



Investors Briefing

FY'24 & Q1'25 Results Presentation

May 06, 2025



**A Warm
Welcome to the
Investors Forum**



The Group Overview





Our Impactful Journey of Success

04



Transforming Lives



"Navigating people's path to prosperity."

Empowering Business and Sectors



"Catalysing Innovation to drive change and Success."

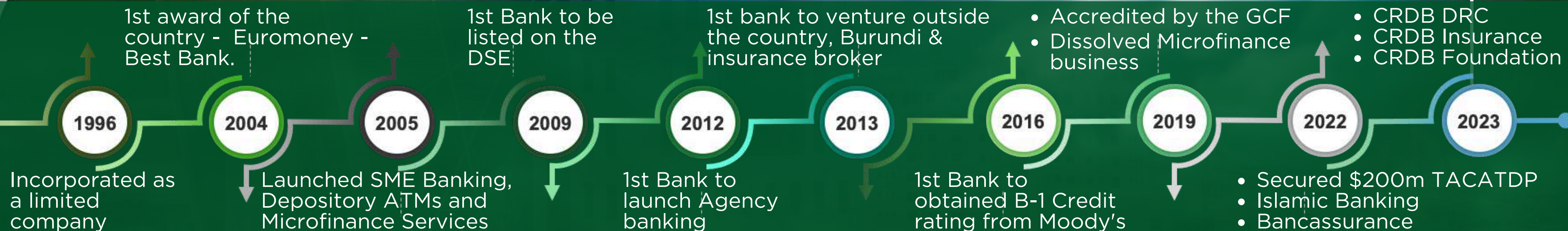
Supporting Economic Growth



"Cultivating partnerships to unleash economic ecosystem potential."

Support the formulation of CBT

2024

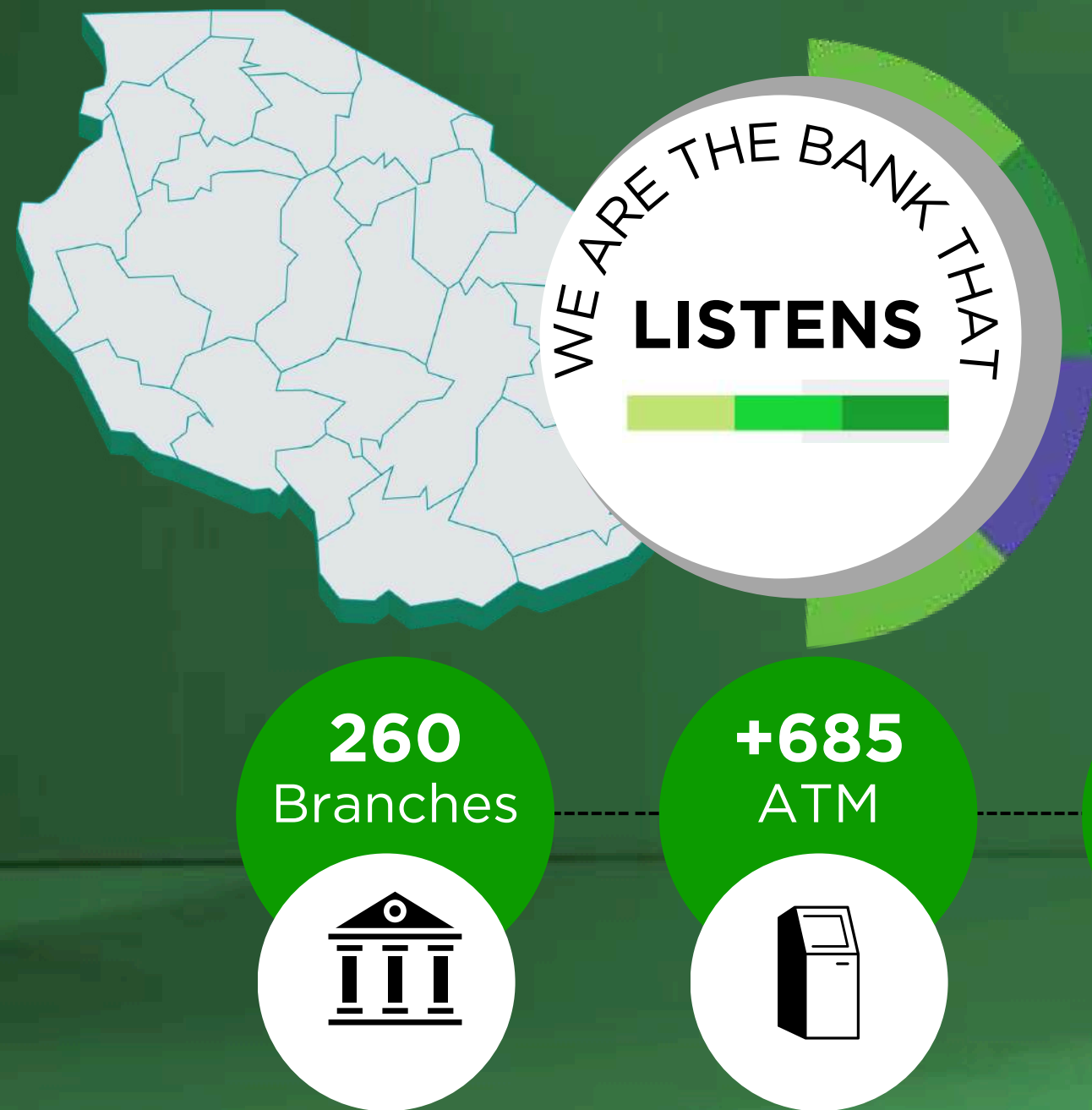




Our Strategic Focus on Business Expansion and Our Comprehensive Network

05

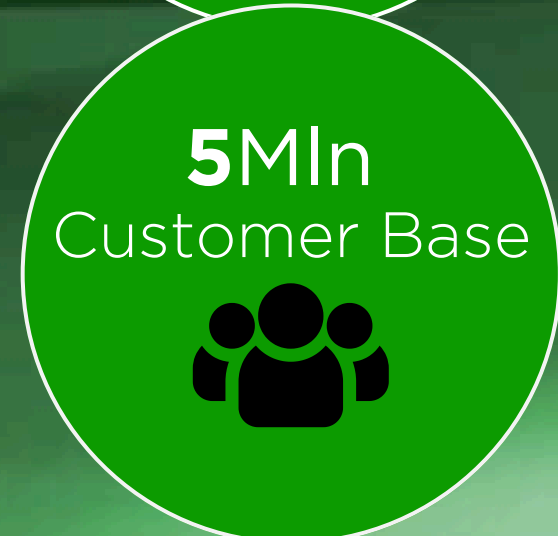
OUR NETWORK



OUR OPERATIONS IN AFRICA & BEYOND



Our Strength



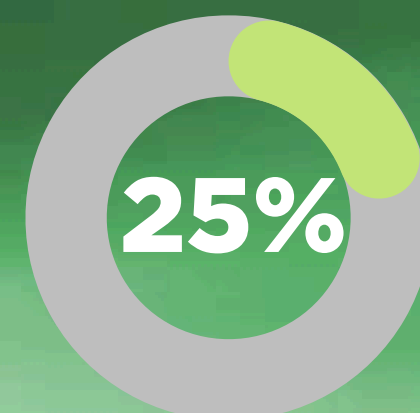
Our Human Capital



46% **54%**

4,352 diversified and talented employees

Our Market Share



Our Business Model

Individual	MSMEs	Corporate
Government	Institutions	Groups
Securities	Insurance	Capital Market

Transact

- Payment
- Revenue
- Salary Processing
- Transfers
- Remittances

Borrow

- Mortgage
- Personal Financing
- Working Capital
- Project Financing
- Trade Financing

Invest

- Savings
- L.T Investments
- Shares & Bonds
- Insurance

Diaspora
Banking

Private
Banking

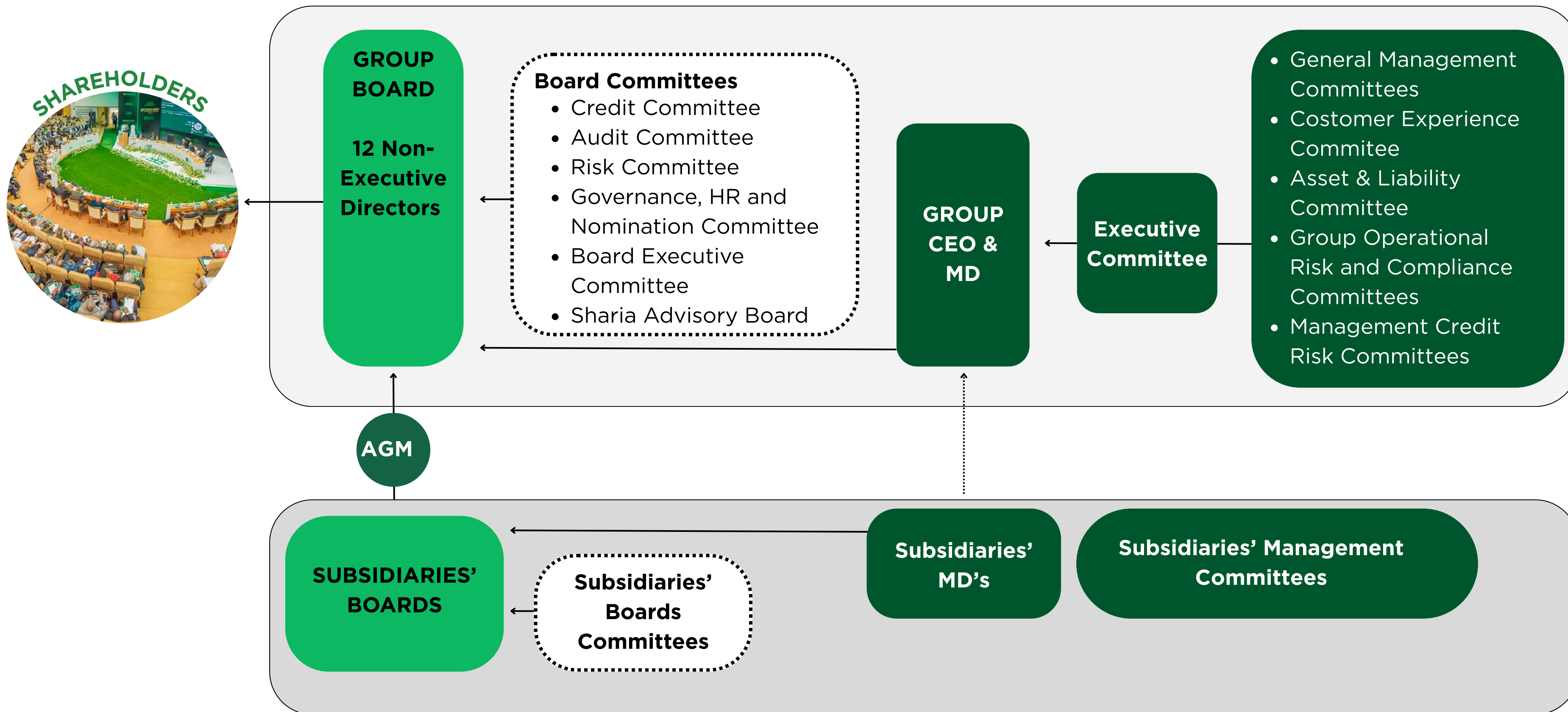
Agency
Banking

Islamic
Banking



A Sustainable Corporate Governance Model that Preserves and Grows Organizational Value

07





Strong and Diversified Board

08



Dr Ally Hussein Laay
Board Chairman



Prof. Neema Mori
Vice Chair



Ms. Miranda
Naiman



Mr. Abdul-Razaq
Badru



Eng. Boniface
Muhegi



Mr. Martin
Warioba



Mr. Abdulmajid
Nsekela



Mr. Jes Klausby



Mr. Moses Dulle



Mr. Pascal Mihayo



Prof. Faustine Bee



Dr. Fred Msemwa



Mr. Abdul
Mohamed



Mr. Gerald Kasaato

Our board of directors, with their extensive expertise and diverse backgrounds, are effectively charting the strategic course and providing operational oversight to maintain a competitive edge and enhance shareholder's value.



