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# SHELTER - AFRIQUE

THE COMPANY FOR HABITAT AND HOUSING IN AFRICA



## 2008 Annual Report



*Shelter Afrique ... meeting Africa's housing needs*



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*Iriebe Housing Estate, Port Harcourt, Nigeria (under construction).*





## List of Abbreviations

APPT	Apartment(s)
APPT & Off	Apartments & Offices
KSHS	Kenya Shillings
US \$	United States Dollars
WAEMU	West African Economic & Monetary Union
CFAF	Common currency used in UEMOA zone
XOF	Amount expressed CFA F
DL	Direct Loan
OFID	Opec Fund for International Development
BHS	Banque de l'Habitat de Sénégal ( Senegal Housing Bank)
GDP	Gross Domestic Product
LOC	Line of Credit
PPP	Public Private Partnership
NGOs	Non Governmental Organizations
CBOs	Community Based Organizations
UCBS	United Contractors & Builders Senegal
SICAP	Société Immobilière du Cap Vert (Housing Company of Cape Verde)

## Our Vision

To be the leading player in strategic partnership among key stakeholders for the efficient delivery of real estate and other related services in Africa.

## Our Mission

To assist private and public sector institutions in Africa identify, finance and implement housing and related urban infrastructure projects that will facilitate the achievement of the goal of housing for all.

We achieve this mission through:

- Provision and expansion of affordable and sustainable financial resources available for housing programmes,
- Collaborative partnerships with all actors in the shelter delivery process,
- Adoption of sound management practices that emphasize superior performance, teamwork and continuous improvement in our services,
- Sharing information on the best means of providing quality shelter.

We believe that as we build a house, we build a family and a nation.

This is our commitment to the people of Africa.

## Our Core Values

Shelter Afrique subscribes to the following values and principles that will enable it deliver high quality services to all stakeholders:

- Effective corporate governance
- Strong client focus
- Transparent and open communication with staff and partners
- Confidence in the ability of its staff to deliver quality services and meet set objectives
- Teamwork as a forceful instrument for solving problems
- High ethical standards that must make our transactions above board
- Corporate social responsibilities
- Total commitment to the ideals of Shelter Afrique and regional integration

The Chairman  
General Meeting of Shareholders  
Shelter Afrique

June 04, 2009

Honourable Ministers

In accordance with Regulation 9 of the General Regulation of Shelter Afrique, I have the honour, on behalf of the Board of Directors, to submit herewith, the Report of the Company's activities for the period January 1, 2008 to December 31, 2008 including its audited financial statements covering the same period and the corresponding Report of the External Auditors.

The Report also provides an overview of the operating environment under which the Company operated during the period and highlights some operational activities carried out in the same period.

Please accept, your Excellencies, the assurance of my highest consideration.

Chargement

**Mr. Djama Nacer**  
**Chairman, Board of Directors**



## Board of Directors

Shelter Afrique  
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Shelter Afrique



Standing - left to right: Mr. L. R. Ouandji, Mr. B. Ndayitwayeko, Mr. B. Sidibe, Mr. F. M. Karbah, Mr. T. Kosgey, Mr. L. Y. Abubakar.  
Sitting - left to right: Mr. J. M. Gharbi, Mr. B. Kamara, Mr. Djama Nacer, Ms. E. M. Tembo, El Hadj B. Diarra.



## Chairman's Statement

“ Despite the difficult economic and market conditions, the Company's lending operations during the year continued on the positive trend, with cumulative loan approvals increasing by 24% to US\$ 285 million. ”

I have the honour, on behalf of the Board of Directors, to welcome distinguished shareholders and delegates to the 28th Annual General Meeting (AGM) in this historic city Windhoek, Namibia. Once again, I am pleased to present to the 28th AGM, our Company's Annual Report and Audited Accounts for the financial year ended 31st December, 2008. The report highlights the key drivers behind the Company's operational and financial performance over the reporting period. It further reviews the company's operating environment and the year's operating activities and presents the external auditors' report to the shareholders, including the audited financial statements for the year ended 31st December, 2008.

### Operational Performance

The Company in the financial year 2008 registered mixed fortunes in key operational areas. Operational activities during the year were carried out against a difficult business environment primarily characterised by unfavourable economic conditions and volatile financial markets caused by a deepening banking and credit crisis, which intensified into global recession, following the collapse of the US sub-prime mortgage market.

Although the global banking crisis did not affect Sub-Saharan Africa (SSA) as much as the emerging economies of Central and Eastern Europe which witnessed a sharp downturn, the knock-down effect on Africa from the credit squeeze was evident in the form of falling demand, volatile commodity prices, and tightening

credit conditions. Real GDP growth in 2008 in SSA was reported at 5.5% p.a against an annual rate of 6.4% over 2004 -2007. This negatively impacted operational performance, as the company adopted a more cautious approach to its lending operations, while ensuring stringent underwriting criteria.

Despite the difficult economic and market conditions, the Company's lending operations during the year continued on the positive trend, with cumulative loan approvals increasing by 24% to US\$ 285 million largely channeled in support of the development of physical housing for residential and commercial real estates, accounting for 64% of the cumulative approvals. Similarly loan approvals by the Board in 2008 reached an unprecedented level of US\$ 54.29 million against US\$ 41.22 million registered in 2007, an increase of 32%. Cumulative commitments, representing signed loans increased by 15% to US\$ 186 million following the signing of Loan Agreements with a total value of US\$ 24 million with respective borrowers, while cumulative commitments represented 65% of cumulative approvals. However, despite the significantly higher level of approvals, disbursements in the year amounted to US\$ 18 million in comparison with the US\$ 24.15 million reported in 2007, bringing cumulative disbursements to US\$ 158 million, an increase of 13%. Cumulative disbursements thus stood at 85% of commitments at the end of the reporting year. Lending to the private sector accounted for 96% of loan approvals and 83% of invested funds during the year, while parastatals and government accounted for the remaining 4% on cumulative basis, lending to



Right: SCI Claire de Lune: Construction of a complex, Residence Djamil, Dakar, Senegal.



the private sector accounted for 75% of loan approvals and parastatals accounting for the balance. Most beneficiaries were medium-sized developers in member countries. Shelter Afrique so far has operational presence in 30 member countries in keeping with its strategic objective of establishing operational presence in all member countries.

## Asset Quality

Asset quality continued to improve during 2008, with gross non-performing loans (NPLs) declining to 19% of the total loan portfolio from 22% in 2007.

As reported in the notes to the audited accounts, the Company's accounts and impairment provisions follow International Financial Reporting Standards (IFRS). Impairment losses or provisions on loans and advances stood at US\$ 923,247 reporting a decrease of 30% due to significant recoveries of previously provisioned loans from borrowers who were long in arrears. The provision for impairment losses of US\$ 923,247 stood at 2% of the average gross loan portfolio when compared with 2007 which was 3% of the gross portfolio.

## Financial Performance Management

The improved operational performance in 2008, has led to a further strengthening of the financial base of the Company, following modest growth in operating profit, total assets and

shareholders' funds.

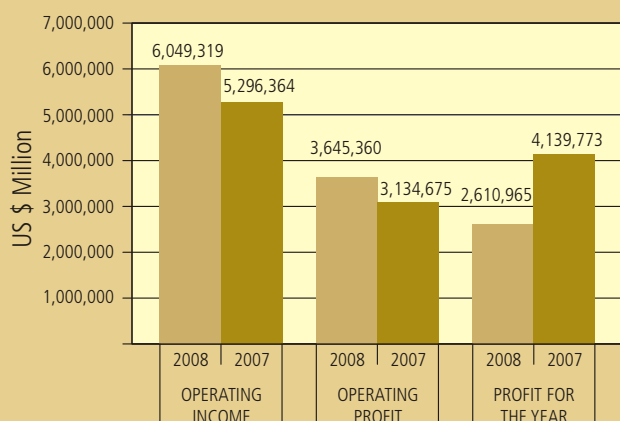
Gross operating income for the year ended December 31, 2008 before adjusting for foreign exchange loss, grew 22% to US\$ 6.58 million largely on account of significant increase in non interest income. Fees and commissions increased to US\$ 1.34 million from US\$ 0.74 million in 2007, up by 81% mainly due to new businesses booked.

Net interest income representing the difference between the interest paid by the company (finance cost) and the interest earned during the period from both loans and investments of liquid assets, improved by a mere 3.44% to stand at US\$ 4.71 million, against US\$ 4.56 million in 2007, due largely to decreased interest expenses, while interest income remained muted during the year.

## Operating Expenses

Operating expenses however, rose by 31% in 2008 to US\$ 2.93 million driven largely by the relative increase in staff and general administration costs. Staff cost increased by 43% to US\$ 1.89 million due largely to the increase in recruitment expense and other staff costs including payment of terminal benefits to staff that left the employment of the Company. These expenses were necessarily incurred as part of the implementation of the human capital development programme of the strategic plan. Other operating expenses increased by 13% to US\$ 1.04 million due

## Financial Performance: 2008/2007



largely to the cost of the ongoing institutional reforms including consultancy services for systems development and computerization. However, cost-to-income ratio (efficiency ratio) at 54% was basically constrained to the 2007 level.

## Net Profit

Nevertheless, net profit of US\$ 2.61 million fell by 37% compared with net the profit of US\$ 4.14 million reported in 2007, primarily due to the effect of the higher- than expected exchange translation loss (unrealized) of US\$ 1.03 million, against the unrealized gain of US\$ 1.01 million reported in 2007, reflecting the volatile foreign exchange markets occasioned by the global financial crisis during 2008. The Company's operating currencies of Euro, Kenya Shillings, and CFAF came under sustained pressure during 2008 and weakened against its functional and reporting currency, the US dollar at the close of the year, resulting in the exchange translation loss. The board of directors recognises that this volatility is not good for the financial stability of the company and has taken steps to mitigate this risk within the instruments available in the market. It is however committed to continue to respond to the needs of member countries in their currencies where the capital market is well developed.

## Balance Sheet

Total Assets grew by 5.65% during the year to stand at US\$ 81.29 million as at 31st December 2008, due largely to the build-up in reserves and improved liquidity resulting from the CFAF bond proceeds and receipt of capital subscription of some US\$ 1.58 million. Thus liquid assets, representing cash and cash equivalent, grew by 53% to close the year at US\$ 18 million representing 29% of shareholders fund of US\$ 61.33 million.

Key profitability indicators before adjusting for the translation loss, improved during 2008, with Return on Equity (ROE) and Return on Assets (ROA) increasing to 6% and 4.5% from 5.4% and 4% respectively.

## Dividends

Our performance in 2008 permits us to recommend a dividend per paid up ordinary share of US\$ 12.98, a decrease of 39% over previous year.

## Resource Mobilisation Activities

The company strives to raise funds from the capital markets to support its lending activities at the lowest possible cost. It launched in November, 2008 a CFAF 8 billion housing bond transaction with maturity in 2014. However, the company only managed to raise a mere CFAF 2.79 billion (about US\$ 6 million), representing 35% of the issue amount. The performance was recorded on the back of tighter credit market global liquidity crunch and investors risk aversion, occasioned by the global financial market.

The Board of Directors also approved in June, 2008 a borrowing programme in the amount of CFAF 11.74 billion in support of housing projects in the UEMOA region, and Kenya Shillings 1 billion in Kenya. These issues will be completed in 2009.

As of December 31, 2008, total borrowings increased from US\$ 2.49 million to stand at US\$ 5.57 million. The amount comprises a Euro denominated revolving loan facility from Merrill Lynch and a term loan from Ecobank, Senegal. The Company's medium term notes however declined by 20% to US\$ 12.55 million, during the year following contractual repayment of debt on its CFAF and Kenyan shillings denominated loans. The performance of the company in the various capital markets in member countries continues to make it an issuer of reference in these markets

During 2008, the Company progressed discussions with African Development Bank (AfDB), Agence Française Development (AFD), First Initiative (World Bank), and Netherlands Development Corporation (FMO) for lines of credit and technical assistance, with the AFD approving a line of credit of Euro 10 million for on lending purposes, together with a technical assistance component focusing on the area of business development, HR capacity development and financial management. AfDB recently, also approved a line of credit of US\$ 30 million also for on-lending purposes, together with an additional amount of US\$ 7.5 million as equity investment and

technical assistance (grant) in the sum of US\$ 0.95 million for capacity building and institutional strengthening. Significant progress has also been made in respect of the other institutions.

## Corporate Governance

A new Board was constituted during the year following the expiry of the tenure of the previous Board. Some five (5) directors left the Board, while four (4) new directors were appointed to replace them. We thank the retired directors for their diligent services to the company and welcome and wish the new directors a productive tenure of service.

At the management level, Mr. Birama Sidibe stepped down as the Managing Director at the end of the reporting year, to assume new responsibilities at the Islamic Development Bank, in Jeddah, Saudi Arabia. We thank him for his services and invaluable advice during the year. Following this, the Board of Directors put in place an interim arrangement and took steps to fill the position following the due process outlined in the company's statutes.

## Corporate Transparency

Our policies require us to subscribe to international standards and practices. Shelter Afrique is compliant with International Financial Reporting Standards. Our annual reports have been structured to re-affirm this and designed to provide information to shareholders and other stakeholders as well as the general public.

