OPERATING ENVIRONMENT OVERVIEW

Never Nyemudzo
Group CEO
## MACROECONOMIC FUNDAMENTALS

<table>
<thead>
<tr>
<th>ECONOMIC INDICATOR</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global GDP Growth (%)</td>
<td>3.4</td>
<td>3.2</td>
<td>3.1</td>
</tr>
<tr>
<td>Domestic Real GDP Growth (%)</td>
<td>3.8</td>
<td>1.1</td>
<td>0.6</td>
</tr>
<tr>
<td>Annual Inflation % (Average)</td>
<td>-0.2</td>
<td>-2.4</td>
<td>-1.6</td>
</tr>
<tr>
<td>Money Supply Growth % (Average)</td>
<td>12.0</td>
<td>8.2</td>
<td>15.2*</td>
</tr>
<tr>
<td>Deposits - US$b</td>
<td>5.1</td>
<td>5.6</td>
<td>6.5</td>
</tr>
<tr>
<td>Gross Written Premium - US$m</td>
<td>524.8</td>
<td>555.5</td>
<td>526.4**</td>
</tr>
<tr>
<td>Funds Under Management - US$b</td>
<td>2.24</td>
<td>2.28</td>
<td>2.53</td>
</tr>
<tr>
<td>Rental Yields per sq.m (Average - %)</td>
<td>7.2</td>
<td>6.7</td>
<td>6.6***</td>
</tr>
<tr>
<td>Trade Balance – US$b</td>
<td>-2.96</td>
<td>-3.30</td>
<td>-2.41</td>
</tr>
<tr>
<td>Government Revenue - US$b</td>
<td>3.6</td>
<td>3.5</td>
<td>3.3</td>
</tr>
<tr>
<td>ZSE Market Capitalisation - US$b</td>
<td>4.3</td>
<td>3.1</td>
<td>4.0</td>
</tr>
<tr>
<td>USD Index</td>
<td>90.3</td>
<td>98.7</td>
<td>102.2</td>
</tr>
</tbody>
</table>

*As at Nov 2016, **As at Sept 2016, ***As at June 2016

Sources: IMF, Zim-Treasury, ZIMSTATS, RBZ, ZSE, ZIMRA

## HIGHLIGHTS

- Slowdown in global, regional and domestic growth.
- Appreciation of the US dollar to near 14 year high levels, thereby eroding local competitiveness.
- Lower than expected Government revenue collections.
- Marginal improvement in trade balance.
- Short term policy interventions by the Government.
- IMF arrears clearance by the Government; restoration of the country’s rights.
- Rebound of the Zimbabwe Stock Exchange.
POLICY & REGULATORY DEVELOPMENTS

POLICY CHANGES

- Downward review of lending rates and bank charges.
- Upward review of minimum capital for insurers w.e.f December 2016.

IMPLICATIONS

- Affordable financial services increases the pool of potential business.
- Stronger, well capitalized insurers with ability to underwrite more business.
NAVIGATING THE OPERATING ENVIRONMENT

SPECIFIC CONSTRAINTS

- Cash and foreign currency shortages.
- Constrained credit expansion.
- Balance sheet recession.
- Informalisation of the economy.
- Constrained ability to plan for the long term.

OUR RESPONSE

- Strengthening market presence and synergistic benefits.
- Rehabilitation of clients with future potential, strict credit granting and closer monitoring of borrower performance.
- Innovation to support business development.
- Process reengineering to reduce, reorient & optimize costs.
- Portfolio and income diversification.
- Regional expansion.
STRATEGIC & OPERATIONAL REVIEW

Never Nyemudzo
Group CEO
OVERVIEW OF THE GROUP

Our significance to the financial sector and economy

US$2.1b in total assets (15% of GDP)

US$26b transactions in 2016 (35% of national transactions)

US$1.01b in loans and advances (27% of industry advances)

367k active bank accounts (13% of banked population).

