

Our corporate profile

Who we are

MCB Group is an integrated financial services provider. Building on its sound business model, the Group offers customised products and services to a wide range of clients through its local and foreign subsidiaries and associates. Through MCB Ltd, which was established in 1838, the Group has cemented its position as the leading banking sector player locally. In addition to that, the Group has actively diversified its activities across geographies, notably in the region, and broadened its footprint in the non-banking field. Listed on the Official Market of the Stock Exchange of Mauritius since its inception in 1989, MCB Group is one of the most traded stocks thereon, representing some 49% of market turnover¹ in FY 2019/20. We have the largest market capitalisation, with a share of some 28%². The Group has a broad and diversified shareholder base, comprising around 13% of foreign shareholding.

¹ Excluding one-off transactions

² Excluding foreign-currency denominated, GBC1 and international companies

Our philosophy and brand image



Our aspirations

Driven by the commitment to our core values and principles, we set forward in a conscientious way to deliver on our strategy with a view to building resilient, profitable and sound businesses. Aided by strong partnerships and interactions with our numerous stakeholders, we help businesses to prosper and enable people to fulfil their dreams and ambitions, alongside doing our best to foster the sustained success and well-being of societies and economies.



Our expertise

Our solid and sustainable business model is anchored on a proven client-centric approach, robust risk management and compliance framework as well as the adoption of cutting-edge channels, tools and practices. Helped by our adaptive mindset, we embrace innovation and excellence in what we do and what we offer to our various clients.



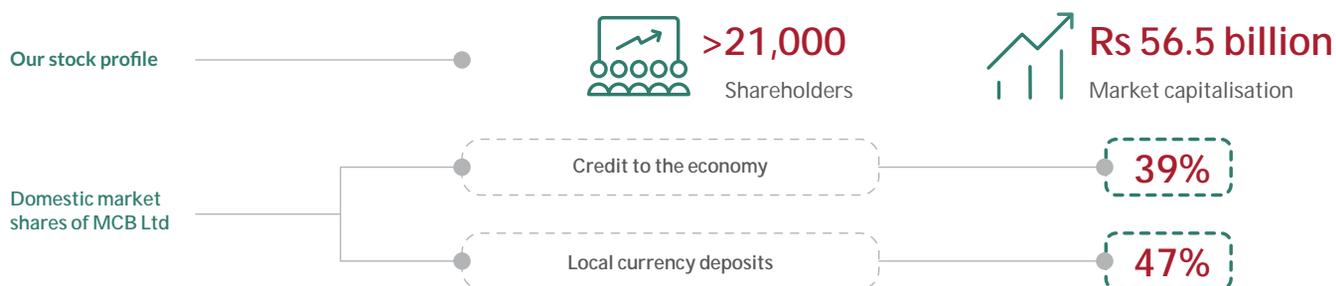
Credit ratings of MCB Ltd

Reflecting its sound growth agenda, our main subsidiary, MCB Ltd., is investment-grade rated. MCB Ltd is the best-rated commercial bank in Africa as per Moody's Investors Service, with a long-term deposit rating of Baa2. Domestically, CARE Ratings (Africa) Private Limited assigns a AAA rating to MCB Ltd with regard to the servicing of financial obligations.

Our functioning, channels and digital platforms



Our credentials and recognition



Accolades

582nd in the world

18th in Africa

1st in East Africa

in terms of Tier 1 capital

The Banker Top 1000 World Banks, July 2020



Mauritius

- ★ **Best Bank of the Year for Mauritius**
The Banker Bank of the Year Awards 2019
- ★ **Best Bank in Mauritius**
Euromoney Awards for Excellence 2020
- ★ **Best Commercial Bank of the Year Mauritius**
International Banker 2020
- ★ **Best Private Bank in Mauritius**
PWM/The Banker 2019