## Future Prospects

The global financial market melt-down slowed global growth in 2008, curtailing demand for Africa's export and depressing its term of trade. A subdued global environment is expected to continue to hurt markets and economic growth in member countries. Various projections indicate that marginal economic growth will begin later in 2010 as the impact of the massive bailouts, fiscal and monetary stimuli begin to spur demand and economic activities. While market volatility will likely remain a pressing concern as we contend with issues of confidence, credit tightness and weakness in the global economy, demand for housing in most member countries will remain moderate-to-high, allowing the company to remain optimistic in the area of business development. Shelter Afrique will therefore remain committed to its growth objective as set out in its strategic plan and will act swiftly to take up emerging opportunities as the global financial crisis abates.

Underpinned by the on-going institutional reforms, a changing work environment being created by the implementation of the information technology strategy and organisational capacity building, in 2009 and beyond, we would build and consolidate on the initiatives we have started and maintain our strategy for diversification while also focusing on the core business in order to deliver superior shareholder value.

## Appreciation

Our performance in 2008 reflects the difficult business environment under which the company operated. The support, insight and strategic leadership provided by our Board of Directors and Management are very much appreciated. We thank our Shareholders for their continued confidence in us and in pledging their unflinching support and commitment to realising our growth potential in the years ahead.

On behalf of my fellow Directors, I would like to offer my appreciation to our staff, an exceptional group of people who have continued to show strong commitment and dedication to the course of this Company. They join me in expressing gratitude to our Shareholders for their continued confidence in us and in pledging their unflinching support and commitment to realizing our growth potential in the years ahead.



**Mr. Djama Nacer**  
Chairman, Board of Directors







**Table 1: Loan Approvals: 2008**

Country	Borrower	Loan Amount (US \$ equiv.)	Currency	Instrument	Housing Type
BURUNDI	SESCO	500,000	US \$	DL	Sites & Services
DRC	Building Bloc	4,240,000	US \$	DL	Apartments
DRC	Immo Serkas	700,000	US \$	DL	Apartments
KENYA	OI Tepesi Ltd	769,231	KSHS	DL	Apartments & Offices Block
KENYA	Mwafa Court Apartments	1,000,000	US \$	DL	Apartments
KENYA	Juridicon Limited	542,857	KSHS	DL	Villa
KENYA	Teejay Estates Limited	1,000,000	KSHS	DL	Apartments
MALI	SIFMA	4,500,000	US \$	DL	Apartments
NIGERIA	Nigeria Limited	800,000	US \$	DL	Apartments & Services
NIGERIA	Urban Housing Cooperative	950,000	US \$	DL	Office block
NIGERIA	Agbara Estates Limited	4,500,000	US \$	DL	Apartments
NIGERIA	ASO Savings and Loans PLC	5,000,000	US \$	LoC	Mortgage Loans
NIGERIA	Moneyline LTD	4,200,000	US \$	DL	Apartments
CENTRAL AFRICAN REPUBLIC	2DG SA	2,142,857	EURO	DL	Apartments
SENEGAL	SCI Sabura	1,111,111	FCFA	DL	Apartments & Offices Block
SENEGAL	Teylium Properties	4,000,000	FCFA	DL	Housing & Sites & Services
SENEGAL	Teylium Properties	3,333,333	FCFA	DL	Sites & Services
TANZANIA	Tanzania Ltd	5,000,000	US \$	DL	Apartments
UGANDA	Castle Estates Limited	500,000	US \$	DL	Apartments
UGANDA	Meja Properties Limited	500,000	US \$	DL	Apartments
UGANDA	Simbamanyo Estates Limited	4,000,000	US \$	DL	Apartments
UGANDA	Ganzu Company Limited	2,500,000	US \$	DL	Office block
ZAMBIA	Finance Building Society	2,500,000	US \$	LoC	Mortgage Loans
TOTAL		54,289,389			

**Table 2: Key Operational and Financial Data: 1999 - 2008 (In US\$ million)**

Year	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Approvals	13.88	10.96	12.07	15.17	12.26	22.62	29.75	31.09	41.22	54.29
Cumulative Approvals	55.49	66.45	78.52	93.69	105.95	128.57	158.32	189.41	230.63	284.92
Disbursement	6.59	9.3	8.02	10.14	11.44	11.19	16.62	17.39	24.15	17.81
Cumulative Disbursement	31.9	41.2	49.22	59.36	70.8	81.99	98.61	116.00	140.15	157.96
Total Assets	32.09	37.02	40.72	46.05	52.42	62.64	61.24	71.62	76.94	81.29
Net Income	0.92	1.26	1.55	1.74	1.8	2.02	2.05	3.34	4.14	2.61
Paid-Up Capital	27.64	29.52	30.83	31.6	32.94	35.51	36.29	36.99	38.65	40.23
Reserves	1.64	2.69	4.16	5.92	7.36	8.98	10.61	13.95	18.69	20.48
Provisions	0.151	0.01	0.11	0.16	0.043	0.18	0.41	0.00	0.096	0
Shareholders' Funds	29.43	32.22	35.10	37.68	40.34	44.67	47.31	50.94	57.42	61.33

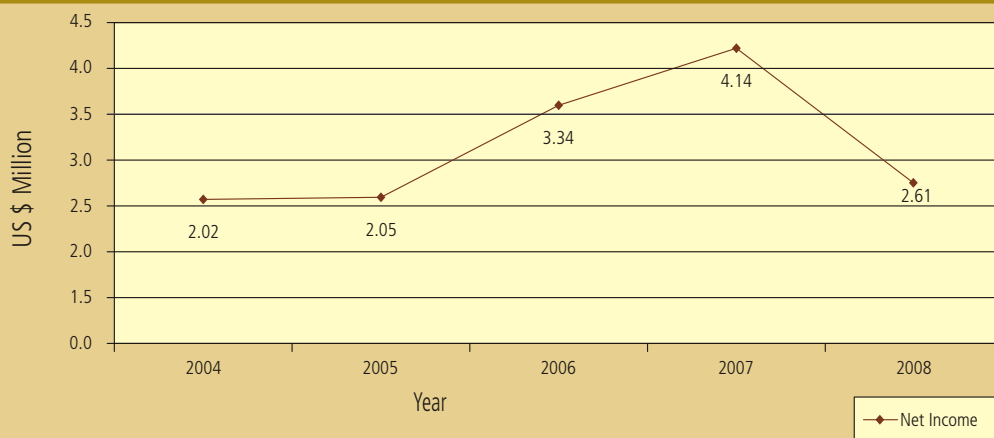
**Table 3: Selected Financial Indicators: 2004 - 2008 (In US\$ million)**

	2004	2005	2006	2007	2008
<b>Operating Results</b>					
Operating Income	3.45	3.49	4.76	5.38	6.58
Operating Expenses	1.49	1.49	1.94	2.25	2.93
Operating Profit	1.97	2.00	2.83	3.13	3.64
Net Profit	2.02	2.05	3.34	4.14	2.61
Administrative Expenses (a)	1.37	1.39	1.84	2.12	2.78
<b>Financial Position</b>					
Project Loans Outstanding	32.50	40.56	44.20	53.19	52.86
Financial Investments	23.02	16.52	22.10	17.12	21.67
Total Assets	62.24	61.24	71.62	76.94	81.29
Total Equity	44.89	47.32	50.94	57.42	61.33
Total Debt	17.35	13.93	20.68	19.52	19.96
<b>Financial Ratios</b>					
Current Ratio (x)	29.23	15.46	26.93	10.00	10.00
Total Debt to Total Assets (%)	27.88	22.75	28.87	25.37	24.55
Administrative expense ratio (%) (b)	4.25	3.80	4.34	4.35	5.24
Debt/Equity ratio (%)	27.03	21.65	28.22	24.13	22.80
Earnings per share (US\$)	59.03	56.40	90.17	109.47	66.20
Dividend per share (US\$)	11.40	11.28	18.03	21.42	12.92

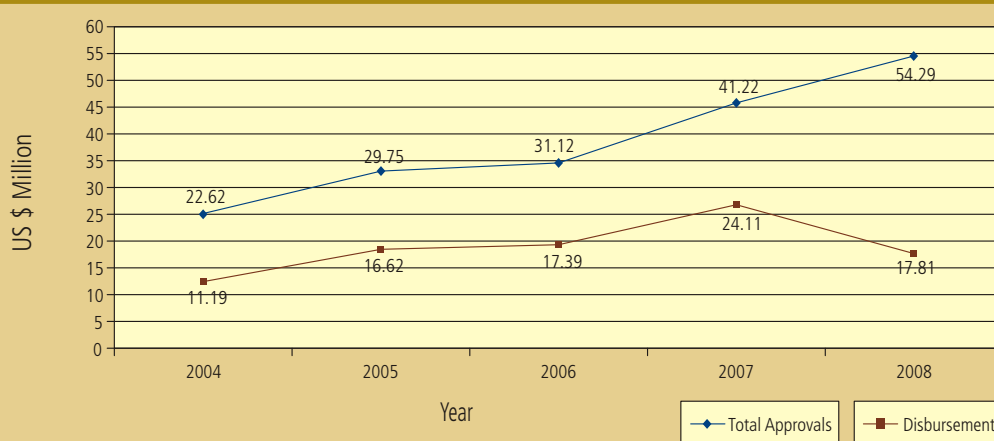
(a) Administrative expenses exclude depreciation, amortisation and other provisions.

(b) Administrative expenses as a percent of average project loans outstanding.

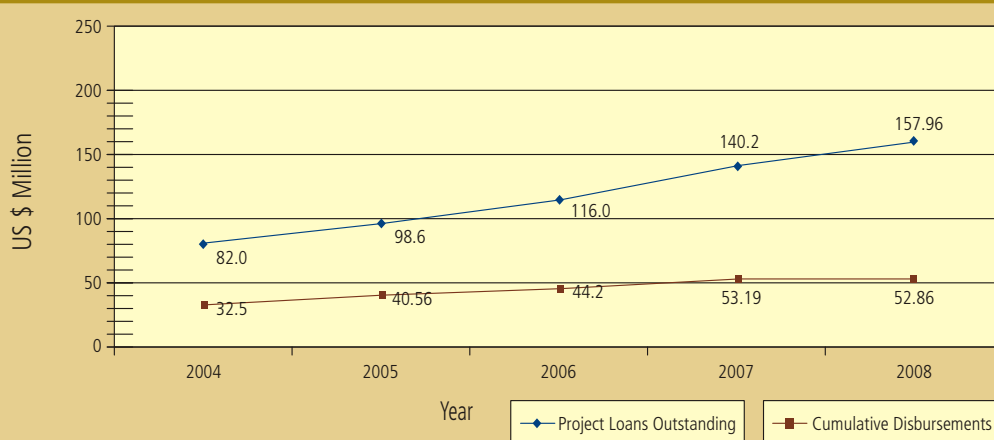
**Graph 1: Net income: 2004 - 2008**



**Graph 2: Approvals/Disbursements: 2004 - 2008**



**Graph 3: Cumulative Disbursements/Projects Loan Outstanding: 2004 - 2008**





## BOARD AND COMMITTEE ACTIVITIES

### Annual General Meeting 2008

The 27th Annual General Meeting was held in Lomé, Togo from June 10 to June 12, 2008. The meeting witnessed a respectable level of participation of shareholders and potential ones including Ghana. Institutions represented included FAGACE (Benin), Federal Housing Authority (Nigeria) and United Bank for Africa (UBA) (Nigeria) among others. The high level of participation underscores shareholders' support and renewed interest in Shelter Afrique.

The Meeting elected a bureau comprising Togo as Chairperson, Namibia as First Vice Chairperson and Uganda as the Second Vice Chairperson. During the Meeting, shareholders considered and approved the Company's 2007 Audited Accounts and Reports as well as the distribution of dividends for the financial year.

### Symposium 2008

The 2008 Symposium whose theme was "Financing of the Mortgage/Borrower for an increased Access to Housing in Africa" was well attended, by participants from all across Africa. Contributions were made by various speakers including delegates. The many questions raised after each communication and the vibrant discussions which ensued testify to the interest generated by the topic.

### Meetings of the Board of Directors and Board Committees:

During the year under review, four meetings of the Board were successfully held during which the Board of Directors considered and approved various projects and policy documents aimed at strengthening the effectiveness of the Company's operations. These include, Revised Lending Policies and Procedures, Business disruption and continuity measures, Market Representation Policy, Internal Audit Manual and Anti-money Laundering (AML) Policies. During their meetings in 2008, the Board also considered and approved a total of 23 projects in the total amount of US\$ 54.29 million. The Committees of the Board held 3 meetings to review the 2009 budget document, audit and finance reports, as well as administrative affairs and human resource policy issues. The board also took steps in accordance with existing policies to advertise the position of the Managing Director following the resignation of the incumbent.