133k insurance policies (5% of insured population)

US$244m in bank shareholder funds (21% of industry total)
CAPITALISATION OF SUBSIDIARIES

- **CBZ BANK**
  - Capital cover of 6.1 times (Dec 2015: 5.3 times)
  - Core capital: 153.6 million USD
  - Regulatory minimum: 25 million USD
  - Buffer: 128.6 million USD

- **CBZ BUILDING SOCIETY**
  - Capital cover of 3.8 times (Dec 2015: 3.6 times)
  - Core capital: 77.8 million USD
  - Regulatory minimum: 20 million USD
  - Buffer: 57.8 million USD
CAPITALISATION OF SUBSIDIARIES

NON BANKING SUBSIDIARIES’ CAPITALISATION LEVELS - USD MILLION

- **CBZ Life**
  - Core Capital: 14.90
  - Regulatory minimum: 2.00
  - Buffer: 2.00
  - Capital cover of 9.0 times (Dec 2015: 6.15 times)

- **CBZ Insurance**
  - Core Capital: 12.90
  - Regulatory minimum: 1.50
  - Buffer: 3.60
  - Capital cover of 3.4 times (Dec 2015: 2.8 times)

- **CBZ Asset Management**
  - Core Capital: 5.10
  - Regulatory minimum: 0.50
  - Buffer: 2.50
  - Capital cover of 5.2 times (Dec 2015: 1.3 times)
Capital Adequacy

CBZ Bank & CBZ Building Society

- Minimum regulated 12.0%
- Adequate buffer

Dec 16
Dec 15
## MARKET SHARES & RANKINGS – DEC 2016

<table>
<thead>
<tr>
<th>Unit</th>
<th>Position</th>
<th>Market share (%)</th>
<th>Target market share (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CBZ Bank (Deposits)</td>
<td>1</td>
<td>29.0</td>
<td>20-30</td>
</tr>
<tr>
<td>CBZ Asset Management (Funds Under Management)</td>
<td>3</td>
<td>6.4</td>
<td>5-8</td>
</tr>
<tr>
<td>CBZ Life (Gross Written Premium)</td>
<td>7</td>
<td>2.7</td>
<td>15.0</td>
</tr>
<tr>
<td>CBZ Insurance (Gross Written Premium)</td>
<td>7</td>
<td>5.6</td>
<td>10.0</td>
</tr>
</tbody>
</table>
Achieved a growth of 207.3% since dollarization.
Continue to review cost of funds and project viability to enhance ex-post borrower performance.
Quality of Earnings

NPLs Ratio – Managing Credit Quality

<table>
<thead>
<tr>
<th>Date</th>
<th>NPLs Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec 10</td>
<td>0.4</td>
</tr>
<tr>
<td>Dec 11</td>
<td>5.9</td>
</tr>
<tr>
<td>Dec 12</td>
<td>4.7</td>
</tr>
<tr>
<td>Dec 13</td>
<td>4.4</td>
</tr>
<tr>
<td>Jun 14</td>
<td>6.1</td>
</tr>
<tr>
<td>Dec 14</td>
<td>7.39</td>
</tr>
<tr>
<td>Dec 15</td>
<td>6.9</td>
</tr>
<tr>
<td>Dec 16</td>
<td>6.6</td>
</tr>
</tbody>
</table>

RBZ Threshold for NPLs - 5%
## Quality of Advances

<table>
<thead>
<tr>
<th></th>
<th>Dec 2016</th>
<th>Dec 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total net advances (US$m)</td>
<td>1,007.2</td>
<td>1,021.0</td>
</tr>
<tr>
<td>Security value (US$m)</td>
<td>1,706.5</td>
<td>1,848.4</td>
</tr>
<tr>
<td>Security cover (times)</td>
<td>1.7</td>
<td>1.8</td>
</tr>
<tr>
<td>Provisions (US$m)</td>
<td>60.8</td>
<td>74.9</td>
</tr>
<tr>
<td>Non performing loans (US$m)</td>
<td>70.6</td>
<td>76.1</td>
</tr>
<tr>
<td>Coverage ratio (times)</td>
<td>0.86</td>
<td>0.98</td>
</tr>
</tbody>
</table>

- **Adequate despite decline of % 7.7 Security value**
- **Target 100% coverage ratio on NPL**
# Quality of Advances - Security