Africa

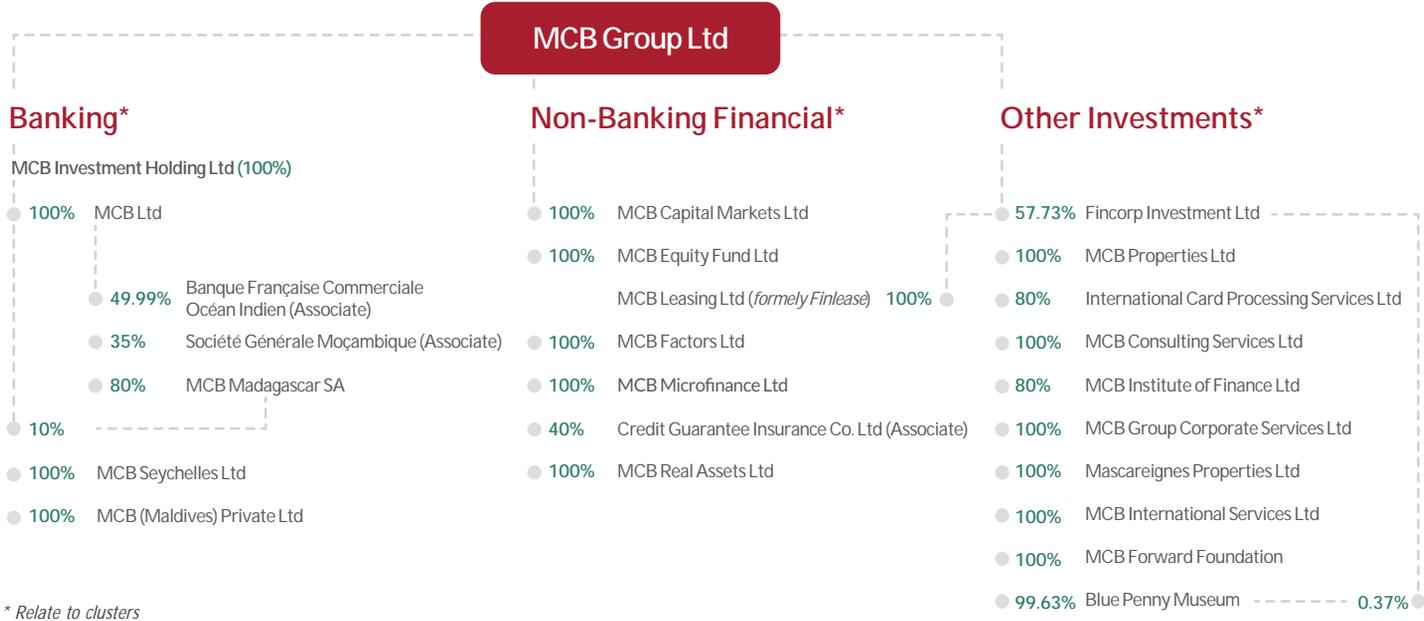
- ★ **Best rated commercial bank in Africa**
by Moody's Investors Service
Long-term deposit rating
- ★ **Leading Regional Bank**
in terms of operating income and profitability
L'Eco Austral, Top 500 Regional, Edition 2020
- ★ **31st in Africa** in terms of assets
Jeune Afrique Top 200 Banks, The Africa Report, September 2019
- ★ **Best Banking and Financial Services Award 2019**
Awarded to MCB Seychelles Ltd by
Seychelles Chamber of Commerce & Industry

Note: Figures above are as at 30 June 2020

Our corporate profile

How we operate

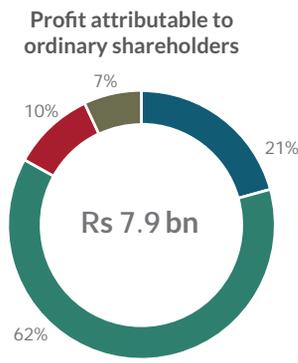
Our strategy execution is underpinned by key pillars, which comprise entities, business lines, and coverage and support functions. Common frameworks and policies shape up the execution of our strategies and ensure that the Group works in an integrated way.



