this project - Delphine Traoré - COO Allianz Africa

Strategy and Business Model

Digitalization and operational efficiency as a priorities for the next 12 months

It is now clear that the health crisis has changed the priorities of financial institutions and not surprisingly, Digitalization is at the top of the hierarchy of priorities for financial institutions. Financial institutions are also concerned about operational efficiency in order to improve their profitability, which has been severely impacted by the health crisis.

1.1 What are your priorities in the next 12 months in terms of adapting to the health crisis (or preparing to emerge from the health crisis)?
(Scale: 1 = high priority; 4 = low priority)



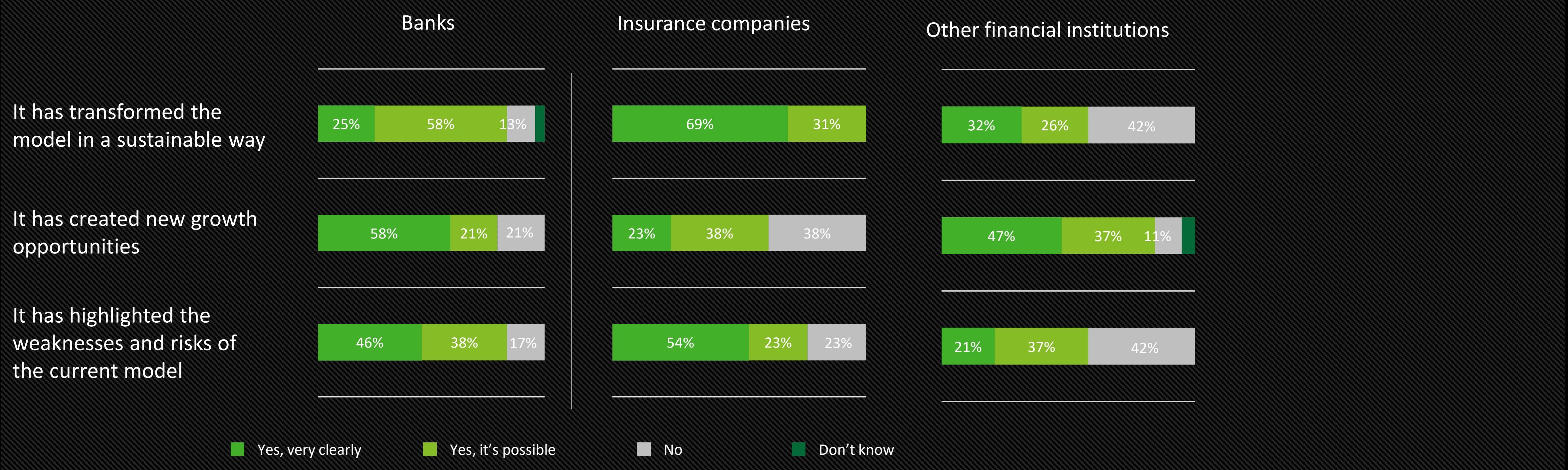
> We need to be more customer-focused and agile. More than ever, we must strive to be a goal-oriented organization.
> Sitoyo Lopokoiyit, CEO, M-PESA Africa

Strategy and Business Model

Sustainable transformation of the business model, real growth opportunities but also identified weaknesses

In the medium to long term, the health crisis seems to have impacted financial institutions, especially among insurers, 69% of whom say that the crisis has clearly transformed their business model in a lasting way. It has also generated new growth opportunities for the vast majority of financial institutions, especially banks. The crisis has nevertheless highlighted the fragility of traditional banking and insurance players.

1.2 What are the main impacts of the health crisis on your business model?



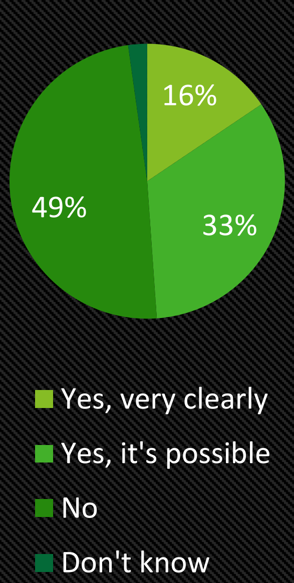
Strategy and Business Model

Emergence of open banking and open insuring welcomed in the financial industry

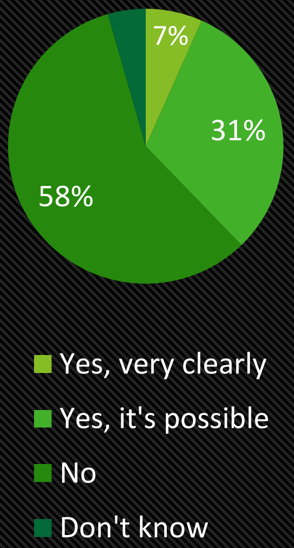
The emergence of open banking and open insuring (opening of information systems of traditional players to third parties in order to share customer data) illustrates the upcoming transformation of the financial industry. Most players welcome this trend.

1.3. What is your opinion on the deployment of open banking/open insuring (opening of bank or insurance company information systems to share customer data with third parties via API) in Africa?

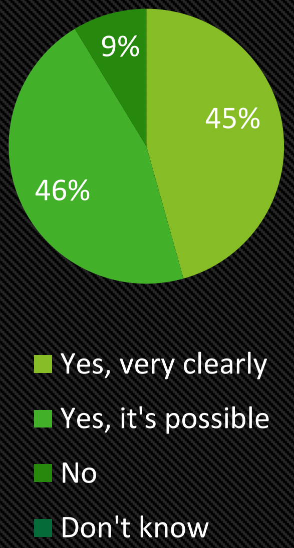
The use of open banking/insuring in Africa is more of a constraint than an opportunity for banks and insurance companies.



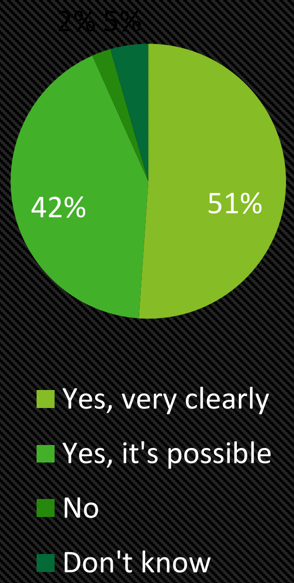
Open banking/insuring is inappropriate for Africa in the short term



Open banking/insuring can be a competitive advantage



Open banking/insuring can significantly improve the customer experience

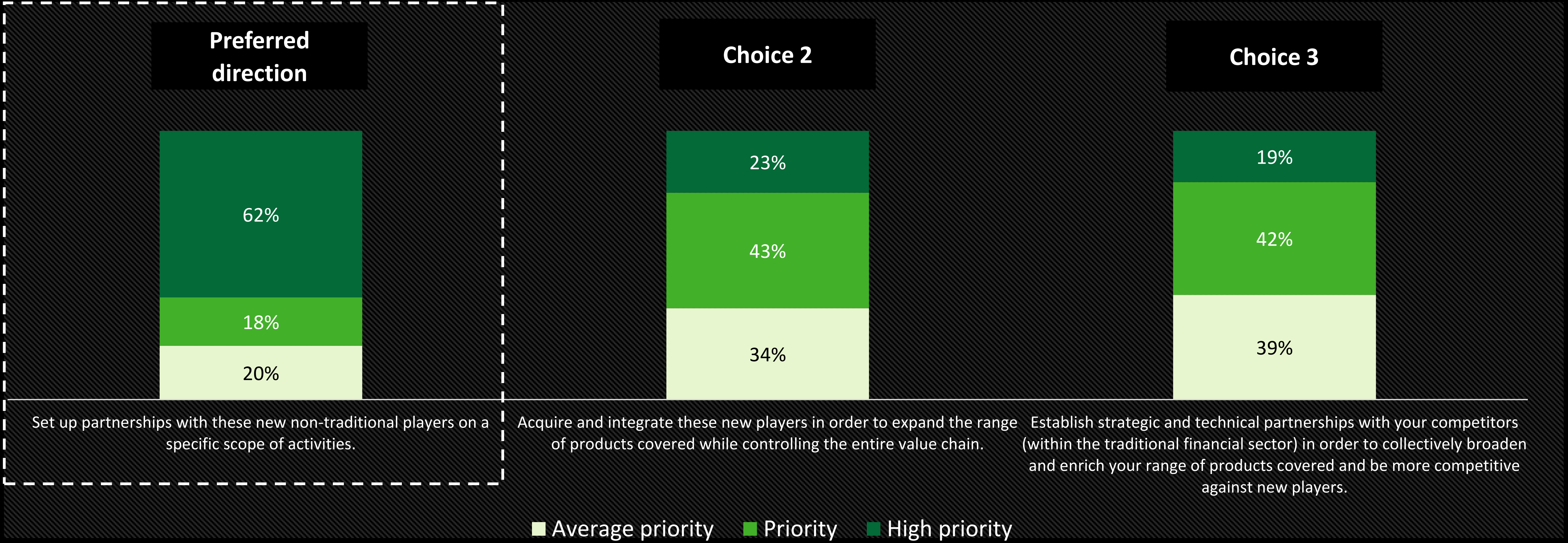


Strategy and Business Model

An opening for partnerships with new players

In response to the arrival of new players, traditional financial institutions are focusing on forging up partnerships with them.

1.4. Financial services are attracting more and more players from other industries. As a traditional financial player (bank/insurance), can you prioritize the following three strategic directions (1 being the top direction)?



Governance and Risk management

Governance and Risk management

What are the governance and risk management challenges facing the African financial industry in a context of change and transformation?

Progressive adaptation of governance bodies	To cope with the emergence of new risks and governance methods, African financial industry players have started to set up new committees within their boards of directors in addition to the traditional committees (Audit, Risk) already well established.
Progressive enrichment of the Board of Directors by independent members	The appointment of independent directors is on the rise in the medium/long term, with nearly 60% of boards of directors declaring that they want to have a board of directors made up of more than 25% independent directors.
Ongoing deployment of new executive positions	To cope with the emergence of new risks and governance methods, African financial industry players have had to transform their executive committees and create new specialized positions that respond to the current constant transformation.
Cybersecurity risk as a primary concern for financial institutions	In a context of Digitalization and progressive opening of information systems to partners, cybersecurity risk represents the primary exposure of African financial institutions.
The vast majority of financial institutions seem to have a risk appetite system in place	Having a robust and operational risk appetite framework enables financial institutions to ensure that their risk exposures are aligned with their strategy. Banking institutions reported the highest level of maturity of their risk appetite framework.

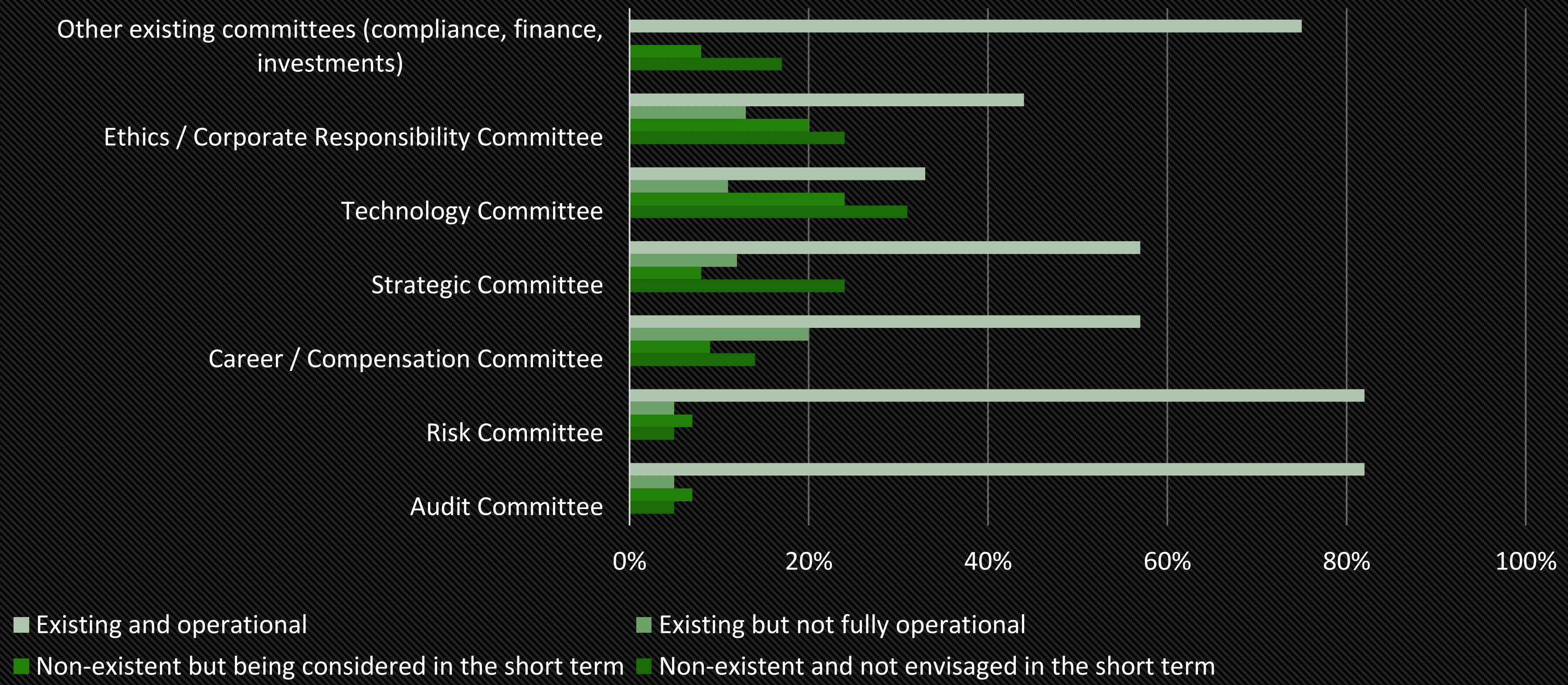
We note a still insufficient level of investment by financial institutions in the WAEMU zone in the prevention and management of cybersecurity risks - Jean-Louis Menann Kouamé - Managing Director Orange Bank Africa

Governance and Risk management

Progressive adaptation of governance bodies

To cope with the emergence of new risks and governance methods, African financial industry players have started to set up new committees within their boards of directors in addition to the traditional committees (Audit, Risk) already well established.

