



## FINANCIAL HIGHLIGHTS **GROUP INTERIM RESULTS 2021**

## **FINANCIAL HIGHLIGHTS**



PROFIT BEFORE TAX (PBT) up 23% yoy to

(H1 2020: P443 million)

PROFIT AFTER TAX (PAT) up 28% yoy to

P314 million (H1 2020\*: P245 million)

NET INTEREST INCOME



up 12% to P1.019 billion (H1 2020: P910 million)

COST TO INCOME RATIO reduced to 47%

[H1 2020\*: 49%]. with bulk of digital investment cost only expected in H2 2021

TOTAL ASSETS



increased by 25% yoy to P13.3 billion (H1 2020\* P10.6 billion)

A year ago we announced our Transformation Strategy. The strategy entailed our positive shift towards digitalisation, embedding an Agile culture, and enhancing enterprise risk frameworks. Although the strides we have made in this journey have been inspiring, we are not done. Letshego is still on the march and, on track to achieve its 2025 targets, which are, delivering a marked change in sustainable growth, impact and value for both our customers and shareholders.

**ENOS BANDA** Group Chairman

## **PORTFOLIO PERFORMANCE**

NET ADVANCES up 20% to

## P11.1 billion



(H1 2020\*: P9.3 billion). while Gross Advances grew by 16% yoy

CUSTOMER DEPOSITS near double to

P989 million (H1 2020: P499 million)

LOAN LOSS RATIO (LLR) remained constant at 1.4%



(H1 2020\*: 1.4%) with loan book remaining

## **SHAREHOLDER RETURNS**







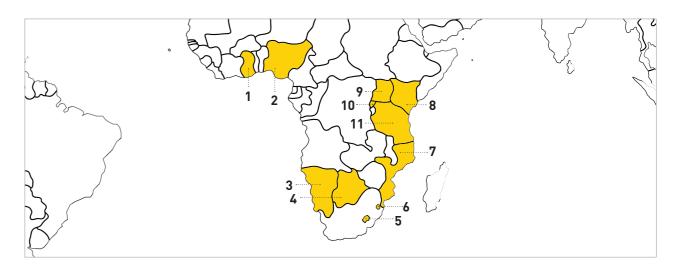
Our first half results are strong, with profit growth above 20% in a challenging environment. We have made significant strides in enhancing our execution capabilities, enabling us to go live with our LetsGo digital platform across 10 countries well ahead of plan. We are set to improve more lives with digital and social impact solutions within our #LetsGoNation

> ANDREW FENING OKAI **Group Chief Executive**



<sup>\*</sup> Group Interim financials for 30 June 2020 reflect the restated Group position following Namibia's preference share conversion to loan, as published in the 31 December 2020 Group Integrated Annual Report.

## **OUR FOOTPRINT**



20	200





		العجرا		ШпУ	
1		EMPLOYEES	CUSTOMERS	BRANCHES	
Ghana	Opened doors in 2010 as AFB Ghana. Acquired by Letshego Group in 2017.	184	4 197 548	26	LDT
ligeria	Opened doors as FBN Microfinance Bank in March 2008. Acquired by Letshego Group in	(2020: 189) <b>286</b>	(2020: 3 799 511) <b>92 792</b>	(2020: 26) <b>22</b>	LDT
	2015 and rebranded as Letshego MFB.	(2020: 281)	[2020: 84 459]	(2020: 22)	
Namibia	Edu Loan Namibia acquired by Letshego Group in 2008 and registered as Letshego Micro	153	79 990	16	LDT
4	Finance Services Ltd. Listed on NSE in 2017.	(2020: 152)	(2020: 73 702)	(2020: 16)	
Botswana	Opened doors in 1998. Listed on the Botswana Stock Exchange in 2002.	148	29 560	16	L
		(2020: 148)	[2020: 29 992]	(2020: 16)	
_esotho	Opened doors in 2012.	42	5 576	5	L
CSOTIO		(2020: 40)	(2020: 6 221)	(2020: 5)	
swatini	Opened doors in 2006 as Micro Provident Swaziland and rebranded in 2010.	27	99 712	3	L
Swattili	Swazitanu anu rebrandeu in 2010.	(2020: 27)	(2020: 114 432)	(2020: 3)	
lozambique	Opened doors in 2011. Commercial banking license awarded in 2016.	170	309 640	25	LDT
	ilcense awarded in 2010.	(2020: 171)	(2020: 262 314)	(2020: 25)	
Yanya	Opened doors in 2000 as part of MicroAfrica	160	12 377	29	
(enya	Group. Acquired by Letshego Group in 2012	(2020: 171)	(2020: 12 967)	(2020: 29)	LI
Jganda	Opened doors in 2005 as Micro Provident	195	41 878	44	L
	Uganda. Rebranded to Letshego Uganda Limited in 2011.	(2020: 251)	(2020: 43 548)	(2020: 45)	
O Rwanda	Opened doors in 2000 as part of MicroAfrica	49	14 126	4	(L)(D)
Rwanda Group. Acquired by Letshego Group in 2012.		(2020: 50)	(2020: 13 915)	(2020: 4)	
ion-onio	Letshego Bank Tanzania	83	299 363	9	
anzania	Group acquired Advans bank in 2015 and rebranded to Letshego Bank Tanzania.	(2020: 128)	(2020: 288 862)	(2020: 9)	LDT
	Faidika	88	28 488	16	
	Faidika opened doors in 2006.	(2020: 86)	(2020: 29 202)	(2020: 16)	L