*Loan Signing Ceremony with South Development Company Ltd, Kenya.*



*Participants at the 2008 Annual General Meeting in Lomé, Togo.*

## ECONOMIC AND SECTOR ENVIRONMENT

### International environment

During 2008, the global economy experienced its worst performance in decades with the developed economies facing the severest recession since world War II and the Great Depression, amidst a financial cataclysm in the United States, that culminated in the collapse of a number of financial institutions. The turmoil in the US Sub-prime market which erupted in 2007 induced financial volatility in the global markets





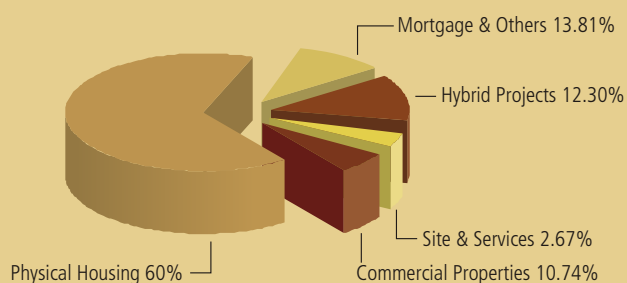




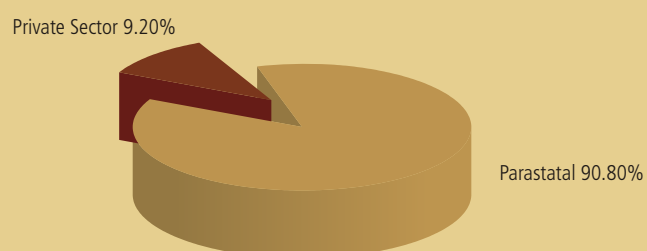
**Table 4: Status of Project Portfolio: 2004 - 2008 (US \$ million)**

	2004	2005	2006	2007	2008
Cum. Approved Loans	128.6	158.3	189.4	230.6	284.9
Annual Approval	22.6	29.8	31.1	41.2	54.3
Cum. Commitments	105.9	124.5	142.8	162.1	185.5
Annual Commitment	20.9	18.6	18.3	19.4	23.5
Cum. Disbursements	82.0	98.6	116.0	140.2	158.0
Annual Disbursements	11.2	16.6	17.4	24.2	17.8
Cum. Disbursements/ Cum. Commitments (%)	77.4	79.2	81.3	86.0	85.2

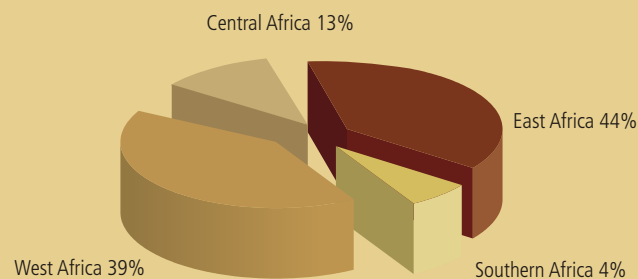
**Graph 4: Approvals per Type of Projects: 2008**



**Graph 5: Approvals per Type of Clients: 2008**



**Graph 6: Approvals per Region: 2008**



## Box 1: Afreximbank/Shelter Afrique Co-branded Construction/Tourism-Linked Relay Facility ("ConTour Africa")

### INTRODUCTION

In line with our common mandate of promoting economic development in Africa, African Export-Import Bank (the "Bank" or "Afreximbank") and The Company for Habitat and Housing in Africa (Shelter Afrique) (together "the Consortium") have decided to leverage our respective strengths to promote best practices in construction and commercial offering of tourism facilities in Africa so that Africa can achieve its full tourism potential and use it as a vehicle for economic development and regional integration.

Shelter Afrique's mandate is to mobilize and deploy resources for funding projects in the real estate sector that will facilitate urban and economic development in Africa. Since inception, Shelter Afrique has financed over 250 housing and urban infrastructure related projects across Africa through provision of project/construction finance. It has recently developed products that will provide financial support to construction projects and contractors and enhance the performance of this sector, as one of the drivers of economic development and employer of labour.

Afreximbank ([www.afreximbank.com](http://www.afreximbank.com)) finances tourism projects as a way of expanding Africa's services exports while promoting innovation and employment in the Sector. One of the challenges Afreximbank had experienced in tourism financing relates to risks arising from project completion to agreed standards and timeframe. Shelter Afrique has a demonstrated track record in mitigating these risks based on their many years experience in construction financing.

From the foregoing, it can be seen that the two institutions have unique strengths that when combined can result in tremendous value not only to the two institutions but to African Governments that spearheaded their creation. It is in recognition of this fact that the partnership presented herein has been formed.

### Purpose

The purpose of the partnership therefore is to create a co-branded financial product that will benefit from Shelter Afrique's strengths in construction financing in delivering quality tourism facilities within budget and time schedule which will enable Afreximbank to take on the operational risk of such projects on the basis of receivable-backed financing structures it is experienced in managing.

### Nature of the Partnership:

The nature of the relationship under the Partnership is one that allocates roles from project identification/conceptualization through development to operation and performance monitoring. Some of the roles are to be performed jointly while others are allocated to each party based on their special strengths, the key aspects of which are:

- structuring, arranging and providing Construction Loans will be allocated to Shelter Afrique (the "Original Facility"); and
- structuring, arranging and providing the tourism-linked facility by way of refinance of the Construction Loans will be handled by Afreximbank (the "Relay Facility").

### The Role of Parties:

The role of parties under the partnership is outlined in more detail below:

### Joint Role:

- product definition, including eligibility criteria;
- co-branding and joint marketing of the product to users;
- project identification and conceptualization;
- collaboration in the distribution of the assets arising from the initiative to lenders and equity investors;
- collaboration in advising project promoters; and
- collaboration in identifying service providers, including contractors, hotel operators, etc.

### Shelter Afrique's Role

- Shelter Afrique will be the lead party in project development at the construction phase.
- evaluation and appraisal of identified projects from construction/completion risk point of view. This will entail cost and technical evaluations, completion risks identification and mitigation;
- structuring the construction loan and the financing plan, including debt/equity mix at the construction phase;
- lead provider of the construction loan, including acting as Lender of Record in order to give other lenders tax and country risk mitigation benefits.
- monitoring and supervision of the construction project, including setting disbursement milestones and quality standards;
- determining in consultation with Afreximbank and in line with the project cashflows an appropriate date for refinance of the Construction Loan.

### Afreximbank's Role

- Lead provider of loan for refinancing of the Construction Loan upon project completion and acceptance and on a date to be jointly agreed with SA. In this regard, Afreximbank to provide a contingent guarantee in support of the Original Facility (OF) which will trigger the refinance of the OF upon project completion and transfer of security to Relay Facility (RF) Lenders.
- The financing of Furniture, Fittings and equipment (FF&E) as well as pre-operational expenses for the hotel projects.
- Determining appropriate debt/equity mix at the point of conversion of loan from Construction Loan to a Tourism-linked loan.
- Tourism-linked loan structuring to ensure that risks are transferred to parties best able to bear them.
- Guarantor, on a limited recourse or contingent basis, to Lenders under the Construction Loan.
- Loan agency, which may be outsourced to an international bank with strong working relationship with Afreximbank and which understands tourism financing.
- Security Trustee and Lender of Record to enable mitigation of documentary taxes in respect of the RF. Afreximbank may also act as Security Trustee with respect to OF should SA's constitutional documents not permit it to enjoy certain tax and country risk privileges.

## Box 1 (continued): Afreximbank/Shelter Afrique Co-branded Construction/Tourism-Linked Relay Facility ("ConTour Africa")

### Why tourism?

The collaborative product is focused on tourism due to the high development impact of a unit of investment in the tourism sector. The goal is to ensure that Africa exploits fully its potential in this sector especially given that globalization, ease of air travel, rising affluence in Asia and some parts of Africa, and rising life expectancy have all combined to boost tourism globally. World Tourism Organization (WTO) forecast international tourism arrivals world wide by 2020 to reach 1.6 billion, with estimated spend in excess of USD2 trillion. Africa with its vast cultural and historical attractions as well as scenic beaches can attract a significant share of this spend if the right investments are made.

A number of factors limit the effectiveness of the tourism industry to play a more meaningful role in Africa, a major item of which is shortage of hotel rooms of decent standards as well as proper management and efficient service offering.

Some of the solutions proffered are:

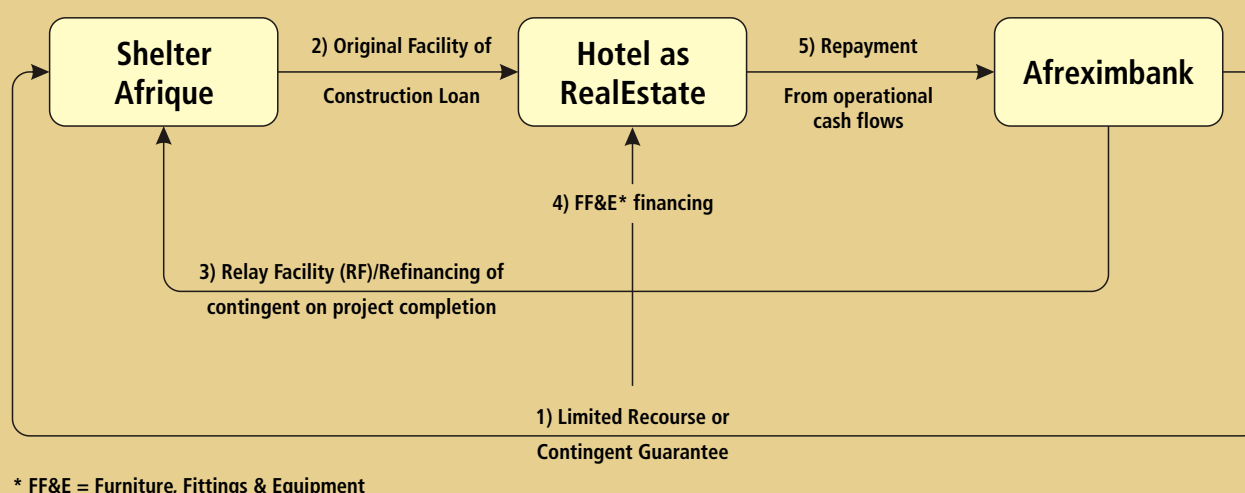
- that African banks should dedicate a tourism development fund to finance tourism enterprises and activities;
- that Africa should consider creating a concessionary financing facility to accommodate the entry of new agents into the tourism industry; and
- that technical assistance should be provided to potential entrepreneurs, utilizing as far as possible existing institutions.

Afreximbank/Shelter Afrique's collaborative initiative is intended to begin the initial steps towards providing the identified solutions which can be a precursor to a Tourism Development Fund for Africa.

**a) Purpose:** to promote the development of tourism infrastructure and facilities in Africa to international standards and on a commercial basis through a risk sharing arrangement likely to attract international financing to the Sector.

**b) Risk Sharing Arrangement:** Shelter Afrique will be responsible for the structuring of the loans for construction of hotels and facilities as a real estate project leveraging their extensive experience in that area (the "Construction Loan or the "Original Facility"). The Original Facility will be anchored on a limited recourse or contingent guarantee to be provided by Afreximbank and other banks it may arrange. Recourse to the guarantors will be limited to successful completion and hand-over of the real estate and security –taken for its financing to the guarantors. Upon Project completion, Shelter Afrique will be refinanced by Afreximbank which will also provide additional financing for FF&E and pre-operating expenses for the hotel (the "Relay Facility"). The source of repayment of the Relay will be from the hotel operating cashflows, including credit card receivables as well as receivables from tour operators. The risk sharing arrangement therefore ensures that the projects will benefit from Shelter Afrique's experience in real estate development and Afreximbank's expertise in structuring financial future flow transactions as they relate to hotels and tourism facilities. A diagrammatic presentation of the relationship is presented in Figure 1.

Figure 1: Afreximbank/Shelter-Afrique Construction – Tourism-Linked Relay Facility









## 2008 PROJECTS PROFILE

### Mwafa Court Apartments, Nairobi-Kenya

A loan of USD 1 million was approved for Mwafa Court Ltd. (MCL) to co-finance the construction of 50 Nos. 2-bedroom and 3-bedroom apartments and related infrastructure services for outright sale to the public. The project is located in Langata area, Nairobi Kenya on plot LR No. 209/11629. The loan represents about 41% of the total project cost estimated at USD 2.46 million. MCL contribution is USD 1,335,843 or 54% whereas buyers' deposits constitute 5% of total project costs.

### Building Bloc, DRC

Shelter Afrique's Board of Directors approved in December, 2008 a loan of US\$ 4.24 million for Building Bloc, for the construction of 56 apartments in Kinshasa, Democratic Republic of Congo. Shelter-Afrique's contribution will constitute about 50.4% of total cost of the project, estimated at US\$ 8.41 million. The balance of 49.6% will be provided by the developer. The project involves the development of 56 Nos. 2 bedroom apartments in two identical 7-storey apartment blocks for rental, built on the success of phase I of the project co-funded by Shelter Afrique on the same plot.

### SIFMA Housing Project, Mali

This project was approved for a loan of CFAF 2.03 billion, to co-finance the construction of 550 housing units in Mali. The loan will account for 20.8% of the project cost. The balance will be provided by the developer and other co-financiers. The project will deliver the 550 houses for sale to the public, through a private public partnership scheme. The programme will be implemented by the Société Immobilière et Foncière du Mali (SIFMA) on two SIFMA sites in Sicoro and Missabougou, located to the North-West and East of Bamako respectively.