Skilled and Seasoned Senior Leadership Team

09



The team is well capable to strategically positioning our organization to effectively capitalize on market opportunities, driving growth while proficiently navigating complex business dynamics.

Mr. Abdulmajid Nsekela
Group CEO & MD

Mr. Boma Raballa
CCO

Mr. Bruce Mwile
COO

Mr. Frederick Nshekanabo
CFO



Alex Ngusaru
Treasury & Capital Markets



Leo Ndimbo
Business Transformation



Exavery Makwi
Credit Management



Bonaventura Paulo
Retail Banking



Mussa Kitambi
Corporate Banking



Pendason Philemon
Procurement



Admin Mwansasu
Banking Operations



Godfrey Sigalla
Internal Audit



Godfrey Rutasingwa
Human Resources



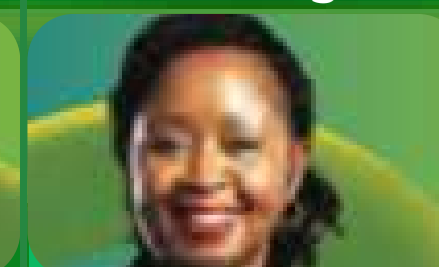
Deusdedit Massuka
ICT



Pascal Mihayo
Company Secretary



James Mabula
Risk & Compliance



Tullyesther Mwambapa
Corporate Affairs & MD - CBF



Wilson Mnzava
MD - CRDB Insurance Company

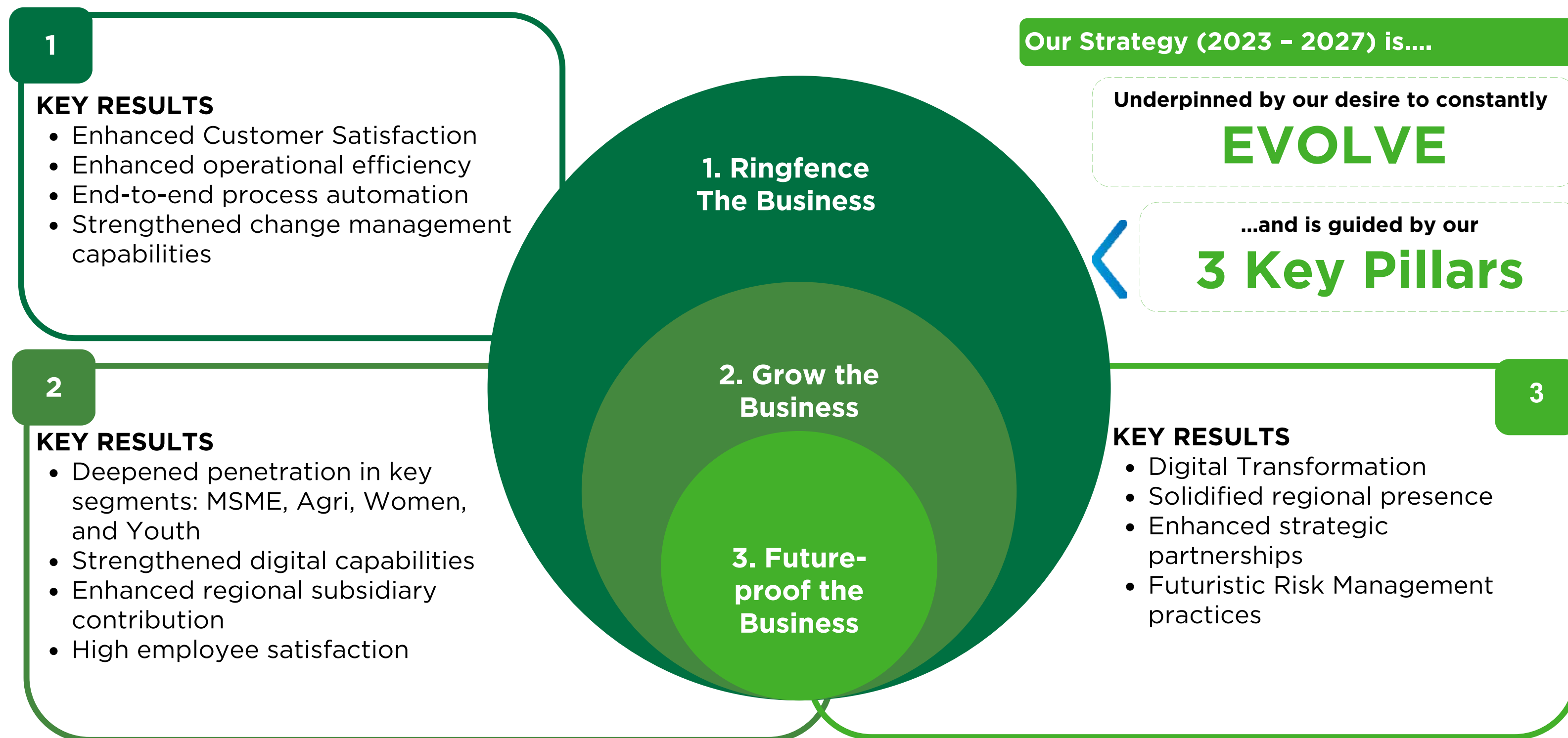


Fredrick Siwale
MD - CRDB Bank Burundi



Jessica Nyachiro
MD - CRDB Bank DR Congo

Our Vision: Transform lives and develop economies to their fullest potential



PEOPLE | PLANET | PROSPERITY | PARTNERSHIPS



Business Review

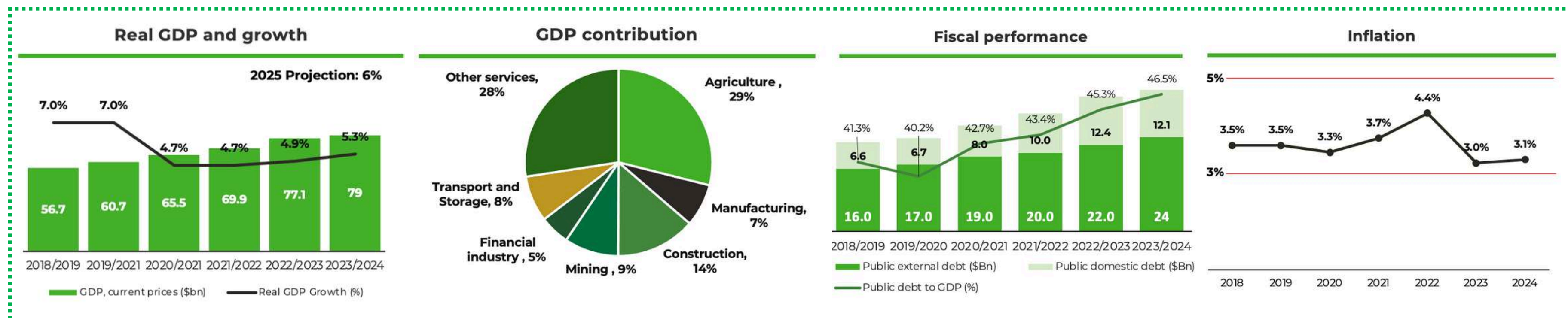




A Macroeconomic Outlook

12

The economic landscape in Tanzania is promising, offering a strategic mix of opportunities and key areas for careful consideration, particularly within the financial services sector.



Source: BOT

Tanzania

- In Q1, M3 grew to 15.1% from 13.9% driven by foreign deposits.
- Credit to the private sector grew to 13.2% from 12.8% in Jan-25
- Foreign reserves were sufficient to cover 4.5 months of imports.
- The current account deficit narrowed significantly due to increased export earnings.

Burundi

- Inflation was 40.9% at the end of March 2025,
- 3.9% growth in GDP. With 24.1% growth in money supply, M3, while credit to the private sector grew by 24%.
- Foreign currency reserves improved by 45%.

DR Congo

- GDP growth rate was readjusted from 6% to 7.9% based on production performance.
- Q1 2025 inflation stood at 10.13% against 21.52% last year (+0,62%),
- Interbank overnight rates hovered around the monetary policy rate (MPR) at 25%.



Banking Sector Overview

34
Commercial banks
5
Community banks
3
Microfinance banks
2
Development banks
20
NBFIs
1,307
Non-deposit taking MFIs
810
SACCOS
42,257
Community MFIs

The banking sector has maintained **stability** and **resilience**, anchored by a **stable macroeconomic environment** despite short-term **internal** and **external shocks**.

Key highlights

- The banking sector in Tanzania, comprising mainly the Commercial Banks, Development Banks, and Microfinance Banks, **accounts for over 70%** of the financial services sector
- The sector is largely **dominated by the largest 2 Commercial Banks**, with CRDB Bank controlling a significant share of the sector’s assets, customer deposits, loans, and advances to customers
- The sector has remained stable, maintaining its resilience despite global shocks.
- Measured by total assets, the banking sector is valued at **TZS 62.1tn (US\$23.4bn)**

6.3Trn 19% YoY	0.57% 2023: 0.76%	3.17% 2023: 3.99%	47.8% 2023: 50.8%
Total Revenue	Loan Loss Ratio (CoR)	NPL	Cost-to-Income Ratio

Key Figures (TSH) as at 2024

62.1 Trn
(+15% YoY)

Total assets

42 Trn
(+13% YoY)

Total customer deposits

36.7 Trn
(14% YoY)

Net loans and advances

14%

Current trend of market deposits rates.



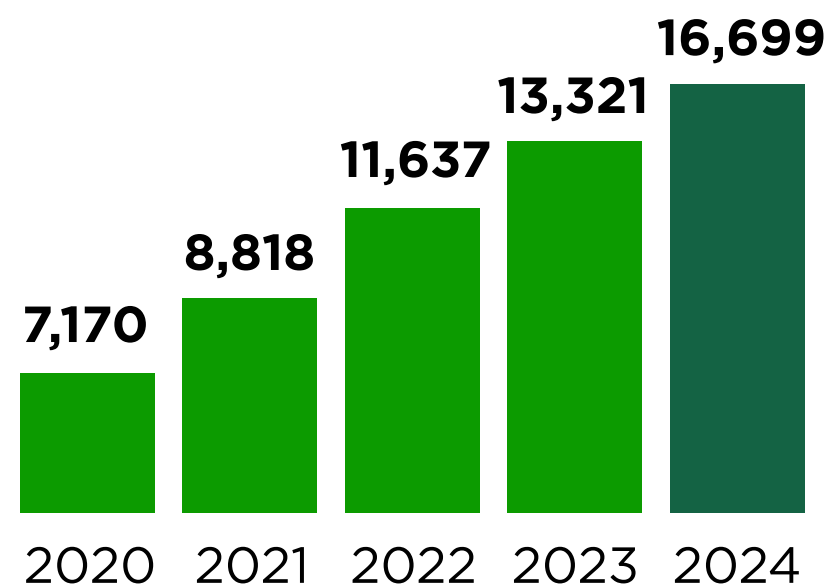
Regulatory Landscape	Competition	Potential Risks to Financial Stability
<ul style="list-style-type: none">• Regulatory changes such as Basel III implementation necessitate a more prudent allocation of capital and investment decisions.• BOT has maintained its Central Bank Rate (CBR) at 6% for the fourth consecutive quarter feasible to control inflation and increase the pace of economic growth• BoT has prohibited using foreign currency for payments in Tanzania, requiring respective businesses to use the Tanzanian Shilling for domestic transactions.• The Central Bank of Tanzania has issued guidelines for disclosing sustainability-related risks and opportunities in annual financial reports.	<ul style="list-style-type: none">• Competitive rates may increase funding costs as banks vie for limited deposits to ensure liquidity.• Increase in digital banking offerings with focusing on accessibility and affordability.• The rising of private equity and community savings schemes challenge deposits mobilisation.• The new issued guideline on fees and charges to promote cashless transactions will further heightened competition.• Treasury bonds saw strong investor interest despite reduced coupon rates.	<ul style="list-style-type: none">• Future currency risk could arise from further depreciation of the TZS and scarcity of US dollars.• Potential lingering spillover effects from interest rate pressure from advanced economies.• US tariff implementation may result in rising credit risks for African banks• The shift to digital operations has heightened cyberattack incidents in the banking sector• Extreme climate-related events like floods can disrupt economic activities.