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## FINANCIAL COMMENTARY

The Board of Directors of Letshego Holdings Limited ("the Group") herewith presents an extract of the reviewed consolidated half year financial results for the period ended 30 June 2021.

#### **OVERVIEW**

As Letshego progresses its digital Transformation Strategy, the Group's strong performance for the first half of 2021 reflects accelerating growth trends on the back of increased net payout volumes.

With the persistence of the global pandemic, the Group continues to prioritise the health and wellbeing of its people and customers, while building and maintaining business resilience. With pandemic variants posing additional economic pressures on regional markets, along with intermittent access and dissemination of vaccines, Letshego is committed to progressing its digitalisation strategy that enables flexibility, adaptability and operational efficiencies, while enhancing an effective risk management framework.

2021 saw Letshego commence the second phase of its 6-2-5 execution roadmap, 'Plan 2'. This two year phase is characterised by increased investment into digital-first initiatives, along with the end-to-end automation of processes and platforms. In the first 6 months of this year, Letshego has already achieved targeted digital milestones, including the roll out of its LetsGo Digital Platform across 10 markets, giving customers direct access to lending solutions via their mobile phones.

Despite the challenging economic environment, Letshego achieved double digit growth for the period, with profit before tax up 23% year on year to P544 million. Profit after tax rose 28% for the same comparative period. Asset quality remains robust with the Group's Loan Loss Ratio (LLR) within target range at 1.4%, and the non-performing loans ratio reducing to 5.6% (H1 2020: 7.9%). Strong performance for the interim period was driven by a 20% growth in net customer advances, totalling P11.1 billion.

Product performance saw double digit portfolio growth in Letshego's primary deduction at source (DAS) portfolio of 16%. DAS customer numbers increased by 19% to 694k (H1 2020: 586k). The Micro and Small Entrepreneur (MSE) segment remained more sensitive to economic slowdowns with net loan book values dropping 3%. However, MSE profitability improved with recovery and collection efficiencies. Letshego's Mass Mobile portfolio performed well with a portfolio value increase over 200% year on year.

Letshego remains well capitalised at 34% capital adequacy ratio, and has a strong liquidity position to support business growth. The Group is pleased to announce an interim dividend of 7.3 thebe, with a dividend yield of 17%

#### Statement of profit and loss review



**Net Interest Income** increased by 9% to P1.019 billion (H1 2020\*: P910million), buoyed by strong net payout growth. Borrowing costs decreased by 7% year on year (excluding non-risk interest component on mobile loans), following concerted efforts by the Group to diversify its funding base and grow its customer deposit base. Operating income was up 14%, despite the new Delta variant of COVID-19.



**Non-funded income** increased 33% year on year, largely boosted by Namibia's revised insurance arrangement, increasing overall insurance revenue by 116% to P90 million (HY 2020:P42 million). Further diversification in Letshego's insurance offering will see Kenya, Mozambique and Botswana expand their offerings into life and short-term insurance leveraging the Group's increasing efficiencies achieved via digitised channels and platforms.



**Total operational expenses** increased 8% year on year to P549 million. Employee costs increased by 6% for the period with more specialist skills appointments made in product, digital and risk. Other operating expenses were up by 9%, driven by the roll out of Letshego's LetsGO Digital Platform. Digital investment will continue in the second half as the Group seeks to achieve end to end automation and digitisation to deliver 6-2-5 growth targets.