### Bahari Beach Housing Estate, Dar-es-salaam, Tanzania

The Board of Directors approved US\$ 5 million in favour of Integrated Property Investments Tanzania Limited (IPITL) to co-finance the construction of Bahari Beach Housing Estate, Phase 1. The proposed project will involve the construction of 24 villas and 20 semi-detached town houses for outright sale to the public. The project is anticipated to include a retail centre, recreational centre, nursery school and community centre once all three phases have been developed. The loan represents 43% of the total project cost estimated at Tshs 14 billion or US\$ 11.72 million. The developer will provide an equity contribution of Tshs 5,97 billion or US\$ 4,97 million representing 42% of the total project cost. Buyers' deposits are expected to account for the balance of costs. The project site is located about 20 kilometres

from the Dar-es-Salaam in the Ununio / Kunduchi area in Kawa - Kinondoni Municipality, Dar-es-Salaam.

### Line of Credit to ASO, Nigeria

A Line of Credit (LoC) of US\$ 5 million was approved for ASO Savings and Loans PLC. (ASO) Savings and Loans Plc, Nigeria, for on-lending to medium-sized developers of residential estates in different parts of Nigeria. In addition to its existing portfolio of loans, ASO has a large and growing pipeline of projects (commercial and residential developments) that are being actively reviewed for financing. ASO Savings and Loans PLC (ASO) is a Primary Mortgage Institution (PMI) which is quoted on the Nigerian Stock Exchange.

### Simbamanyo Estates Ltd (SEL), Kampala-Uganda

A loan of US\$ 4 million was approved in favour of Simbamanyo Estates Ltd (SEL), for the construction of 40 Nos. furnished and serviced suites for rental purposes, in Kampala-Uganda. The loan will represent about 60% of the total project cost estimated at US\$ 6.67 million. Total equity contribution from developer will be US\$ 2.67 million. The site for the proposed project, with an area of 2.1 acres, is located in Luzira, about 5 kms from Kampala city centre and well served by tarmac access roads, ready infrastructure of electricity, water and telephone. Simbamanyo Estates Limited is a private limited liability company incorporated in Uganda in 1978. This will be the second project Shelter Afrique will be co-financing with SEL.



*Bandari Estate by KPA Pension Scheme, South C, Nairobi, Kenya.*



SCI MACORE: 23 furnished residential apartments for rental in Douala, Cameroon.

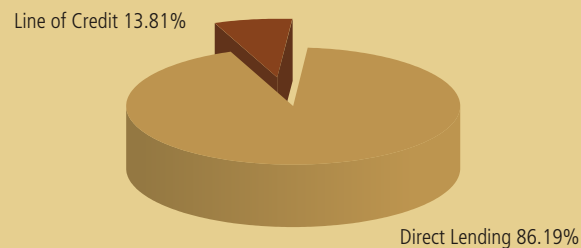


Construction of 24 Nos. apartments in Buziga, Kampala, Uganda

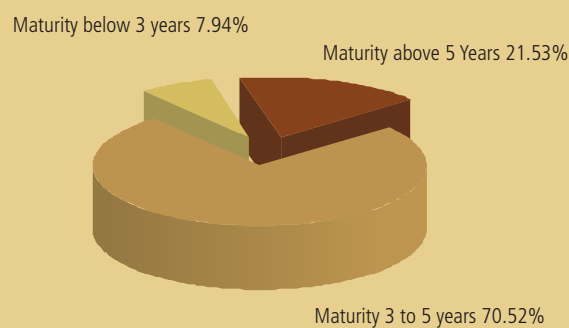


SATU: Development of phase 1 of a site and services programme at Route de Dosso, Niamey, Niger

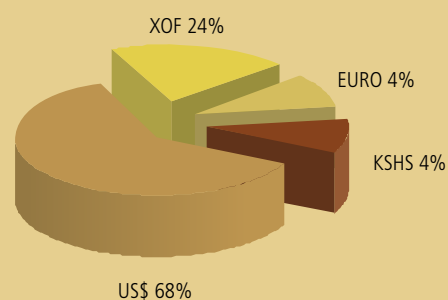
#### Graph 7: Approval per Lending Instrument: 2008



#### Graph 8: Approval per Loan Maturity: 2008



#### Graph 8: Approval per Currency: 2008



## GOVERNANCE AND CORPORATE MANAGEMENT

### Commitment to Corporate Governance

The Board's Audit and Risk Committee has been established with the mandate of providing assistance to the Board in fulfilling its responsibility to the company and to the shareholders relating to its oversight of management and its auditors. This is in regard to corporate accounting, financial reporting practices, the quality and integrity of the financial reports of the Company. The committee is also responsible for the Company's system of internal controls and for reviewing its effectiveness and advising on financial and risk management.

The Board's Committee on Administrative Affairs and Human Resources was appointed during the year, to advise on matters and policies relating to general administrative affairs and human resources of the company and make recommendations to the Board as well as monitor closely the implementation of the decisions of the Board on such matters amongst other duties.

Both the Board and Management remain committed to good Corporate Governance for value creation for the shareholders and enhancing the confidence of all the stakeholders in the company. To this end, the Board, during the review year 2008, continued to assume overall responsibility for the ultimate direction of the Company, the supervision and control of the executive management, while the executive management assumed the overall responsibility for the day-to-day management of the Company. The Directors meet quarterly when they review and decide on investment projects and oversee general management policies. Directors also serve on one or more of two standing committees, which help the Board discharge the oversight responsibilities through depth examinations of policies and procedures.

During the year under review, the Board's Finance, Audit and Risk Committee met to consider and review among others, the Company's draft audited financial statements for the fiscal year 2007, and the 2009 budgets.

The Board of Directors guides the Company's programmes and activities as part of its normal functions. The Board approved during the reporting year, a total of US\$ 54.29 million in new investment loans for housing projects in member countries. The Board also considered and approved a domestic currency funding in CFAF in the equivalent amount of US\$ 17 million, accepted the revision of the company's lending, policy adopted the 2007 Annual Report which was submitted to the 27th Annual General

Assembly, supervised the implementation of the 2008 administrative and capital budgets, approved the 2009 Income and Expenditure budgets and reviewed for submission to the 28th Annual General Assembly a paper on share capital increase and revision of the Company's statutes. The Board also engaged in discussions of how the global financial crisis which erupted during the year under review was affecting the company's operations.

During the review year the Company was once again evaluated for credit rating for its local and international debts by Global Credit Rating Co. (GCR), South Africa, together with its International Ratings Group affiliates. The Company maintained its favourable ratings of "AA" (double A) long-term credit status, and A1+ (Single A one plus) short-term credit status, on the Company's domestic Debt Issues in the Kenya Market and in the FCFA currency market zone. The Rating Agency also re-affirmed a "BBB-" (Triple B MINUS) long-term credit status on its international (US\$) denominated debts. The ratings reflect the Company's improved asset quality, healthy capital adequacy, growth in net income, prudent financial management and well diversified shareholdings among other protection factors. The ratings, with a stable outlook would continue to improve the Company's profile in the capital markets of member countries.

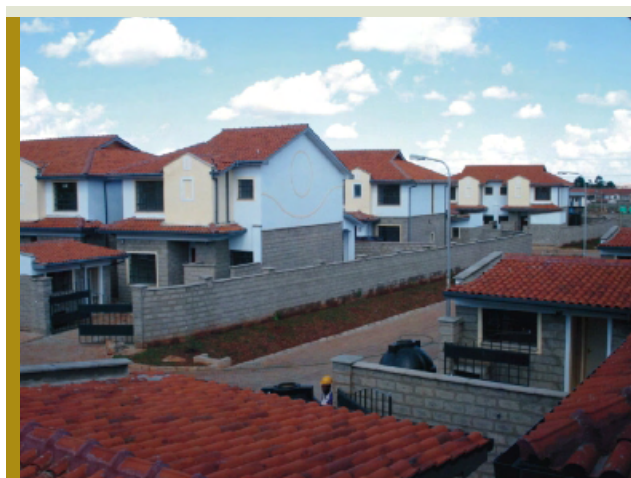
## RISK MANAGEMENT

The Company's risk management strategies help to maximise asset quality and reduce volatility in operating performance.

The Company's lending activities expose it to many risks that are continually monitored, evaluated and managed. The risk management process relies largely on procedures, guidelines and controls. The Company's Risk Management Policy has established certain controls and guidelines as alternatives to hedging techniques. Risk Management sets and monitors lending, country and obligor limits, which may not be exceeded without prior approval. Policies and procedures have been established with the objective of protecting against losses, which include reviewing and establishing limits for credit exposure, limiting transactions with clients and setting limits for funds investment within the parameters set by the Company's Investment Guidelines. However, given the current financial crisis and the lessons that have been learnt, the company will, in 2009, address perceived weaknesses in risk identification, assessment and management, particularly in the area of foreign currency risk management. In this regard, the Company has created the Risk Management and Compliance department to lead risk management within the organisation.



An Asset and Liability Management Committee (ALCO) is set up to manage risks and regularly meets to review, analyse and evaluate the Company's exposure to the variety of financial and operational risks with a view to achieving an appropriate balance between risk and return on shareholders' funds. An internal audit unit exists to supplement the efforts of ALCO in the management of risks while a risk evaluation function through the development of an internal integrated control framework is being created.



*KPA Bandari Housing Project (135 units), Nairobi, Kenya*



*Housing Project by Bellway Gardens, Kenya.*



*Bahari Beach Housing Estate, Dar-es-salaam, Tanzania (under construction).*



*20 Apartments by GCC in Gombe, Kinshasa.*



*32 apartments by Building Bloc in Gombe, Kinshasa.*



*Loan Agreement Signing at Shelter Afrique Headquarters with Intergrated Property Investments Tanzania Limited ( IPITL) for Bahari Beach Project in Dar- es- salaam, Tanzania.*



*Loan Signing with Simbamanyo Estate, Uganda.*



*Loan Signing with Lubowa Apartments Ltd, Uganda.*



*Mr Birama Sidibe, outgoing Managing Director of Shelter Afrique addressing delegates at the Annual General Meeting in Lome, Togo.*



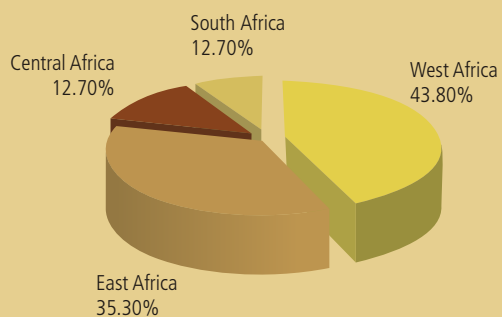
*Staff of Shelter Afrique with members of ADB mission to Shelter Afrique*



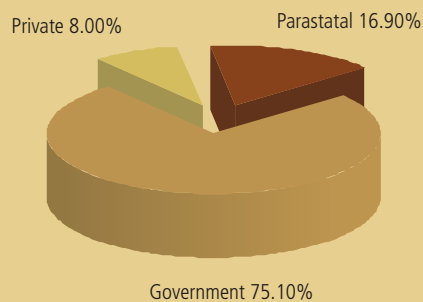
*Management of Shelter Afrique with some clients*



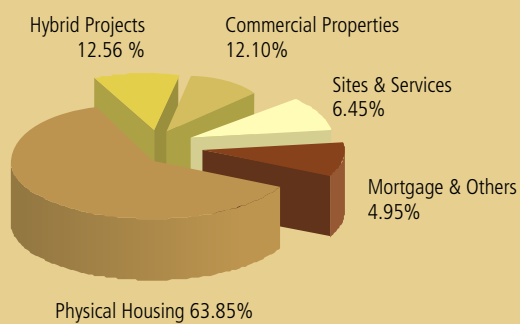
Graph 10: Cumulative Approval per Region: (US\$ 284.9 Million)



Graph 11: Approval per Type of Client: (Millions US\$)



Graph 12: Cumulative Approval Per Type of Projects (Millions US\$)







# SHELTER - AFRIQUE

THE COMPANY FOR HABITAT AND HOUSING IN AFRICA

## Annual Report and Financial Statements

31 December 2008

Deloitte & Touche

PRINCIPAL PLACE OF BUSINESS	<b>Shelter Afrique Centre</b> Longonot Road Upper Hill P.O. Box 41479 00100 Nairobi GPO KENYA
PRINCIPAL BANKERS	<b>Barclays Bank Plc</b> Barclays International Banking Centre P.O Box 391 38 Hans Crescent, Knightsbridge London SW1X 7NT ENGLAND
	<b>Kenya Commercial Bank Limited</b> P O Box 30012 00100 Nairobi GPO KENYA
	<b>Citibank N.A.</b> P O Box 30711 - 00100 Upperhill, Nairobi KENYA
	<b>UBS International inc.</b> 1285 Avenue of Americas New York, NY 10019
	<b>BNP Paribas</b> 2, Place de l' opera BP 6542 75060 Paribas Cedex 02 Paris, France
	<b>Citigroup Institution Group New York</b> Citigroup Centre 153 East 53 Street New York, NY U.S.A
	<b>Ecobank</b> 8, Avenue L.S. Senghor B.P. 9095 CD Dakar SENEGAL
SOLICITORS	<b>Merrill Lynch International Bank Limited</b> 2 World Financial Centre New York, NY U.S.A
	<b>M/s Waruhiu K'Owade &amp; Ng'ang'a Advocates</b> P.O. Box 47122 Nairobi KENYA
AUDITORS	<b>Deloitte &amp; Touche</b> Certified Public Accountants (Kenya) "Kirungii" Ring Road Westlands P O Box 40092 - 00100 Nairobi KENYA