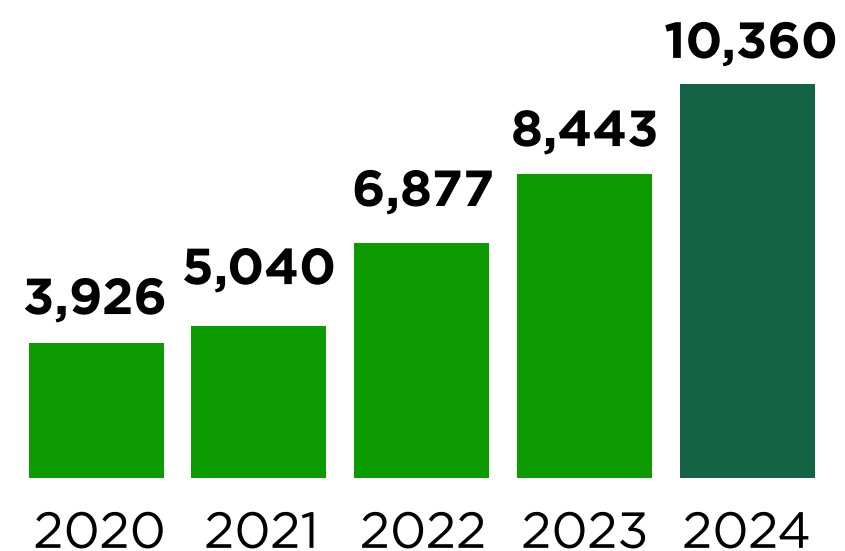
A Snapshot of Performance

15

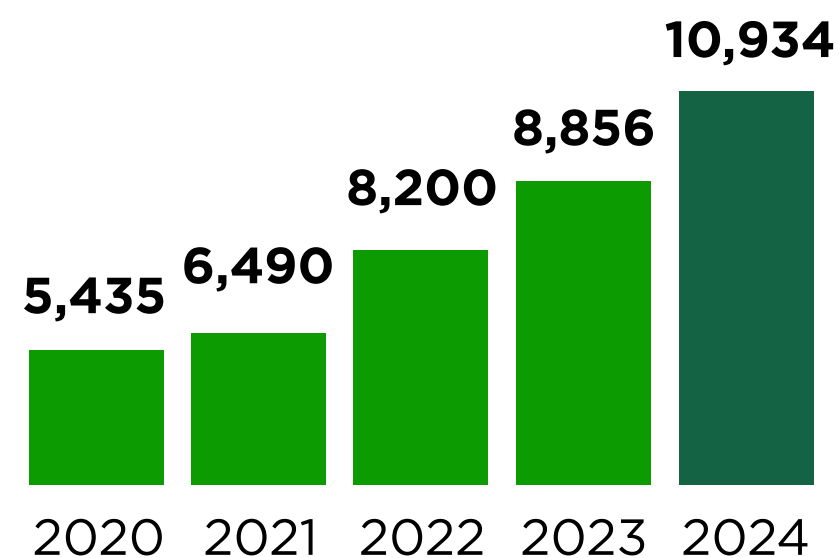
Balance Sheet (In TZS Bn)



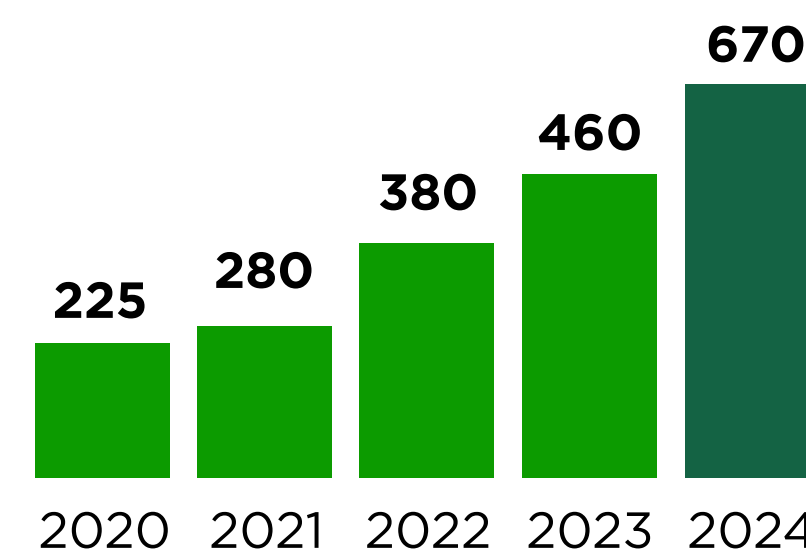
Loans & Advances (TZS Bn)



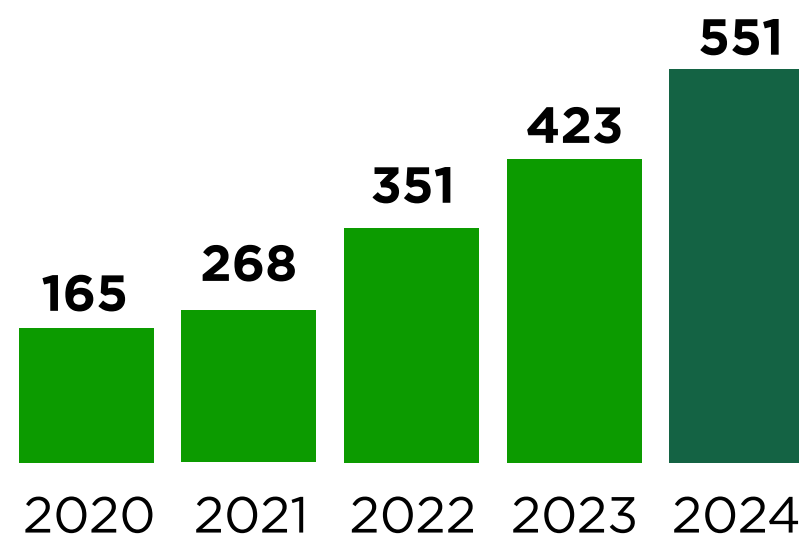
Customer Deposits (TZS Bn)



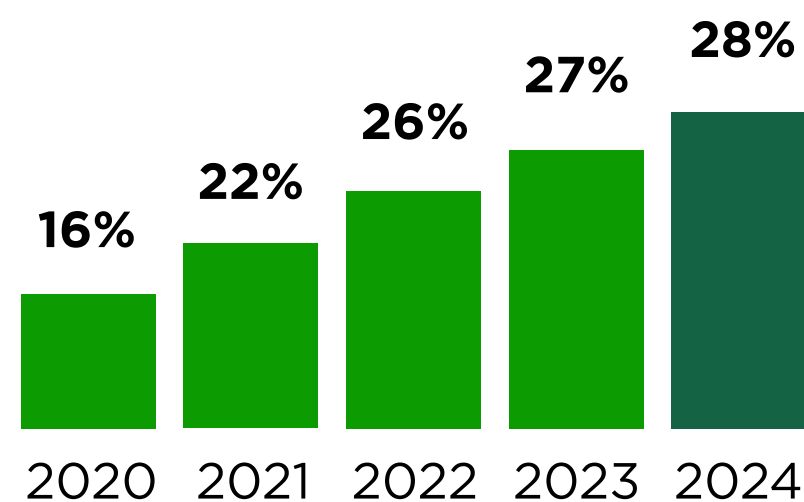
Share Price



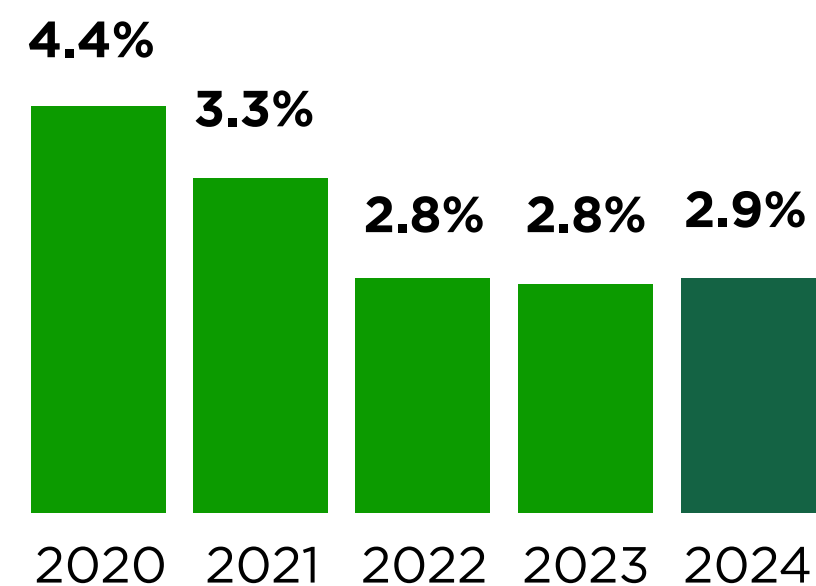
Profit After Tax(In TZS Bn)



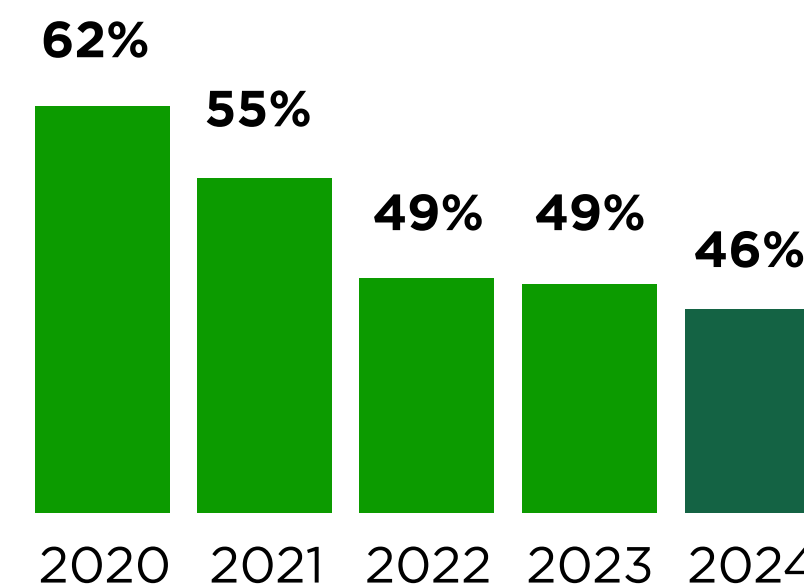
ROE



NPL



CIR





Drivers of Performance





Operational Effectiveness

17



OPERATIONAL ALIGNMENT

Increased collaboration among units through harmonisation of activities and tasks.