#### **Effective Tax Rate:**

Letshego's effective tax rate for the period was 42% [H1 2020\*: 45%]. This is attributable to:

- > Dividend flows from subsidiaries which contributed 5% to ETR (HY 2020: 7%). LHL received dividends of P346m from subsidiaries, making up 5% of ETR, in the form of withholding tax that cannot be claimed as foreign tax credits under Botswana IFSC regime.
- > Contribution of deferred tax assets and withholding tax credits not utilised by the holding company.

The components of ETR are broken down as follows

Effective tax rate	/2	
HL Deferred taxation	1	3
ntergroup costs	4	3
Dividends from subsidiaries & preference shares	5	7
Baseline tax charge	32	32
Components of the Effective Tax Rate	HY 2021 %	HY 2020 %

The Group target ETR is expected to reduce by 50 basis points in the next two years. Having established a specialist tax team in this first half of the year, the Group expects to make further headway in improving its tax rate in the longer term.

#### **ASSET QUALITY**

Credit quality remains strong with the Group's Loan Loss Ratio (LLR) at 1.4%, remaining within Group risk appetite and consistent with the same period last year. 2020 year end LLR of 0.3% was inclusive of a once-off write back of P105.3 million from Ghana Mobile Loans. LLR as at June 2021 has thus improved against a normalised year end LLR of 1.8%. Non-performing loans improved to 5.6% from 7.9% in June 2020.

#### Resilience against the COVID-19 pandemic

- > Deduction at Source (DAS) portfolio remains stable as regional governments seek to minimise retrenchments despite ongoing pandemic conditions.
- > Letshego's MSE portfolio [9%] was impacted by lockdowns in Uganda and Rwanda. However impact was limited with the portfolio only comprising 0.5% of the Group's total loan portfolio. Customers have been offered support via repayment holidays and structured repayment plans.
- > The Group, in the short-term, has curtailed loan growth in volatile segments across specific markets and prioritised portfolio remediation and collection efforts.
- > Stress testing continues in line with the Group's Enterprise Risk Management Framework (ERMF).

#### Structural and Process enhancements

- > In 2021, Group materially enhanced capacity and bench strength in its Collections and Recoveries functions across the countries in the first half of 2021.
- > The Group made significant progress in the automation of Credit Decisioning and Collections/Recoveries processes in the first half of the year 2021. Group is on track to fully automate these processes by year end 2021.
- > Credit Bureau data scrub capability deployed across the Group.

Asset quality	HY2021 %	FY2020 %	HY2020 %	FY2019 %	HY2019 %	%	HY2018 %	FY2017 %	HY2017 %
Portfolio at risk – 90 days (NPL)	5.6	5.3	7.9	6.9	7.3	7.1	7.6	6.8	8.2
Portfolio at risk – 30 days	8.7	8.3	11.2	10.0	10.6	10.4	10.4	9.9	11.5
Non-performing loan coverage ratio	92.2	98.0	103.0	112.0	109.0	115.0	95.0	70.0	61.0
Loan loss rate – actual	1.4	0.3	1.4	1.7	2.5	4.1	2.6	3.1	3.3
Loan loss rate – excluding once-off items	1.9	1.8	1.4	1.7	2.5	2.0	2.6	2.5	3.3

#### Strong deposit growth

Letshego's deposit portfolio almost doubled to P989million in the first half (H1 2020; P499m) spurred by the Group's digitised payment capabilities (USSD, Cards, Agency & Community Commerce) and deepening strategic partnerships, particularly in Mozambique, Namibia. Ghana and Tanzania.

Deposit customer numbers grew by 19% to 694k (H1 2020: 586k), with more than half of our new customers signing up via digital channels. Cost of deposits decreased by two percent to 13% through deposit base diversification (H1 2020: 15.06%).

#### Funding

Total borrowings increased by 22% to P5.9billion (H1 2020\*: P4.8 billion) for the half year period, comprising bank loans, developmental financial institution funding and bonds. Diversifying our funding mix remains a key stream within Letshego's overall de-risking strategy, with the proportion of total funding from commercial banks reducing from 41% to 38% from 31 December 2020. Bonds and DFI funding contributions increased in the period with Namibia raising NAD231 million through its inaugural bond issuance in May 2021. Progress in increasing local currency borrowing contributed to reducing concentration and foreign exchange rate risks. With customer deposits nearing the P1 billion mark, the Group expects to gain another lever in reducing funding costs.