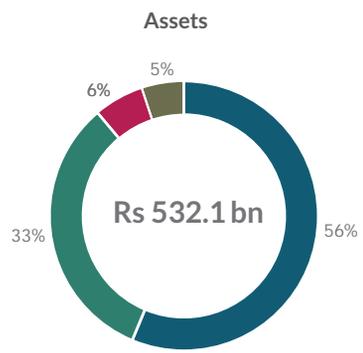
* Relate to clusters

MCB Group Ltd is the ultimate holding company of the Group. The subsidiaries and associates of the Group operate under three clusters, i.e. 'Banking', 'Non-banking financial', and 'Other investments'. **MCB Investment Holding Ltd**, a wholly-owned subsidiary of MCB Group Ltd, is the holding company of all the banking investments of the Group, namely MCB Ltd and overseas banking subsidiaries and associates.

Breakdown of Group performance for FY 2019/20

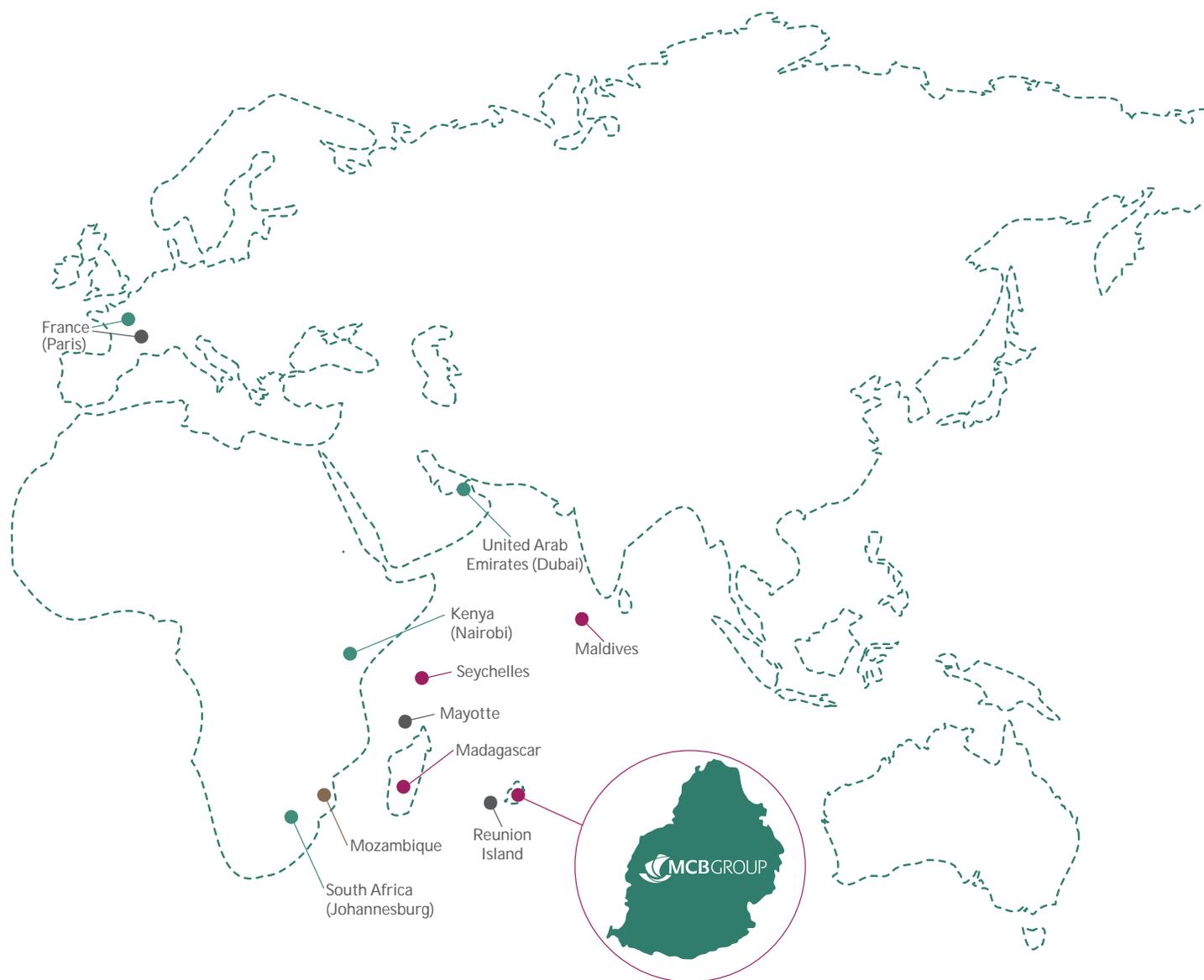


- MCB Ltd - Domestic
- MCB Ltd - Foreign-sourced
- Foreign banking subsidiaries & associates
- Non-banking financial & Other investments



