

SHELTER AFRIQUE
SHELTER AFRIQUE

SHELTER - AFRIQUE

THE COMPANY FOR HABITAT AND HOUSING IN AFRICA



2008 Annual Report



Shelter Afrique ... meeting Africa's housing needs

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List of Abbreviations

APPT	Apartment(s)
APPT & Off	Apartments & Offices
KSHT	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.



Mr. Djama Nacer
Chairman, Board of Directors

Board of Directors

ALTEK Afri
TER AFRIQ
E SHELTER A
AFRIQUE
LTER /
FRIQUE
HELT P
VFP



*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.*

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

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

2008 Strategic and Operational focus

The Company directed its support in 2008 to the operational areas identified in the 2008 budget and strategic plan 2007-2011. Lending operations in the year therefore continued to focus on direct lending and extension of line of credit facilities aimed at growing the project portfolio, while other support activities have focused on the improvement of financial performance. Activities aimed at strengthening project quality and improvement in overall operational performance were implemented.

The company undertook a number of important strategic and operational policy initiatives including strengthening partnerships with key partners in the delivery of housing and mobilisation of resources. These partners include local banks and DFI's, planning for business continuity on the back of the Kenya post election crisis, and development of new sources of revenues.

Operational Highlights

In 2008, the Company approved 23 projects in 10 countries for a total of US\$ 54.29 million raising cumulative approvals to US\$ 285 million as at December 31, 2008. During the same period, disbursements stood at US\$ 18 million with cumulative disbursements improving to US\$ 158 million.

In terms of funding, construction of houses, apartments and villas received most funding (74%), followed by commercial projects (11%), development of building sites (3%) and hybrid projects (12%).

Financial and Corporate Highlights

In 2008, the Company reported net profit of US \$ 2.61 million and earnings per share of US \$ 66.20 compared with net profit of US \$ 4.14 million and earnings per share of US \$ 109.47 in 2007.

Additional 2008 highlights include:

- Net interest income margin increased by 3.44% over 2007 levels.
- Operating Income was up 22% over 2007 levels.
- Fee and commission income grew 81% from 2007 levels.
- Operating expenses increased by 31% over 2007 levels.
- Cost-to-income ratio improved marginally to 46% from 48% in 2007.
- Dividends per share of US \$ 12.98 decreased 39% when

compared to 2007.

- Shareholders' funds were up 7% over 2007 levels.
- Total asset grew by 6% from 2007 to stand at US \$ 81 million.
- Cash and cash equivalent amounted to US \$ 18 million or 22% of total assets.
- Credit/impairment loss improved from 3% to 2% of the gross loan portfolio as at December 31, 2008.

A completed Sebel Invest Housing project in Dakar, Senegal.



SEIMAD 3: Housing project and related infrastructure services in three cities in Toamasina, Madagascar.



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

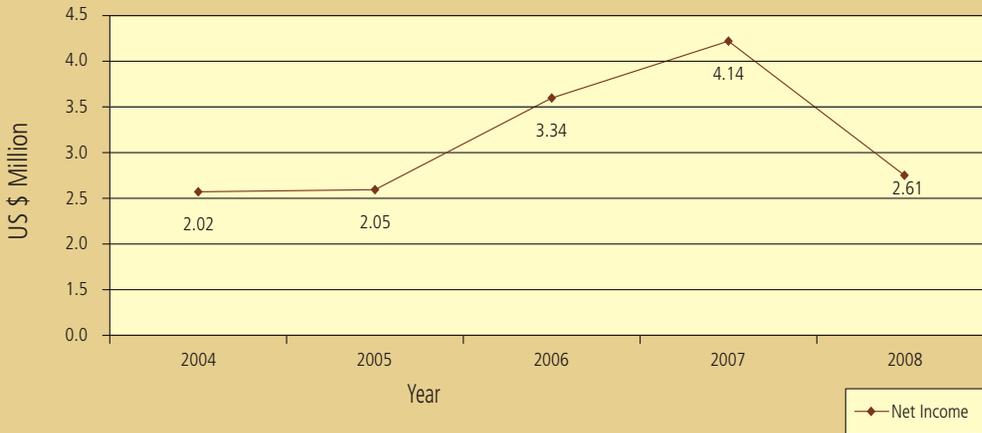
Table 3: Selected Financial Indicators: 2004 - 2008 (In US\$ million)