- **Embedded best practices** through process mapping and continuous improvement programs.



CHANNELS OPTIMIZATION

• **Lowered the cost of opening new branches** by revamping the redesigning establishment approach.

- **Optimised resources** by consolidating branches and ATMs located nearby.



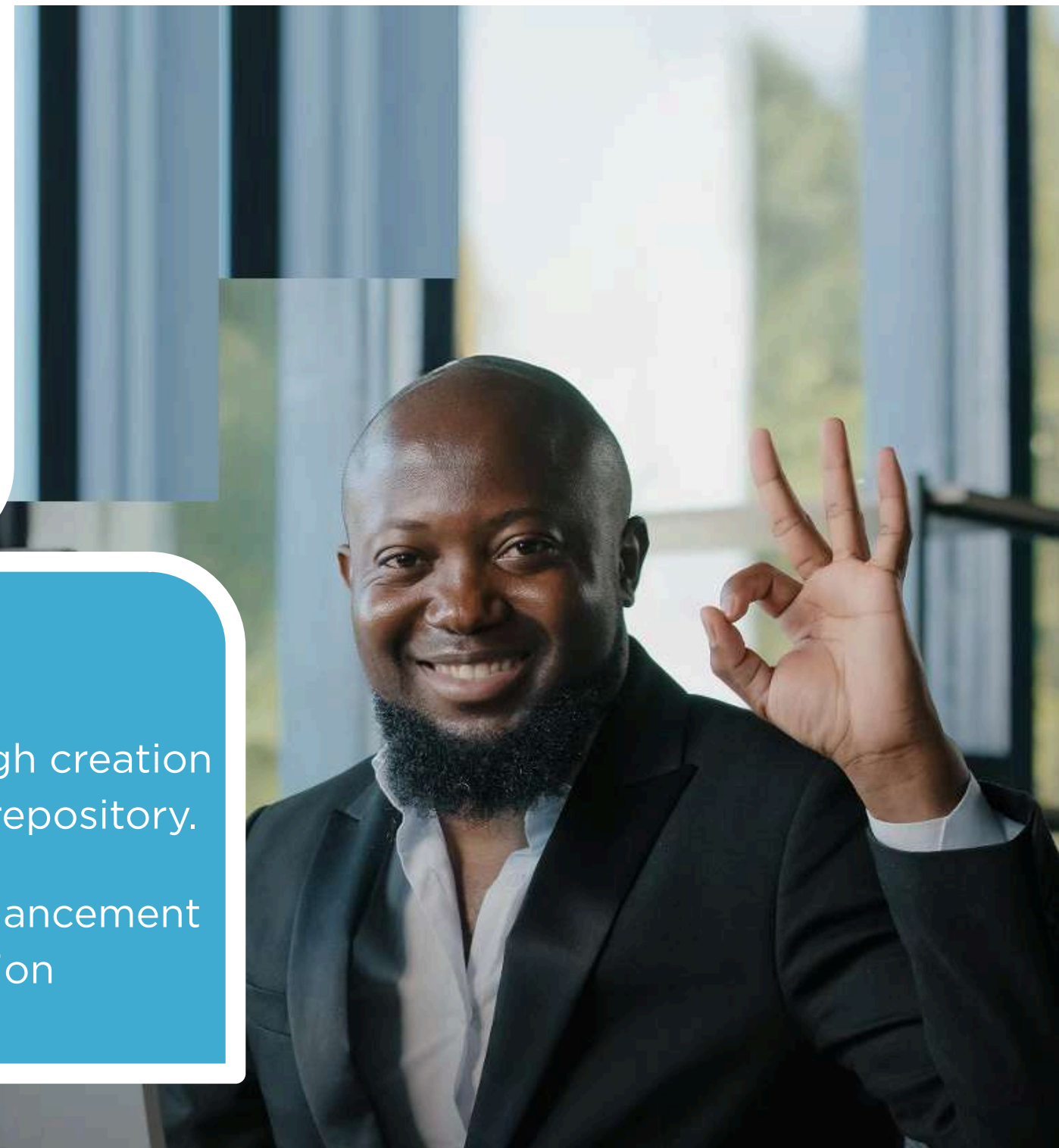
PROCESS AUTOMATION

- **Reduced manual intervention** through integration with third parties and corporate clients.
- **Improved TAT and decreased errors in operations** by automating repetitive and time-consuming tasks.



ENHANCING CONTROL ENVIRONMENT

- **Improved compliance** through creation usage of compliance issues-repository.
- **Reduced frauds** through enhancement of vulnerability and penetration controls.



Digital Transformation

18



Agile and secure technology infrastructure

- **Improved flexibility and scalability** of some systems by transitioning to cloud.
- **Increased system availability and performance** by migrating to more efficient infrastructures.
- **Improved data protection** through investment in cybersecurity measures.



Multi-factor authentication



Real-time threat detection



Encryption

99.8%

System availability



Operational efficiency through automation

- **Increased service usage and adoption** through the implementation of new applications.
- **Reduced maintenance costs** by decommissioning 4 legacy systems.
- **Enhanced TAT** through automation of staff and customer critical processes.

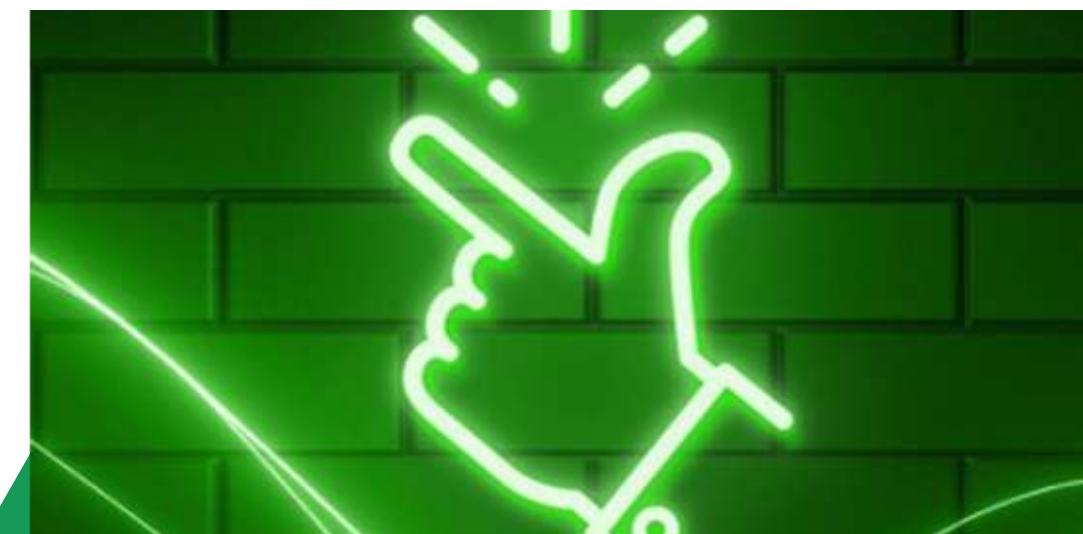


50%

Savings on Annual Maintenance Fees

Increase in transaction volume

+35%



Customer-centric digital experience

- **Increased service ecosystem** by integrating with corporate clients systems.
- **Offered personal and micro loans at-go** by the adoption of scoring engines.
- **Increased transactional experience** by improving reliability of payments systems

+50%

Increase in Transactional NFI



Mobilisation of sticky deposits

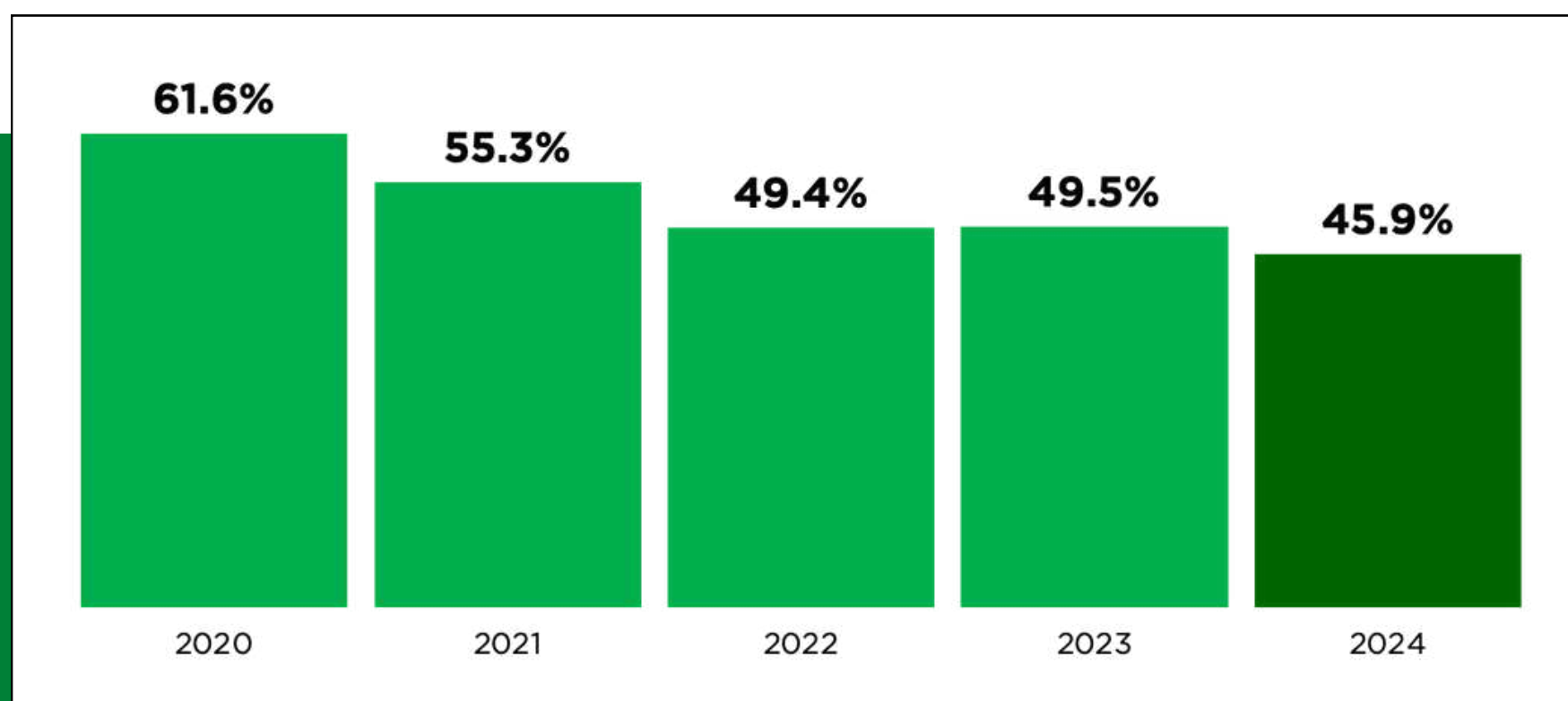


Business Efficiency

19

The Group expedited the execution of strategic initiatives to optimize expenses, prioritizing productivity enhancement and the reduction of operating costs. This resulted in a continuous improvement, bringing operating costs down to 45.9%, well within the regulatory limit of 55%.