Our market operations

To further their business growth, Group entities capitalise on their competent workforce, cutting-edge technology and wide-ranging platforms and channels. These include branches, ATMs as well as payment, mobile and Internet Banking platforms. Our entities leverage organisation-wide synergies and collaboration as well as alliances and partnerships with external parties. MCB Ltd also taps into a network of correspondent banks worldwide, including around 175 in Africa. In addition, it capitalises on its Representative Offices located in Johannesburg, Nairobi, Paris and Dubai.



- Banking subsidiaries of the Group
- Representative Offices of the Bank
- Group associate (Banque Française Commerciale Océan Indien)
- Group associate (Société Générale Moçambique)

While being headquartered in Mauritius, the Group has a notable presence in the Indian Ocean and sub-Saharan African regions.

Our corporate profile

Our clusters and entities

Banking

The Group is the market leader in the Mauritian banking sector via its main subsidiary, MCB Ltd, which is also actively involved in the region. Beyond Mauritius, the Group also leverages its overseas banking subsidiaries and associates.

MCB Ltd

Local

- The Bank caters for the day-to-day and lifetime needs of our retail customers. In addition to credit facilities, convenient deposit facilities and adapted account packages are offered to our individual customers across age and income groups.
- The Bank provides dedicated offerings as well as investment and wealth management solutions, which are geared towards the safeguard, growth and transmission of the assets of its affluent and high net worth client base.
- The Bank attends to the needs of large corporate and institutional clients in Mauritius by offering them flexible solutions and dedicated advice to meet their growth and capacity building ambitions. Capitalising on the status of Mauritius as an International Financial Centre of substance, the Bank offers dedicated solutions to businesses and investors using Mauritius as a platform for trade and investment between Africa and the rest of the world.
- Recognising their support to the development of Mauritius, the Bank provides small and medium and mid-market enterprises with tailored solutions to meet their growth endeavours and accompany them during their business development cycle.
- The Bank offers innovative digital and payment solutions to help its overall clients manage their money on the go with convenience. Our clients have, at their disposal, multiple channels and platforms to realise their banking needs.

Foreign

- The Bank attends to the needs of diverse customer segments in sub-Saharan Africa and also ventures beyond, supported notably by specialised finance solutions. The Bank is involved across the downstream, midstream and upstream segments of Energy and Commodities financing. It offers structured financing solutions to entities investing and doing business across key sectors in Africa, while tapping into opportunities surfacing beyond. In this field, it provides tailor-made financial solutions via bilateral lending, club deals and syndicated facilities to enable clients fulfil their strategic objectives. To reinforce its status as a strong partner in Africa, the Bank sets out to shift from being mainly a participating bank to positioning itself as the lead arranger for dedicated deals. Via its syndication initiatives, it aims to bridge the gap between the growing need for financing on the continent and institutions willing to contribute to its development.
- The Bank serves foreign high net worth customers and external asset managers through tailored offerings.
- The Bank actively promotes the Group's 'Bank of Banks' initiative, by providing adapted solutions to financial institutions.

Overseas entities

- The Group's foreign banking subsidiaries in Madagascar, Maldives and Seychelles as well as its overseas associates, i.e. Banque Française Commerciale Océan Indien (BFCOI)- operating in Réunion Island, Mayotte and Paris- and Société Générale Moçambique provide clients with an array of banking services adapted to local market realities. Key solutions provided include *inter alia* deposit and credit facilities as well as payment services. Our foreign subsidiaries capitalise on Group synergies to position themselves as the preferred banking partner of corporate and individual customers.

Non-banking financial

The Group has gradually entrenched its participation in the non-banking financial services field.