#### Liquidity

Liquidity is stable with half year cash and cash equivalents over P1 billion. The funding pipeline from regional banks and developmental financial institutions remains strong.

#### STRATEGIC TRANSFORMATION: OUR 5 CONVERSATIONS

2020 saw the first phase of Letshego's "6-2-5 execution roadmap" centred on leveraging the Group's legacy, and strengthening our core business. This second phase, "Plan 2" commenced in 2021, and will focus on leveraging digital to automate processes end-to-end, diversify our product offering and dramatically enhancing customer experience by increasing operational efficiencies and access.



#### 1. Diversifying our product offering

#### DEDUCTION AT SOURCE ("DAS")

The DAS net loan book portfolio grew by 19% to P9.9 billion in H1 2021 (H1 2020: P8.3 billion). Profit before tax for this portfolio increased by 31% in the first half to P677 million (H1 2020 P516 million). Growth is attributed to the rapid deployment of digital channels to meet evolving customers needs during the pandemic, as well as supporting our 'digital first' ambitions. Supported by 'Digital Eagles' (front line employees), and in-house sales teams, 74% of our DAS customers have now transitioned to digital channels.

Letshego's 'LetsGO Digital Platform' has now been rolled out in 10 regional markets, enabling existing and new customers to register online, access new DAS lending solutions and update account information via their mobile phones.

#### MICRO & SMALL ENTREPRENEURS (MSES)

The ongoing pandemic has impacted the Group's most vulnerable customer segment, Micro and Small Entrepreneurs ("MSEs"), with net loan book values decreasing by 3% in the first half to P817 million (H1 2020: P842 million). Despite the decrease, Letshego MSE profit before tax more than doubled following improvements in credit recoveries as well as lowered costs due to digital efficiencies (MSE PBT: H1 2021 P42 million; H1 2020: P11 million).

The Group continues to progress its 'Programmatic Approach', a holistic structure that leverages partnerships to maximise value for the MSE segment, while mitigating downside risks in the segment. Programmatic Approach initiatives include eco-friendly lending solutions in Ghana and Educational Impact solutions in Botswana, Ghana and Kenya. With partner support, Letshego is increasing products and solutions that achieve a social and environmental impact within targeted economic segments, that include Housing, Education, Agriculture and Health.

#### MASS MOBILE LOANS

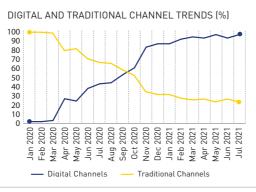
Mobile mass lending has shown resilience through the pandemic given the ease in customer access, as well as enhanced credit management and credit automation processes. The net loan book value for the mobile lending portfolio grew by 219% to P364 million (H1 2020: P114 million). Profit before tax for this segment increased by 19% to P8.3 million (H1 2021: P7 million). Customer usage of the mobile lending platforms increased by 30% year on year, with more than 6 million transactions processed over the period. Letshego continues to invest and grow this segment, deepening strategic partnerships for longer term return.



#### 2. Accelerating digitalisation

Aggregated digital adoption levels increased to 74% at the end of June 2021 (H1 2020: 30%). Digitisation was achieved with the deployment of customer-facing digital platforms, including WhatsApp, Webforms, and more recently the LetsGo Digital Platform that was delivered in record time with Enterprise Agility. Our 'Digital Eagles' continue to support the process by educating customers on digital access. By the end of June 2021, digital loan approvals surpassed 95 000.







#### 3. Geographic Rebalancing

Geographic Rebalancing centres around the Group's strategy to scale East and West subsidiaries, seizing local growth opportunities, and increasing their collective contribution to Group profits over the medium to long term. Profit before tax contribution for East and West markets in H1 2021 increased to 23% to P130 million (H1 2020: P106 million). This was the result of continuous business growth in Ghana, digital adoption in Nigeria and cost optimisation in Uganda.



#### 4. Enterprise Agility & People Culture

Employee engagement and adoption of Enterprise Agility methodologies continues to expand across Letshego's markets, functions and segments via online 'Lunch & Learn' sessions. To date, 20 certified squads representing employees from multiple markets and functions now support the swift execution of strategic goals and digital project roll outs.

Digital is also supporting Letshego's 'People First' culture with the launch of the Group's inaugural 'Online Learning Platform' in May. Every employee across the Group can now choose from 4 500 online accredited courses to upskill and expand their career choices. 96% of employees have enrolled and completed over 1 700 courses in just 3 months. Individual and Squad performance tracking has recently been automated with the introduction of an online Enterprise Agility platform that enables employees to manage and track their individual Objectives and Key Results (OKRs) from their desktop or device, wherever they are located.