2.1. What specialized committees have been set up (or are planned) within your board of directors?

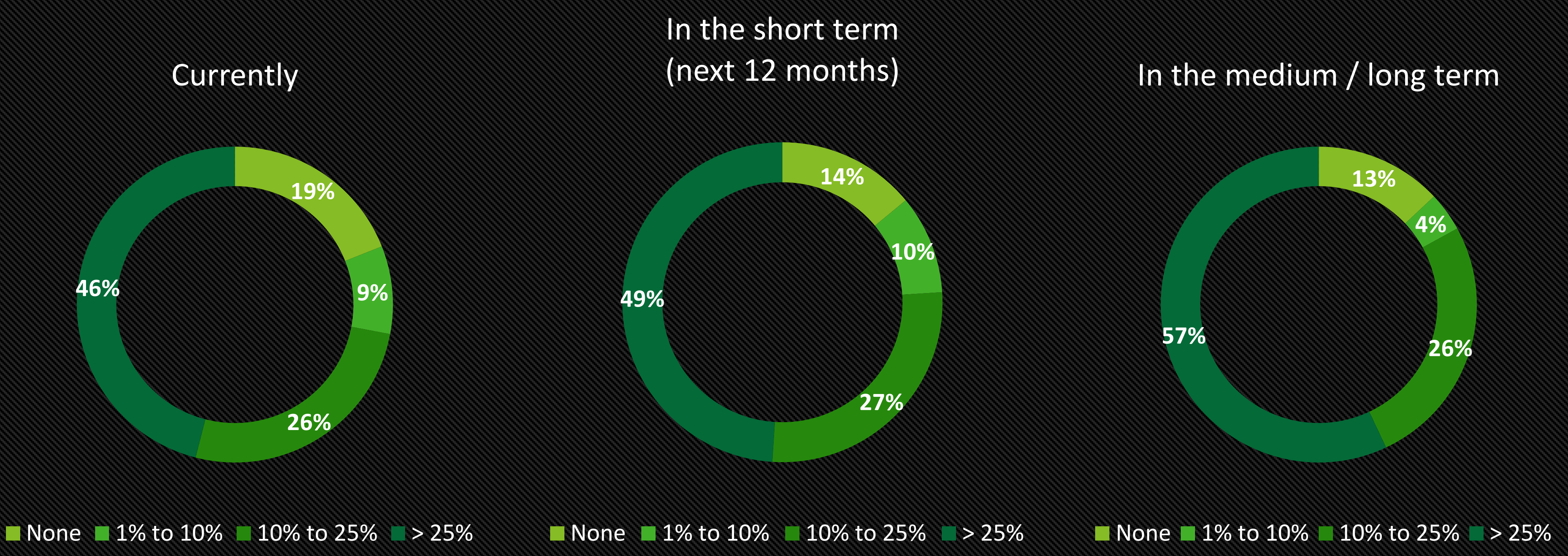


Governance and Risk management

Progressive enrichment of the Board of Directors by independent members

The appointment of independent directors is on the rise in the medium/long term, with nearly 60% of boards of directors stating that they wish to have a board of directors made up of more than 25% independent directors.

2.2. What is the percentage of independent directors on your Board of Directors?

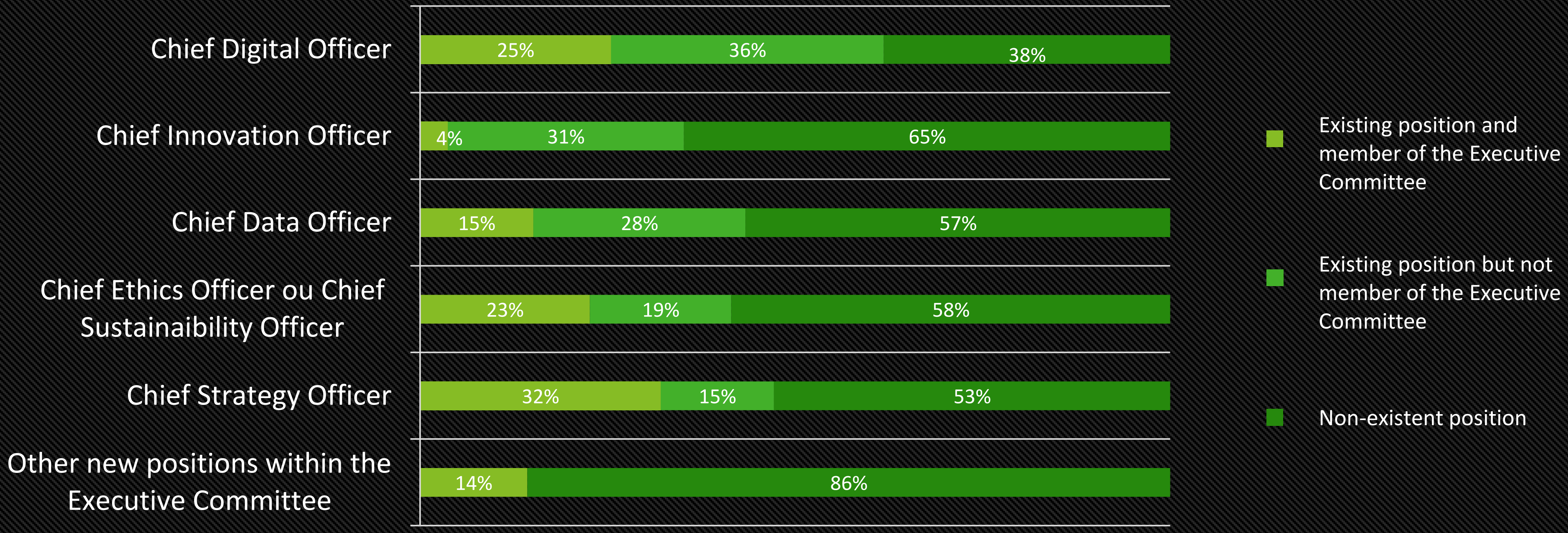


Governance and Risk management

Ongoing deployment of new executive positions

To cope with the emergence of new risks and governance methods, African financial industry players have had to transform their executive committees and create new specialized positions that respond to the current constant transformation.

2.3. In a context of changes to and transformation of their business model, new functions are emerging within the COMEX (Executive Committee) of financial institutions. In addition to the traditional positions, what is the situation of your Executive Committee with regard to the emerging positions below?

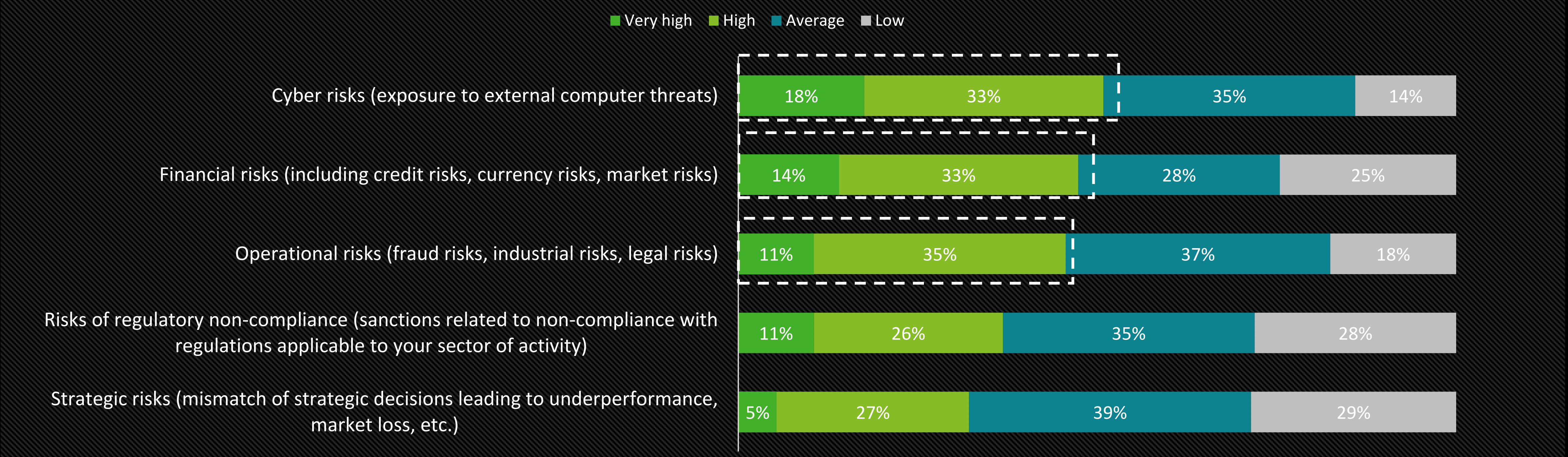


Governance and Risk management

Cybersecurity risk as a primary concern for financial institutions

Changes to the business model of financial institutions impacts the hierarchy of risks to which they are exposed. In a context of Digitalization and the gradual opening of information systems to partners, cybersecurity risk represents the primary exposure of African financial institutions according to the barometer. These financial institutions also indicated high levels of exposure to financial and operational risks.

2.4. What is your level of exposure (before taking into account any mitigation measures you have put in place) to the following risks?

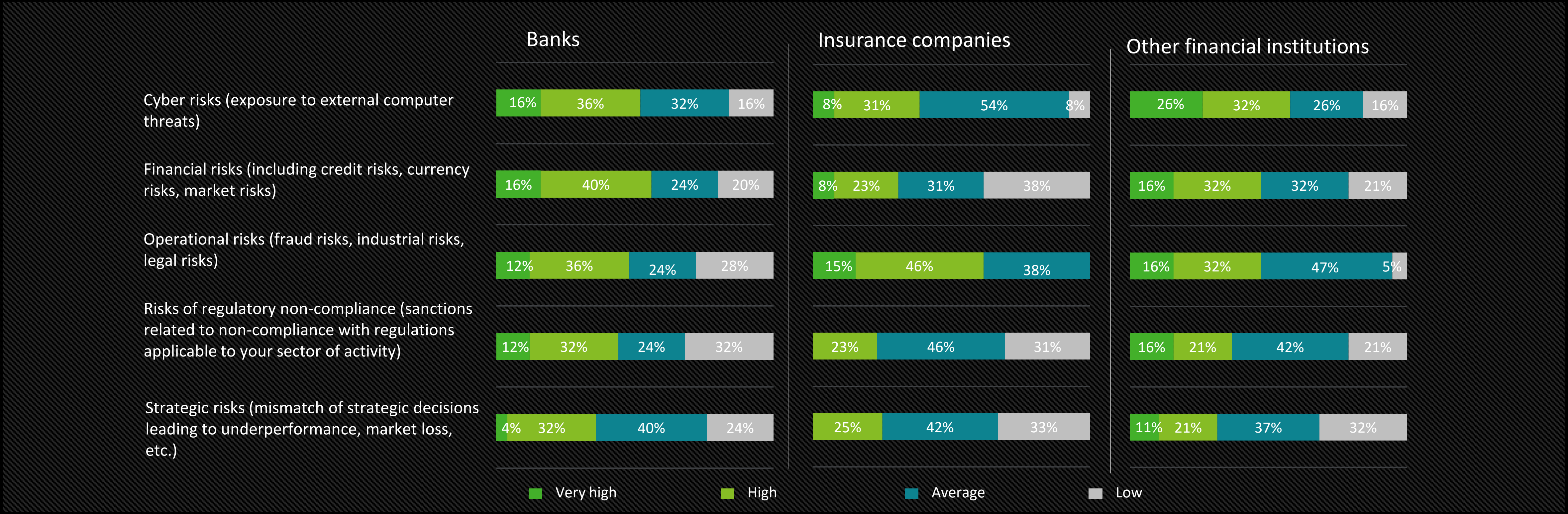


Governance and Risk management

Uniformity of financial institution risk exposure categories

The level of exposure of financial institutions by type of risk is generally consistent across financial institution categories, except for compliance risk, which appears to be relatively lower in the insurance sector.