	2004	2005	2006	2007	2008
Operating Results					
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
Financial Position					
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
Financial Ratios					
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

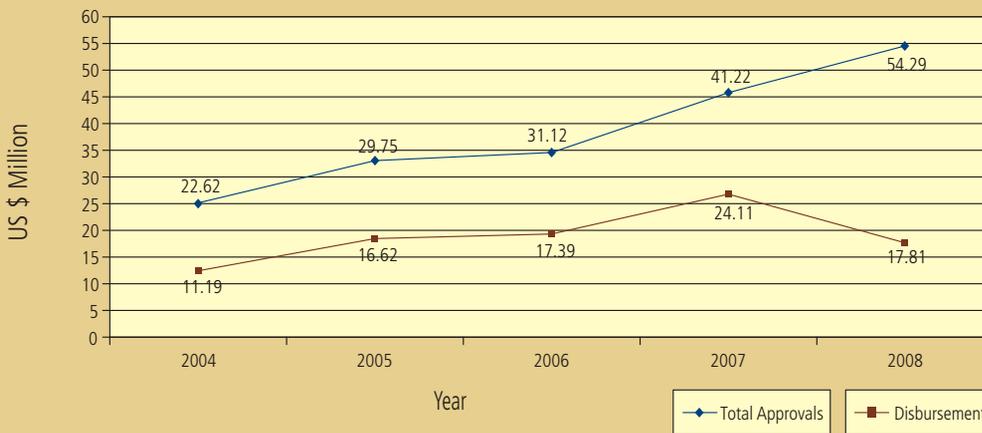
(a) Administrative expenses exclude depreciation, amortisation and other provisions.

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

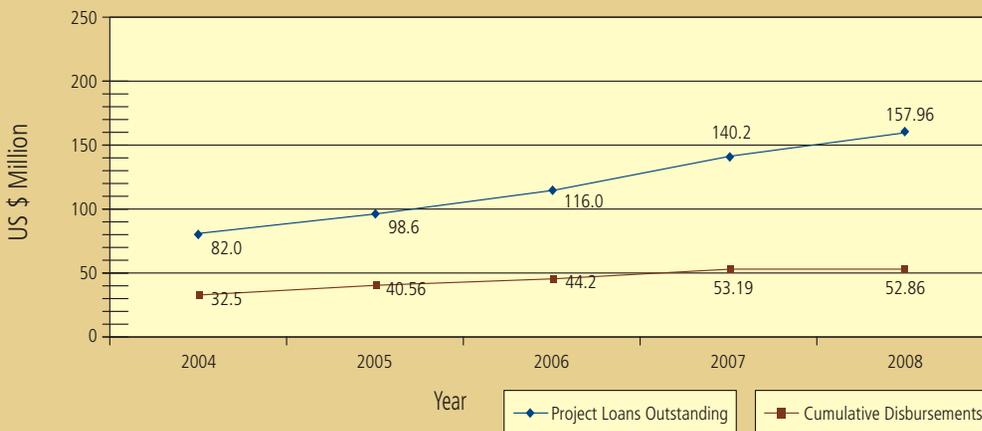
Graph 1: Net income: 2004 - 2008



Graph 2: Approvals/Disbursements: 2004 - 2008



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



which affected the wider economy and prompted central banks and governments to implement massive stimulus policies including monetary easing, designed to free up credit, rescue ailing banks and currencies and prevent declines from deteriorating into an all out collapse.

GDP plummeted in the United States, Europe and Japan in late 2008 on the back of contraction of economic activities, leading to negative growth. In December 2008, the US Federal Reserve lowered its funds target rate to 0 - 0.25% p.a from 4.25% p.a at the start of the reporting year, following series of interest rates cuts, while the European Central Bank also dropped rates to 1.25% p.a from 5.75% p.a to boost the economy and head off risks of deflation and global risk aversion, among others.