#### 5. Sustainable Shareholder Value

Letshego has completed the first phase of its Capital Allocation and Optimisation exercise identifying relevant capital levers for sustainable returns. The exercise involved the review of subsidiaries with excess capital and the risk-cost return per country. The Group is now finalising its long-term capital plan, a comprehensive capital optimisation plan and determining mechanisms for capital allocation going forward. At 30 June 2021, the Group's capital adequacy ratio was 34% with a Debt-to-Equity Ratio of 119% [H1 2020\*: 105%] – well within the Group's target range. The Group is pleased to see improved performance of the Letshego counter with the share price increasing from 70 thebe at 30 June 2020 to 105 thebe in July 2021, a 50% increase. The dividend yield has remained strong at 17%.

#### **OUTLOOK**

With the onset of a 'third wave' in many sub Saharan markets, Letshego continues to maintain a proactive stance in adjusting and evolving its Pandemic Response Plans and risk mitigation strategies to meet ever-changing economic environments. With the staggered dissemination of vaccines and the identification of multiple variants the Group will continue to prioritise the lives and livelihoods of employees and customers, as well as local communities by supporting national pandemic relief plans.

Letshego's 'Plan 2' horizon will see increased investment into digital and strategic partnerships towards year end and into 2022, supporting further system and product enhancements. By the end of 2022 the Group will see further expansion of the Group's vision to develop a foundation for 'eco-systems', expanded multi-tier partnerships and digital hubs, all while upskilling and empowering employees and customers with world-class, digital skills that supports sustainable financial inclusion and digital-savvy economies.

#### **AUDITORS' REVIEW**

The condensed half year financial statements from which the financial information is set out in this announcement has been reviewed but not audited by Ernst & Young, Letshego Group's external auditors. Their review report is available for inspection at the Group's registered office.

#### **DIVIDEND NOTICE**

Notice is hereby given that the Board has declared an interim dividend of 7.3 thebe per share for the half year ended 30 June 2021. In terms of the Botswana Income Tax Act (Cap 50:01) as amended, withholding tax at the rate of 7.5% or any other currently enacted tax rate will be deducted from interim dividend for the half year ended 30 June 2021.

Important dates pertaining to this dividend are:

- > Declaration date: 12 August 2021
- > Shares go ex-dividend from 3 November 2021
- > Last date to register is 5 November 2021
- > Dividend payment date on or about, 16 November 2021

For and on behalf of the Board of Directors:



Enos Banda Group Chairmar

12 August 2021

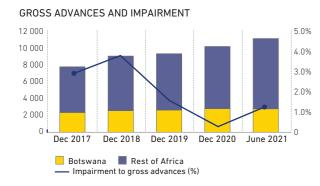


12 August 2021

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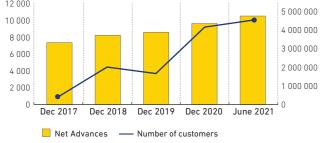
#### **RATIOS**

	30 June 2021 (Reviewed) %	30 June 2020 (Restated) %	31 Dec 2020 (Audited %
Return on average assets	5	5	5
Return on average equity	13	11	13
Cost to income ratio	47	49	50
Debt to equity ratio (%)	119	105	118