2.4. What is your level of exposure (before taking into account any mitigation measures you have put in place) to the following risks?

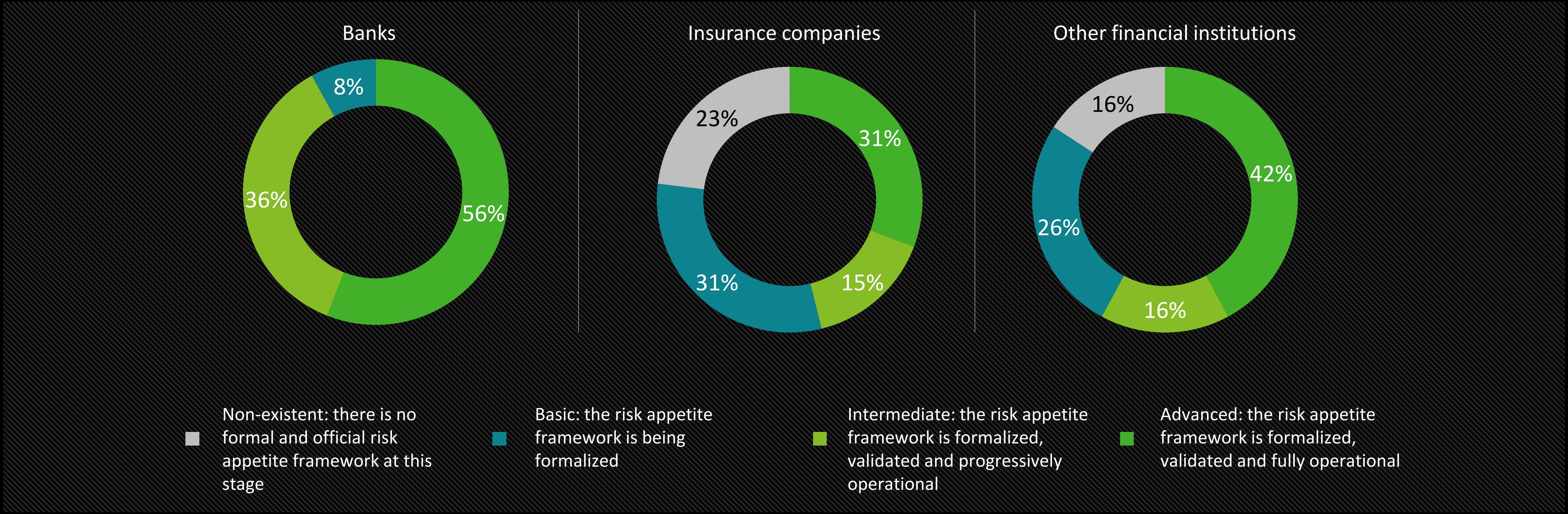


Governance and Risk management

The vast majority of financial institutions seem to have a risk appetite system in place

Having a robust and operational risk appetite framework enables financial institutions to ensure that their risk exposures are aligned with their strategy. Banking institutions reported the highest level of maturity of their risk appetite framework.

2.5. What is your level of progress in implementing a risk appetite framework by industry?



Regulations

Regulations

How does the African financial industry perceive the actions and implementation of new regulations and standards by regulators?

A recognized effort on the part of regulators to transpose international standards, but with real areas for improvement in emerging areas

- The majority of financial institutions recognize the efforts of regulators in transposing international standards, particularly in the banking sector. However, there are real areas for improvement in emerging areas such as digital finance and financial market regulation.

The insurance sector expressed the lowest levels of appreciation for the quality of transposition of traditional international standards

- Compared to other financial institutions, the insurance sector expressed lower levels of appreciation for the quality of transposition of traditional international standards.
- Only 23% are satisfied with the implementation of prudential standards, including Solvency 2 which is slow to be transposed by insurance regulators.

Banks generally satisfied with the quality of their regulators' actions, in contrast to other financial institutions

- More than 78% of the banks surveyed recognize an effort to adapt international standards to local specificities by their supervisors (compared to only 25% in the insurance sector) and 52% indicate the adapted and realistic nature of the implementation schedules (compared to only 8% in the insurance sector).
- The financial industry as a whole would also like to see more effort from their regulators in carrying out qualitative and quantitative studies in the context of regulatory developments.

> The international standards such as Basel solvency norms are a source of inspiration for our Central Bank, however we have introduced flexibility in order to adapt to local specificities. Moreover, in this pandemic context, we have temporally eased some regulatory constraints in order to reduce the financial burden on the banks – Abbas Mahamat Tolli – Governor, Banque Centrale des Etats d’Afrique Centrale (BEAC)

Regulations

A recognized effort on the part of regulators to transpose international standards, although there are still real areas for improvement in emerging areas

The majority of financial institutions recognize the efforts of regulators in transposing international standards, particularly in the banking sector. However, there are real areas for improvement in emerging areas such as digital finance and financial market regulation.

- Regulations against money laundering and terrorist financing
- Prudential standards in the banking sector (e.g. Basel 3)
- Personal data protection regulations in the banking sector (e.g. GDPR)
- Accounting regulations (e.g. IFRS)

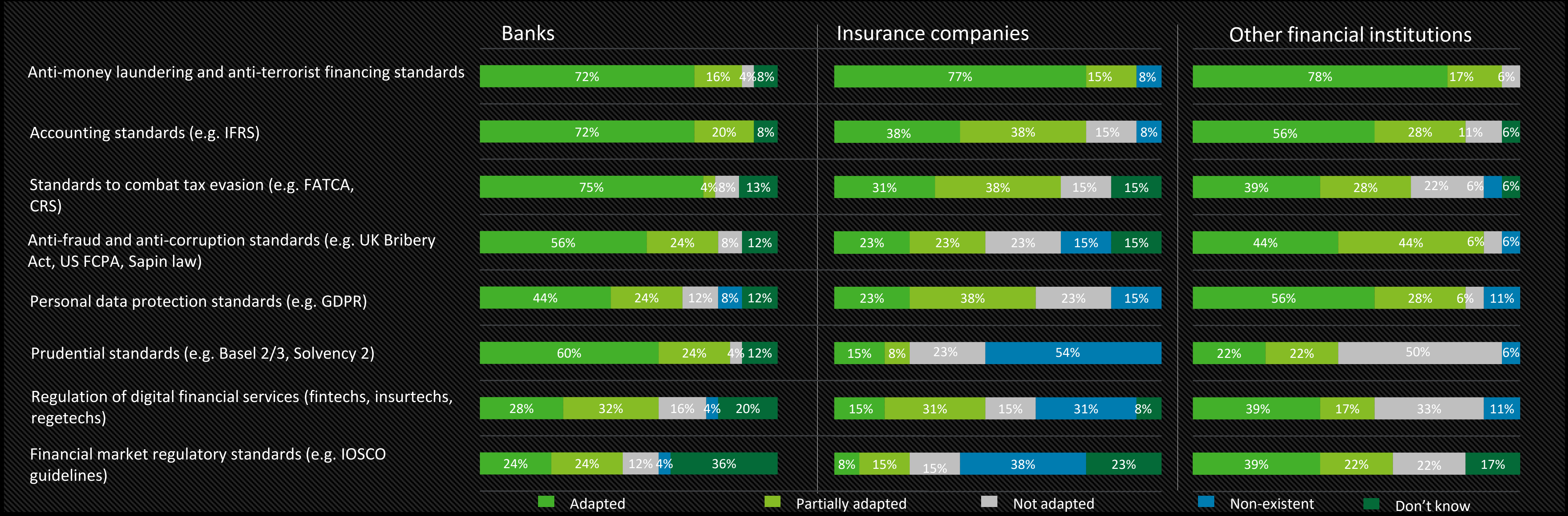
- Prudential standards in the banking sector (e.g. Solvency 2)
- Regulation of digital financial services (fintechs, insurtechs, regetechs)
- Personal data protection regulations in the insurance industry (e.g. GDPR)
- Regulation of financial markets (e.g. IOSCO guidelines)

Regulations

The insurance sector expressed the lowest levels of appreciation for the quality of transposition of traditional international standards

Compared to other financial institutions, the insurance sector expressed lower levels of appreciation for the quality of transposition of traditional international standards.

3.1 How would you rate the quality of the transposition (by your regulator) of the following international standards?

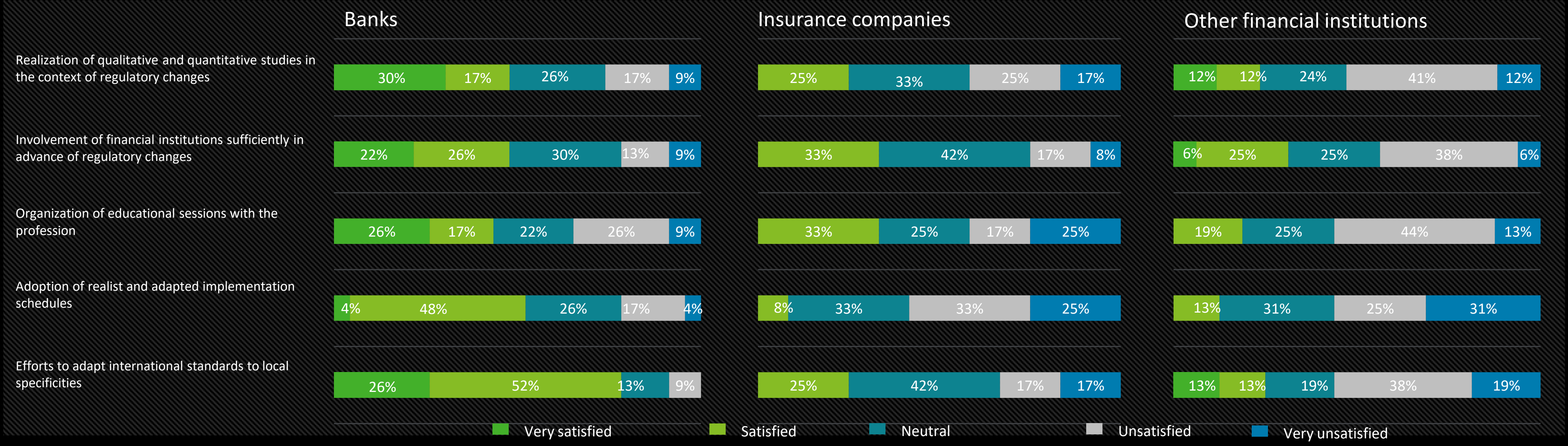


Regulations

Banking institutions are generally satisfied with the quality of the actions of their regulators, in contrast to other financial institutions

More than 78% of banks surveyed recognize an effort to adapt international standards to local specificities by their supervisors (compared to only 25% in the insurance sector) and 52% indicate the adapted and realistic nature of the implementation schedules (compared to only 8% in the insurance sector). The financial industry as a whole would also like to see more effort from their regulators in carrying out qualitative and quantitative studies in the context of regulatory changes.

3.2. Specifically, how do you perceive the actions of your regulators in implementing new regulations?



Macroeconomic environment

Macroeconomic environment

How does the macroeconomic environment impact financial institutions?

A growing perception of the attractiveness of the African financial sector

- Despite the recent exit of some international groups, the vast majority of financial institutions surveyed (59%) confirm the growing attractiveness of the African financial industry to international partners and investors.

A financial sector relatively confident on the macroeconomic outlook

- The financial sector is showing overall confidence in the macroeconomic environment, notably thanks to promising initiatives such as the AfCFTA. Nevertheless, efforts are requested from the authorities in certain areas such as exchange rate policies (considered too restrictive by nearly 64% of participants)

Still limited access to capital markets reducing financial management or optimization levers

- Financial institutions have unanimously mentioned the limitations of the financial market which does not offer a sufficient range of financial instruments

Anticipation of growth in non-performing loans in a context of very low availability of credit risk mitigation or transfer tools

- The African financial industry lacks the basic tools to mitigate or transfer their financial risks. Guarantee funds, which have the highest level of maturity, are perceived as sufficiently developed by only 10% of financial institutions. There are also very few structures for buying back non-performing receivables. Securitization of private or public debt is not sufficiently developed, despite the success of the latest securitization operations in Africa.