# General Information

(continued)

BOARD OF DIRECTORS		
Chairman	Mr D. Nacer	
Vice Chairperson	Ms. E. M. Tembo	
DIRECTORS	ALTERNATE DIRECTORS	REPRESENTING
<b>Class "A" Shareholders</b>		
Mr. V. Ndayitwayeko (Appointed 11/06/08)	Mr B. Bassoukpalo (Appointed 11/06/08)	Burundi, Central Africa Republic, Chad, Congo, Djibouti, Equatorial Guinea, Gabon, Madagascar, Rwanda, Sao Tome & Principe, Somalia, Tanzania, Uganda.
Ms. E. M. Tembo (Appointed 08/07/08)	Mr. J. Kaoma (Appointed 11/06/08)	Botswana, Lesotho, Malawi, Mauritius, Namibia, Seychelles, Swaziland, Zambia, Zimbabwe.
Mr. E. M. Baba Diarra (Appointed 11/06/08)	Mr. T.O. BAH (Appointed 11/06/08)	Cape Verde, Democratic Republic of Congo, The Gambia, Guinea, Guinea Bissau, Mali, Senegal.
Mr. N Djama (Appointed 11/06/08)	*	Algeria, Mauritania, Morocco, Tunisia.
Mr. F. M. Carbah (Appointed 11/06/08)	Monsieur A. Serkindia (Appointed 11/06/08)	Benin, Burkina Faso, Cameroon, Liberia, Niger, Sierra Leone, Togo.
Mrs. C. F. Sibeudu (Deceased) (Appointed 14/09/06) till (05/12/08)	Mr. L. Y. Abubakar (Appointed 06/10/08)	Nigeria
Mr. T. Kosgey (Appointed 11/07/08)	Arch. M. N. Mugwanja (Appointed 10/09/07)	Kenya
<b>Class "B" Shareholders</b>		
Mr. B. Kamara (Appointed 11/06/08)	Mr. G. Otieno (Appointed 11/06/08)	African Reinsurance Corporation
Mr. J. M. Gharbi (Appointed 11/06/08)	Mr. T. de Kock (Appointed 11/06/08)	African Development Bank
SENIOR MANAGEMENT		
Mr. B. Sidibe	Managing Director	
Mr. O. Okonkwo	Deputy Managing Director	
Mr. L. R. Ouandji	Company Secretary	
Mr. Y. Olayanju	Director, Finance & Administration	
Mr. A. Shilimi	Senior Legal Officer	
* The Directors / Alternate Directors are yet to be appointed.		

The directors have pleasure in submitting their report and the audited financial statements for the year ended 31 December 2008 which show the state of the company's affairs.

## 1. Legal Capacity

The company is a Pan-African housing finance and development institution, established by African Governments, the African Development Bank, the African Reinsurance Corporation and the CDC Group plc (now ACTIS) in 1982 to address the need for an innovative and sustainable housing delivery system in Africa. It is an international body with juridical personality and full legal capacity established by the Constituent Charter of Shelter-Afrique. In the Republic of Kenya, the Constituent Charter has the force of law in accordance with the Shelter-Afrique Act 1985. Its principal office is situated in Nairobi, Kenya.

## 2. Principal Activity

The principal activity of the company is the provision of financial and technical assistance for housing and urban development activities in Africa.

## 3. Results

The results for the year are set out on page 39 of the financial statements. The profit for the year transferred to revenue reserve amounts to US\$ 2,610,965 (2007 – US\$ 4,139,773).

## 4. Dividends

The directors recommend the payment of a dividend of US\$ 522,172, which represents US\$ 12.98 per paid up ordinary share (2007 - US\$ 827,821 representing US\$ 21.42 per paid up ordinary share).

## 5. Reserves

The reserves of the company are set out on page 41 of the financial statements.

## 6. Directors

The directors who served during the year and to the date of this report are as stated on page 35.

## 7. Auditors

Deloitte & Touche, having expressed their willingness, continue in office in accordance with the Companies Statutes.

### By Order of the Board



**L. R. Ouandji**  
**Company Secretary**  
**24th March, 2009**



## Statement of Directors' Responsibilities

The company's Statutes requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company as at the end of the financial year and of the operating results of the company for that year. It also requires the directors to ensure that the company keeps proper accounting records which disclose with reasonable accuracy at any time the financial position of the company. They are also responsible for safeguarding the assets of the company.

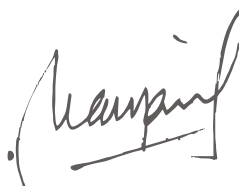
The directors are responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, selecting and applying appropriate accounting policies, and making accounting estimates that are reasonable in the circumstances.

The directors accept responsibility for the annual financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgements and estimates, in conformity with International Financial Reporting Standards and in the manner required by the company's statutes. The directors are of the opinion that the financial statements give a true and fair view of the state of the financial affairs of the company and of its operating results. The directors further accept responsibility for the maintenance of accounting records which may be relied upon in the preparation of financial statements, as well as adequate systems of internal financial control.

Nothing has come to the attention of the directors to indicate that the company will not remain a going concern for at least the next twelve months from the date of this statement.



**Director**  
**24th March, 2009**



**Director**  
**24th March, 2009**

# Independent Auditor's Report

*To the Members of the Company for Habitat and Housing in Africa (Shelter - Afrique)*

We have audited the accompanying financial statements of The Company For Habitat And Housing In Africa (Shelter - Afrique), set out on pages 39 to 66 which comprise the balance sheet as at 31 December 2008, and the income statement, statement of changes in equity and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes.

## Directors' Responsibility for the Financial Statements

The directors are responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards and the provisions of the company's Statutes. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

## Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we considered the internal controls relevant to the company's preparation and fair presentation of the financial statements in order to design audit procedures that were appropriate in the circumstances, but not for the purpose of expressing an opinion on the company's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## Opinion

In our opinion the accompanying financial statements give a true and fair view of the state of financial affairs of the company as at 31 December 2008 and of its profit and cash flows for the year then ended in accordance with International Financial Reporting Standards and comply with the company's Statutes.



**Nairobi**

**26th March 2009**

# Income Statement

For the Year Ended 31 December 2008

Shelter Afrique  
Shelter Afrique  
Shelter Afrique  
Shelter Afrique  
Shelter Afrique  
Shelter Afrique  
Shelter Afrique  
Shelter Afrique  
Shelter Afrique  
Shelter Afrique

	Note	2008 US\$	2007 US\$
INTEREST AND SIMILAR INCOME	3	6,027,630	5,995,560
INTEREST EXPENSE AND SIMILAR CHARGES	4	(1,313,844)	(1,438,491)
NET INTEREST INCOME		4,713,786	4,557,069
FEE AND COMMISSION INCOME	5	1,335,533	739,295
OTHER INCOME	6	133,382	180,969
OPERATING EXPENSES	7	(2,933,087)	(2,246,794)
IMPAIRMENT WRITE BACK/(CHARGES) ON LOANS AND ADVANCES	11(ii)	395,746	(95,864)
NET FOREIGN EXCHANGE (LOSSES)/GAINS		(1,034,395)	1,005,098
PROFIT FOR THE YEAR		2,610,965	4,139,773
EARNINGS PER SHARE	12	66.20	109.47



# Statement of Changes in Equity

For the Year Ended 31 December 2008

	Share capital US\$	Share premium US\$	Revaluation surplus US\$	Revenue reserve US\$	Total equity US\$
At 1 January 2007	36,988,974	-	513,660	13,436,058	50,938,692
Capital subscriptions received	1,671,891	80,817	-	-	1,752,708
Reclassification of overpayment on subscriptions to liabilities	(13,865)	-	-	-	(13,865)
Profit for the year	-	-	-	4,139,773	4,139,773
Revaluation surplus for the year	-	-	1,272,429	-	1,272,429
Transfer of depreciation	-	-	(45)	45	-
Dividends declared for year 2006	-	-	-	(667,080)	(667,080)
At 31 December 2007	38,647,000	80,817	1,786,044	16,908,796	57,422,657
At 1 January 2008	38,647,000	80,817	1,786,044	16,908,796	57,422,657
Capital subscriptions received	1,582,000	547,079	-	-	2,129,079
Profit for the year	-	-	-	2,610,965	2,610,965
Transfer of excess depreciation on revaluation	-	-	(31,685)	31,685	-
Dividends declared for year 2007	-	-	-	(827,821)	(827,821)
At 31 December 2008	40,229,000	627,896	1,754,359	18,723,625	61,334,880

The revaluation reserve relates to the revaluation of the company's buildings which are carried at revaluation less accumulated depreciation and impairment, if any.



# Cash Flow Statement

For the Year Ended 31 December 2008

	Note	2008 US\$	2007 US\$
<b>OPERATING ACTIVITIES</b>			
Net cash generated/(used in)/ from operations	21(a)	2,859,322	(2,266,709)
<b>INVESTING ACTIVITIES</b>			
Purchase of property and equipment	14(a)	(108,498)	(38,699)
Purchase of intangible assets	15	(27,776)	(253,963)
Proceeds from sale of equipment		7,664	8,722
Sale of investment securities		1,550,000	100,000
Interest received on placements		663,131	995,931
Net cash generated from investing activities		2,084,521	811,991
<b>FINANCING ACTIVITIES</b>			
Proceeds from borrowed funds	21(c)	7,185,551	2,482,015
Repayments of borrowed funds	21(c)	(3,664,461)	(2,871,201)
Proceeds from debt securities	21(d)	5,213,147	-
Repayments of debt securities	21(d)	(7,989,067)	(3,202,962)
Proceeds from capital subscriptions	20(c)	2,129,079	1,752,708
Reclassification of overpayment on subscriptions to liabilities	20(c)	-	(13,865)
Dividends paid	19	(291,140)	(415,890)
Interest paid		(1,277,900)	(1,429,108)
Net cash generated from/(used in) financing activities		1,305,209	(3,698,303)
<b>INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>		6,249,052	(5,153,021)
<b>CASH AND CASH EQUIVALENTS AT 1 JANUARY</b>		11,755,195	16,908,216
<b>CASH AND CASH EQUIVALENTS AT 31 DECEMBER</b>	21(b)	18,004,247	11,755,195

## 1 PRINCIPAL ACCOUNTING POLICIES

The financial statements are prepared in accordance with International Financial Reporting Standards.

### Adoption of new and revised International Financial Reporting Standards

#### (i) Standards and interpretations effective in the current period

Four interpretations issued by the International Financial Reporting Interpretations Committee are effective for the current period. These are:

- IFRIC 12, Service Concession Arrangements (effective 1 January 2008);
- IFRIC 13, Customer Loyalty Programmes (effective 1 January 2008);
- IFRIC 14, IAS 19 – The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their interaction (effective 1 January 2008);
- IFRIC 16, Hedges of a Net Investment in a Foreign Operation (effective 1 October 2008).
- IAS 39, Financial Instruments: Recognition and Measurement: Reclassification of financial assets (effective for accounting periods beginning on or after 1 November 2008)
- IFRS 7, Financial Instruments: Presentation: Reclassification of financial assets (effective for accounting periods beginning on or after 1 November 2008)

Adoption of these interpretations has not led to any changes in the company's accounting policies.

#### (ii) New and revised standards and interpretations in issue but not yet adopted

At the date of authorisation of these financial statements, the following revised standards and interpretations were in issue but not yet effective.

- IFRIC 15, Agreements for the construction of Real Estate (effective for accounting periods beginning on or after 1 January 2009).
- IFRIC 17, Distributions of Non-cash Assets to Owners (effective for accounting periods on or after 1 January 2009).
- IFRIC 18, Transfers of Assets from Customers (effective for accounting periods on or after 1 July 2009).
- IFRS 1, First-Time Adoption of International Financial Reporting Standards – Amendment relating to cost of an investment on first-time adoption (effective for accounting periods beginning on or after 1 January 2009).
- IFRS 3, Business Combinations – Comprehension revision on applying the acquisition method (effective for accounting periods beginning on or after 1 July 2009).
- IFRS 8, "Operating Segments", replaces IAS 14, "Segment reporting", and requires a management approach under which segment information is presented on the same basis as that for internal reporting purposes. (effective for accounting periods beginning on or after 1 January 2009).
- IAS 1 (Revised), Presentation of Financial Statements : Comprehensive revision including requiring a statement of comprehensive income, Amendments relating to disclosure of puttable instruments and obligations arising on liquidation (effective for accounting periods beginning on or after 1 January 2009).
- IAS 23 (Revised), Borrowing Costs: Comprehensive revision to prohibit immediate expensing of borrowing costs relating to qualifying assets for which the commencement date of capitalisation is on or after 1 January 2009. (effective for accounting periods beginning on or after 1 January 2009).
- IAS 27, Consolidated and Separate Financial Statements: Consequential amendments arising from amendments to IFRS 3 (effective for accounting periods beginning on or after 1 July 2009).
- IAS 28, Investments in Associates: Consequential amendments arising from amendments to IFRS 3 (effective for accounting periods beginning on or after 1 July 2009).
- IAS 31, Interests in Joint Ventures: Consequential amendments arising from amendments to IFRS 3 (effective for accounting periods beginning on or after 1 July 2009).
- IAS 32, Financial Instruments: Presentation: Amendments relating to puttable instruments and obligations arising on liquidation (effective for accounting periods beginning on or after 1 January 2009).
- IAS 36, Impairment of Assets: Amendments resulting from May 2008 Annual Improvements to IFRSs (effective for accounting periods beginning on or after 1 January 2009).
- IAS 38, Intangible Assets: Amendments resulting from May 2008 Annual Improvements to IFRSs (effective for accounting periods beginning on or after 1 January 2009).