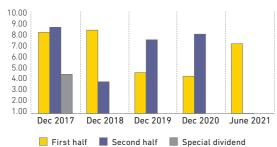


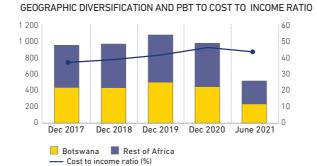




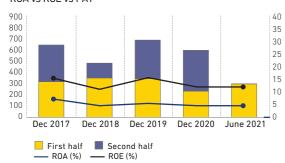








#### ROA vs ROE vs PAT







#### **CONSOLIDATED STATEMENT OF FINANCIAL POSITION**

	Note	At 30 June 2021 (Reviewed) P'000	At 30 June 2020 (Restated) P'000	Change %	At 31 Dec 2020 (Audited) P'000
ASSETS					
Cash and cash equivalents	1	1 005 836	624 400		1 043 864
Advances to customers	2	11 103 366	9 256 212	20	10 161 534
Other receivables	3	374 947	185 835		263 202
Financial assets at fair value through profit or loss	4	260 832			140 804
Financial assets at fair value through OCI		59 408	53 591		59 408
Income tax receivable		101 922	92 359		102 633
Property, plant and equipment	5	106 798	97 726		94 229
Right of use assets	6	109 517	62 320		131 703
Intangible assets	7	34 282	45 649		39 091
Goodwill	8	67 042	68 860		65 598
Deferred tax assets		114 770	160 987		124 139
Total assets		13 338 720	10 647 939	25	12 226 205
LIABILITIES AND EQUITY Liabilities					
Financial liabilities at fair value through profit or loss	9	255 807			152 855
Customer deposits	10	988 912	499 002	98	664 393
Cash collateral	11	19 093	21 438		18 838
Trade and other payables	12	807 663	590 487		714 548
Lease liabilities	13	107 316	57 786		133 377
Income tax payable		137 967	98 173		103 057
Borrowings	14	5 858 058	4 809 385		5 649 561
Deferred tax liabilities		5 907			-
Total liabilities		8 180 723	6 076 271		7 436 629
Shareholders' equity					
Stated capital	15	882 224	872 169		872 169
Foreign currency translation reserve		(654 049)	(757 776)		[885 673]
Legal reserve		214 835	199 248		214 835
Fair value adjustment reserve		5 817			5 817
Share based payment reserve		31 215	22 013		31 295
Retained earnings		4 242 048	3 883 580		4 133 314
Total equity attributable to equity holders of the parent company		4 722 090	4 219 234		4 371 757
Non-controlling interests		435 907	352 434		417 819
Total shareholders' equity		5 157 997	4 571 668		4 789 576
Total liabilities and equity		13 338 720	10 647 939	25	12 226 205

### CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	Note	6 months ended 30 June 2021 (Reviewed) P'000	6 months ended 30 June 2020 (Restated) P'000	Change %	12 months ended 31 Dec 2020 (Audited) P'000
Interest income at effective interest rate	16	1 510 417	1 351 187	12	2 712 278
Interest expense at effective interest rate	17	(473 560)	[426 838]	11	[819 324]
Other interest expense	17.1	(18 028)	(13 912)	30	[31 640]
Net interest income		1 018 829	910 437	12	1 861 314
Fee and commission income		35 442	27 233	30	71 033
Other operating income	18	114 379	85 803	33	212 536
Operating income		1 168 650	1 023 473	14	2 144 883
Employee costs	19	(252 882)	[238 369]	6	[493 497]
Other operating expenses	20	(295 971)	(271 565)	9	(595 308)
Net income before impairment and taxation		619 797	513 539	21	1 056 078
Expected credit losses	21	(75 719)	(70 868)	7	(25 771)
Profit before taxation		544 078	442 671	23	1 030 307
Taxation		(230 384)	[198 084]		[399 434]
Profit for the period		313 694	244 587	28	630 873
Attributable to:					
Equity holders of the parent company		285 783	227 379		575 718
Non-controlling interests		27 911	17 208		55 155
Profit for the period		313 694	244 587	28	630 873
Other comprehensive income, net of tax  Items that may be subsequently reclassified to profit or loss:					
Fair value adjustment from revaluation of a financial asset		_			5 817
Foreign currency translation differences arising from foreign operations		245 837	[119 966]		(219 197)
Total comprehensive income for the period		559 531	124 621		417 493
Attributable to:					
Equity holders of the parent company		517 407	145 488		371 747
Non-controlling interests		42 124	(20 867)		45 746
Total comprehensive income for the period		559 531	124 621		417 493
Weighted average number of shares in issue during the period (millions)		2 131	2 126		2 128
Dilution effect – number of shares (millions)		157	40		99
Number of shares in issue at the end of the period (millions)		2 144	2 144		2 144
Basic earnings per share (thebe)		13.4	10.7	25	27.1
Fully diluted earnings per share (thebe)		12.5	10.2		25.7

Note: The diluted EPS has been calculated based on the total number of shares that may vest in terms of the Group's long term staff incentive scheme.

### CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS

		6 months	6 months	Year
		ended	ended	ended
		30 June	30 June	31 Dec
		2021	2020	2020
	Note	(Reviewed) P'000	(Restated) P'000	(Audited) P'000
OPERATING ACTIVITIES				
Profit before taxation		544 078	442 671	1 030 307
Adjustments for:				
- Interest income at effective interest rate		(1 510 417)	(1 351 187)	(2 712 278)
- Interest expense		491 588	440 750	850 964
- Amortisation, depreciation, right of use assets and disposals		49 197	40 393	85 674
- Impairment and write off charge		164 718	176 157	224 400
Movement in working capital and other changes		(818 880)	(279 795)	(1 172 066)
Cash used in operations		(1 079 716)	(531 011)	[1 692 999]
Interest received		1 510 417	1 351 187	2 712 278
Interest paid		(473 560)	(426 838)	(819 324)
Income tax paid		[179 486]	(366 369)	(536 257)
Net cash flows (used in) / generated from operating activities		(222 345)	26 969	(336 302)
INVESTING ACTIVITIES				
Purchase of property, plant and equipment and intangible assets		(28 689)	[26 474]	(45 320)
Net cash flows used in investing activities		(28 689)	[26 474]	(45 320)
FINANCING ACTIVITIES				
Dividends paid to equity holders and subsidiary non-controlling				
interest		(201 085)	(181 146)	(265 392)
Payment of capital and interest on leases		(35 043)	(27 074)	(49 886)
Finance obtained from third parties		1 300 892	167 351	1 273 785
Repayment of borrowings		[918 244]	(371 303)	(519 042)
Net cash flows generated from / (used in) financing activities		146 520	[412 172]	439 465
Net movement in cash and cash equivalents		(104 514)	(411 677)	57 843
Cash and cash equivalents at the beginning of the period		986 534	972 123	972 123
Effect of exchange rate changes on cash and cash equivalents		54 604	6 654	[43 432]
Cash and cash equivalents at the end of the period	1	936 624	567 100	986 534

## CONDENSED CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	Stated capital P'000	Retained earnings P'000	Share based payment reserve P'000	Fair value reserve of financial assets at FVOCI P'000	Foreign currency translation reserve P'000	Legal reserve P'000	Non- controlling interest P'000	Total P'000
Balance at 1 January 2020	862 621	3 823 280	24 304	-	(675 885)	195 793	390 823	4 620 936
Total comprehensive income for the period								
Profit for the period	_	227 379	_	_	_	_	17 208	244 587
Other comprehensive income, net of income tax								
Foreign currency translation reserve	_	_	_	_	(81 891)	_	(38 075)	(119 966)
Transactions with owners, recorded directly in equity								_
Allocation to legal reserve	_	(3 455)	_	_	_	3 455	_	_
Recognition of share based payment reserve movement	_	_	7 257	_	_	_	_	7 257
New shares issued from long term incentive scheme	9 548	_	(9 548)	_	-	_	-	-
Dividends paid by subsidiary to minority interests	_	_	_	_	_	_	(17 522)	[17 522]
Dividends paid to equity holders	_	[163 624]	_	_	-	-	_	[163 624]
Balance at 30 June 2020 – Restated	872 169	3 883 580	22 013	-	(757 776)	199 248	352 434	4 571 668
Total comprehensive income for the period								
Profit for the period		348 339	-	_	_	_	37 947	386 286
Other comprehensive income, net of income tax								
Other comprehensive income				5 817	_	-	_	5 817
Foreign currency translation reserve	_	_	_	_	[127 897]	_	28 666	(99 231)
Transactions with owners, recorded directly in equity								
Allocation to legal reserve	_	(15 587)	_	_	_	15 587	_	_
Recognition of share based payment reserve movement	_	-	9 282	_	_	-	_	9 282
Dividends paid by subsidiary to minority interests	_	_	_	_	_	_	(1 228)	(1 228)
Dividends paid to equity holders		(83 018)	_	_	_	_	_	(83 018)
Balance at 31 December 2020 – Audited	872 169	4 133 314	31 295	5 817	(885 673)	214 835	417 819	4 789 576
Total comprehensive income for the period								
Profit for the period	_	285 783	_	_	_	_	27 911	313 694
Other comprehensive income, net of income tax								
Foreign currency translation reserve	_	_	_	_	231 624	_	14 213	245 837
Transactions with owners, recorded directly in equity								
Allocation from legal reserve	_	_	_	-	_	-	_	_
Recognition of share based payment reserve movement	_	_	9 975	-	_	-	_	9 975
New shares issued from long term incentive scheme	10 055	_	(10 055)	_	_	_	_	_
Dividends paid by subsidiary to minority interests	_	_	_	_	_	_	[24 036]	[24 036]
Dividends paid to equity holders		[177 049]	_	_	_	_	_	[177 049]
Balance at 30 June 2021 – Reviewed	882 224	4 242 048	31 215	5 817	(654 049)	214 835	435 907	5 157 997