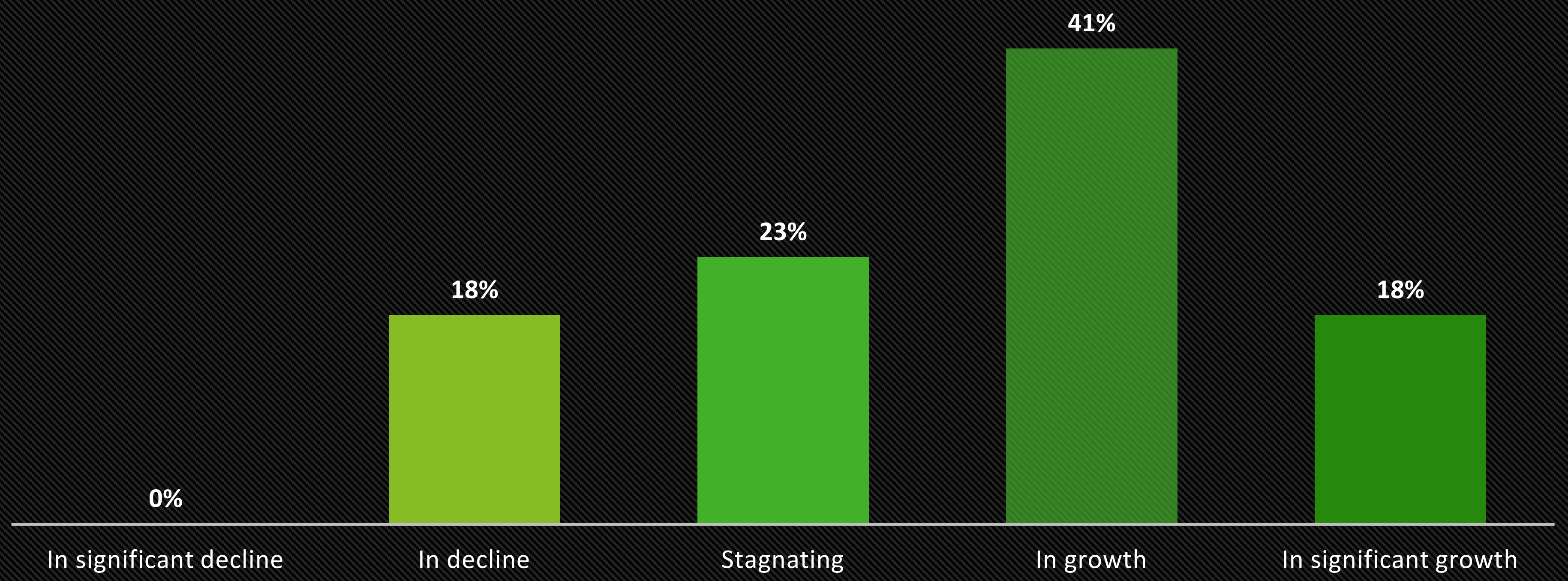
> The African financial industry's outlook is good. The Financial institutions have showed a resilience during the crisis and are demonstrating a growing role in the African economy - Tiémoko Meyliet Koné - Governor – Banque Centrale des Etats d'Afrique de l'Ouest (BCEAO)

Macroeconomic environment

A growing perception of the attractiveness of the African financial sector despite the departure of some international groups

Despite the recent exit of some international groups, the vast majority of financial institutions surveyed (59%) confirm the growing attractiveness of the African financial industry to international partners and investors.

4.1. What is your opinion on trends in the attractiveness of the African financial industry to international partners and investors?

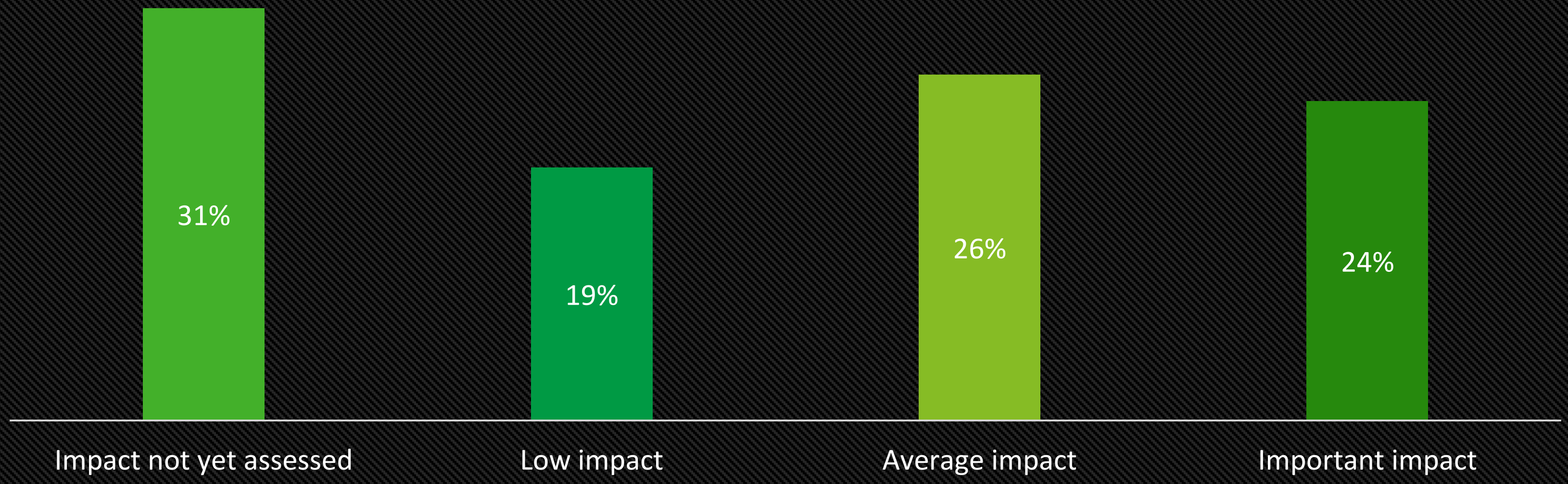


Macroeconomic environment

Expectations not yet clear on the impacts of the FTAA in the short and medium term

Nearly one-third of financial institutions do not yet have an opinion on the African continental free trade agreement and only 24% believe at this stage that the agreement will have a significant impact on the financial industry in the short to medium term.

4.2. In your opinion, what will be the impact of the AfCFTA in your sector of activity (short and medium term?



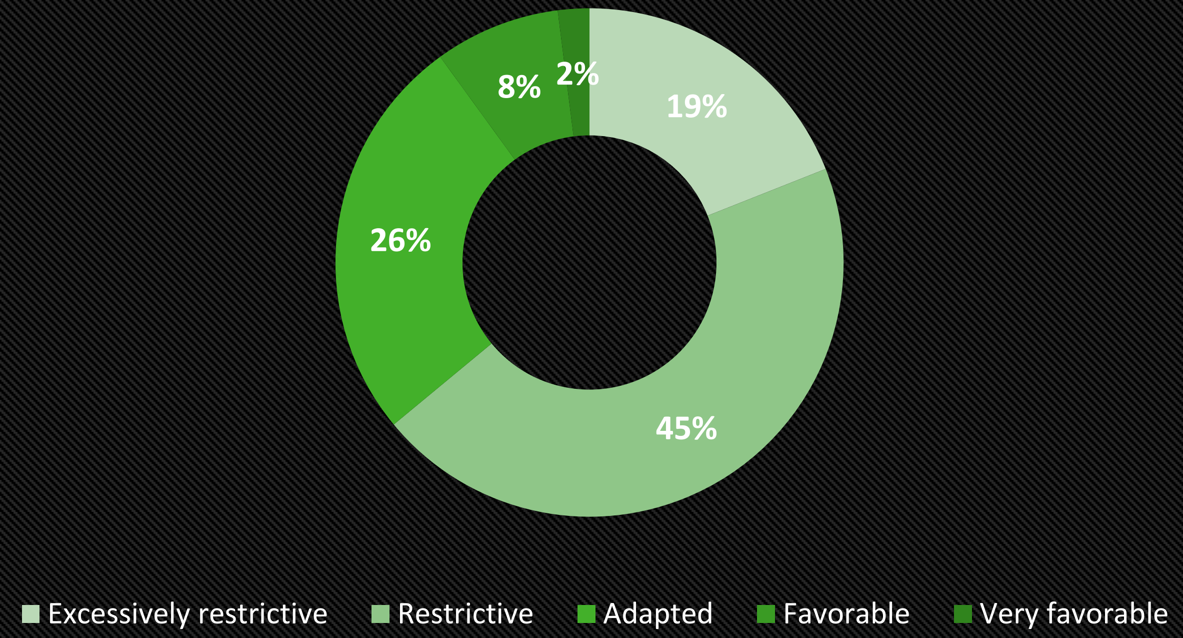
For the AfCFTA to be a success, pan-African banks like UBA must come together and establish a common form of regulation. The need is there and it is up to us, as leaders on the continent, to seize this opportunity. Sola Yomi-Ajayi, CEO, UBA America

Macroeconomic environment

A central bank exchange rate policy perceived as very restrictive

More than 64% of financial institutions find the exchange rate policy of the Central Bank very restrictive.

4.3. What is your perception of your Central Bank's exchange rate policy?

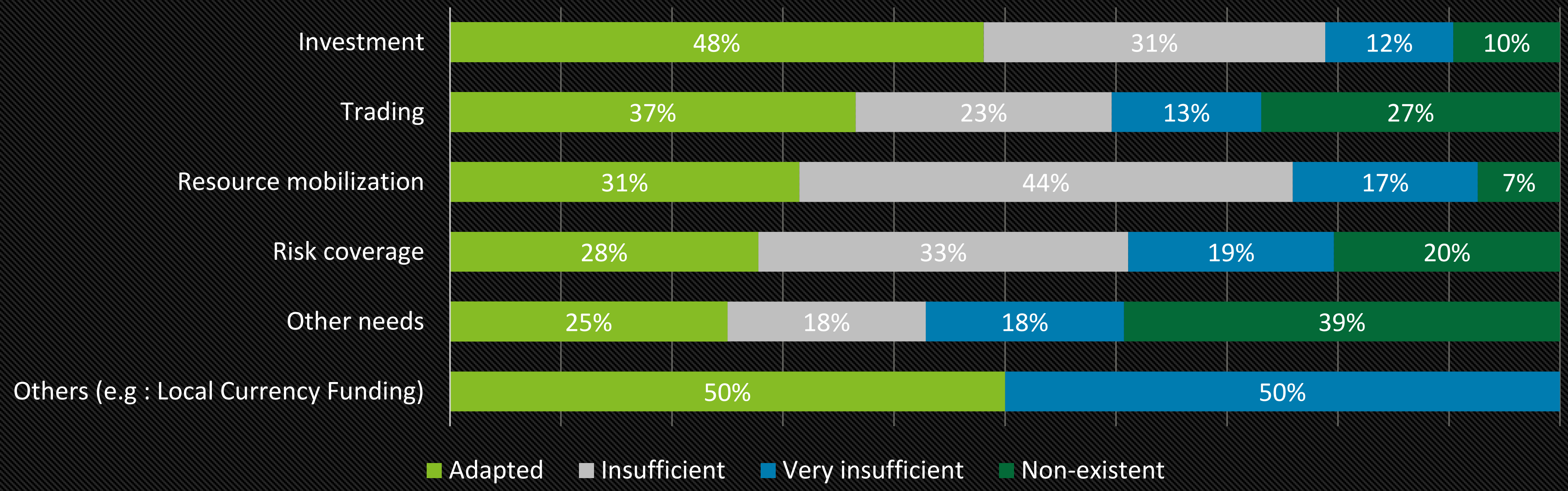


Macroeconomic environment

Still limited access to financial markets

Access to financial markets is very limited and is mainly driven by the investment transactions for which the institutions are surveyed . Very few financial institutions believe they can use the capital markets for trading (only 37%), for resource mobilization (31%) and for risk hedging (28%).

4.4. What is your level of access to capital markets for the following purposes?

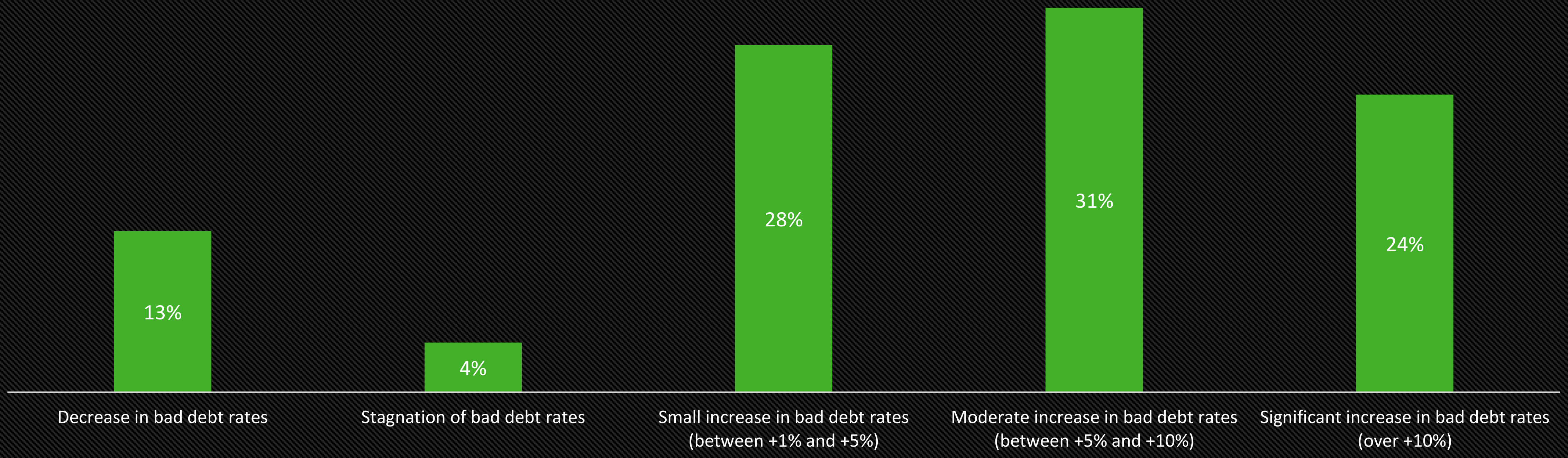


Macroeconomic environment

Expectation of moderate growth in non-performing debt

In terms of domestic debt, whether private or public, the actors interviewed in this study are not alarmist about the increase in non-performing debt rates. Nearly half anticipate a small or moderate increase in bad debt rates.