Key entities

- **MCB Capital Markets Ltd** is the investment banking and asset management arm of MCB Group. Led by a dedicated and experienced team of specialists, the entity provides a broad range of investor services under one roof, notably including corporate finance advice, asset management, stockbroking, private equity, structured products and registry services. Based in Mauritius, the team works with clients wishing to start or grow their operations in Africa and helps them develop solutions that meet their financing, strategic and investment objectives.
- **MCB Factors Ltd** is a prominent operator in the field of factoring in Mauritius. It offers innovative advisory and counselling solutions, while tailoring its factoring services to suit the business growth and cash flow requirements of its clients.
- **MCB Leasing Ltd** brings in a wealth of experience to position itself as a key market player. It offers a wide range of finance and operating leasing solutions, alongside offering attractive rates on fixed deposits.
- **MCB Microfinance Ltd** provides dedicated financial support to micro and small entrepreneurs towards assisting them to unleash their potential as well as implement their ideas and business plans.

Other investments

The Group is involved beyond the traditional financial services field, as gauged by its engagement across several business areas and ancillary undertakings. The Group also has dedicated structures to promote its actions in the Corporate Social Responsibility and philanthropic fields.

Key entities

- **International Card Processing Services Ltd (ICPS Ltd)** is a joint venture of MCB Group Ltd and Hightech Payment Systems (HPS), a leading payment software company present in more than 90 countries. Leveraging card business and technical specialists, ICPS provides state-of-the-art technology in Switching and Card Management Systems, while enabling banks to achieve economies of scale in outsourcing processing and back office activities. Markets served span some 20 countries in Africa and Asia.
- **MCB Consulting Services Ltd** provides companies with sustainable solutions to help them attain their innovation and business development goals. Its areas of specialisation include the provision of advisory services – which range from strategic planning and execution to risk management – business process reviews and organisation reviews, assistance in the selection, implementation and maintenance of Information Technology solutions, as well as the delivery of training services. The entity has been involved in 35 countries, notably across Africa, Middle East and Asia.
- **Fincorp Investment Ltd** is listed on the local stock exchange. It is an investment company with diversified interests.
- **MCB Institute of Finance Ltd** provides students and professionals alike with the financial know-how via carefully selected courses in partnership with high-calibre educational institutions. It aspires to become an African reference in the emergence and support of financial sector talents.

 Read more in the 'Positioning ourselves for growth and success' section on pages 48 to 54

 More information on our market operations by cluster is available on our website

Our corporate profile

Our extensive and customised financial solutions

- Through its banking and non-banking entities, the Group provides its clients in Mauritius, regionally and beyond with customised and innovative financial solutions as well as dedicated advice to meet their ambitions. We work closely with customers to understand their imperatives, challenges and priorities, while assisting them to design solutions adapted to their needs.

Personal financial services



Everyday Banking

- Deposit accounts (current & savings)
- Multi-currency accounts
- Forex transactions
- Overdrafts
- Debit, credit & pre-paid cards
- Safe deposit boxes
- Distribution of general insurance cover



Savings & Investment

- Education plan/ Retirement plan
- Investment funds
- Portfolio & wealth management
- Custodian services
- Fixed deposits
- Distribution of life insurance plans, treasury bills & government bonds



Banking Channels

- Branch network
- ATM
- Internet banking
- Mobile banking
- SMS banking



Payment Services

- Local & international money transfers
- Mobile refill & payments
- Standing order instructions & direct debits
- Bank drafts
- Book transfers
- Bill payments



Financing Solutions

- Housing loans
- Personal loans
- Education loans
- Car loans & car lease
- Green loans
- Microfinance

- Intra-Group synergies are tapped into to provide clients with required solutions, e.g. provision of investor-related services and pursuance of the 'Bank of Banks' initiative. The Group positions itself as a regional hub in handling trade finance, payments outsourcing services amongst others, while also providing business solutions to financial service providers, notably in Africa.