Emerging markets including SSA markets were not spared from the global economic contractions but were hit by factors, including falling commodity prices, a slump in stock and bond markets, and tightening credit conditions across the world in the wake of the financial crisis. Borrowing costs rose in 2008 as the credit squeeze eroded demand. The year 2008 produced mixed fortunes for African currency markets with the local exchange rates weakening against the US Dollar, on the back of collapsing commodity prices and the unfolding global financial sector crisis. On the local front, both the Kenya Shillings and CFAF, weakened against the US dollar, which rallied in the international market, on the back of strong demand for foreign currency and a slow of inflows.

REGIONAL ENVIRONMENT

Urban & Housing Sector

The demand for housing in Africa continued to grow tremendously: partly due to the unprecedented growth in population and improved economic performance in most countries. The increased macroeconomic stability, through lower interest rates and lower inflation made mortgage loans more affordable across Africa.

However, the ongoing global financial crisis dampened the appetite and the growth. The extent and severity of this crisis that began with the bursting of the housing bubble in the USA cannot be clearly determined. The financial sector in Africa may not be severely hit as cross-border banking systems linkages are minimal. There is less exposure to complex financial products and financial systems are not well integrated with the other global financial market.

In developing countries, generally, most people spend large chunks of the disposable income in housing. Furthermore, incomes are usually low for the majority to afford decent self contained dwellings. Housing needs in the region therefore broadly include new units to meet excess demand and replacement or repair of existing units. Affordability of housing varies widely between countries and cities or urban centers. This is why there is a need to meticulously study the market to ensure that financing is done in the appropriate segments of the housing market.

Shelter Afrique has remained committed to good practices in housing finance, and continues to partner with various players in this market. We have issued numerous lines of credit for on-lending to private real estate developers and housing finance institutions to finance housing projects in various countries in Africa.

It is succinct that the growth in the housing market continues to generate employment in the construction and ancillary industries, which in the end will lead to a substantial increase in employment in the entire region.

Financial sector

As in other developing countries, financial markets in African countries are dualistic-with formal and informal sectors, and characterized by a high degree of segmentation and fragmentation. The formal financial sector is bank-dominated. The vulnerability of the financial sector has been notably characterized by a high degree of concentration of bank loan portfolios. This large credit exposure to a relatively small numbers of borrowers is said to reflect the high perception of risks of commercial banks, which prefer to lend to a few corporations, -namely those located at the upper end of the market, than to expand lending to clients that are new, but little known and are perceived too risky.

Mortgage loan environment

The mortgage market across Africa is poised for growth due to the expanding population leading to increased demand for housing units. While the wealthy can afford to pay cash for both residential and commercial units, the growing middle class in Africa (mostly salaried/employed) need mortgage financing to realise such dreams. The World Bank estimates the Sub-Saharan middle class will be 43 million plus by 2020 from 12.8 million in 2000. Although the bulk of the continent's middle class consumers are in South Africa, growing markets in countries such

as Zambia, Nigeria, Kenya, Ghana, etc amongst a host of others deserve close attention by any serious financier. As a matter of fact, there is an emerging middle class in Africa with insatiable hunger for housing.

High interest rates, persistent inflation and currency fluctuation have for decades put the brakes on long term lending in Africa, with wary banks mostly ignoring the mortgage market. But with the seemingly improved economic environment in the recent years, these variables have positively improved. However, the effects of the current global financial crisis are being carefully monitored to ensure prudent investment decisions are made on the utilisation of shareholders funds. The mortgage market in Africa is growing and this set to increase the growth of the real estate development by ensuring there is consistent and sustainable demand for this market.

STATUS OF OPERATIONAL ACTIVITIES

African Governments continued to make efforts to encourage the development of the housing sector through institutional and policy reforms, promotion of private sector involvement, but limited budgetary support. Current global economic crisis may however slow down progress achieved in this sector as economic growth slows down and demand is affected.