4.5. Domestic debt (private or public): what is your expectation of trends in non-performing debt rates in the short/medium term?

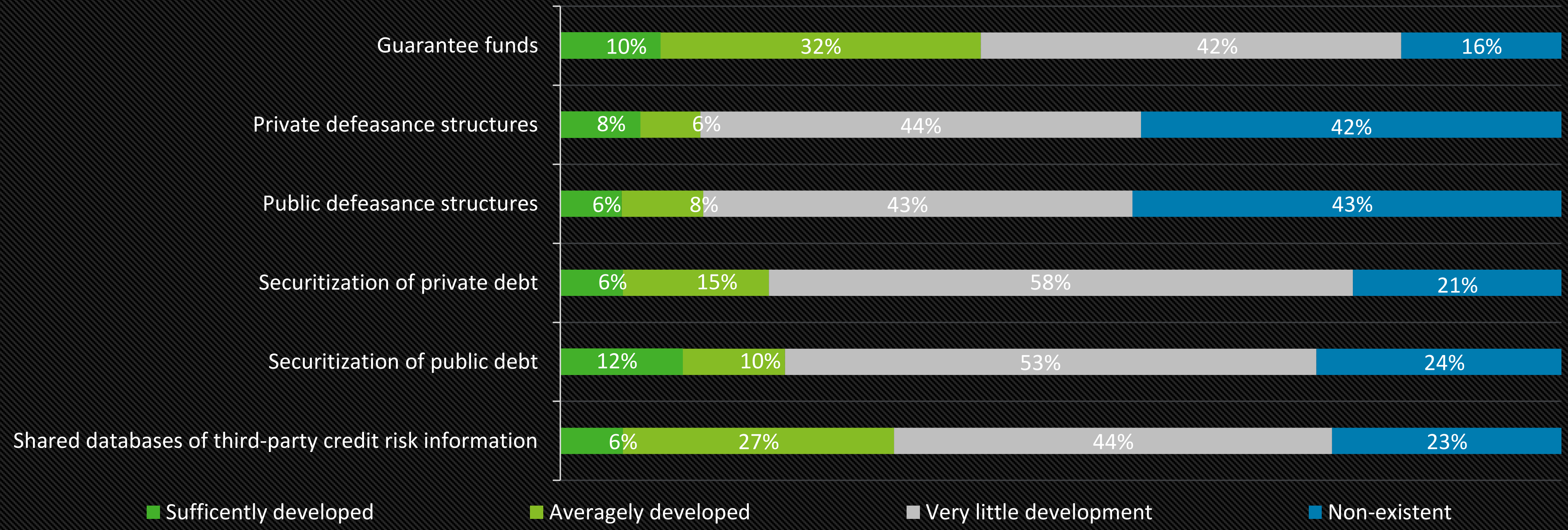


Macroeconomic environment

Very low availability of credit risk mitigation or transfer tools

The African financial industry lacks the basic tools to mitigate or transfer their financial risks. Guarantee funds, which have the highest level of maturity, are perceived as sufficiently developed by only 10% of financial institutions. There are also very few structures for buying back non-performing receivables. Securitization of private or public debt is not sufficiently developed, despite the success of the latest securitization operations in Africa.

4.6. Domestic debt (private or public): How would you rate the current level of development of the following credit risk monitoring, mitigation, or transfer mechanisms in your area of operation?



Innovation

Innovation

Where do the various players stand in terms of innovation and how can it be accelerated?

Digital maturity mostly in the emerging stage

- Most financial institutions (41%) assess their digital maturity at the emerging stage, evaluating the digital potential of their activities to define their objectives and strategies.

Confirmed acceleration in the structuring of programs with the banking sector more advanced than others in terms of Digitalization

- More than 56% of financial institutions declare that they have already launched a real Digitalization program, notably through the implementation of a digital strategy, the creation of a digital office, and the mobilization of financial and technical resources. 31% of financial institutions also plan to launch their Digitalization program in the short term.
- The banking sector presents the highest level of progress with almost 72% of banks declaring to have already launched their Digitalization program.

A real appetite for partnerships with pure players (Fintech, Insurtech, Regtech), mainly for the development of new activities and products

- Financial institutions have already initiated partnerships with non-traditional players such as Fintech, Insurtech and Regtech. Already 42% of them have initiated such partnerships and 42% of financial institutions plan to set up partnerships in the short term.
- More than 70% of African financial institutions declare that they give priority to the development of new activities and products within the framework of partnerships initiated or envisaged with new players. The second driver of partnerships is the Digitalization of internal processes.
- Very few partnerships have been established with regtechs for the Digitalization of activities related to regulatory compliance.

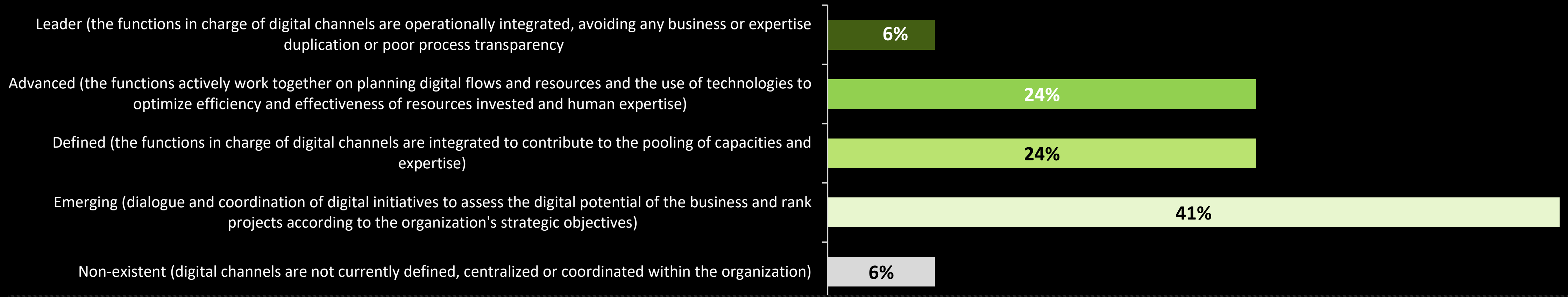
> New technologies are already disrupting customer relationship in our sector. The needs of our customers are also evolving and by innovating, we are also supporting them in this change in their consumer experience. Dalila Bader, CEO BH Assurance - Tunisia

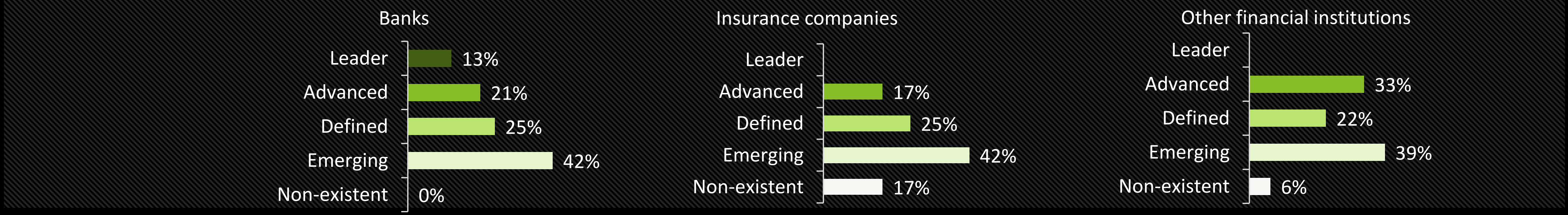
Innovation

Digital maturity is mostly in the emerging stage

The Digitalization of service offerings and internal operations is one of the main areas of innovation in the African financial industry. On this topic, most financial institutions (41%) assess their digital maturity at the emerging stage, assessing the digital potential of activities to define objectives and strategies.

5.1. How would you rate your digital maturity today?





Innovation

Confirmed acceleration of program structuring

More than 56% of financial institutions declare that they have already launched a real Digitalization program, notably through the implementation of a digital strategy, the creation of a digital office, and the mobilization of financial and technical resources. 31% of financial institutions also plan to launch their Digitalization program in the short term.

5.2. What is your situation regarding the implementation of a real Digitalization program (e.g. implementation of a digital strategy, creation of a digital office, mobilization of financial and technical resources)?

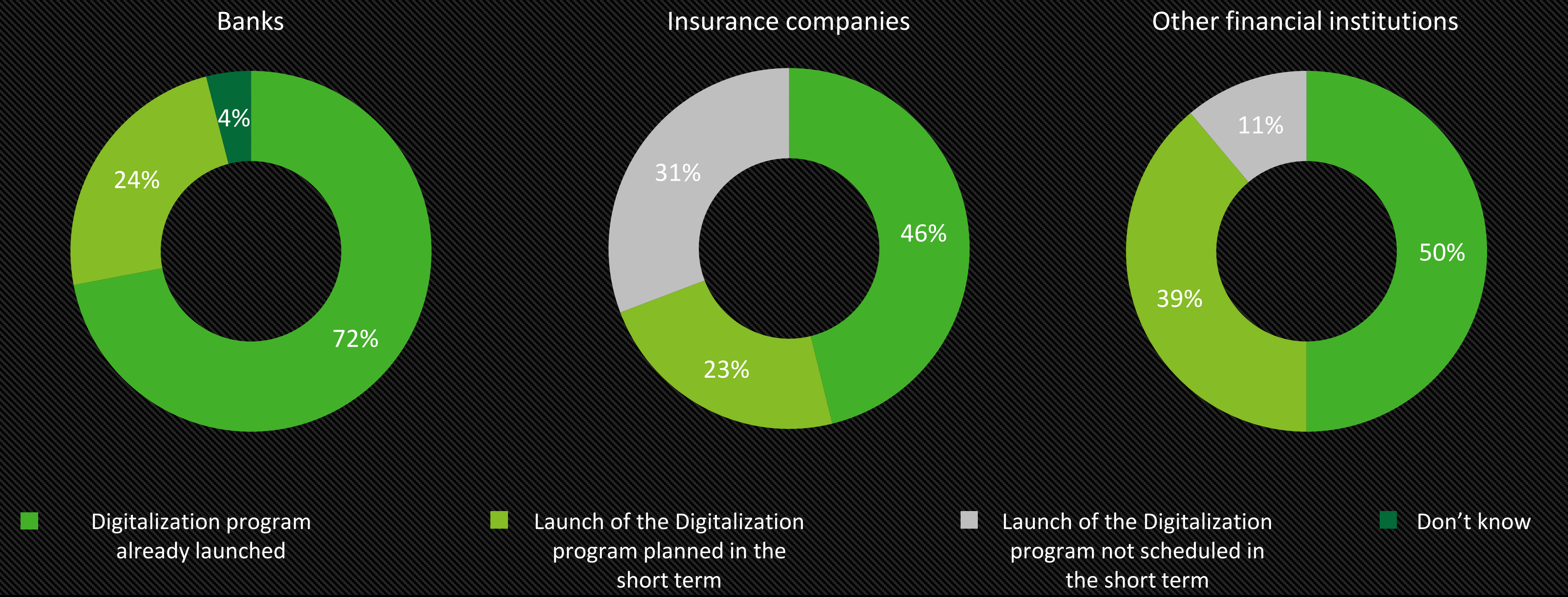
Digitalization program already launched	Launch of the Digitalization program planned in the short term	Launch of the Digitalization program not scheduled in the short term	Don’t know

Innovation

A banking sector more advanced than other sectors in terms of Digitalization

Not all players in the African financial industry are at the same level of their Digitalization program, with the banking sector showing the highest level of progress with almost 72% of banks reporting that they have already launched their Digitalization program.