Corporates & Institutions



Payments & Cash Management Solutions

- Electronic points of sale & cards acquiring services
- Corporate credit cards
- E-commerce
- International transfers
- SWIFT services
- Transfers & remittances
- Cash management solutions, Internet Banking and SmartApprove Application
- QR Payment



Investment Related Services

- Structured products
- Structured credit
- Investment advisory services
 - Real assets
 - Private equity
- Securities & custodian services
- Brokerage services
- Investment management
- Dual currency deposits



Financing Solutions

- Short & long term loans
- Green loans
- Syndicated loans
- Bridging loans
- Private equity
- Mezzanine financing
- Structured finance
- Factoring
- Microfinance
- Operating & finance lease
- Asset-Based lending
- Lokal is beautiful Scheme



Business Services

- Checking facilities
- Payroll services
- Secretarial services
- Share registry services



Transactional Banking

- Business deposit card
- Deposit accounts
- Multi-currency accounts
- Internet banking
- Bank drafts
- Forex transactions
- Overdrafts
- Mobile banking



Foreign Exchange Services

- Currency swaps
- Spot & forward deals
- Interest rate swaps
- International transfers



International Trade Finance

- Import & export
- Credit protection
- Bank guarantees
- Standard trade finance
- Structured commodity finance
- L/C re-issuance/confirmation
- Secondary asset trading



Outsourcing & Advisory Services

- Payments outsourcing
- Consulting & project management services
- Corporate finance advisory



More information on our financial solutions is available on our website

Our corporate profile

What we deliver

Our value-creating business model

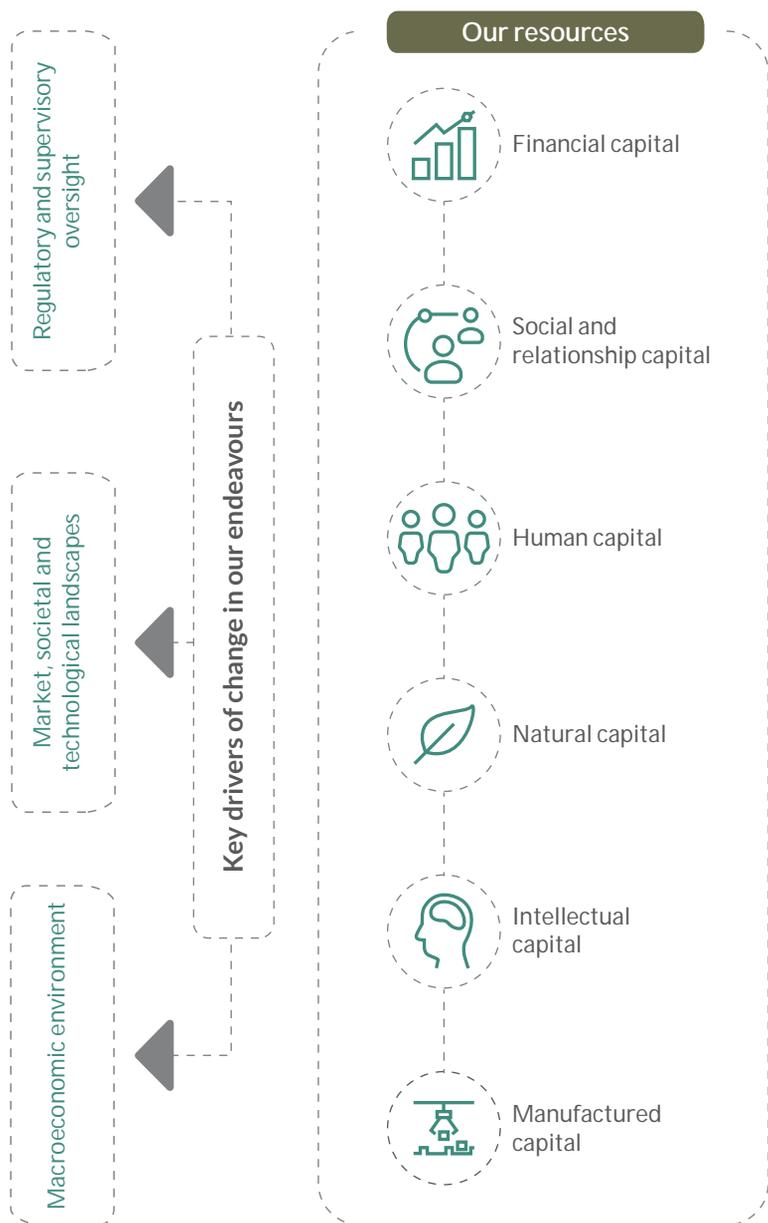
Our business model defines who we are and what we do. We believe in building resilient businesses and creating opportunities for our stakeholders to thrive, while harnessing positive outcomes for the sustained benefit of the societies and communities in which we live and operate.