COST TO INCOME RATIO TREND



- Streamlined service delivery
- **Revenue growth:** – Focused on the interest income from the growth of the quality loan portfolio and Non-funded income.
- Improved system availability and performance
- Optimized delivery channels to increase productivity
- Continued to optimize staff productivity



Products and Service Innovation

20

Inclusive
innovation

Customer-centric products
development

Strategic partnerships and
ecosystem expansion



Products for everyone



Seamless payment



Products for every stage



Self-service



Partnership for growth

Our ability to adapt to shifting market dynamics has propelled us to proactively address emerging customer needs and maintain a competitive advantage.



Customer Experience and Satisfaction

21

SERVICE DIFFERENTIATION

- **Offered personalised experiences** through tailored products and services leveraging data analytics and relationship managers.



ENHANCING CONVENIENCE

- **Empowered customers to independently perform routine** transactions and inquiries across digital platforms.
- **Offered immediate assistance on resolution of issues** through customer support multichannel platforms, e.g., Elle ChatBot, Website service request etc.



STAFF EMPOWERMENT

- **Equipped staff** with better knowledge and advanced tools to resolve customer issues and reduce waiting times.



CUSTOMER SATISFACTION

99% First time resolution

+30K  Conversations through Elle-chat bot

94%  CSAT - Best Levels





Talent Development and Employee Engagement

22



Employee Experience and Opportunities

- **Created healthy and safe work environment** through mental and physical health programs.
- **Promoted work-life balance** by implementing relevant policies.



Employee Development and Leadership Building

- **Built a pool of leaders** through tailored development and exposure programs.
- **Enhanced staff skills** to spur performance leveraging digital tools and online curriculums.



Culture, Diversity and Inclusion

- **Improved staff productivity** through collaborative culture for setting clear goals and expectations.
- Strategically, **developed women to take leadership roles** through mentorship and coaching programs. **#He4She program.**
- **Improved motivation** by aligned rewards, performance and growth opportunities.
- **Offered growth opportunities** by facilitating promotion of internal staff into various leadership positions.



**Mwajiri Kinara
Zaidi Tanzania**

Staff
retention
rate
<3%



94%
Employee
Satisfaction
score

Staff Arrangement

Front
office

82%

Back
office

18%

Average
learning
hours/E/M
30



Subsidiaries Contribution 1/2

6%

Of Group
PAT

23



CRDB Burundi



Ranked as the **2nd leading** and **most preferred banking institution** in the country.

TZs40.3Bln

Profit After Tax

Asset TZS
1.5Trn

Key Strategies:

- Business diversification - Corporate to Retail
- Accessibility through alternative channels
- Bills payments and integrations
- Market differentiation through pricing strategy
- Transforming trade and transactional banking, leveraging on the Group's partnerships and expertise.



CRDB DR Congo



Progressing well, anticipated to achieve **breakeven ahead** of schedule.

TZs-6.5Bln

Profit After Tax

Asset TZS
185 Bln

Key Strategies:

- Accessibility through alternative channels
- Products differentiation focus on SMEs
- Cross-boarder payments complementing geographical advantages on Trade.
- Capture dollarised cash economy through digital wallet
- Structured products for Mining, Oil and Gas companies

Subsidiaries Contribution 2/2

24



Made significant progress with breakeven within 2nd year.

TZs 343 Mln
Profit After Tax

Key Strategies:

- Scaling intermediaries and distribution network
- Deepening focus on major investment projects
- Market differentiation through tailored products
- Strengthening capital through investment diversification
- Seamless digital underwriting and collaboration with InsuTechs

GWP TZS
27 Bln



Key Strategies:

- Expand partnership ecosystem
- Innovate new impactful programs
- Penetrate to other impactful agenda



Gained significant traction within the government and societal spheres.

Achievement since inception - Youth & Women

+800k Beneficiaries of Capacity building

+500k Beneficiaries of financial inclusion

TZs 15 Bln Seed capital issuance

+5,000 Beneficiaries of seed capital

Implementing partner of the 10% Local Government Authorities loans to Women, Youth and Persons with Disabilities.

Strong Partnerships that Propel us Forward.

25



- Complementing our financing agenda
- Powering transactional business
- Supporting driving impact to the community
- Supporting our sustainability journey

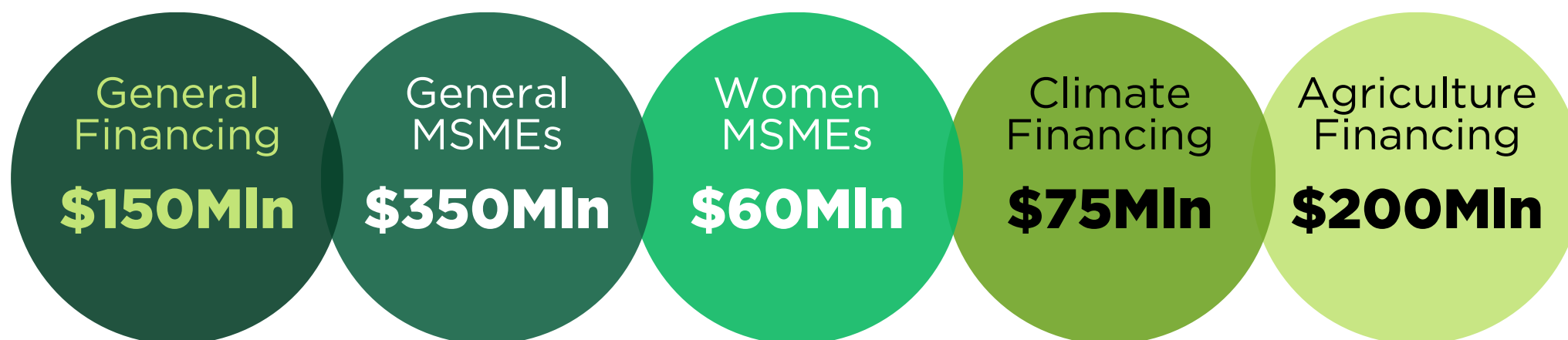


Strategic Partnerships and Collaborations

25



FUNDS MOBILIZED THROUGH PARTNERSHIPS



IMPACT

USD 700Mln

Have been disbursed to in 2024



A Total of +350,000 women and youth have benefited from capacity building programs.



Strengthened **brand position** and **Improved trust** of the bank's within the financial ecosystem

+10,000 **\$45Mln**

Jobs Created

Support regional business in priority sector through our subsidiaries



Strengthened capital base and enhanced ability to serve.



Prioritized Regulatory Compliance

- **Actively collaborated with regulators** to stay updated on pertinent regulations and laws.
- **Integrated the regulatory compliance checklist** into operational process to infuse adherence.
- **Leveraged internal combined assurance functions** to reinforce and provide assurance.

Managing Operational Risks

Proactive:

- **Promoted self-assessment** among units to identify potential vulnerabilities.
- **Integrated risk management** into the overall business strategies to support business goals.

Business Continuity:

- Enhanced and fortified BCM plans to effectively manage and mitigate potential disruptions.

Mitigating Emerging Risks

Scenario planning:

- Institutionalised regular stress testing to anticipate potential risks and develop strategies to address them.

Monitorig trends:

- Leveraged market insights to develop adaptive strategies in response to anticipated risks.

Agility and flexibility:

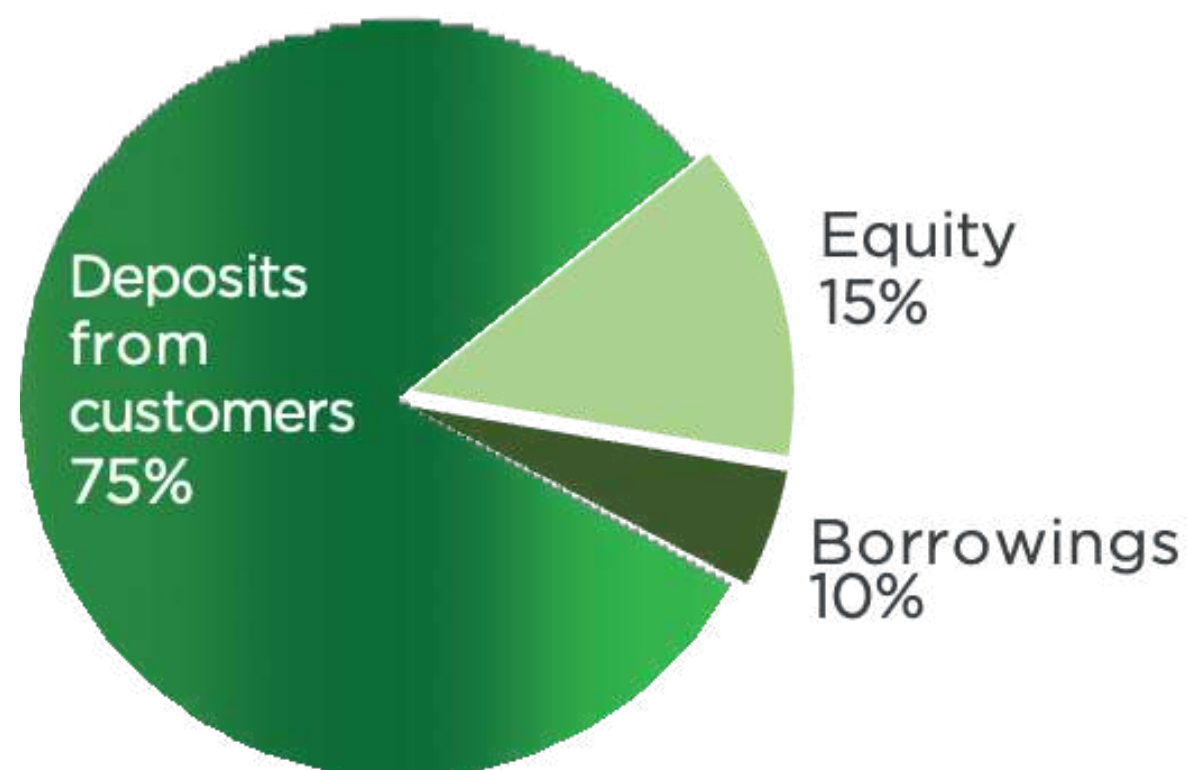
- Promoted a "Risk as Lifestyle" culture to inspire staff to become savvy at navigating and adapt new risks.