5.2. What is your situation regarding the implementation of a real Digitalization program (e.g. implementation of a digital strategy, creation of a digital office, mobilization of financial and technical means) by industry:

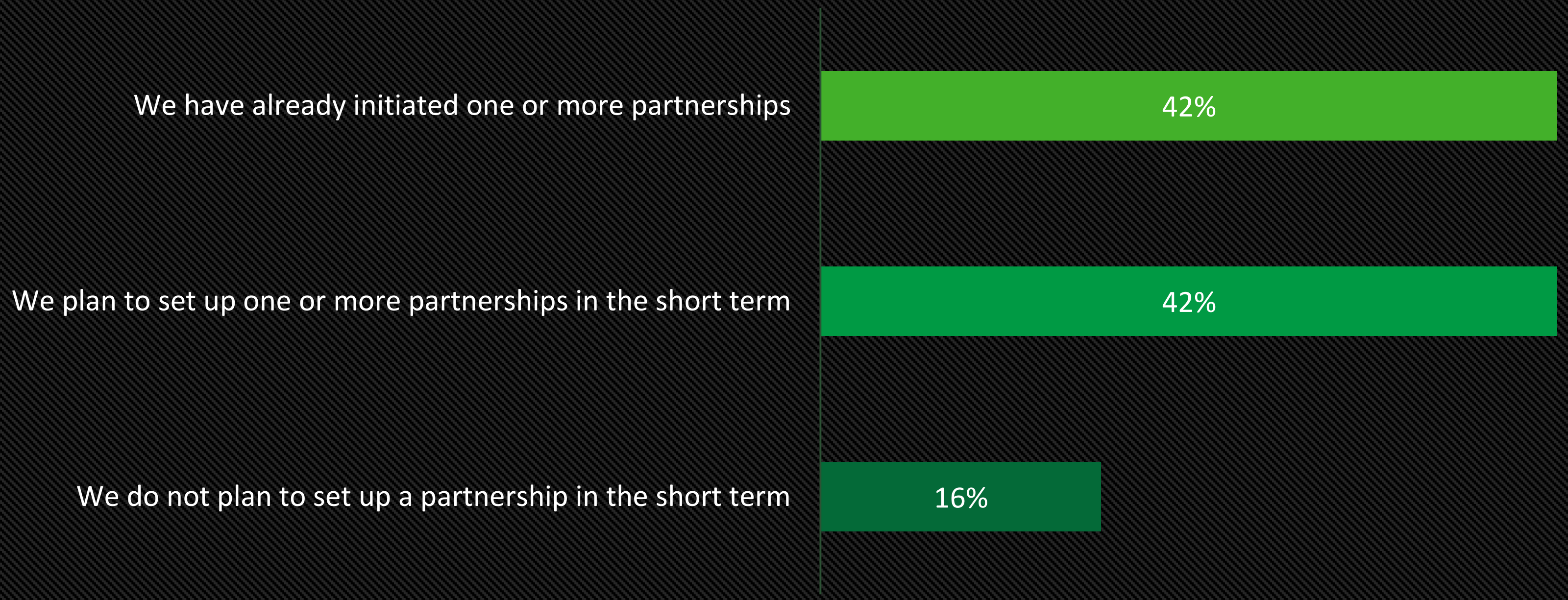


Innovation

A real appetite for partnerships with pure players (Fintech, Insurtech, Regtech)

Financial institutions have already initiated partnerships with non-traditional players such as Fintech, Insurtech and Regtech. 42% have already initiated such partnerships and 42% of financial institutions plan to set up partnerships in the short term.

5.3. What are your ambitions in terms of partnerships with fintech/insurtech/regtech?

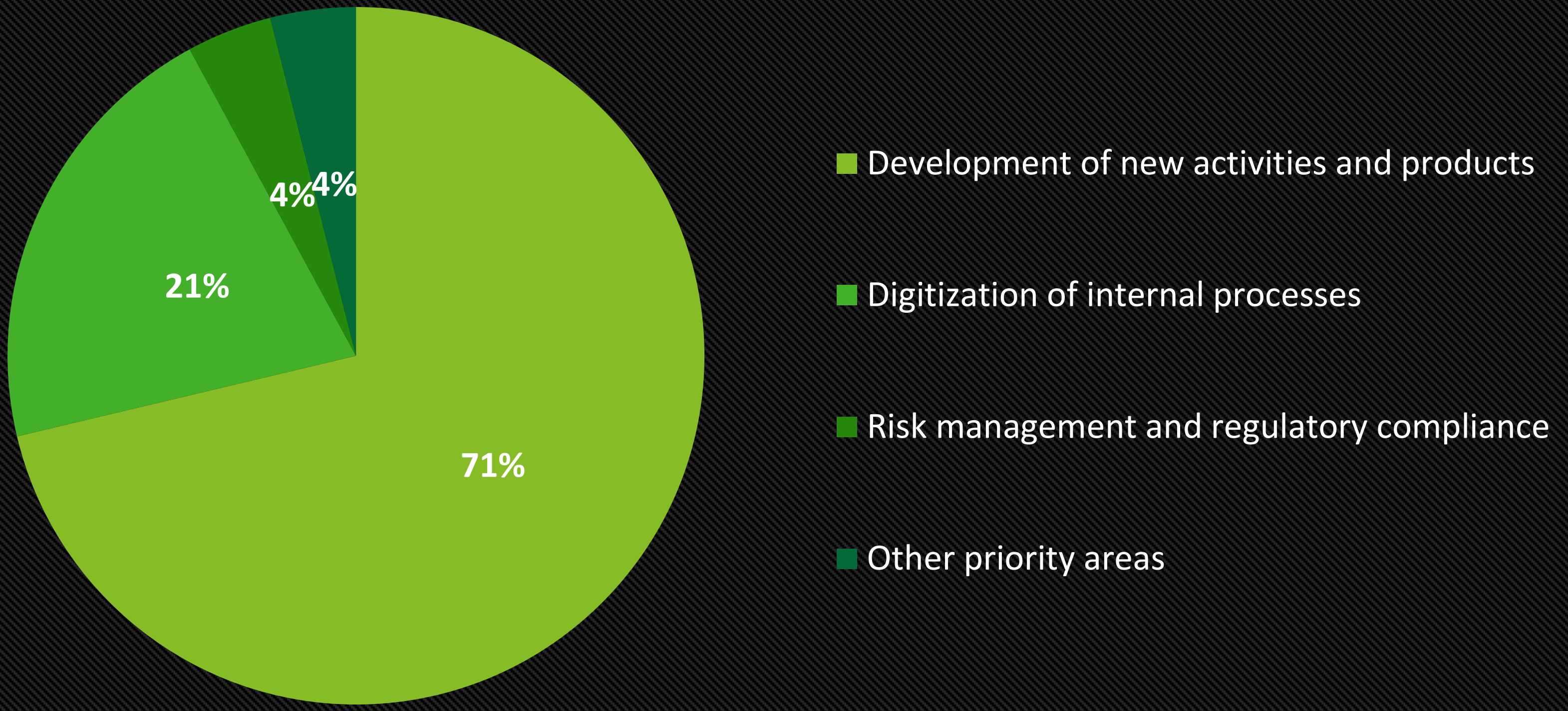


Innovation

The development of new activities and products as the main driver of partnerships

More than 70% of African financial institutions declare that they give priority to the development of new activities and products within the framework of partnerships initiated or envisaged with new players. The second driver of partnerships concerns the Digitalization of internal processes. Very few partnerships have been established with regtechs for the Digitalization of activities related to regulatory compliance.

5.4. In which priority area do you have (or would you consider) partnerships with fintech/insurtech/regetech?

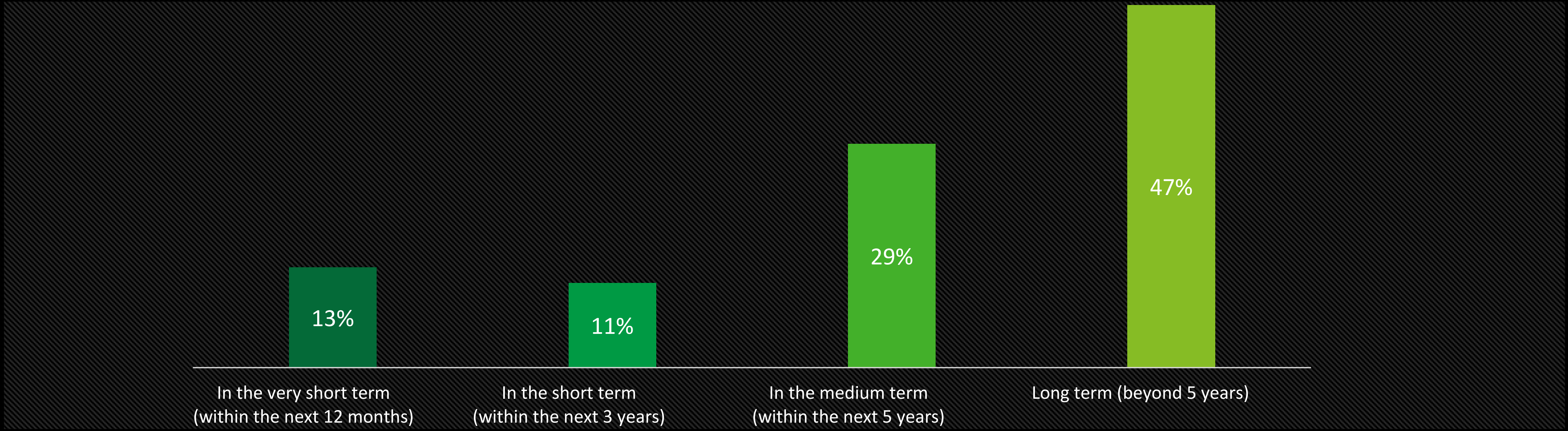


Innovation

Some caution regarding the integration of digital assets (e.g., crypto-currencies) into financial services in Africa

The effective integration of digital assets (e.g. crypto-currencies) into financial services in Africa is mostly projected to be long term. The recent outcry from some central banks regarding crypto-currencies confirms this projection.

5.5. When do you anticipate the effective integration of digital assets (such as crypto-currencies) into financial services in Africa?



Impacts

Impacts

What impact do these financial institutions have on the African economy and society?

Use of innovative technologies to accelerate financial inclusion

- Among the World Bank's eight official criteria for accelerating financial inclusion, financial institutions favor the use of innovative technologies and the participation of non-traditional, technology-driven institutions. Encouraging the development of low-cost, innovative financial products is also seen as a major gas pedal of financial inclusion.

A financial industry aware of its impact on the sustainable financing of the African economy

- African financial industry players consider their impact on the sustainable financing of the African economy to be slightly increasing. However, the financial institutions surveyed are aware that the rate of growth of this impact is insufficient.

Growing interest in green finance instruments, but only standard products

- Financial institutions have shown a real interest in standard green and sustainable finance products (e.g. integration of ESG criteria in investments, socially responsible investments) but a lack of awareness of innovative products in this field (e.g. green bonds, green venture capital).

Renewable energy financing represents more than 25% of our total financing for players in the energy and infrastructure sectors - Mohamed El Kettani - Chairman & CEO Attijariwafa Bank

Impacts

Use of innovative technologies to accelerate financial inclusion

Among the World Bank's eight official criteria for accelerating financial inclusion, financial institutions favor the use of innovative technologies and the participation of non-traditional, technology-driven institutions. Encouraging the development of low-cost, innovative financial products is also seen as a major gas pedal of financial inclusion.

6.1. Of these 8 criteria announced by the World Bank to accelerate financial inclusion, can you name the three most important gas pedals in your opinion?

1

Facilitate the use of innovative technologies and the participation of non-traditional technology-oriented institutions

2

Encourage the development of cheap and innovative financial products

3

Develop retail networks and other low-cost distribution channels

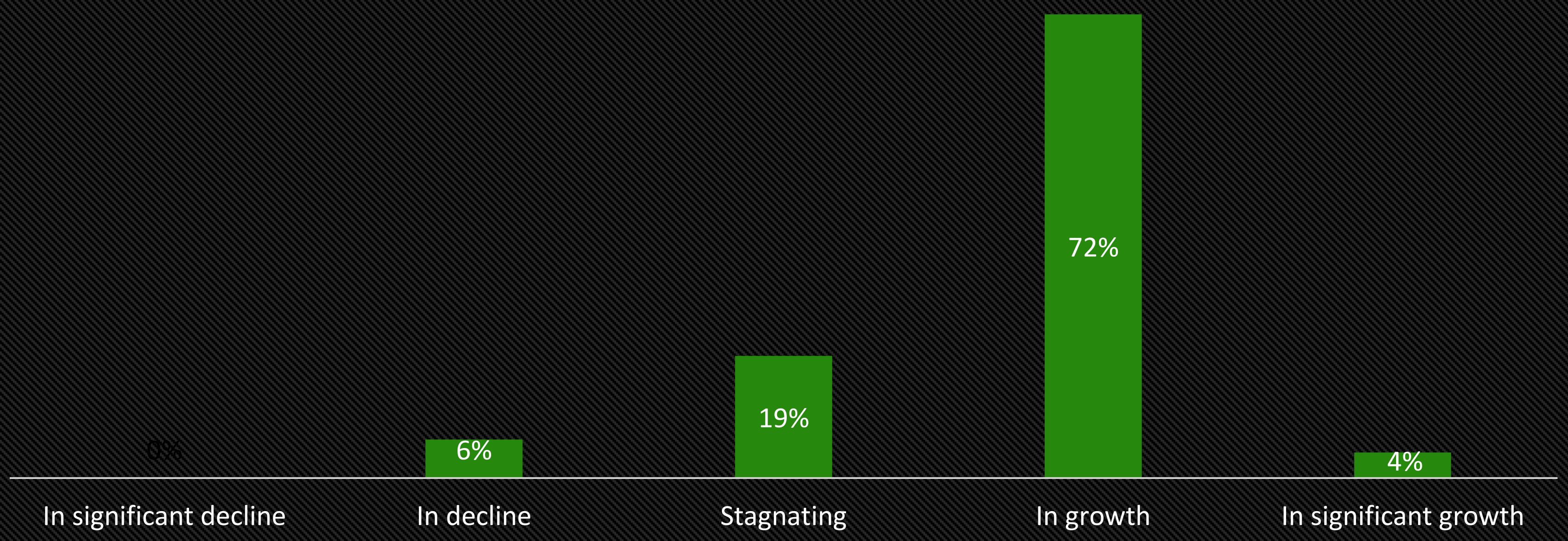
“The rise of fintechs has given a huge boost to financial inclusion and bridged the gap between the banked and unbanked.”
Ebehijie Momoh, Mastercard

Impacts

A financial industry aware of its impact on the sustainable financing of the African economy

African financial industry players consider their impact on the sustainable financing of the African economy to be slightly increasing. However, the financial institutions surveyed are aware that the rate of growth of this impact is insufficient.