Our key strategic orientations

- Strengthen our domestic position
- Expand our non-bank activities
- Grow our international footprint

• Build up inherent and sustainable capabilities for diversified and balanced business growth

• Further enrich our value proposition, while capitalising on partnerships, alliances and proximities



Delivering financial outcomes for the Group

$$\begin{array}{ccccccc}
 \text{Interest income} & - & \text{Interest expense} & + & \text{Non-interest income =} & - & \text{Staff costs} & - & \text{Other operating expenses and impairment charges} & +
 \end{array}$$

[Net fee and commission revenue + Trading revenue + Other revenue]

Our business activities

Our core roles

- Financial intermediation
- Maturity transformation
- Business advisory and outsourcing

- Converting deposits and other funds into lending, leasing and factoring facilities to our clients
- Investing and trading in securities, forex and other financial assets
- Offering transactional, trade-related and risk-mitigation facilities
- Providing investor-related, asset management and corporate finance advisory solutions, as well as private banking and wealth management services
- Meeting the outsourcing needs of financial services providers by means of payments solutions and the provision of dedicated business review and transformation services
- Unleashing a range of other products and services spanning the non-financial field
- Undertaking dedicated actions to promote the welfare and development of the society

Value created

Shareholders and investors

We achieve sustainable growth in our revenue, which helps to provide appreciable and predictable returns for our shareholders and investors.

Customers

We deliver excellent service and appealing digital platforms and solutions to our clients, while seeking to exceed their expectations. Alongside placing customers at the centre of our efforts and activities, we provide products and services that they value and trust.

Societies and communities

We promote social progress and financial inclusion in the countries where we are involved. At the same time, we acknowledge that the sound management of natural resources is a cornerstone of sustainable development. We carry out our business responsibly, while helping to create thriving societies.

Authorities and economic agents

We forge meaningful relationships with authorities and economic agents, while responding to their requirements. We work together to foster the stability and progress of the financial sector and economy of presence countries.

Employees

We act as an employer of choice and are committed to supporting the development and well-being of our staff.

Executing our Corporate Sustainability Programme



Support a vibrant and sustainable local economy



Promote our cultural and environmental heritage



Invest in the individual and collective well-being

Share of profits from associates

Income tax expense

Net profit

Dividends to shareholders

Retained earnings

Our corporate profile

Our main areas of strength and differentiation

Our distinctive culture

Responsibility

Guided by a deep sense of responsibility towards our stakeholders, we aim to achieve disciplined, balanced and diversified growth.

Franchise

We nurture a strong brand image and reputation that reinforces our appeal across markets.

Mindset

We are committed to endorsing an innovative and collaborative mindset that thrives on change and adds value in what we do.

Ambitions

We aim to deepen our involvement in existing markets and tap into new markets and segments across geographies.

Passion

We endorse an enthusiastic and dynamic approach to develop our market activities.

Integrity

We adhere to proven integrity and ethical principles when conducting our activities and promote behaviours that inspire trust.

Our flexible and robust functioning

Strategic focus

Our endeavours are backed by our breadth and scale of solutions, tried-and-tested decision-taking models and robust strategic partnerships.

Client centricity

We place clients at the heart of everything we do. We offer them tailored and convenient solutions and experiences that help them realise their ambitions.

Sustainability agenda

Backed by solid frameworks and committed initiatives, we contribute to the welfare of the economies, societies and communities in which we live and operate.

Technology and innovation

We harness digital channels and platforms to improve operational efficiencies, deliver seamless client solutions and strengthen our competitive edge across markets.