<table>
<thead>
<tr>
<th></th>
<th>Dec 2016</th>
<th>Dec 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total security value (US$ m)</td>
<td>1706.5</td>
<td>1848.4</td>
</tr>
<tr>
<td>Comprised of:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash cover (US$ m)</td>
<td>14.1</td>
<td>203.6</td>
</tr>
<tr>
<td>Collateral (mortgage security) (US$ m)</td>
<td>932.0</td>
<td>856.6</td>
</tr>
<tr>
<td>Other forms of security including Notarial General Covering Bonds (NGCBs), cessions, etc. (US$ m)</td>
<td>760.4</td>
<td>788.3</td>
</tr>
</tbody>
</table>
## SEGMENT REPORTING

<table>
<thead>
<tr>
<th></th>
<th>Commercial Banking</th>
<th>Mortgage Finance</th>
<th>Insurance Operations</th>
<th>Asset Management</th>
<th>Property Management</th>
<th>Consolidated</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Income (US$ m)</strong></td>
<td>118.3</td>
<td>31.4</td>
<td>9.7</td>
<td>2.1</td>
<td>0.1</td>
<td>159.0</td>
</tr>
<tr>
<td><strong>Profit before tax (US$ m)</strong></td>
<td>20.0</td>
<td>6.7</td>
<td>3.7</td>
<td>0.1</td>
<td>0.1</td>
<td>28.5</td>
</tr>
<tr>
<td><strong>Total assets (US$ m)</strong></td>
<td>1 912.6</td>
<td>192.4</td>
<td>32.3</td>
<td>3.1</td>
<td>10.4</td>
<td>2 086.6</td>
</tr>
</tbody>
</table>
## CREDIT RATINGS

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CBZ Bank</strong></td>
<td>A</td>
<td>A</td>
<td>A+</td>
<td>A+</td>
<td>A+</td>
</tr>
<tr>
<td><strong>CBZ Life</strong></td>
<td>BBB+</td>
<td>BBB+</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>CBZ Insurance</strong></td>
<td>BBB+</td>
<td>BBB</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>CBZ Asset Management</strong></td>
<td>A</td>
<td>A</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
INCOME DIVERSIFICATION

Non funded income growth minimising the impact of reduction in interest rates.

The short to medium term thrust is on revenue growth through non-funded income, whilst the long term thrust is to sustain an optimal mix.

<table>
<thead>
<tr>
<th></th>
<th>DEC-16</th>
<th>DEC-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Underwriting income</td>
<td>5.3%</td>
<td>5.8%</td>
</tr>
<tr>
<td>Non interest income</td>
<td>43.4%</td>
<td>34.3%</td>
</tr>
<tr>
<td>Net interest income</td>
<td>51.3%</td>
<td>59.9%</td>
</tr>
</tbody>
</table>
GROUP FINANCIAL PERFORMANCE REVIEW

ASSET MIX DEC 2016

- Financial securities: 36.4%
- Advances: 48.3%
- Investment properties & land bank: 7.4%
- Property & equipment: 1.2%
- Other assets: 3.5%

ASSET MIX DEC 2015

- Financial securities: 51.7%
- Other assets: 23.9%
- Investment properties & land bank: 14.8%
- Advances: 23.9%
- Property & equipment: 1.2%
MILESTONES ON STRATEGIC ROADMAP

Never Nyemudzo
Group CEO
UPDATE ON STRATEGIC INITIATIVES

(PORTFOLIO & EARNINGS DIVERSIFICATION)

Established a 7th SBU, CBZ Risk Advisory Services Pvt Ltd

- Fully owned and adequately capitalized by CBZH.