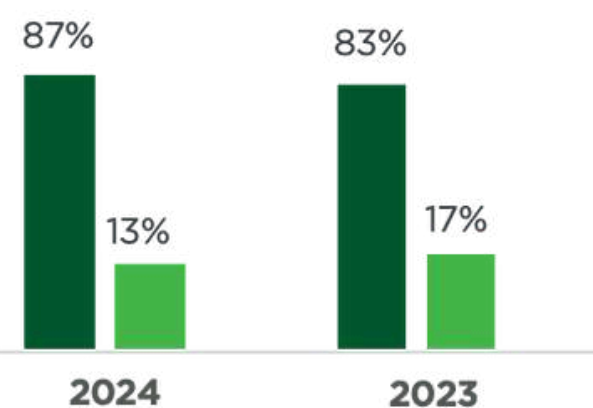
Stable and Diversified Funding

27

SOURCE OF FUNDING



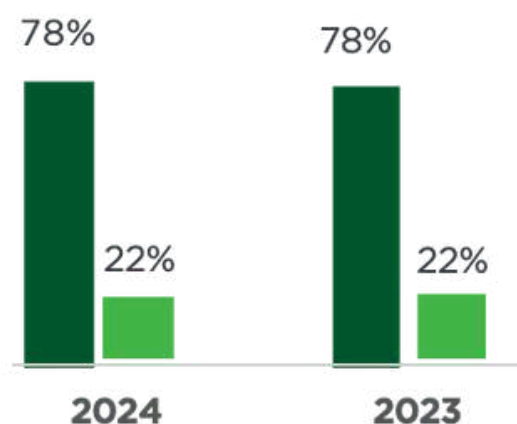
DEPOSIT MIX- CASA



KEY



DEPOSIT MIX - CURRENCY

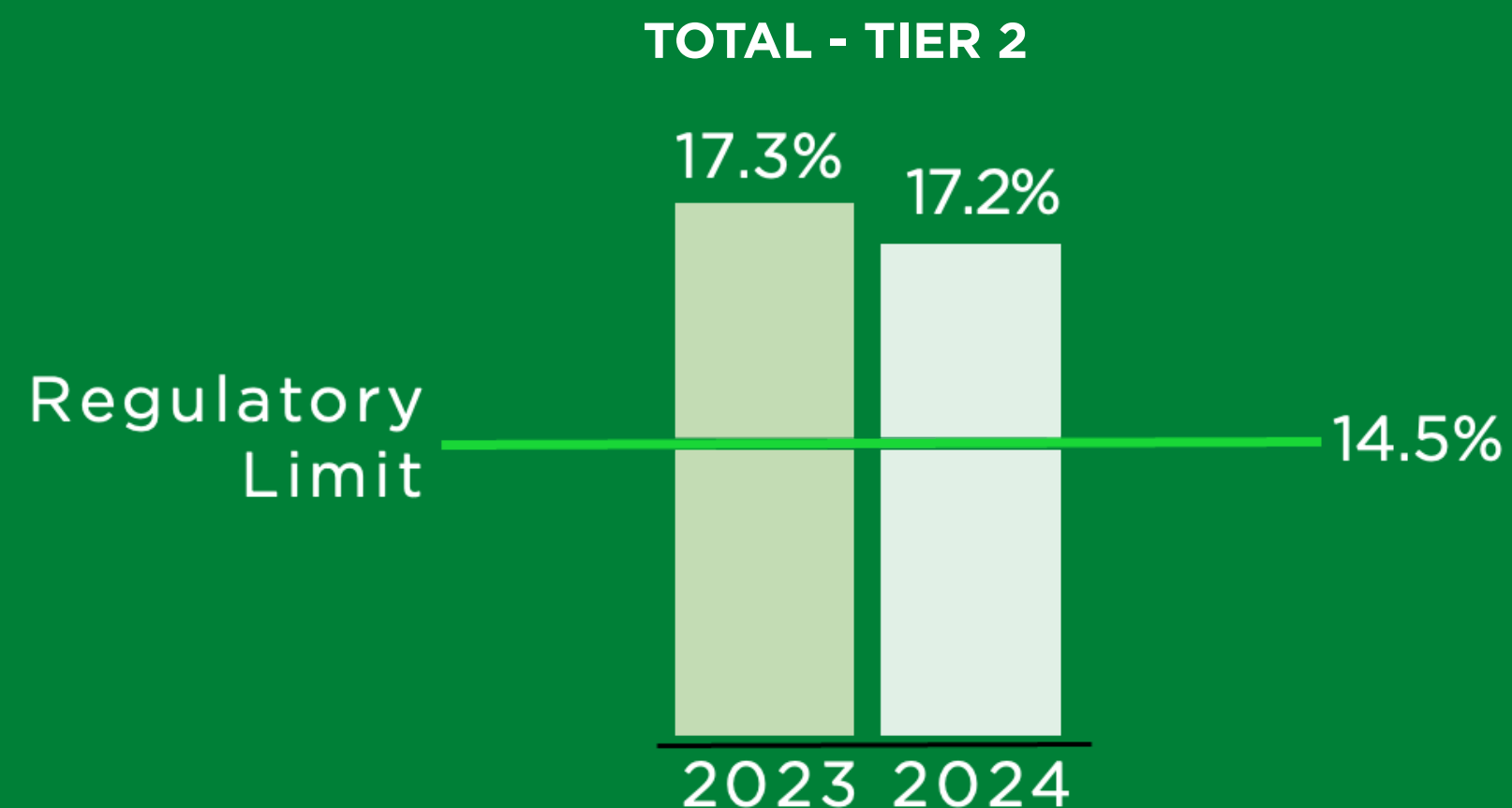
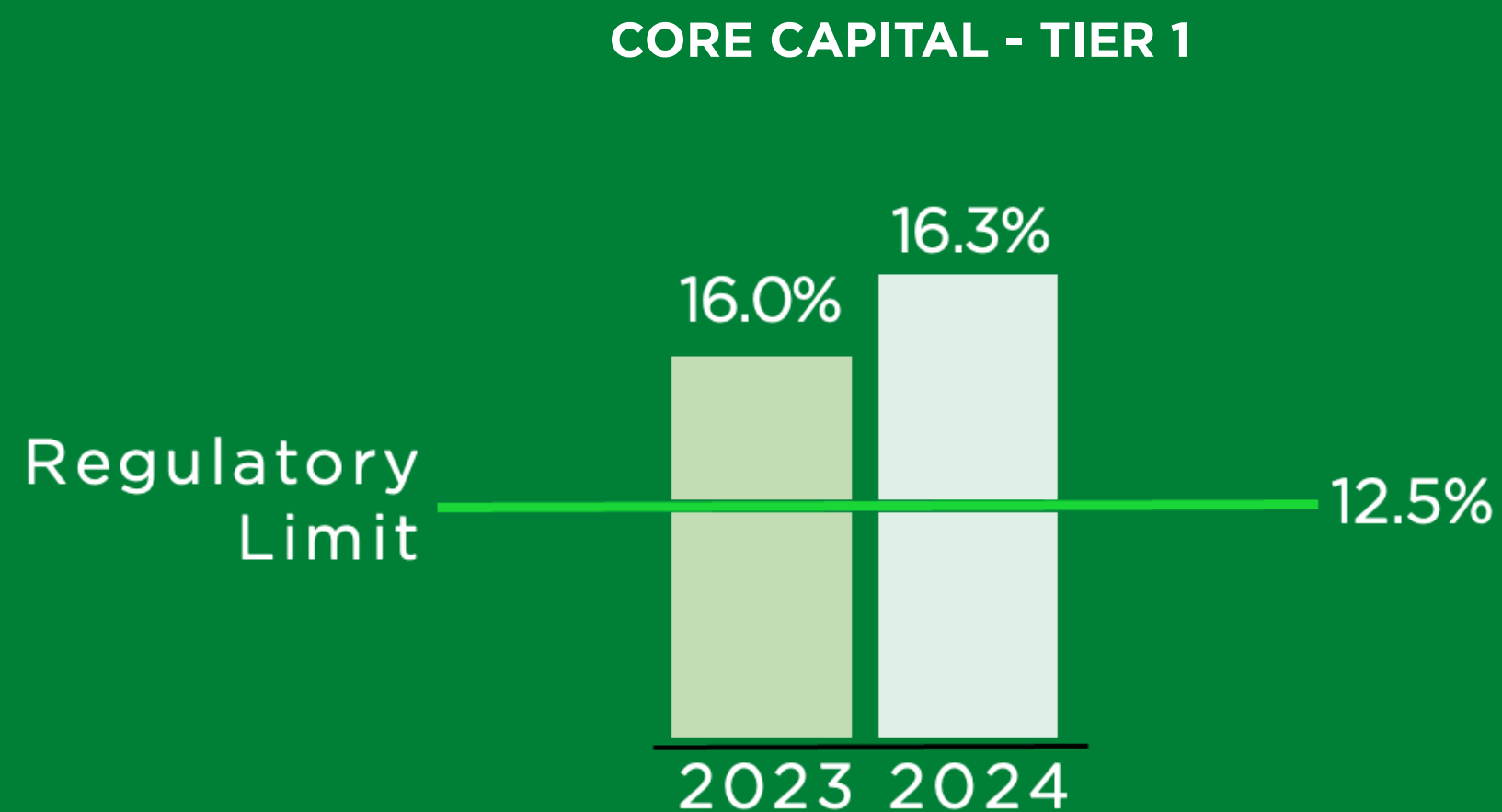


KEY



- Strong source of funding from Customer deposits at 75%
- CASA of 87%
- Liquidity ratio of 28.2%, above the regulatory limit of 20.0%.

The Group continues to focus on prudent capital management with selective growth of portfolios with high yields and lower RWA while also de-risking to ensure optimal capital utilization.



- Following issuance of Basel II & III guidelines by the Bank of Tanzania in 2023, the Group successfully carried out parallel run of its capital position for 9 months from April 2024, in preparation for effective adoption in April 2025.
- The results from the parallel run show that the Group continues to be well capitalised, well above the regulatory requirements.



Prudent Approach to Credit Risk Management

29

Managing Portfolio Growth

Robust credit assessment framework:

Improved internal risk rating models to assess the creditworthiness of potential borrowers.

Diversification:

Mitigated concentration risks through sector diversification and exposure spreading.

Strong collateral management:

Adopted reliable and adequate collaterals backed by regular value assessment.

Capacity Building

Collaborated with partners to train and expose customers in best practice business management.

Managing Stressed Assets

Team capability:

Equipped these teams with necessary authority to make timely decisions on credit matters.

Early identification and monitoring:

Optimised Early Warning Systems and predictive modeling tools to anticipate potential defaults.

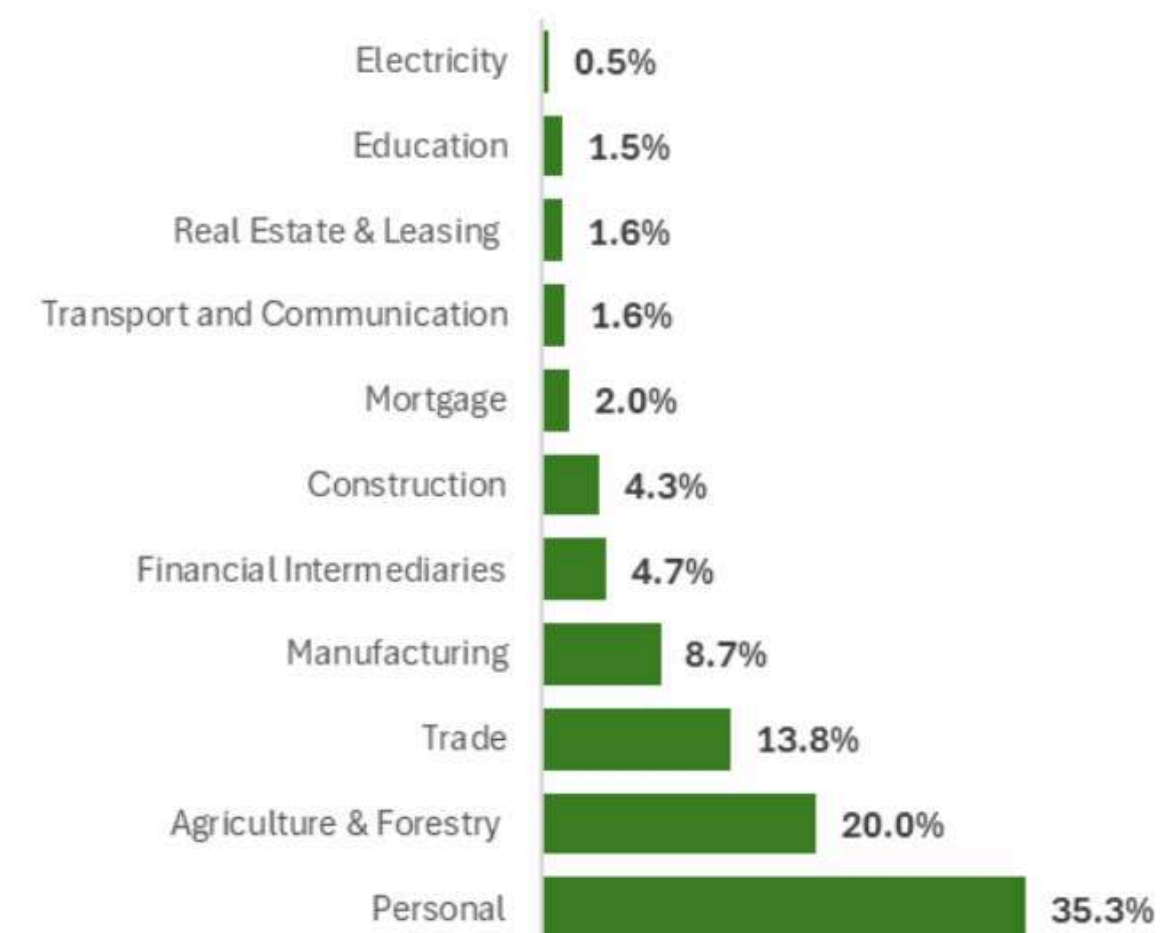
Leveraging relationship management:

Worked collaboratively with customers to find mutually beneficial solutions to distress.