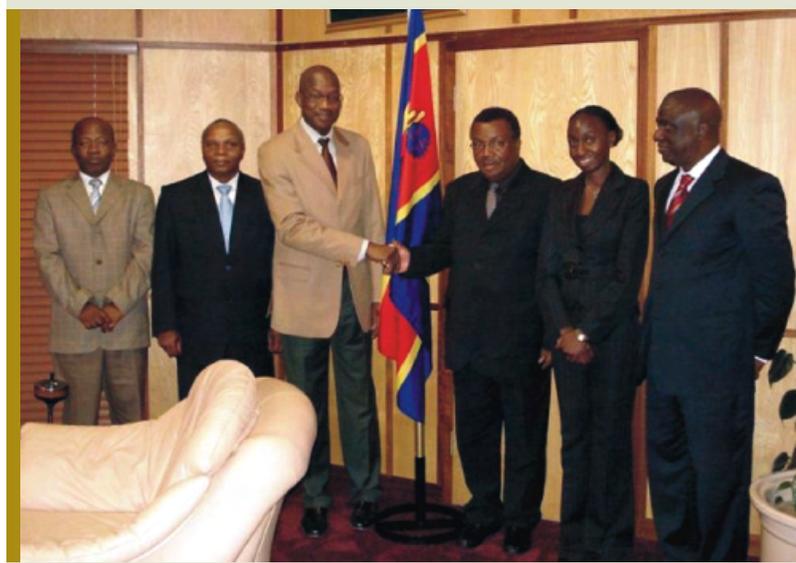
Some governments have to put in place policies and programmes that will attract private capital to low and middle income housing through public private partnership. Shelter Afrique is ready to support such programmes.

Company Operations

In accordance with the company's lending policies, interventions continued and were primarily focused on funding private developers in Member countries. During the year 2008, most approvals were for physical housing developments, followed by commercial developments and lines of credit. A few sites and services approvals were also made.

Lending Policies

New policies were developed in line with the current Strategic Plan. The Board, in its March 2008 meeting, approved the Revised Lending Policies and Procedures aimed at positioning the company to better address the new challenges and opportunities in the market. Key highlights of the revised lending policies include: the introduction of new product lines; increase in tenor of loans; increase in the approval limit by the management; and



Courtesy visit to the Prime Minister of Swaziland by a Delegation of Shelter-Afrique.

in maximum lending to 60% of the total project cost. It is hoped that these new policies will improve our competitiveness and services in the market place.

Breakdown of Approvals during 2008

In 2008, a total of US\$54.29 million in new loans were approved for 23 projects in ten (10) member countries, an increase of 31.7% over the previous year. Total commitments during the year amounted to US\$23.48 million representing 14 projects in 9 countries compared to US\$19.35 million committed in 2007.

Loan Size

Average loan size was about US\$2.36 million per project with tenors ranging between 1 and 10 years compared to US\$1.47 million per project achieved in 2007. The increase resulted from the ability of the Company to on-lend more resulting from the revised lending cap of 60% of the total project cost as well as increase in the maximum loan amount for any project. This strategy was adopted to reflect improvements in risk management systems and capacities of private developers to implement bigger projects. This will improve the effectiveness and competitiveness of the Company's interventions and services in member countries. Real estate development remains the major beneficiary of Company's funding in line with the objective of increasing the supply of mortgageable housing in member countries. Development of physical housing, both residential and

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).

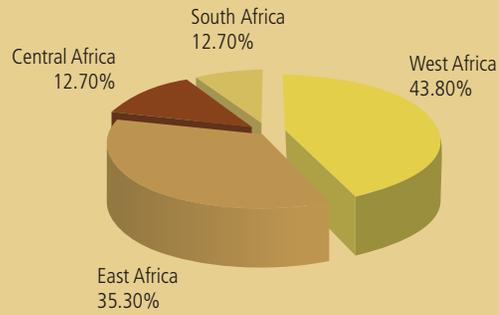


20 Apartments by GCC in Gombe, Kinshasa.

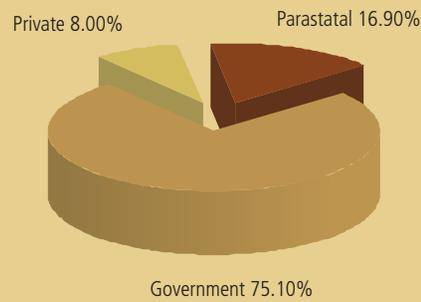


32 apartments by Building Bloc in Gombe, Kinshasa.