- Offers.
  - Employee Benefits.
  - Individual Life Planning.
  - Short term broking.
OUR BUSINESS PORTFOLIO

GROUP STRUCTURE

PORTFOLIO

COMPANY

CORE BUSINESS

Banking

CBZ Bank

Commercia l & Retail Banking

Mortgage Finance

Insurance

CBZ Life Limited

Long term Insurance

CBZ Insurance

Short term Insurance

CBZ Risk Advisory

Insurance Broking

CBZ Risk Advisory

Funds Management & advisory

CBZ Asset Management

Mauritius

Funds Raising

CBZ Properties

Property Development

CBZ Asset Management

Properties

CBZ Asset Management

Mauritius

Funds Raising

CBZ Properties

Property Development
UPDATE ON STRATEGIC INITIATIVES

TECH DRIVEN SOLUTIONS

❖ Putting more options into the hands of our customers.
❖ Introduced self service centers, with supporting Wi-Fi hot spots.
❖ Customers can perform both financial and non-financial transactions.
❖ Driving towards same customer experience across all channels.
UPDATE ON STRATEGIC INITIATIVES

INFRASTRUCTURE MARKET PRESENCE

- Vic Falls launched and sold-out in 2016.
- Completed hospital development in Baines Avenue.
- Highlands clusters & Westgate residential ready in Q2.
- Now moving to Marondera (2800 high density stands) & Bulawayo (670 medium density stands).
COST MANAGEMENT

Cost containment initiatives began to bear fruit in 2016, with total expenditure declining by 6.0%.

Achieved through:
- Improved process efficiencies.
- Review of supplier contracts.
- Efforts to continue through our ongoing strategy to Reduce, Reorient & Optimize costs, with target CIR of 55-60%.
MILESTONES ON STRATEGIC INITIATIVES

SUCCESSFUL FINANCIAL INCLUSION DRIVE THROUGH THE CBZ SMARTCASH

227% growth in accounts

2015: 50,724
2016: 166,155

EMPOWERING THE YOUTHS AND CREATING FUTURE MARKETS THROUGH PARTNERSHIP WITH YEP.
MILESTONES ON STRATEGIC INITIATIVES

GROWING THE BUSINESS THROUGH CUSTOMER NUMBERS, ALLIANCES & TRANSACTIONS …

- Number of Agents & Merchants:
  - 2015: 1470
  - 2016: 2518

- Number of Accounts:
  - 2015: 243k
  - 2016: 367k

- Number of Policies:
  - 2015: 118k
  - 2016: 133k

- Number of Transactions:
  - 2015: 15.2m
  - 2016: 28.0m

- Number of Transactions H1:
  - 2015: 232k
  - 2016: 290k

- Growth:
  - +13%
  - +15%
  - +71%
  - +85%
FINANCIAL REVIEW

Colin Chimutsa
Group CFO
FINANCIAL MILESTONES

• Statement of Financial Position
• Quality of Earnings
• Prudential Liquidity Management
• Profitability
### GROUP FINANCIAL PERFORMANCE REVIEW

#### Consolidated Statement of Financial Position

<table>
<thead>
<tr>
<th></th>
<th>31 Dec 2016 ($m)</th>
<th>31 Dec 2015 ($m)</th>
<th>Growth (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>2 086.6</td>
<td>1 974.4</td>
<td>5.7</td>
</tr>
<tr>
<td>Total deposits</td>
<td>1 777.2</td>
<td>1 684.3</td>
<td>5.5</td>
</tr>
<tr>
<td>Total advances</td>
<td>1 007.2</td>
<td>1 021.0</td>
<td>1.4</td>
</tr>
<tr>
<td>Funds Under Management</td>
<td>147.6</td>
<td>131.3</td>
<td>12.4</td>
</tr>
<tr>
<td>Total shareholders’ Funds</td>
<td>283.1</td>
<td>261.9</td>
<td>8.1</td>
</tr>
</tbody>
</table>
GROUP FINANCIAL PERFORMANCE REVIEW

Deposits Mix

December 2016

- Demand: 57%
- Term deposits: 34%
- Lines of Credit: 5%
- Savings: 4%

December 2015

- Demand: 50%
- Term deposits: 39%
- Lines of Credit: 7%
- Savings: 4%
GROUP FINANCIAL PERFORMANCE REVIEW