6.2. Over the past two years, what is your perception of trends in the impact of the financial industry on the sustainable financing of the African economy (referring to indicators of financial inclusion rates, project financing rates, etc.)?

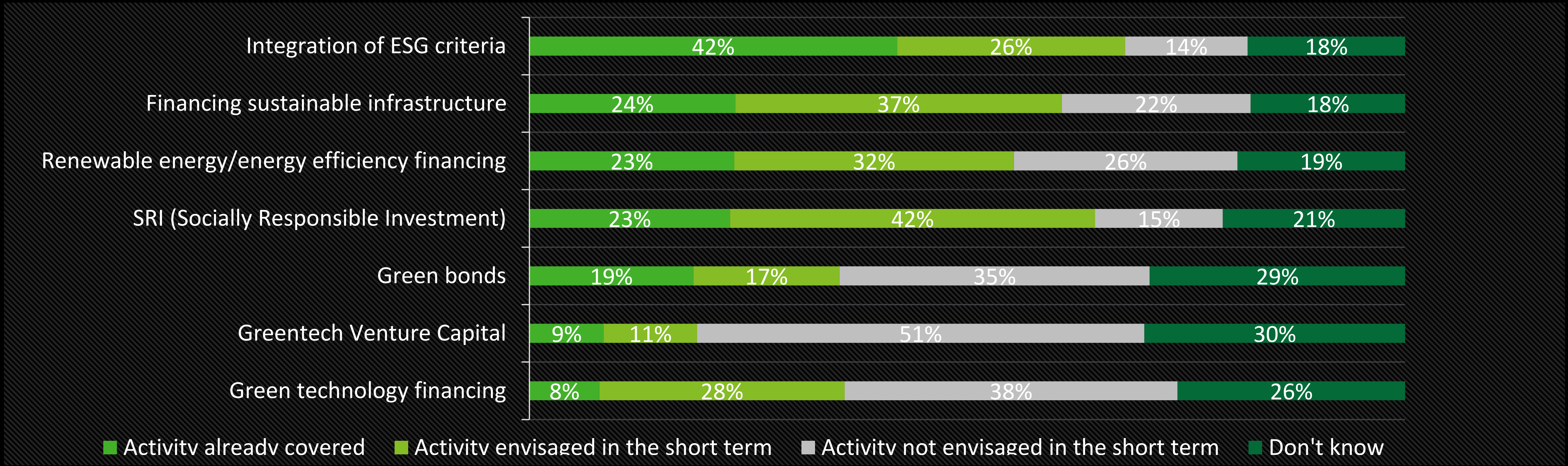


Impacts

Growing interest in standard green finance instruments (1/2)

Financial institutions have shown a real interest in standard green and sustainable finance products (e.g. integration of ESG criteria in investments, socially responsible investments) but a lack of awareness of innovative products in this field (e.g. green bonds, green venture capital).

6.3. What green/sustainable finance themes are you currently investing in (or planning to invest in)? 1/2

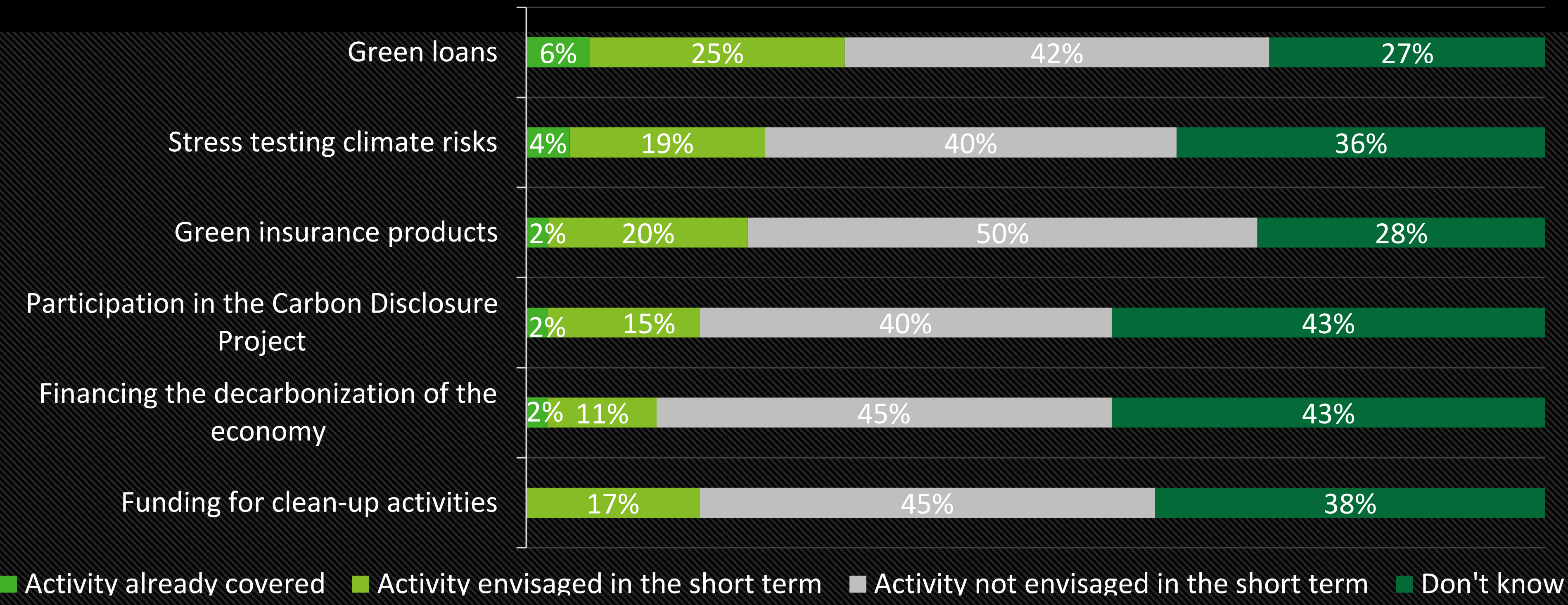


Impacts

Growing interest in standard green finance instruments (2/2)

Financial institutions have shown a real interest in standard green and sustainable finance products (e.g. integration of ESG criteria in investments, socially responsible investments) but a lack of awareness of innovative products in this field (e.g. green bonds, green venture capital).

6.3. What green/sustainable finance themes are you currently investing in (or planning to invest in)? 2/2



Methodology

Methodology

The study's methodology is based on a qualitative look at the responses obtained

Deloitte and Jeune Afrique developed this questionnaire in order to understand the different impacts of the current climate on the African financial industry.
With six major themes and thirty questions, this questionnaire, conducted online and in individual interviews with leaders of the African financial sector, allowed us to collect relevant information on the current situation.

The survey, launched by Deloitte in collaboration with the Africa Financial Industry Summit (AFIS) and Jeune Afrique Media Group, was sent to several participants in the financial world in Africa and collected 60 responses.

The sample was surveyed by a self-administered online questionnaire on the Computer Assisted Web Interview (CAWI) system.

Responses were collected between 3 February and 26 February 2021.

Contacts

DELOITTE

Brice Chasles
CEO
Deloitte Francophone Africa
bchasles@deloitte.fr

Mohamed Ali Jebira
Insurance Industry Leader
Deloitte Francophone Africa
mjebira@deloitte.fr

Marc-Fadel Alexandrenne
Financial Services Leader
Deloitte Francophone Africa
malexandrenne@deloitte.fr

El Mehdi Ghissassi
Banking Industry Leader
Deloitte Francophone Africa
eghissassi@deloitte.fr

Aristide Ouattara
Risk Advisory Lead Partner
Deloitte Francophone Africa
aouattara@deloitte.fr

Aymen Mtimet
Fintech and Payment Services Leader
Deloitte Francophone Africa
amtimet@deloitte.fr

AFRICA FINANCIAL INDUSTRY SUMMIT – JEUNE AFRIQUE MEDIA GROUP

Amir Ben Yahmed

CEO Jeune Afrique Media Group
& President of the Africa
Financial Industry Summit
aby@jeuneafrique.com

Julien Wagner
Editorial Manager
Africa Financial Industry Summit
j.wagner@jeuneafrique.com

Florian Serfaty

Group Commercial Director

Jeune Afrique Media Group
f.serfaty@jeuneafrique.com

Frédéric Maury

Secretary General of the Advisory Board

Africa Financial Industry Summit
f.maury@jeuneafrique.com

Jeune Afrique Media Group

Founded in Tunis in 1960, Jeune Afrique Media Group is a Pan-African media group based in Paris. Through its various publications (Jeune Afrique, The Africa Report, and Jeune Afrique Business+), JAMG provides coverage, in both French and English, of African and international news as well as reflection on the continent's political and economic issues. The leading Pan-African news publisher in terms of circulation and readership, the group has also built a leading presence in events with the creation of the Africa CEO Forum.

Launched in 2012, the AFRICA CEO FORUM is an annual gathering of decision-makers from the largest African companies, as well as international investors, multinational executives, heads of state, ministers, and representatives of the main financial institutions operating on the continent.
As a platform for high-level business meetings and a place to share experiences and identify trends that affect the business world, the AFRICA CEO FORUM is committed to offering concrete and innovative solutions to help the continent and its companies move forward.
Through its Women Working for Change, Family Business and the Africa Financial Industry Summit initiatives, it also aims to increase the representation of women in decision-making positions on the continent, to support the transformation of African family businesses and foster the dialogue between the private sector and regulatory bodies within the African financial industry.

1st

multimedia group of information and services for Francophone and Anglophone business
& political decision-makers involved in Africa

Independence

editorial
and capitalistic

Expertise

Informing well
to decide better

Innovation

Multi-media, multichannel,
multi-formats

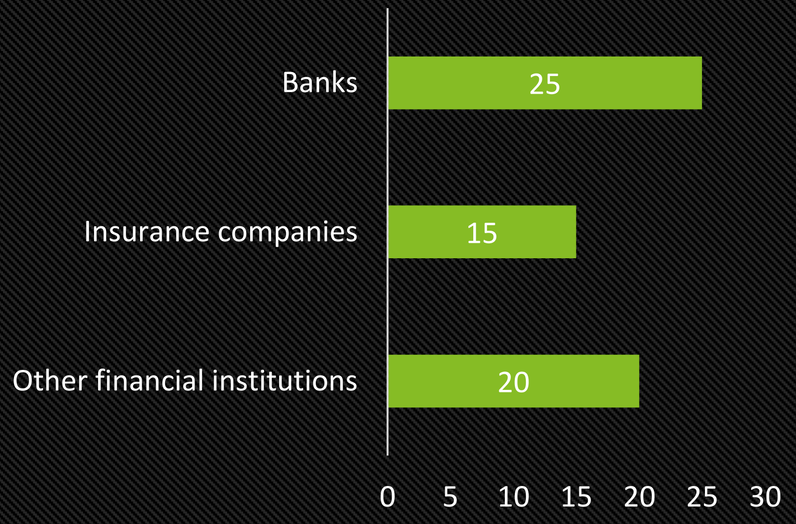
Appendices

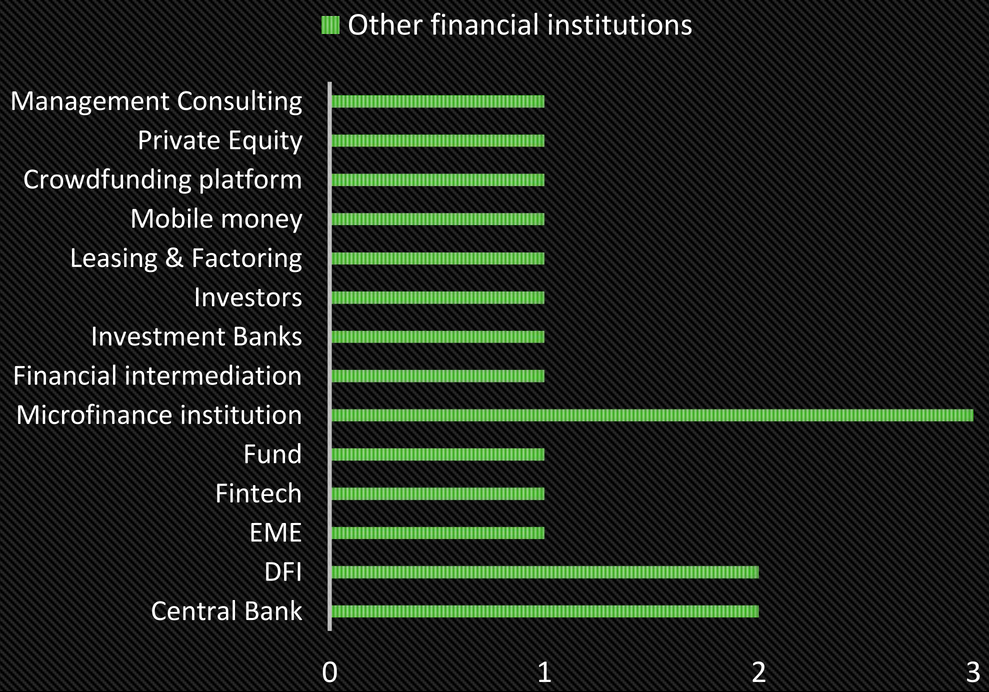
Presentation

Who are the participants in this study?