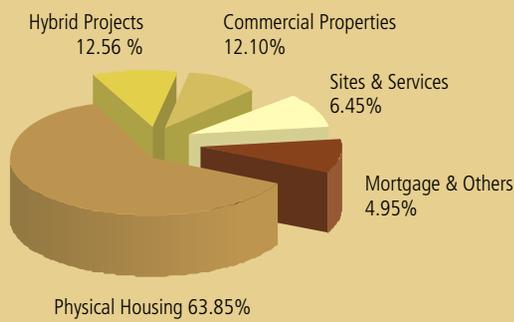
Graph 10: Cumulative Approval per Region: (US\$ 284.9 Million)



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

General Information

(continued)

ALTEK AFR
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AFRIQUE
ALTER AFR
FRIGUI
HELT R
VFP

BOARD OF DIRECTORS

Chairman	Mr D. Nacer
Vice Chairperson	Ms. E. M. Tembo

DIRECTORS ALTERNATE DIRECTORS REPRESENTING

Class "A" Shareholders

Mr. V. Ndayitwayeko (Appointed 11/06/08)	Mr B. Bassoukpalou (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.
Mr. 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

Class "B" Shareholders

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.

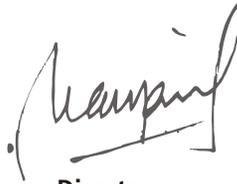
The directors are responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation 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

Balance Sheet

At 31 December 2008

	Note	2008 US\$	2007 US\$
ASSETS			
Bank and cash balances		1,921,677	1,781,536
Short term bank deposits	9	16,082,570	9,973,659
Held to maturity investments	10	5,585,655	7,144,239
Loans and advances to customers	11	52,865,300	53,190,968
Other receivables	13	597,693	614,857
Property and equipment	14 (a)	3,798,267	3,817,929
Prepaid operating lease	14 (b)	147,421	151,300
Intangible assets	15	291,744	270,364
TOTAL ASSETS		81,290,327	76,944,852
EQUITY AND LIABILITIES			
LIABILITIES			
Bank borrowings	16	5,568,723	2,487,648
Medium term notes	17	12,550,426	15,778,588
Other payables	18	583,655	536,118
Dividends payable	19	1,105,222	568,541
Deferred income	22	147,421	151,300
TOTAL LIABILITIES		19,955,447	19,522,195
SHAREHOLDERS' FUNDS			
Share capital	20(a)	40,229,000	38,647,000
Share premium	20(b)	627,896	80,817
Revenue reserve		18,723,625	16,908,796
Revaluation surplus		1,754,359	1,786,044
TOTAL SHAREHOLDERS' FUNDS		61,334,880	57,422,657
TOTAL EQUITY AND LIABILITIES		81,290,327	76,944,852

The financial statements on pages 39 to 66 were approved by the Board of Directors on 24th March 2009 and were signed on its behalf by:-



Director
 24th March, 2009



Director
 24th March, 2009

Cash Flow Statement

For the Year Ended 31 December 2008

	Note	2008 US\$	2007 US\$
OPERATING ACTIVITIES			
Net cash generated/(used in)/ from operations	21(a)	2,859,322	(2,266,709)
INVESTING ACTIVITIES			
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
FINANCING ACTIVITIES			
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)
INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		6,249,052	(5,153,021)
CASH AND CASH EQUIVALENTS AT 1 JANUARY		11,755,195	16,908,216
CASH AND CASH EQUIVALENTS AT 31 DECEMBER	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 – Comprehensive 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.