Prudential Liquidity Management

Benchmark averages

Liquidity ratio
- minimum 30%

Loans to deposits ratio

Dec-11  Dec-12  Dec-13  Dec-14  Dec-15  Dec-16

26.0  33.1  31.8  35.2  51.8  61.9  67.6  76.7
## GROUP FINANCIAL PERFORMANCE REVIEW

### Consolidated Statement of Profit or Loss and other Comprehensive Income

<table>
<thead>
<tr>
<th></th>
<th>31 Dec 2016 $m</th>
<th>31 Dec 2015 $m</th>
<th>Growth (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net interest income</td>
<td>81.6</td>
<td>109.1</td>
<td>(25.2)</td>
</tr>
<tr>
<td>Non interest income</td>
<td>77.4</td>
<td>73.2</td>
<td>5.7</td>
</tr>
<tr>
<td>Total income</td>
<td>159.0</td>
<td>182.3</td>
<td>(12.8)</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>110.6</td>
<td>117.9</td>
<td>6.2</td>
</tr>
<tr>
<td>Profit After Tax</td>
<td>23.8</td>
<td>35.2</td>
<td>(32.5)</td>
</tr>
<tr>
<td>EPS (cents)</td>
<td>4.5</td>
<td>6.5</td>
<td>(30.8)</td>
</tr>
</tbody>
</table>
## FINANCIAL PERFORMANCE REVIEW

### Interest Income Analysis

<table>
<thead>
<tr>
<th></th>
<th>Dec 2016</th>
<th>Dec 2015</th>
<th>Dec 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net interest margin (%)</td>
<td>3.7</td>
<td>5.0</td>
<td>5.5</td>
</tr>
<tr>
<td>Write offs and impairments (US$m)</td>
<td>52.3</td>
<td>47.6</td>
<td>22.4</td>
</tr>
<tr>
<td>Provisions (including interest in suspense) (US$m)</td>
<td>60.8</td>
<td>74.9</td>
<td>65.9</td>
</tr>
<tr>
<td>Non performing loans (US$m)</td>
<td>70.6</td>
<td>76.1</td>
<td>87.1</td>
</tr>
<tr>
<td>Non preforming loans (%)</td>
<td>6.6</td>
<td>6.9</td>
<td>7.3</td>
</tr>
</tbody>
</table>
# CBZ Bank Summarised Results

## Financial Performance Review

### Total Income, Operating Costs, and Profit

<table>
<thead>
<tr>
<th></th>
<th>31 Dec 2016 US $m</th>
<th>31 Dec 2015 US $m</th>
<th>YOY% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>1 912.6</td>
<td>1 814.1</td>
<td>5.4</td>
</tr>
<tr>
<td>Shareholders’ funds</td>
<td>166.6</td>
<td>147.8</td>
<td>12.7</td>
</tr>
<tr>
<td>Total advances</td>
<td>874.0</td>
<td>883.5</td>
<td>(1.1)</td>
</tr>
<tr>
<td>Total deposits</td>
<td>1 735.4</td>
<td>1 652.6</td>
<td>5.0</td>
</tr>
<tr>
<td>PAT</td>
<td>18.7</td>
<td>26.2</td>
<td>(28.6)</td>
</tr>
</tbody>
</table>

### Income Statements

- **Total Income**
  - **FY 2016**: $118.3 million
  - **FY 2015**: $139.7 million
- **Operating Costs**
  - **FY 2016**: $78.6 million
  - **FY 2015**: $86.2 million
- **Profit**
  - **FY 2016**: $18.7 million
  - **FY 2015**: $26.2 million

### Comparative Figures

- **Total Income** increased by 25.5% from FY 2015 to FY 2016.
- **Operating Costs** decreased by 8.6% from FY 2015 to FY 2016.
- **Profit** decreased by 28.6% from FY 2015 to FY 2016.

---

**Note:** The figures are presented in US dollars. The year-over-year percentage change is calculated as (New - Old) / Old * 100.
**CBZ Life Summarized Results**