We gathered information from 60 participants from a wide range of financial institutions.
The plurality of our participants represents an additional guarantee of the diversity and impact of our study on the African financial industry.

0.1 To which category of financial institution do you belong?



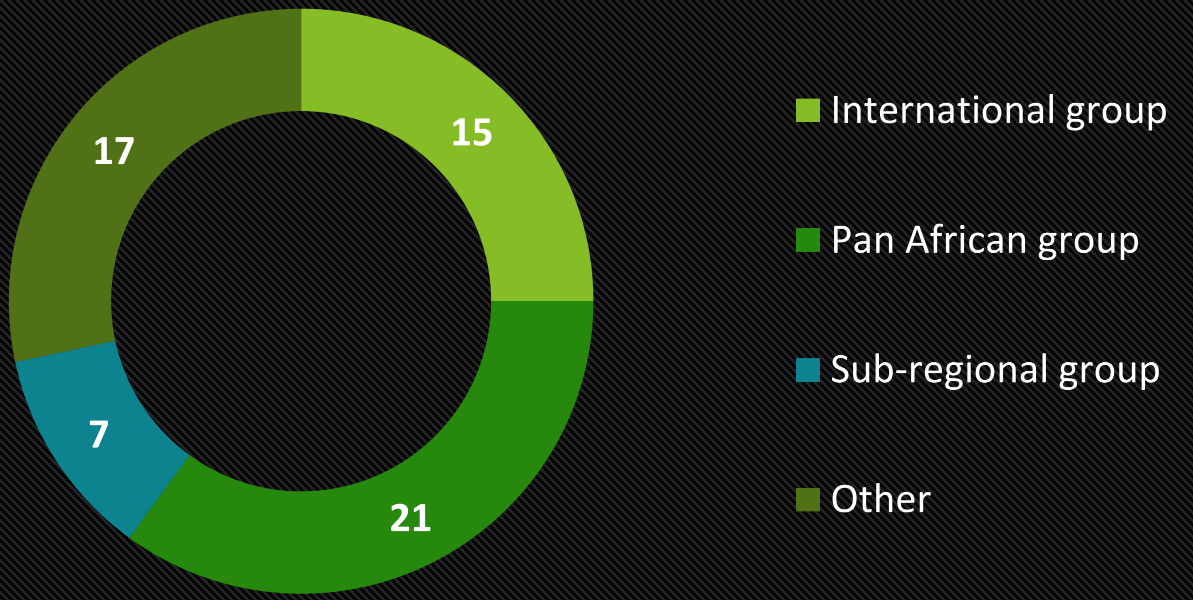


Presentation

Who are the participants in this study?

We gathered information from 60 participants from a wide range of financial institutions.
Their size is an important piece of information in our study to understand their impact on the African financial industry, as well as their scope of action on the African territory.

0.2 To which group category do you belong?

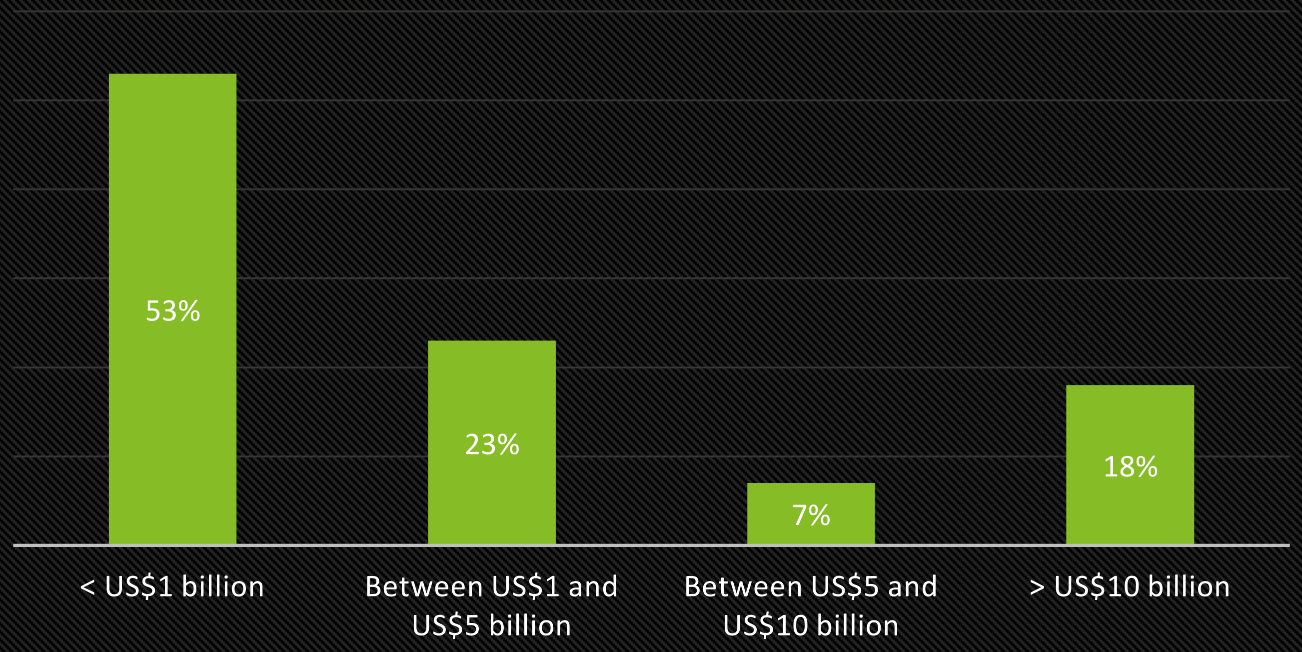


Presentation

The importance of the participants in this study

We gathered information from 60 participants from a wide range of financial institutions.
The size of their balance sheet allows us to identify their influence, presence and strength within the African financial industry.

0.3 What is the size of your balance sheet?

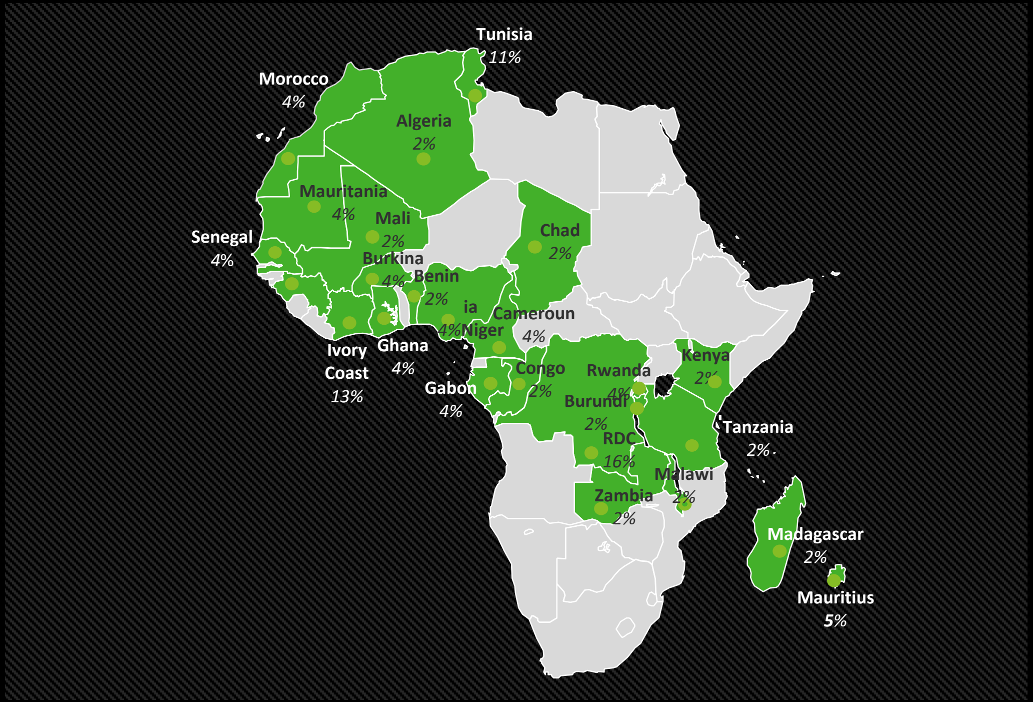


Presentation

Where did the participants in this study come from?

We gathered information from 60 participants from a wide range of financial institutions.
The size of their balance sheet allows us to identify their influence, presence and strength within the African financial industry.

0.4 In which country are you located?



25 countries represented:

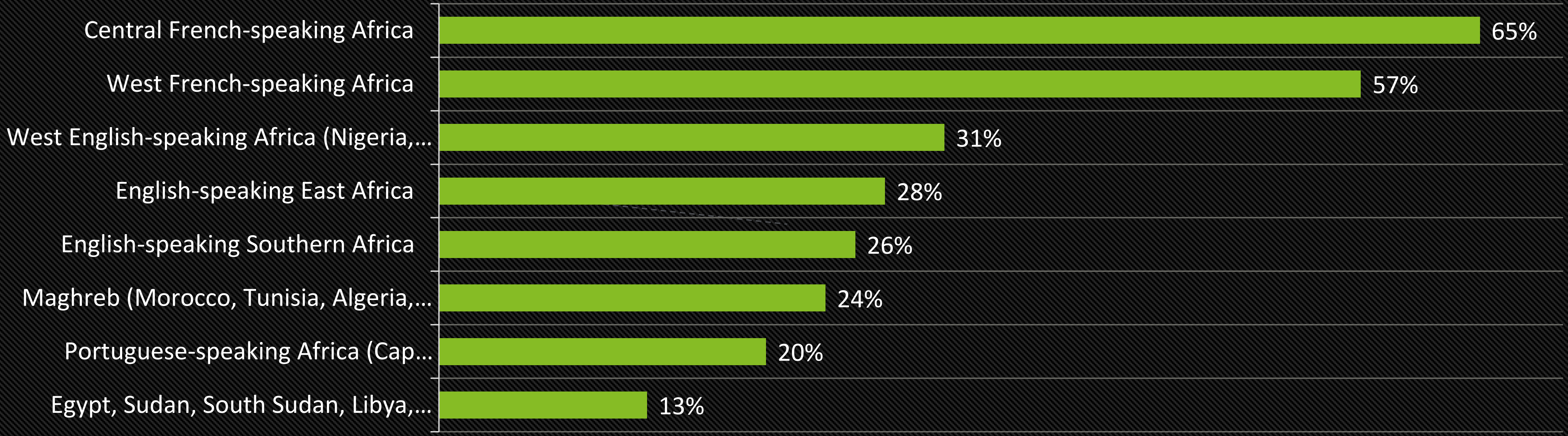
- Algeria
- Benin
- Burkina Faso
- Burundi
- Cameroon
- Congo
- Ivory Coast
- Gabon
- Ghana
- Guinea
- Kenya
- Malawi
- Madagascar
- Mali
- Morocco
- Mauritius
- Mauritania
- Nigeria
- Democratic Republic of Congo
- Rwanda
- Senegal
- Tanzania
- Chad
- Tunisia
- Zambia

Presentation

Where do the participants in this study operate?

We gathered information from 60 participants from a wide range of financial institutions.
By looking at the economic zones where these groups operate, we can understand their influence and areas of action, and thus their impact on the African financial industry.

0.5 In which economic area(s) does your group operate?



Deloitte.