De-risking:

Prioritised additional collaterals, syndicated loans and activation of affordable guarantees.

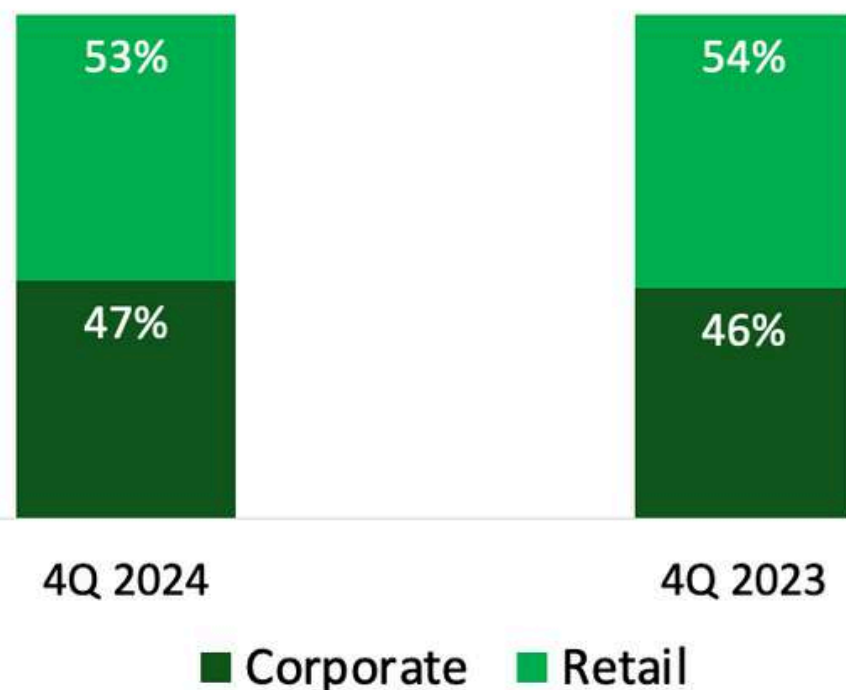
Portfolio by Sector



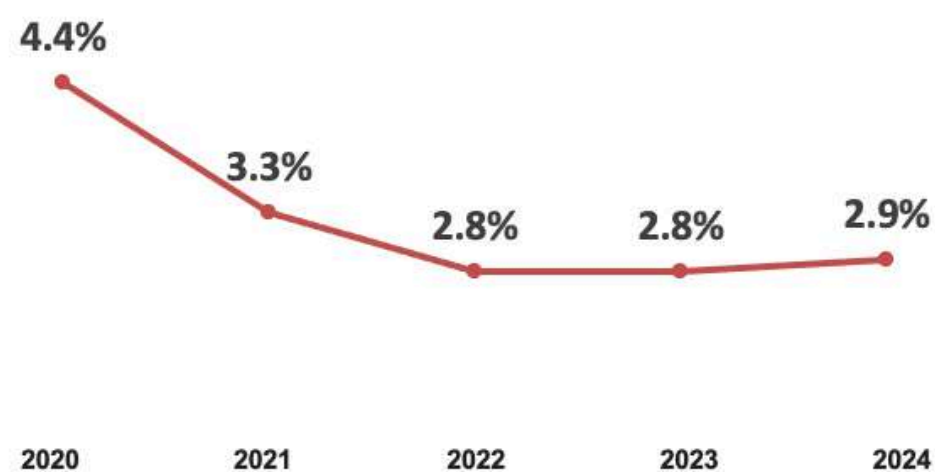


Diversified, High quality Asset Portfolio

30



Trend of NPL ratio



NPL Per segment



Corporate and retail loans contribution maintained at **47%** and **53%** in 2024, slight change from 2023.

- NPL ratio stood at 2.9%, which is mainly attributed to portfolio containment and quality growth, which is within the regulatory threshold of 5%. Strengthened our credit underwriting & monitoring processes.
- Write-offs done during the year in line with regulatory requirement.
- Recoveries from NPL write-offs increased by 13% to TZS 39.7 billion in 2024 compared to 2023.



Success Stories



Driving Inclusive Financing

32



Remote account opening for mass market.

Micro asset financing offerings



Daily micro credits for individuals



Sharia compliance banking for all segments.



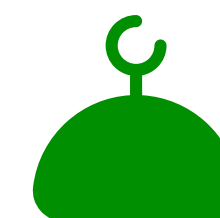
New to Bank customers

+1,500,000



Digital Loans issues

+TZS 18 bln



Al-barakah Banking Customers

+340,000



Enabling Seamless Transactions

98%

of transactions happening outside the branch.



53% Digital





45% Wakala



2% Branch



VALUE CREATED

Processed +276 Mln Trans/year	Value of trans TZS 864 Trn/year	50% of new accounts opened via digital channels.	40% of trans occurring after branch closure
 +TZS 10 Trn Of government tax and revenue collected through alternative channels.	 Provided employment to over 40,000 people.		

Supporting and Developing MSMEs

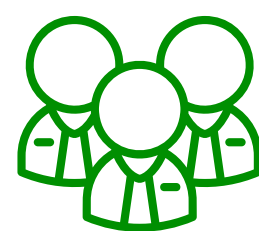
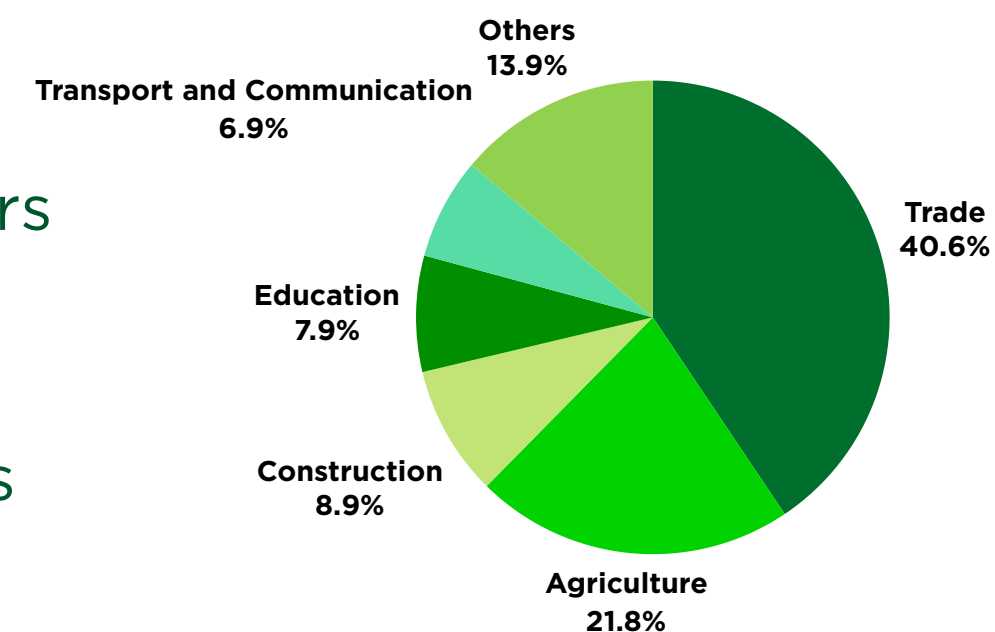
34



Achievements:

- Redesigned the Biashara account to better align with market demands.
- Enhanced trade finance options for SMEs by refining segmentation and pricing strategies.
- Introduced new import payment solutions to streamline cargo payments.
- Broadened asset financing options to support a wider range of enterprises.
- Facilitated MSMEs to increase their market exposure and build capacity for accessing international markets.

Sector Financed



Micro Loans (MSE)



+ TZS 193 bln



Business Loans (SME)



+ TZS 1,036 bln

+ 110K

Micro Customers

+ 120K

SME Customers



Stimulating Growth Across Corporate Sectors

35

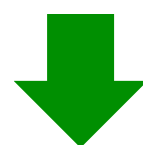
Trade Facilitation

- Facilitated trade beyond Tanzania
- Increased limit with correspondence bank to meet growing demand.



Off-balance sheet portfolio

+TZS 4.5 Trn



+TZS500Bln

Supporting local SME in construction sector

+TZS450Bln

For inputs importation and exportation of Agri produce

+TZS700Bln

Supporting REA projects

+TZS450Bln

Supporting Oil importation

Value Chain Banking



- Focusing on top customers
- 360 support model from suppliers to distributors
- Solution oriented products

Optimized value through deposits mobilisation, employee banking, distributors financing, forex and insurance.

Digital Solutions and Integrations

Number of integrations



+60
TAUSI



+5,500
GEPG



+900
MUSE

56% 32% 46%

Value of transaction Market share





Climate financing and ESG leadership

36

2014

Robust ESMS

Adoption of relevant policies and Procedures

2019

Accreditation

1st Commercial Bank to be accredited by GCF in East, Central and Southern Africa

2020

USD 200 Mn TACATDP Approved by GCF

- 1st Commercial Bank in Africa to have GCF FP approval
- To support **6.1 million** smallholder farmers

2021

Edge green building certification

- 1st Building to achieve EDGE Certification in Tanzania.
- Created five habits of sustainability for the entire group endorsement

2023

USD 300 Mn Green (KIJANI) bond

- Issued 1st Green Bond in TZ, the largest across Sub-Saharan Africa.