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)

Shelter Afrique
SHELTER AFRIQUE
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SHELTER AFRIQUE
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SHELTER AFRIQUE

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\$
Interest on loans and advances	5,373,083	5,001,334
Interest on placements with financial institutions	654,547	994,226
	<u>6,027,630</u>	<u>5,995,560</u>
Interest on funds from financial institutions and capital markets	1,290,373	1,408,485
Bank charges	23,471	30,006
	<u>1,313,844</u>	<u>1,438,491</u>
Penalties and guarantee fees	729,489	252,917
Appraisal fees	300,146	182,966
Commitment fees	242,367	296,996
Other project fees	63,531	6,416
	<u>1,335,533</u>	<u>739,295</u>
Rent income	99,889	142,700
Deferred income - amortisation of donated land (note 22)	3,879	9,080
Gain on disposal of equipment	1,312	8,722
Miscellaneous income	28,302	20,467
	<u>133,382</u>	<u>180,969</u>

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\$
Staff costs (note 8)	1,887,573	1,320,587
Depreciation of property and equipment	121,808	89,035
Amortisation of prepaid operating lease	3,879	9,080
Amortisation of intangible assets	6,396	7,284
Auditors' remuneration	20,000	20,000
Directors' costs	258,481	222,211
Other administration costs	634,950	578,597
	<u>2,933,087</u>	<u>2,246,794</u>
Salaries and wages	1,325,042	1,120,659
Terminal benefits	373,551	114,591
Leave pay	22,977	55,163
Staff welfare	2,245	3,197
Other costs	163,758	26,977
	<u>1,887,573</u>	<u>1,320,587</u>
Call and fixed deposits	16,082,570	9,973,659
	<u>5.02%</u>	<u>5.10%</u>

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 Cost US\$	Market value US\$	Amortised Cost US\$	Market value 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
<u>53,788,547</u>	<u>54,509,961</u>

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)
<u>597,693</u>	<u>614,857</u>

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\$
DEPRECIATION						
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
NET BOOK VALUE						
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
NET BOOK VALUE (Cost basis)						
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

2008	2007
US\$	US\$
200,000	200,000

AMORTISATION:

At 1 January

48,700	39,620
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Charge for the year

3,879	9,080
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At 31 December

52,579	48,700
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NET BOOK VALUE

At 31 December

147,421	151,300
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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

	2008 US\$	2007 US\$
At 1 January	291,248	37,285
Additions	27,776	253,963
At 31 December	319,024	291,248
At 1 January	20,884	13,600
Amortised during the year	6,396	7,284
At 31 December	27,280	20,884
At 31 December	291,744	270,364

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).

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\$
Euro Loans from Merrill Lynch International Bank Limited	4,530,550	616,456
CFA Bank overdraft with Ecobank Senegal	935,134	1,868,788
Interest payable on loans	103,039	2,404
	5,568,723	2,487,648
Within one year	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 Merrill 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)

19 DIVIDENDS PAYABLE

At 1 January
Dividend declared
Dividend paid

At 31 December

Proposed dividends per share

	2008 US\$	2007 US\$
At 1 January	568,541	317,351
Dividend declared	827,821	667,080
Dividend paid	(291,140)	(415,890)
At 31 December	1,105,222	568,541
Proposed dividends per share	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

(b) SHARE PREMIUM

At end of year

	2008 US\$	2007 US\$
Authorised:		
300,000 ordinary shares of US\$ 1,000 each	300,000,000	300,000,000
Less shares not yet issued	(250,000,000)	(250,000,000)
Issued share capital:		
Paid up ordinary shares:		
Class A: Issued:		
42,480 ordinary shares of US\$ 1000 each	42,480,000	42,480,000
Less shares not yet subscribed	(9,771,000)	(11,353,000)
Paid up	32,709,000	31,127,000
Class B: Issued and fully paid:		
7,520 ordinary shares of US\$ 1,000 each	7,520,000	7,520,000
Total paid up ordinary shares	40,229,000	38,647,000
Share premium	627,896	80,817

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.

Notes to the Financial Statements

For the Year Ended 31 December 2008 (continued)

20 SHARE CAPITAL STRUCTURE (Continued)

(c) MOVEMENT IN PAID UP CAPITAL:

	Number of shares	Ordinary shares USD	Share premium USD	Total USD
At 1 January 2007	36,989	36,988,974	-	36,988,974
Paid up in the year	1,658	1,671,891	80,817	1,752,708
*Reclassification of overpayment on subscriptions to liabilities	-	(13,865)	-	(13,865)
At 31 December 2007	38,647	38,647,000	80,817	38,727,817
At 1 January 2008	38,647	38,647,000	80,817	38,727,817
Paid up in the year	1,582	1,582,000	547,079	2,129,079
At 31 December 2008	40,229	40,229,000	627,896	40,856,896

* 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.