### 1 PRINCIPAL ACCOUNTING POLICIES (continued)

- IAS 39, Financial Instruments: Recognition and Measurement: Amendments for eligible hedged items. (effective for accounting periods beginning on or after 1 July 2009).
- "Improvements to IFRSs" was issued in May 2008 and its requirements are effective over a range of dates, with the earliest effective date being for annual periods beginning on or after 1 January 2009. This comprises a number of amendments to IFRSs, which resulted from the IASB's annual improvements project.

#### (iii) Impact of the new and revised standards and interpretations in issue but not yet adopted

The following standard, in particular, will be of considerable relevance to the financial statements of the company, when effective:

#### IAS 1 (Revised), 'Presentation of financial statements'

IAS 1 (Revised), 'Presentation of financial statements' was issued in September 2007 and will be effective for annual periods beginning on or after 1 January 2009. The revised standard introduces the concept of a statement of comprehensive income, which enables users of the financial statements to analyse changes in a company's equity resulting from transactions with owners separately from non-owner changes.

The revised standard will prohibit the presentation of items of income and expenses (that is, 'non-owner changes in equity') in the statement of changes in equity, requiring 'non-owner changes in equity' to be presented separately from owner changes in equity. All non-owner changes in equity will be required to be shown in a performance statement, but provides the option of presenting items of income and expense and components of other comprehensive income either as a single statement of comprehensive income or in two separate statements, the income statement and statement of comprehensive income. Where the company restates or reclassifies comparative information, it will be required to present a restated balance sheet as at the beginning comparative in addition to the current requirement to present balance sheets at the end of the current and comparative periods.

The previous version of IAS 1 used the titles 'balance sheet' and 'cash flow statement' to describe two of the statements within a complete set of financial statements. The revised IAS 1 uses 'statement of financial position' and 'statement of cash flows' for those statements.

#### Impact of other standards and interpretations

The directors anticipate that the adoption of the other standards and interpretations and amendments resulting from the International Accounting Standards Board (IASB)'s annual improvements project published in May 2008, when effective, will have no material impact on the financial statements of the company.

#### Basis of preparation

The financial statements are prepared on the historical cost basis of accounting except for the revaluation of certain property.

#### Income recognition

Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable.

Fees and commissions are generally recognised on an accrual basis when the service has been provided. Penalty fees are accounted for upon receipt of payment.

#### Borrowing costs

Borrowing costs are expensed in the period in which they are incurred. Discounts and premiums or other differences between the initial carrying amount of an interest-bearing instrument and its amount at maturity are calculated on an effective interest basis.

### 1 PRINCIPAL ACCOUNTING POLICIES (continued)

#### Foreign currencies

The results and financial position of the Company are expressed in United States Dollar, which is the currency of the primary economic environment in which the Company operates (its functional currency).

In preparing the financial statements of the Company, transactions in currencies other than its functional currency (foreign currencies) are recorded at the rates of exchange prevailing at the dates of the transactions. At each balance sheet date, monetary assets and liabilities denominated in foreign currencies are retranslated at the rates prevailing at the balance sheet date.

Exchange differences are recognised in the income statement in the period in which they arise.

#### Intangible assets

Intangible assets comprise the cost of acquired computer software programmes. Expenditure on acquired computer software programmes is capitalised and amortised using the straight-line method over their estimated useful lives, generally not exceeding five years.

#### Government grants

Government grants are not recognised until there is reasonable assurance that the Company will comply with the conditions attaching to them and that the grants will be received after which they are then recognised at their fair value.

#### Property plant and equipment

Property and equipment are stated at cost or valuation, less accumulated depreciation and impairment losses.

Depreciation is calculated on the straight line basis, at annual rates estimated to write off the cost or valuation of the assets over their expected useful lives.

The annual depreciation rates in use are:

Leasehold buildings	2 & 2.27%
Office equipment, furniture and fittings	12.5%
Motor vehicles	25.0%
Computers	25.0%
Residential furniture and fittings	12.5%

Leasehold buildings are written off over the estimated useful life of the building, or the lease, whichever is less. No depreciation is charged in the year of acquisition but full depreciation is charged in the year of disposal. Excess depreciation on the revaluation surplus is transferred from the revaluation reserve to revenue reserve.

#### Impairment

At each balance sheet date, the Company reviews the carrying amounts of its financial, tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated and an impairment loss is recognized in the income statement whenever the carrying amount of the asset exceeds its recoverable amount.

#### Retirement benefit costs

The company operates a provident fund for all its employees. The assets of the scheme are held in a separate trustee administered fund that is funded by both the company and employees. For the Kenyan employees, the company also contributes to a statutory defined contribution pension scheme, the National Social Security Fund (NSSF). The company's obligations under the scheme are limited to specific contributions legislated from time to time and are currently limited to approximately US\$ 2.60 per month per employee.

# Notes to the Financial Statements

For the Year Ended 31 December 2008 (continued)

## 1 PRINCIPAL ACCOUNTING POLICIES (continued)

### Retirement benefit costs (continued)

The company's contributions to the above schemes are charged to the income statement account in the year to which they relate.

### Employee entitlements

The monetary liability for employees' accrued annual leave entitlement at the balance sheet date is recognized as an expense accrual.

### Financial instruments

Financial assets and liabilities are initially recognised on the Company's balance sheet at cost using settlement date accounting, when the Company has become a party to the contractual provisions of the instrument.

#### *Loans and receivables originated by the Company and not held for trading*

Loans and receivables including advances originated by the Company and held to maturity are measured at amortised cost.

#### *Held to maturity investments*

Financial assets with fixed or determinable payments and fixed maturity where the Company has the positive intent and ability to hold to maturity, other than loans and receivables originated by the Company, are measured at amortised cost.

#### *Financial assets held for trading*

Financial assets acquired principally for the purpose of generating a profit from short-term fluctuations in price or dealer's margin are measured at their fair value.

#### *Available-for-sale financial assets*

Financial assets that are not (a) loans and receivables originated by the Company, (b) held-to-maturity investments, or (c) financial assets held for trading are measured at their fair value or at cost where fair value is not determinable.

#### *Impairment and uncollectability of financial assets*

At each balance sheet date, all financial assets are subject to review for impairment.

If it is probable that the Company will not be able to collect all amounts due (principal and interest) according to the contractual terms of loans, receivables, or held-to-maturity investments carried at amortised cost, an impairment or bad debt loss has occurred. The carrying amount of the asset is reduced to its estimated recoverable amount either directly or through the use of a provision account. The amount of the loss incurred is included in the income statement for the period.

#### *Impairment and uncollectability of financial assets (continued)*

If a loss on a financial asset carried at fair value (recoverable amount is below original acquisition cost) has been recognised directly in equity and there is objective evidence that the asset is impaired, the cumulative net loss that had been recognised directly in equity is removed from equity and recognised in the income statement for the period even though the financial asset has not been derecognised.

#### *Financial Liabilities*

After initial recognition, the Company measures all financial liabilities including borrowings other than liabilities held for trading at amortised cost. Liabilities held for trading (financial liabilities acquired principally for the purpose of generating a profit from short-term fluctuations in price or dealer's margin) are subsequently measured at their fair values.

### Comparatives

Where necessary, comparative figures have been adjusted to conform to changes in presentation in the current year.



# Notes to the Financial Statements

For the Year Ended 31 December 2008 (continued)

## 2 CRITICAL ACCOUNTING ESTIMATES AND JUDGMENTS IN APPLYING THE COMPANY'S ACCOUNTING POLICIES

In the process of applying the entity's accounting policies, management has made estimates and assumptions that affect the reported amounts of assets and liabilities within the next financial year. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

### *Impairment losses on loans and advances*

The Company reviews its loan portfolios to assess impairment on an ongoing basis. In determining whether an impairment loss should be recorded in the income statement, the Company makes judgments as to whether there is any observable data indicating that there is a measurable decrease in the estimated future cash flows from a portfolio of loans before the decrease can be identified with an individual loan in that portfolio. This evidence may include observable data indicating that there has been an adverse change in the payment status of borrowers in a Company, or national or local economic conditions that correlate with defaults on assets in the Company. Management uses estimates based on historical loss experience for assets with credit risk characteristics and objective evidence of impairment similar to those in the portfolio when scheduling its future cash flows. The methodology and assumptions used for estimating both the amount and timing of future cash flows are reviewed regularly to reduce any differences between loss estimates and actual loss experience.

## 3 INTEREST AND SIMILAR INCOME

Interest on loans and advances

Interest on placements with financial institutions

## 4 INTEREST EXPENSE AND SIMILAR CHARGES

Interest on funds from financial institutions and capital markets

Bank charges

## 5 FEE AND COMMISSION INCOME

Penalties and guarantee fees

Appraisal fees

Commitment fees

Other project fees

## 6 OTHER INCOME

Rent income

Deferred income - amortisation of donated land (note 22)

Gain on disposal of equipment

Miscellaneous income

2008 US\$	2007 US\$
5,373,083	5,001,334
654,547	994,226
6,027,630	5,995,560
1,290,373	1,408,485
23,471	30,006
1,313,844	1,438,491
729,489	252,917
300,146	182,966
242,367	296,996
63,531	6,416
1,335,533	739,295
99,889	142,700
3,879	9,080
1,312	8,722
28,302	20,467
133,382	180,969

# Notes to the Financial Statements

For the Year Ended 31 December 2008 (continued)

## 7 OPERATING EXPENSES

Staff costs (note 8)
Depreciation of property and equipment
Amortisation of prepaid operating lease
Amortisation of intangible assets
Auditors' remuneration
Directors' costs
Other administration costs

2008	2007
US\$	US\$
1,887,573	1,320,587
121,808	89,035
3,879	9,080
6,396	7,284
20,000	20,000
258,481	222,211
634,950	578,597
<b>2,933,087</b>	<b>2,246,794</b>
1,325,042	1,120,659
373,551	114,591
22,977	55,163
2,245	3,197
163,758	26,977
<b>1,887,573</b>	<b>1,320,587</b>
16,082,570	9,973,659
2008	2007
5.02%	5.10%

## 8 STAFF COSTS

Salaries and wages
Terminal benefits
Leave pay
Staff welfare
Other costs

## 9 SHORT TERM BANK DEPOSITS

### Held to maturity:

Call and fixed deposits
-------------------------

The effective interest rates for the bank deposits during the year were as follows:

Call and fixed deposits
-------------------------

The bank deposits include amounts equivalent of US\$ 5,705,461 (2007 – US \$ 4,434,898) in local currencies of member countries.

All the bank deposits mature within three months of date of placement.

## 10 HELD TO MATURITY INVESTMENTS

	2008		2007	
	Amortised	Market	Amortised	Market
	Cost	value	Cost	value
	US\$	US\$	US\$	US\$
Corporate bonds	5,585,655	4,297,878	7,144,239	6,357,728

The average effective interest rates for the corporate bonds as at 31 December 2008 were 5.6% per annum (2007 – 5.3 % per annum).

The company has reviewed the valuation of the corporate bonds and the directors are of the view that the decline in market values of the corporate bonds is not permanent. Consequently, no impairment provision has been made in that respect.



# Notes to the Financial Statements

For the Year Ended 31 December 2008 (continued)

## 11 LOANS AND ADVANCES TO CUSTOMERS (Continued)

### (iii) Analysis of gross loans by maturity

Maturing:

Within one year

One year to five years

Over five years

2008 US\$	2007 US\$
31,879,890	33,373,794
21,023,651	20,120,570
885,006	1,015,597
53,788,547	54,509,961

## 12 EARNINGS PER SHARE

Net profit attributable to shareholders (US\$)

Weighted average number of ordinary shares in issue

Basic earnings per share (expressed in US\$ per share)

2008 US\$	2007 US\$
2,610,965	4,139,773
39,438	37,818
66.20	109.47

Basic earnings per share is calculated by dividing the net profit attributable to shareholders of the company by the weighted average number of ordinary shares in issue during the year. The weighted average has been computed as a reasonable approximation of the number of ordinary shares outstanding during the period is the number of ordinary shares outstanding at the beginning of the period, adjusted by the number of ordinary shares issued during the period multiplied by a time-weighting factor. There were no potentially dilutive shares outstanding at 31 December 2008 and 31 December 2007. There were also no discontinued operations.