ESMS for CRDB Subsidiaries

Sustainability Report - Issued 1st Standalone report in TZ

2024

\$1.5 Bln MUFG Program

- Sustainable infrastructure from GCF. Tanzania qualifies for \$ **225 Mn.**

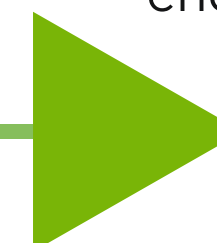
USD 290 Mn, Geothermal Power & Wash - concept note submitted to GCF

USD 25 Mn Responsibility - ESG financing

2025

Group Sustainability Strategy

- Ambitious targets for 2030, embedding ESG metrics into the corporate strategy.
- For GHG disclosures in our loans & investments portfolios





Awards and Recognition

+45
Awards in
2024

*Mostly, Best SME,
Digital & Trade
Finance Bank*





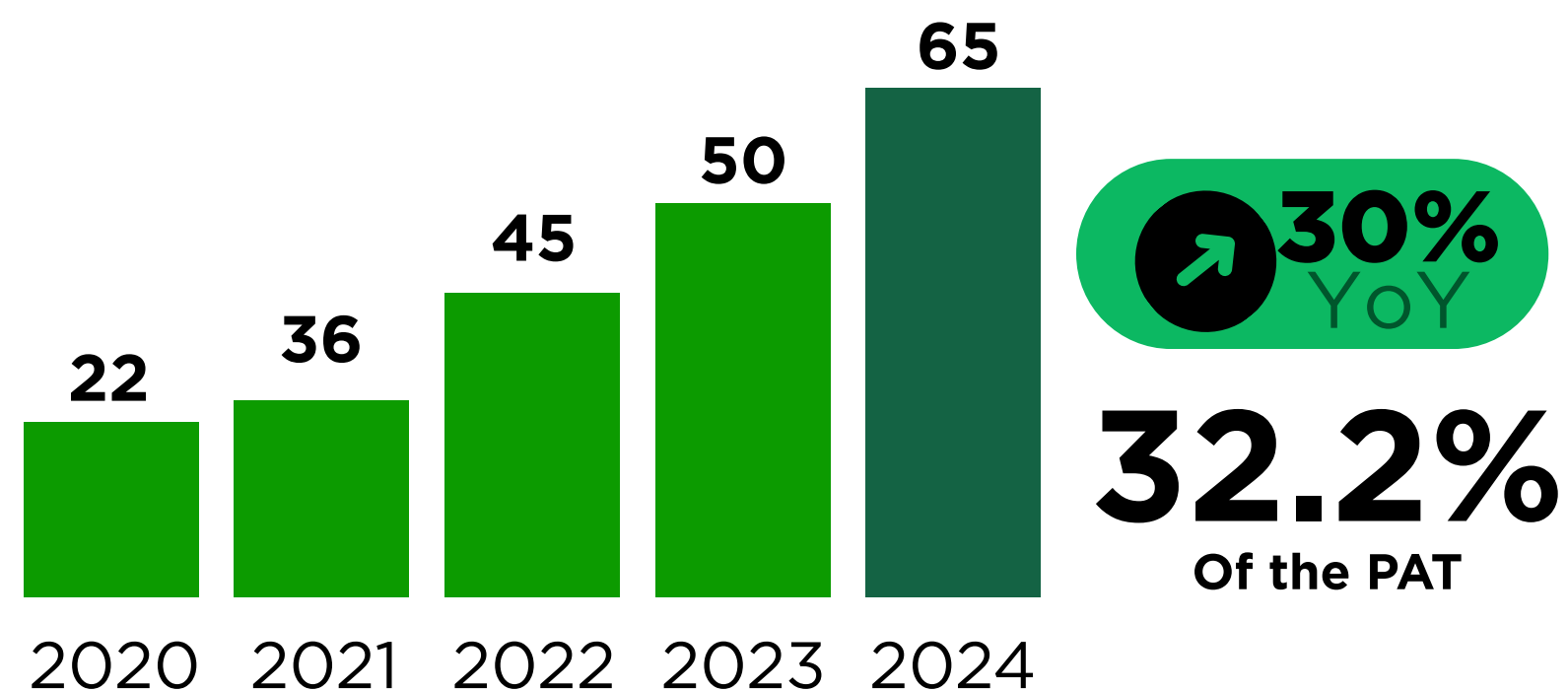
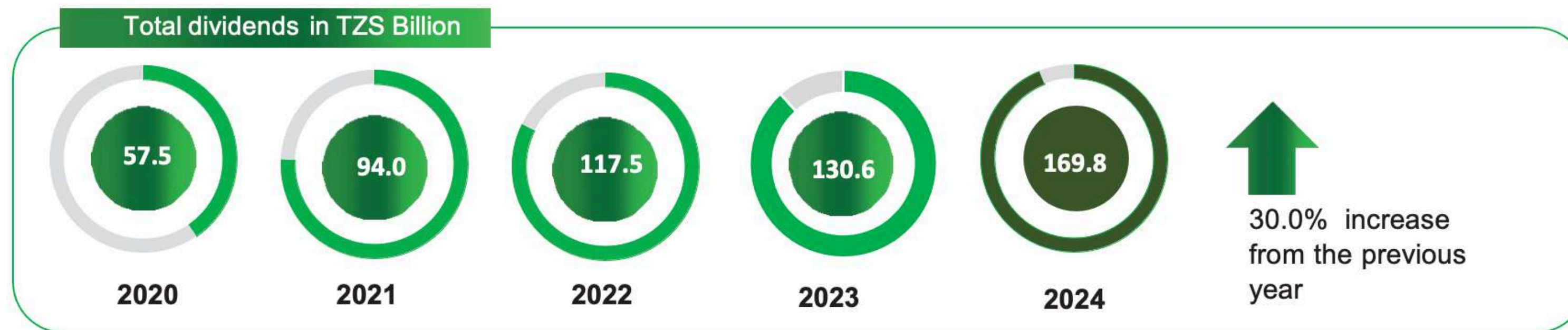
Way Forward





Growing Dividends Paid to Shareholders

38



Remarks:

With the increase in profits in 2024, the Board has proposed a dividend of TZS 65 per share, aligning with both business growth ambitions and regulatory requirements.



Focus Areas

People

Improve our Customer Value Propositions

- Diversify customer offerings through the new brokerage service
- Continue streamlining internal processes to enhance customer satisfaction

Planet

Climate Financing

- Continued to innovate products that promote environmental preservation and climate adaptation

Prosperity

Enhance Organizational Capabilities

- *Go live with the new Core Banking System*
- Improve subsidiary performance and contribution
- Continue culture transformation program to improve service experience
- Upskill our staff on emerging technologies and sustainability

Proactively Manage Emerging Risks

- Proactively monitor the volatile global landscape and spillover effects on credit risk
- Retain vigilance on new technological risks
- Grow a high-quality loan portfolio

Partnership

Optimize Partnerships

- Enhance utilisation of de-risking measures to widen our portfolio reach
- Enhance our global reach through the Dubai Representative Office
- Diversify income sources through strategic partnerships beyond banking





Q1 Performance - Balance Sheet

40

Strong Balance Sheet Underlined by Growth in Key Indicators

In TZS billions	Mar-25	Mar-24	YoY Growth
Cash & Balances with BoT	1,942	814	129%
Balances With Other Banks	1,114	658	69%
Government Securities	2,292	2,232	3%
Loans & Advances	10,946	8,858	24%
Total assets	17,663	13,966	26%
Total Deposit	11,942	9,484	26%
Borrowed funds	2,936	2,147	37%
Shareholders fund	2,379	1,908	25%

Ratios	Mar - 25	Mar - 24
NPL Ratio	3.3%	2.9%
NPL Coverage Ratio	40.4%	46.3%



- Total assets TZS 17,663bn, 26% YoY growth
- NPL ratio of 3.3% from 2.9% in March 2024; this is within the regulatory thresholds, and management is committed to containing it further.
- Total Deposits grew by 26% and the borrowed funds by 37%.
- Shareholders' fund grew by 25%
- The bank core capital ratio stood at 15.4%, and the total capital ratio was 16.6%. above the minimum regulatory requirement of 12.5% and 14.5% for Tier I and Tier II, respectively.



Q1 Performance - Income Statement

41

Strong Performance Despite Market Dynamics

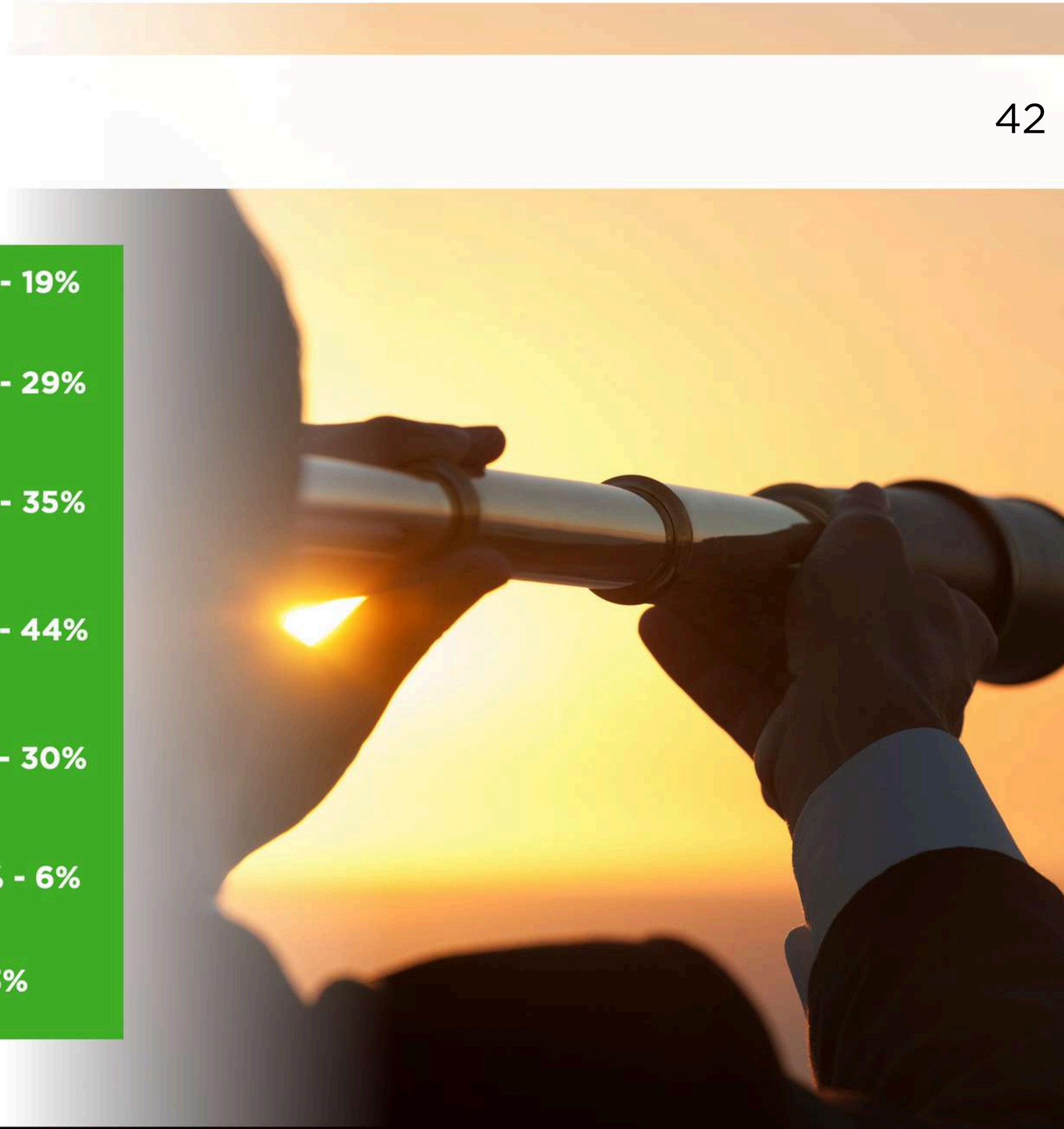
In TZS Billions	Mar - 25	Mar - 24	YoY Growth
Net Interest Income	308	252	22%
Non-Interest Income	188	128	47%
Operating income	496	380	31%
Total Operating Expenses	(207)	(176)	18%
Profit After Tax	173	127	36%



- PAT grew by 36% to TZS 173bn.
- 47% growth in NFI as a result of increased usage of alternative channels
- Continuous improvement in operational efficiency to 41.7%

Ratios	Mar - 25	Mar - 24
Return on Equity	30.0%	27.5%
Return on Assets	5.9%	5.5%
Cost to Income Ratio	41.7%	46%

Loan Growth	16% - 19%
Deposit Growth	25% - 29%
Non-Funded Income Contribution to Total Income	32% - 35%
Cost to Income Ratio	42% - 44%
Return on Equity	28% - 30%
Return on Average Assets	5.5% - 6%
NPL	3%



End