21 NOTES TO THE CASHFLOW STATEMENT

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

	2008 US\$	2007 US\$
Profit for the year	2,610,965	4,139,773
Adjustments for:-		
Interest income on placements with financial institutions	(654,547)	(994,226)
Interest expense on funds from financial institutions and capital markets	1,290,373	1,408,485
Amortisation of deferred income	(3,879)	(9,080)
Gain on sale or disposal of equipment	(1,312)	(8,722)
Depreciation of property and equipment	121,808	89,035
Amortisation of prepaid operating lease	3,879	9,080
Amortisation of intangible assets	6,396	7,284
Net foreign exchange (gain)/loss - bank borrowings and medium term notes	(904,730)	1,936,065
Cash flows from operating profits before changes in operating assets and liabilities	2,468,953	6,577,694
-Net decrease/(increase) in loans and advances to customers	325,668	(8,994,232)
-Net decrease/(increase) in other receivables	17,164	(51,799)
-Net increase in other liabilities	47,537	201,628
Net cash generated from/(used in) operations	2,859,322	(2,266,709)

Notes to the Financial Statements

For the Year Ended 31 December 2008 (continued)

21 NOTES TO THE CASHFLOW STATEMENT (continued)

(b) Cash and cash equivalents

Bank and cash balances
Short term bank deposits

Cash and cash equivalents

(c) Analysis of change in bank borrowings:

At 1 January
Additional borrowings in the year
Repayments in the year
Interest expense for the year
Interest paid in the year
Net (gain)/loss on foreign exchange

(d) Analysis of change in medium term notes

At 1 January
Additional borrowings in the year
Repayments in the year
Interest expense for the year
Interest paid in the year
Net (gain)/loss on foreign exchange

	2008 US\$	2007 US\$
Bank and cash balances	1,921,677	1,781,536
Short term bank deposits	16,082,570	9,973,659
	<hr/>	<hr/>
Cash and cash equivalents	18,004,247	11,755,195
	<hr/>	<hr/>
At 1 January	2,487,648	2,648,670
Additional borrowings in the year	7,185,551	2,482,015
Repayments in the year	(3,664,461)	(2,871,201)
Interest expense for the year	219,628	102,077
Interest paid in the year	(118,993)	(114,546)
Net (gain)/loss on foreign exchange	(540,650)	240,633
	<hr/>	<hr/>
	5,568,723	2,487,648
	<hr/>	<hr/>
At 1 January	15,778,588	17,294,272
Additional borrowings in the year	5,213,147	-
Repayments in the year	(7,989,067)	(3,202,962)
Interest expense for the year	1,070,745	1,306,408
Interest paid in the year	(1,158,907)	(1,314,562)
Net (gain)/loss on foreign exchange	(364,080)	1,695,432
	<hr/>	<hr/>
	12,550,426	15,778,588
	<hr/>	<hr/>
As at 1 January	151,300	160,380
Amortisation – note 6	(3,879)	(9,080)
	<hr/>	<hr/>
At 31 December	147,421	151,300
	<hr/>	<hr/>

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.

Notes to the Financial Statements

For the Year Ended 31 December 2008 (continued)

23 COMMITMENTS

Approved project loans
Computerisation and networking
Office furniture and equipment
Motor vehicles
Headquarters building structural repairs

	2008	2007
	US\$	US\$
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:

Salaries and other short-term benefits
Post employment benefits

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

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.

25 RISK MANAGEMENT POLICIES (Continued)

b) Credit Risk Management

The Company takes on exposure to credit risk, which is the risk that a counterparty will cause a financial loss for the Company by failing to discharge an obligation. Credit risk is the most important risk for the Company's business; management therefore carefully manages its exposure to credit risk. Credit exposures arise principally in lending activities that lead to loans and advances, and investment activities that bring debt securities and other bills into the Company's asset portfolio. There is also credit risk in off-balance sheet financial instruments, such as loan commitments. The credit risk management and control function is exercised primarily by the Loans Committee for the project loans and the Asset and Liabilities Committee for the investment activities.