## 13 OTHER RECEIVABLES

Staff housing loans

Other debtors and prepayments

Less: Provision for doubtful amounts

2008 US\$	2007 US\$
150,671	176,179
595,179	586,835
745,850	763,014
(148,157)	(148,157)
597,693	614,857

# Notes to the Financial Statements

For the Year Ended 31 December 2008 (continued)

## 14 (a) PROPERTY AND EQUIPMENT

	Freehold land and buildings US\$	Office equipment, furniture and fittings US\$	Computers US\$	Motor vehicles US\$	Residential furniture US\$	Total US\$
<b>COST OR VALUATION:-</b>						
At 1 January 2007	2,709,631	357,774	120,911	99,150	49,427	3,336,893
Additions	1,975	2,370	19,096	-	15,258	38,699
Disposals	-	(9,345)	(1,750)	(53,924)	-	(65,019)
Revaluation increase	958,933	-	-	-	-	958,933
At 31 December 2007	3,670,539	350,799	138,257	45,226	64,685	4,269,506
At 1 January 2008	3,670,539	350,799	138,257	45,226	64,685	4,269,506
Additions	-	47,753	60,745	-	-	108,498
Disposals	-	(7,978)	-	-	(10,044)	(18,022)
At 31 December 2008	3,670,539	390,574	199,002	45,226	54,641	4,359,982
Comprising						
At cost	2,427,380	390,574	199,002	45,226	54,641	3,116,823
At valuation	1,243,159	-	-	-	-	1,243,159
	3,670,539	390,574	199,002	45,226	54,641	4,359,982

# Notes to the Financial Statements

For the Year Ended 31 December 2008 (continued)

## 14 (a) PROPERTY AND EQUIPMENT (continued)

	Freehold land and buildings US\$	Office equipment, furniture and fittings US\$	Computers US\$	Motor vehicles US\$	Residential furniture US\$	Total US\$
<b>DEPRECIATION</b>						
At 1 January 2007	252,705	277,974	98,917	99,150	12,311	741,057
Charge for the year	60,791	14,751	8,605	-	4,888	89,035
Disposals	-	(9,345)	(1,750)	(53,924)	-	(65,019)
Reversal on revaluation	(313,496)	-	-	-	-	(313,496)
At 31 December 2007	-	283,380	105,772	45,226	17,199	451,577
At 1 January 2008	-	283,380	105,772	45,226	17,199	451,577
Charge for the year	93,305	11,248	10,516	-	6,739	121,808
Disposals	-	(7,978)	-	-	(3,692)	(11,670)
At 31 December 2008	93,305	286,650	116,288	45,226	20,246	561,715
<b>NET BOOK VALUE</b>						
At 31 December 2008	3,577,234	103,924	82,714	-	34,395	3,798,267
At 31 December 2007	3,670,539	67,419	32,485	-	47,486	3,817,929
<b>NET BOOK VALUE (Cost basis)</b>						
At 31 December 2008	1,822,875	103,924	82,714	-	34,395	2,043,908
At 31 December 2007	1,884,495	67,419	32,485	-	47,486	2,031,885



# Notes to the Financial Statements

For the Year Ended 31 December 2008 (continued)

## 14 (a) PROPERTY AND EQUIPMENT (continued)

(i) The company's buildings were last revalued on 31 December 2007 by Saad Yahya and Associates, independent professional valuers on the basis of replacement cost. The revaluation surplus was credited to revaluation reserve. The company's policy is to revalue its property every three years.

(ii) Included in property and equipment are assets with a cost of US\$ 418,880 (2007 - US\$ 406,482) which were fully depreciated. The normal annual depreciation charge on these assets would have been US\$ 69,801 (2007-US\$ 67,728).

(iii) Included in land and buildings is US\$ 5,200 which relates to survey fees incurred on land donated to the company by the Government of Nigeria. The land itself has not been recognized in these financial statements because all conditions attached to the receipt of the grant are yet to be met.

## 14 (b) PREPAID OPERATING LEASE

### COST:

At 1 January and at 31 December

### AMORTISATION:

At 1 January

Charge for the year

At 31 December

### NET BOOK VALUE

At 31 December

2008 US\$	2007 US\$
200,000	200,000
48,700	39,620
3,879	9,080
52,579	48,700
147,421	151,300

The prepaid operating lease relates to leasehold land donated by the Government of Kenya for the construction of the Company's headquarters building in 1996. The related deferred income has been set out in Note 22 of these financial statements.

# Notes to the Financial Statements

For the Year Ended 31 December 2008 (continued)

## 15 INTANGIBLE ASSETS

### COST:

At 1 January

Additions

At 31 December

### AMORTISATION:

At 1 January

Amortised during the year

At 31 December

### NET BOOK VALUE

At 31 December

The intangible assets relate to computer software.

Included in intangible assets are assets with a cost of US\$ 11,084 (2007 - US\$ 8,099) which were fully amortised. The normal annual amortisation charge on these assets would have been US\$ 1,386 (2007 – US\$ 1,012).

2008 US\$	2007 US\$
291,248	37,285
27,776	253,963
319,024	291,248
20,884	13,600
6,396	7,284
27,280	20,884
291,744	270,364

## 16 BANK BORROWINGS

Euro Loans from Merrill Lynch International Bank Limited

CFA Bank overdraft with Ecobank Senegal

Interest payable on loans

Analysis of bank borrowings by maturity:

Maturing:

Within one year

2008 US\$	2007 US\$
4,530,550	616,456
935,134	1,868,788
103,039	2,404
5,568,723	2,487,648
5,568,723	2,487,648

The Euro loans from Merrill Lynch International Bank Limited were under a renewable revolving facility, at an average interest rate of 5.4% p.a. The loan is secured against the company's investments administered by Merill Lynch. The overdraft facility with Ecobank Senegal is unsecured and was offered on the strength of the company's balance sheet. The effective interest rate for the overdraft facility from Ecobank was 6% p.a. The company has not had any defaults of principal, interest or other breaches with respect to their liabilities during the period (2007 - 2008: nil).

# Notes to the Financial Statements

For the Year Ended 31 December 2008 (continued)

## 17 MEDIUM TERM NOTES

CFA Loan – 1st tranche  
CFA Loan – 2nd tranche  
CFA Loan – 3rd tranche  
Kenya Shilling bond  
Interest payable on loans  
Deferred charges on medium term notes

2008 US\$	2007 US\$
2,255,407	3,926,785
1,790,006	3,739,795
5,998,889	-
2,573,671	7,968,127
143,507	231,668
(211,054)	(87,787)
12,550,426	15,778,588
5,968,783	8,984,391
2,553,503	6,794,197
4,028,140	-
12,550,426	15,778,588

Maturity analysis for the medium term notes:

Maturing:

Within one year  
One year to three years  
Three to five years

Analysis of medium term notes:

The first tranche of the Communauté Financière Africaine-Franc (FCFA) Loans (FCFA3.5 billion) CFA loans was raised through a floatation by la Campagne de Gestion Financiere et de Bourse SA (CGF Bourse). They are for the duration 2003 to 2010 at an interest rate of 6.25% p.a.

The second tranche of CFA Loans (FCFA 2.5 billion) was raised in 2005 through CGF Bourse for the duration 2005 to 2009 at an interest rate of 6% p.a.

The third tranche of CFA Loans (FCFA 2.79 billion) was raised in 2008 through CGF Bourse for the duration 2008 to 2014 at an interest rate of 6% p.a.

The Kenya Shilling Bond (KSh500 million) was launched in 2006 through the Nairobi Stock Exchange for the duration 2006 to 2009 at an interest rate of 1% (Ksh 200 million) and 1.25% (Ksh 300 million) above the 91 day treasury bill rate.

## 18 OTHER PAYABLES

Accruals  
Leave pay  
Terminal benefits  
Rent deposits  
Overpayment of share capital subscriptions\*

2008 US\$	2007 US\$
420,085	318,971
100,926	131,389
17,325	40,661
31,454	31,232
13,865	13,865
583,655	536,118

\* All amounts received in relation to capital subscriptions had previously been accounted for as part of the share capital. These amounts were at times in excess of amounts receivable from the respective shareholders. The element of overpayment was reclassified to other liabilities to reflect their true substance.

# Notes to the Financial Statements

For the Year Ended 31 December 2008 (continued)

## 19 DIVIDENDS PAYABLE

At 1 January  
Dividend declared  
Dividend paid

At 31 December

Proposed dividends per share

2008 US\$	2007 US\$
568,541	317,351
827,821	667,080
(291,140)	(415,890)
1,105,222	568,541
12.98	21.42

The proposed dividend of US\$ 827,821 for the year ended 31 December 2007 was approved by the shareholders on 11 June 2008.

In respect of the current year, the directors propose a dividend of US\$ 12.98 per share totalling US\$ 522,172. This dividend is subject to approval by shareholders at the Annual General Meeting and has not been recognised as a liability in these financial statements.

## 20 SHARE CAPITAL STRUCTURE

### (a) SHARE CAPITAL

#### Authorised:

300,000 ordinary shares of US\$ 1,000 each  
Less shares not yet issued

#### Issued share capital:

#### Paid up ordinary shares:

##### Class A: Issued:

42,480 ordinary shares of US\$ 1000 each  
Less shares not yet subscribed

Paid up

##### Class B: Issued and fully paid:

7,520 ordinary shares of US\$ 1,000 each

#### Total paid up ordinary shares

2008 US\$	2007 US\$
300,000,000	300,000,000
(250,000,000)	(250,000,000)
50,000,000	50,000,000
42,480,000	42,480,000
(9,771,000)	(11,353,000)
32,709,000	31,127,000
7,520,000	7,520,000
40,229,000	38,647,000
627,896	80,817

### (b) SHARE PREMIUM

At end of year

Membership in the company is open to both African Governments and African and non-African institutions, which are grouped into Class A and Class B shareholders respectively. The classification of type of shareholding is for distinction purposes only and does not imply any difference in rights attached to the shares.

## (c) MOVEMENT IN PAID UP CAPITAL:

\* All amounts received in relation to capital subscriptions had previously been accounted for as part of the share capital. These amounts were at times in excess of amounts receivable from the respective shareholders. The element of overpayment was reclassified to other liabilities in the previous year to reflect their true substance.

(a) Reconciliation of profit for the year to cash generated from/(used in) operations

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(b) Cash and cash equivalents

(c) **Analysis of change in bank borrowings:**

**(d) Analysis of change in medium term notes**

## 22 DEFERRED INCOME

Deferred income relates to land that was donated to the Company by the Government of Kenya in 1996 for the purpose of constructing the company's Headquarters. The recognition and disclosure of the related leasehold land has been set out in Note 14 (b) of these financial statements.



## 23 COMMITMENTS

Approved project loans	36,485,400	30,488,000
Computerisation and networking	284,652	204,400
Office furniture and equipment	208,775	77,600
Motor vehicles	49,500	76,000
Headquarters building structural repairs	-	102,600
	<u>37,028,327</u>	<u>30,948,600</u>

The Company's management is confident that future net revenues and funding will be sufficient to cover these commitments.

## 24 RELATED PARTY TRANSACTIONS

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial or operational decisions.

Except for staff loans and advances disclosed in Note 13, there were no other related party transactions undertaken during the year.

Interest income received on staff loans and advances during the year amounted to US\$ 18,722 (2007 – US\$ 16,742).

The remuneration of members of key management during the year was as follows:

	2008 US\$	2007 US\$
Salaries and other short-term benefits	527,888	461,792
Post employment benefits	69,873	61,942
	597,761	523,734
<b>Directors' remuneration</b>		
Fees for services as directors	71,100	64,200

## 25 FINANCIAL RISK MANAGEMENT

The Company's activities expose it to a variety of financial risks and those activities involve the analysis, evaluation, acceptance and management of some degree of risk or combination of risks. Taking risk is core to the financial business, and the operational risks are an inevitable consequence of being in business. The Company's aim is therefore to achieve an appropriate balance between risk and return and minimise potential adverse effects on the Company's financial performance. The Company's risk management policies are designed to identify and analyse these risks, to set appropriate risk limits and controls, and to monitor the risks and adherence to limits by means of reliable and up-to-date information systems.

The Company regularly reviews its risk management policies and systems to reflect changes in markets, products and emerging best practice. Risk management is carried out by various committees under the supervision of the Board of Directors. Management in conjunction with these committees then identifies, evaluates and addresses financial risks in close cooperation with the Company's operating units.

# Notes to the Financial Statements

For the Year Ended 31 December 2008 (continued)

## 25 RISK MANAGEMENT POLICIES (Continued)

The Board provides written principles for overall risk management, as well as written policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk and use of non-derivative financial instruments. In addition, an internal audit department has now been established and is to be responsible for the independent review of risk management and the control environment. The most important types of risk are credit risk, liquidity risk, market risk and other operational risk.