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2015</th>
<th>31 Dec 2016 US $m</th>
<th>31 Dec 2015 US $m</th>
<th>Annual % Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total income</strong></td>
<td>$6.2</td>
<td>$7.7</td>
<td>19.3</td>
<td>17.2</td>
<td>12.2</td>
</tr>
<tr>
<td><strong>Operating costs</strong></td>
<td>$3.5</td>
<td>$3.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Profit</strong></td>
<td>$2.6</td>
<td>$4.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Shareholders’ funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Money market asset</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Life Fund</strong></td>
<td>$1.5</td>
<td>$1.3</td>
<td></td>
<td></td>
<td>47.1</td>
</tr>
<tr>
<td><strong>PAT</strong></td>
<td>$2.6</td>
<td>$4.5</td>
<td></td>
<td></td>
<td>(42.2)</td>
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</tbody>
</table>
SUBSIDIARIES FINANCIAL PERFORMANCE REVIEW

CBZ Insurance Summarized Results

<table>
<thead>
<tr>
<th></th>
<th>31 Dec 2016 US $m</th>
<th>31 Dec 2015 US $m</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>12.0</td>
<td>9.9</td>
<td>26.2</td>
</tr>
<tr>
<td>Shareholders' funds</td>
<td>5.1</td>
<td>4.2</td>
<td>21.4</td>
</tr>
<tr>
<td>Insurance assets</td>
<td>4.5</td>
<td>4.1</td>
<td>9.8</td>
</tr>
<tr>
<td>Money market assets</td>
<td>6.4</td>
<td>4.1</td>
<td>56.1</td>
</tr>
<tr>
<td>PAT</td>
<td>0.9</td>
<td>1.1</td>
<td>(18.2)</td>
</tr>
</tbody>
</table>
CBZ Asset Management Summarized Results

<table>
<thead>
<tr>
<th></th>
<th>31 Dec 2016 US $m</th>
<th>31 Dec 2015 US $m</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>3.0</td>
<td>3.0</td>
<td>-</td>
</tr>
<tr>
<td>Shareholders’ funds</td>
<td>2.7</td>
<td>2.6</td>
<td>3.8</td>
</tr>
<tr>
<td>Funds under management</td>
<td>147.6</td>
<td>131.3</td>
<td>12.4</td>
</tr>
<tr>
<td>PAT</td>
<td>0.1</td>
<td>0.2</td>
<td>(50.0)</td>
</tr>
</tbody>
</table>
DIVIDEND POLICY

Interim Dividend: US$1.6m
Final Dividend: US$1.6m
Total Dividend: US$3.2m

- Growth in dividend: 10%
- Dividend per share: USc0.46
- Dividend cover: 7.4 times
<table>
<thead>
<tr>
<th></th>
<th>Actual Growth Dec 2016 (%)</th>
<th>Forecast Growth Dec 2017 (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>5.7</td>
<td>3.3</td>
</tr>
<tr>
<td>Advances</td>
<td>(1.4)</td>
<td>12.2</td>
</tr>
<tr>
<td>Deposits</td>
<td>5.5</td>
<td>4.5</td>
</tr>
<tr>
<td>Funds under management</td>
<td>12.4</td>
<td>7.2</td>
</tr>
<tr>
<td>Total Income</td>
<td>(12.8)</td>
<td>11.5</td>
</tr>
</tbody>
</table>
STRATEGIC ROADMAP

- Global reach
- Strategic alliances, partnerships and integration.
- Technology driven solutions.
- Innovation.
- Portfolio & earnings diversification.
- Liquidity management.
- Cost management.
AWARDS & NOMINATIONS

ICSAZ Awards

- 1st Place for Best Banking Internal Audit Disclosures, Best Shareholder Treatment, Best Banking Risk Management, Best Banking Governance Practices and Best Banking Corporate Governance Practices.
- 2nd Place for Best Board Practices (ZSE listed companies) and Overall Best Governed Company (ZSE listed companies).
- 3rd Place for Best Stakeholder Practices & Sustainability Reporting.

MAZ Awards - 1st Place (5th time running) - Super Brand, Banking & Finance
IN THE COMMUNITY

Donation of generator to Tose Respite Care Home

Construction of a Classroom Block at Justin Chauke Secondary School

CBZ Staff helping out in their communities

CSR INITIATIVES BY SECTOR

- Health 23%
- Education 25%
- Welfare 39%
- Sports & Culture 13%
FOLLOW UP MEETINGS ON 28 FEB 2017 @ 15:00HRS
Download the CBZ Touch from your app store & convert your banking into a lifestyle…