In measuring credit risk of loan and advances to customers, the Company reflects three components

- (i) the 'probability of default' by the client or counterparty on its contractual obligations;
- (ii) current exposures to the counterparty and its likely future development, from which the Company derive the 'exposure at default'; and
- (iii) the likely recovery ratio on the defaulted obligations (the 'loss given default').

To mitigate the probability of default, all loan applications are thoroughly vetted and are subject to approval by the Loans Committee. Exposure at default is based on the amounts the Company expects to be owed at the time of default. For example, for a loan this is the face value. For a commitment, the Company includes any amount already drawn plus the further amount that may have been drawn by the time of default, should it occur. Loss given default or loss severity represents the Company's expectation of the extent of loss on a claim should default occur. It is expressed as percentage loss per unit of exposure and typically varies by type of counterparty, type and seniority of claim and availability of collateral or other credit mitigation.

For debt securities and other bills, external rating such as Standard & Poor's rating or their equivalents are used by the Company for managing of the credit risk exposures. The investments in those securities and bills are viewed as a way to gain a better credit quality mapping and maintain a readily available source to meet the funding requirement at the same time.

The Company manages limits and controls concentrations of credit risk wherever they are identified. The Company structures the levels of credit risk it undertakes by placing limits on the amount of risk accepted in relation to one borrower or groups of borrowers. Such risks are monitored on a revolving basis and are subject to regular review. Exposure to credit risk is also managed through regular analysis of the ability of borrowers and potential borrowers to meet interest and capital repayment obligations and by changing these lending limits where appropriate.

Exposure to credit risk is also managed in part by obtaining collateral and corporate guarantees. Collateral held as security for financial assets other than loans and advances is determined by the nature of the instrument. Debt securities, treasury and other eligible bills are generally unsecured.

Impairment provisions are recognised for financial reporting purposes only for losses that have been incurred at the balance sheet date based on objective evidence of impairment. The Company classifies its loans according to five categories namely Normal, Watch, Substandard, Doubtful or Loss. This internal rating tool assists management to determine whether objective evidence of impairment exists under IAS 39, based on the following criteria set out by the Company:

- Delinquency in contractual payments of principal or interest;
- Cash flow difficulties experienced by the borrower;
- Breach of loan covenants or conditions;
- Initiation of bankruptcy proceedings;
- Deterioration of the borrower's competitive position;
- Deterioration in the value of collateral

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	US\$	EURO	CFA	KSHS	TOTAL
ASSETS					
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
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
Net On-Balance Sheet Financial Position	46,226,604	2,972,562	4,605,020	3,440,683	57,244,869
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

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 \$
AT 31 DECEMBER 2008						
ASSETS						
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
LIABILITIES						
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
At 31 DECEMBER 2007						
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:

Class A: Countries

- | | |
|----------------------------------|-------------------------|
| 1. Algeria | 22. Malawi |
| 2. Benin | 23. Mali |
| 3. Botswana | 24. Mauritius |
| 4. Burkina Faso | 25. Mauritania |
| 5. Burundi | 26. Morocco |
| 6. Cameroon | 27. Namibia |
| 7. Cape Verde | 28. Niger |
| 8. Chad | 29. Nigeria |
| 9. Central African Republic | 30. Rwanda |
| 10. Congo | 31. Sao Tome & Principe |
| 11. Democratic Republic of Congo | 32. Senegal |
| 12. Djibouti | 33. Sierra Leone |
| 13. Gabon | 34. Somalia |
| 14. Gambia | 35. Seychelles |
| 15. Guinea | 36. Tanzania |
| 16. Guinea Bissau | 37. Togo |
| 17. Guinea (Equatorial) | 38. Tunisia |
| 18. Kenya | 39. Uganda |
| 19. Lesotho | 40. Zambia |
| 20. Liberia | 41. Zimbabwe |
| 21. Madagascar | 42. Swaziland |

Class B: Institutions

1. African Development Bank
2. Africa Reinsurance Corporation