### a) Capital Risk Management

The Company's objectives when managing capital, which is a broader concept than the 'equity' on the face of balance sheets, are:

- To match the profile of its assets and liabilities, taking account of the risks inherent in the business;
- To maintain financial strength to support new business growth;
- To satisfy the requirements of its policyholders and rating agencies;
- To retain financial flexibility by maintaining strong liquidity and access to a range of capital markets;
- To allocate capital efficiently to support growth; and
- To manage exposures to movement in exchange rates.
- To safeguard the Company's ability to continue as a going concern so that it can continue to provide returns for shareholders and benefits for other stakeholders.

The Company has a number of sources of capital available to it and seeks to optimise its debt to equity structure in order to ensure that it can consistently maximise returns to shareholders. Capital adequacy is monitored regularly by the Company's management and quarterly by the Board of Directors. The capital structure of the Company consists of debt, which includes the borrowings and medium term notes disclosed in note 16 and 17 respectively and equity attributable to equity holders, comprising issued capital, reserves and retained earnings as disclosed in note 20.

	2008 US\$	2007 US\$
Share capital and share premium	40,856,896	38,727,817
Revenue reserves	18,723,625	16,908,796
Revaluation surplus	1,754,359	1,786,044
Equity	61,334,880	57,422,657
Bank borrowings	5,568,723	2,487,648
Debt securities in issue	12,550,426	15,778,588
Net debt	18,119,149	18,266,236
Total capital	79,454,029	75,688,893
Gearing ratio	22.80%	24.13%



# Notes to the Financial Statements

For the Year Ended 31 December 2008 (continued)

## 25 RISK MANAGEMENT POLICIES (Continued)

### b) Credit Risk Management (Continued)

The maximum exposure to credit risk before collateral held or other credit enhancements attached is USD 12,114,149 (2007 - USD 12,154,800) for project loans. This represents a worst case scenario of credit risk exposure to the Company at the comparative balance sheet dates, without taking account of any collateral held or other credit enhancements attached. For on balance sheet assets, this exposure is based on net carrying amounts as reported in the balance sheet.

The composition of the Company's loan portfolio as at year end is:

Class/Status	Amount	%
Normal - neither past due nor impaired	27,451,520	54.6
Normal - past due but not impaired	8,770,058	17.4
Watch - past due and impaired	7,148,540	14.2
Substandard - past due and impaired	4,629,818	9.2
Doubtful - past due and impaired	1,954,178	3.9
Loss - past due and impaired	309,841	0.6
Total	50,263,955	100.0

Management is confident in its ability to continue to control and sustain minimal exposure of credit risk to the Company resulting from both its loan and advances portfolio and debt securities based on the following

- All mortgage loans are either backed by collateral or other attached credit enhancements
- 72% of the loans are categorised in the normal category of the internal rating system
- All of its investments in debt securities are in entities with good credit rating

### c) Market Risk Management

The Company takes on exposure to market risks, which is the risk that changes in market prices, such as interest rate, equity prices, foreign exchange rates and credit spreads (not relating to changes in the obligor's / issuer's credit standing) will affect the Company's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return on risk. Monitoring of market risk is done by the Assets and Liabilities Committee which in turn reports to the Board of Directors.

Market risk exposures are measured by the use of sensitivity analyses. There has been no change to the company's exposure to market risks or the manner in which it manages and measures the risk. The market risk exposure for the company relates primarily to currency and interest rate risk.

# Notes to the Financial Statements

For the Year Ended 31 December 2008 (continued)

## 25 RISK MANAGEMENT POLICIES (Continued)

### c) Market Risk Management (Continued)

#### Currency Risk

The Company undertakes certain transactions denominated in foreign currencies mainly the Kenya Shilling, CFA and Euro. This results in exposures to exchange rate fluctuations. Exchange rate exposures are managed within approved policy parameters utilising matching of assets and liabilities. The table below summarises the Company's exposure to foreign currency exchange risk as at 31 December. Included in the table are the Company's financial instruments at carrying amounts, categorized by currency.

#### AT 31 DECEMBER 2008

##### ASSETS

	US\$	EURO	CFA	KSHS	TOTAL
Bank and cash balances	1,336,004	248,073	185,394	152,206	1,921,677
Short term investments	10,377,106	3	2,707,713	2,997,748	16,082,570
Investment securities (held-to-maturity)	5,585,655	-	-	-	5,585,655
Loans and advances to customers	30,167,797	7,358,075	12,583,387	2,756,041	52,865,300
Other receivables	417,465	-	-	180,228	597,693

Total Financial Assets	47,884,027	7,606,151	15,476,494	6,086,223	77,052,895
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##### LIABILITIES

Bank borrowings	-	4,633,589	935,134	-	5,568,723
Debt securities in issue	-	-	9,936,340	2,614,086	12,550,426
Other liabilities	552,201	-	-	31,454	583,655
Dividends payable	1,105,222	-	-	-	1,105,222

Total Financial Liabilities	1,657,423	4,633,589	10,871,474	2,645,540	19,808,026
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Net On-Balance Sheet Financial Position	46,226,604	2,972,562	4,605,020	3,440,683	57,244,869
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#### AT 31 DECEMBER 2007

Total Financial Assets	46,194,699	3,090,714	12,485,691	11,021,942	72,793,046
Total Financial Liabilities	1,073,427	618,860	9,646,927	8,119,468	19,458,682

Net On-Balance Sheet Financial Position	45,121,272	2,471,854	2,838,764	2,902,474	53,334,364
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The following table details the sensitivity of the Company's profits to a 10% increase and decrease in the functional currency against the relevant foreign currencies. This sensitivity rate is based on the weighted average of the deviation from the mean rate in the year for each currency and represents management's assessment of the reasonably possible change in foreign exchange rates.

Currency	EURO	CFA	KSHS	TOTAL
Impact (2008)	297,256	460,502	344,068	1,101,826
Impact (2007)	247,185	283,876	290,247	821,308

# Notes to the Financial Statements

For the Year Ended 31 December 2008 (continued)

## 25 RISK MANAGEMENT POLICIES (Continued)

### c) Market Risk Management (Continued)

#### Interest Rate Risk

The company is exposed to both cash flow and fair value interest rate risks.

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fair value interest rate risk is the risk that the value of a financial instrument will fluctuate because of changes in market interest rates. The Company takes on exposure to the effects of fluctuations in the prevailing levels of market interest rates on both its fair value and cash flow risks. Interest rates on loans to customers are pegged to the company's specific cost of funds which is usually Libor based. Interest margins may increase as a result of such changes but may reduce losses in the event that unexpected movements arise. The company also invests in fixed interest rate instruments.

Interest rate risk is managed principally through monitoring interest gaps and by Board of Directors involvement in repricing brands. The Audit and Risk Committee is the monitoring body for compliance with these limits and is assisted by the Assets and Liabilities Committee as well as the Loans Committee.

The table below summarises the Company's exposure to interest rate risks. It includes the Company's financial instruments at carrying amounts, categorised by the earlier of contractual repricing or maturity dates.

	Up to 1 month US \$	1 - 6 Months US \$	6 - 12 Months US \$	1 - 5 years US \$	Over 5 years US \$	Total US \$
<b>AT 31 DECEMBER 2008</b>						
<b>ASSETS</b>						
Bank and cash balances	1,921,677	-	-	-	-	1,921,677
Short term investments	16,082,570	-	-	-	-	16,082,570
Investment securities (held-to-maturity)	-	-	1,013,069	100,000	4,472,586	5,585,655
Loans and advances to customers	15,112,550	7,904,719	7,939,374	21,023,651	885,006	52,865,300
Other receivables	10,941	128,287	65,644	392,821	-	597,693
Total financial assets	33,127,738	8,033,006	9,018,087	21,516,472	5,357,592	77,052,895
<b>LIABILITIES</b>						
Borrowings	935,134	4,238,037	395,552	-	-	5,568,723
Debt securities in issue	2,614,086	1,751,058	1,647,966	5,039,150	1,498,166	12,550,426
Total financial liabilities	3,549,220	5,989,095	2,043,518	5,039,150	1,498,166	18,119,149
Net interest rate sensitivity gap	29,578,518	2,043,911	6,974,569	16,477,322	3,859,426	58,933,746
<b>At 31 DECEMBER 2007</b>						
Total financial assets	24,934,490	12,308,657	6,698,966	20,691,097	8,159,836	72,793,046
Total financial liabilities	2,390,438	1,951,974	6,598,391	7,413,220	-	18,354,023
Net interest rate sensitivity gap	22,544,052	10,356,683	100,575	13,277,877	8,159,836	54,439,023

Based on a sensitivity rate of 50 basis points, all other variables held constant, the company's profit for the year would increase/decrease by US\$ 294,669 (2007 – 272,195). A 50 basis point increase or decrease represents management's assessment of the reasonably possible change in interest rates.



## 25 RISK MANAGEMENT POLICIES (Continued)

#### d) Liquidity Risk Management

Liquidity risk is the risk that the Company will be unable to meet its payment obligations associated with its financial liabilities when they fall due and to replace funds when they are withdrawn. The consequence may be the failure to meet obligations to repay depositors and fulfill commitments to lend.

Ultimate responsibility for liquidity risk management rests with the board of directors, which has built an appropriate liquidity risk management framework for the management of the Company's short, medium and long-term funding and liquidity management requirements. It is assisted in this function by the Assets and Liabilities Committee. The Company's liquidity management process includes:

- Day-to-day funding which is managed by monitoring future cash flows to ensure that requirements can be met. These include replenishment of funds as they mature or are borrowed by customers. The Company maintains an active presence in global money markets to enable this to happen;
- Maintaining a portfolio of highly marketable assets that can easily be liquidated as protection against any unforeseen interruption to cash flow;
- Matching the maturity profiles of financial assets and liabilities
- Managing the concentration and profile of debt maturities.
- Maintaining adequate reserves, banking facilities and reserve borrowing facilities
- Entering into lending contracts subject to availability of funds.
- An aggressive resource mobilisation strategy aimed at increasing lines of credit and other resources for lending.
- Investments in property and equipment that are properly budgeted for and performed when the company has sufficient cash flows.

Monitoring and reporting take the form of cash flow measurement and projections for specified key periods for liquidity management. The starting point for those projections is an analysis of the contractual maturity of the financial liabilities and the expected collection date of the financial assets. The Company also monitors unmatched medium-term assets, the level and type of undrawn lending commitments, the usage of overdraft facilities and the impact of contingent liabilities such as standby letters of credit and guarantees.

Assets available to meet all of the liabilities and to cover outstanding loan commitments include cash and bank balances, call deposits and loans and advances to customers. In the normal course of business, a proportion of customer loans contractually repayable within one year will be extended. The Company would also be able to meet unexpected net cash outflows by selling securities and accessing additional funding sources.

The table overleaf presents the cash flows payable by the Company under non-derivative financial liabilities by remaining contractual maturities at the balance sheet date. The amounts disclosed in the table are the contractual undiscounted cash flows, whereas the Company manages the inherent liquidity risk based on expected undiscounted cash flows:

# Notes to the Financial Statements

For the Year Ended 31 December 2008 (continued)

## 25 RISK MANAGEMENT POLICIES (Continued)

### d) Liquidity Risk Management (Continued)

#### AT 31 DECEMBER 2008

##### ASSETS

	Up to 1 month US \$	1 - 6 Months US \$	6 - 12 Months US \$	1 - 5 years US \$	Over 5 years US \$	Total US \$
Bank and cash balances	1,921,677	-	-	-	-	1,921,677
Short term investments	16,082,570	-	-	-	-	16,082,570
Investment securities (held-to-maturity)	-	-	1,013,069	100,000	4,472,586	5,585,655
Loans and advances to customers	15,112,550	7,904,719	7,939,374	21,023,651	885,006	52,865,300
Other receivables	10,941	128,287	65,644	392,821	-	597,693

Total financial assets  
(expected maturity dates)

33,127,738	8,033,006	9,018,087	21,516,472	5,357,592	77,052,895
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##### LIABILITIES

Borrowings	935,134	4,367,198	415,723	-	-	5,718,055
Debt securities in issue	2,622,912	1,993,454	1,874,901	6,625,803	760,890	13,877,960
Other liabilities	583,655	-	-	-	-	583,655
Dividends payable	110,522	994,700	-	-	-	1,105,222

Total financial liabilities  
(contractual maturity dates)

4,252,223	7,355,352	2,290,624	6,625,803	760,890	21,284,892
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Net liquidity gap

28,875,515	677,654	6,727,463	14,890,669	4,596,702	55,768,003
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#### At 31 DECEMBER 2007

Total financial assets  
(expected maturity dates)

24,934,490	12,308,657	6,698,966	20,691,097	8,159,836	72,793,046
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Total financial liabilities  
(contractual maturity dates)

5,442,921	2,495,313	5,442,904	7,231,232	-	20,612,370
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Net Liquidity gap

19,491,569	9,813,344	1,256,062	13,459,865	8,159,836	52,180,676
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## 26 TAXATION

The company is exempted from all forms of taxation as provided for in the Shelter – Afrique Act 1985 (No. 18) laws of Kenya.

## 27 FAIR VALUE

The company considers that there is no material difference between the fair value and carrying value of its financial assets and liabilities where fair value details have not been presented.

## 28 CURRENCY

These financial statements are presented in US Dollars (US\$).

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