Human capital

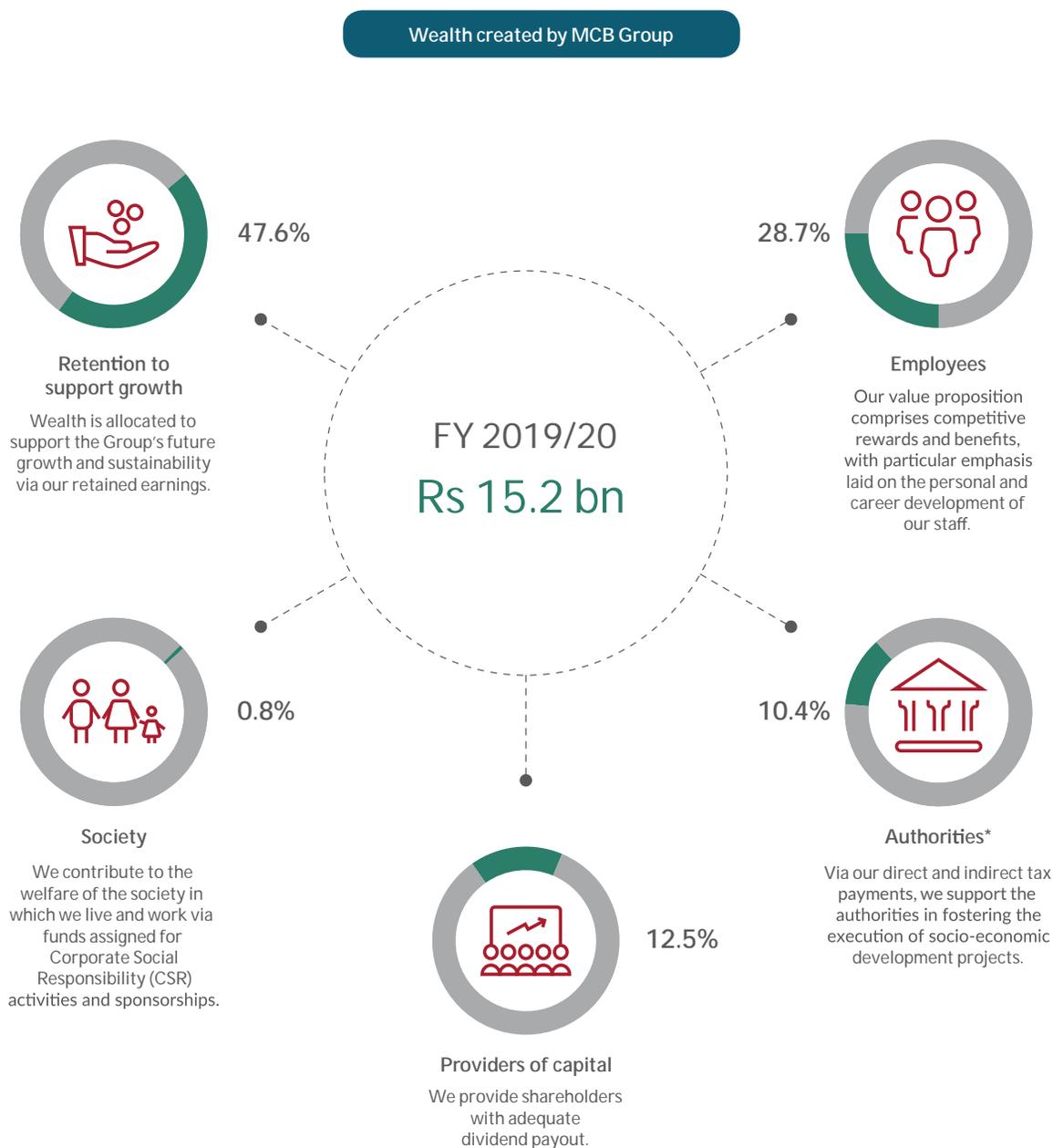
We maintain a competent, engaged and diverse workforce. We ensure that everyone can realise their full potential and make a positive contribution to our organisation.

Risk management

We exercise strong governance and risk management oversight to foster sound financial ratios, while prudently balancing the risk-return profile of our portfolios.

How we distributed value created

During the last financial year, the Group continued to provide relevant and meaningful ways to promote the interests of its stakeholders and help them prosper, supported by its resilient financial results.



* Includes the proportion of our CSR contribution remitted to the Mauritius Revenue Authority

Read more in the 'Our strategic achievements and initiatives' section on pages 55 to 67

Read more in the Sustainability Report on our website