## **SEGMENTAL REPORTING**

The Group's geographical operating segments are reported below:

Reportable segments 30 June 2021	Botswana P'000	Namibia P'000	Mozambique P'000	Lesotho P'000	Eswatini P'000	Kenya P'000	Rwanda P'000	Uganda P'000	Tanzania P'000	Nigeria P'000	Ghana P'000	Holding company or eliminations P'000	Total P'000
Operating income	341 108	284 514	188 478	45 303	43 520	70 799	4 352	76 444	67 247	36 210	111 303	(100 628)	1 168 650
Profit / (loss) before taxation	248 465	170 535	134 482	30 174	12 905	50 893	(263)	16 369	8 191	3 749	51 423	(182 845)	544 078
Taxation – consolidated													(230 384)
Profit – consolidated													313 694
Gross advances to customers	2 926 074	3 021 003	1 579 769	404 685	544 389	747 502	33 474	429 676	442 994	174 045	1 430 822	-	11 734 433
Impairment provisions	(114 818)	(69 775)	[28 331]	[15 896]	(31 835)	(120 191)	(2 990)	(37 133)	(43 694)	(23 036)	[143 368]	-	(631 067)
Net advances	2 811 256	2 951 228	1 551 438	388 789	512 554	627 311	30 484	392 543	399 300	151 009	1 287 454		11 103 366
Total assets	3 081 403	3 371 189	1 868 269	434 240	543 702	727 314	56 888	456 303	543 211	163 235	1 601 089	491 877	13 338 720
Borrowings	1 938 231	532 172	279 719	6 335	253 694	461 760	-	185 118	-	-	826 649	1 374 380	5 858 058
Total liabilities	2 041 040	891 774	860 136	14 229	270 575	591 532	22 770	200 068	76 379	53 156	1 409 434	1 749 630	8 180 723
Reportable segments 30 June 2020 (Restated)													
Operating income	311 501	206 101	151 885	42 990	35 037	72 910	2 212	70 802	76 175	29 214	99 154	(74 508)	1 023 473
Profit / (loss) before taxation	270 909	137 895	81 933	37 784	(23 141)	13 434	(3 118)	7 860	35 677	4 046	48 018	(168 626)	442 671
Taxation – consolidated													[198 084]
Profit – consolidated													244 587
Gross advances to customers	2 831 137	2 185 152	1 385 584	365 606	460 128	781 365	41 372	433 296	479 673	139 285	971 206	_	10 073 804
Impairment provisions	(138 616)	(26 797)	(34 461)	(28 663)	(50 151)	(181 247)	(5 598)	[64 462]	(88 110)	(22 179)	(177 308)		(817 592)
Net advances	2 692 521	2 158 355	1 351 123	336 943	409 977	600 118	35 774	368 834	391 563	117 106	793 898	_	9 256 212
Total assets	2 766 000	2 419 616	1 555 166	353 676	470 341	767 970	62 292	396 833	605 285	171 057	941 731	137 972	10 647 939
Borrowings	1 097 183	322 010	241 107	206 784	313 320	397 788	15 509	227 233	6 713	1 750	525 169	1 454 819	4 809 385
Total liabilities	1 176 631	455 303	618 982	217 669	325 027	538 498	42 873	240 792	94 095	57 668	795 223	1 513 510	6 076 271

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## NOTES TO THE CONSOLIDATED STATEMENT OF FINANCIAL POSITION AND STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	At 30 June 2021 (Reviewed) P'000	At 30 June 2020 (Restated) P'000	At 31 Dec 2020 (Audited) P'000
CASH AND CASH EQUIVALENTS			
Cash at bank and in hand	803 352	530 377	918 284
Statutory cash reserve	69 212	57 300	57 330
Short term investments	133 272	36 723	68 250
	1 005 836	624 400	1 043 864
Cash and cash equivalents for the purpose of the statement of cash flows	936 624	567 100	986 534
ADVANCES TO CUSTOMERS			
Gross advances to customers	11 734 433	10 073 804	10 739 521
Less : Expected credit losses			
- Stage 1	(208 263)	[232 096]	(213 621
- Stage 2	(129 047)	(75 689)	(73 435
- Stage 3	(293 757)	(509 807)	(290 931
Net advances to customers	11 103 366	9 256 212	10 161 534
OTHER RECEIVABLES			
Deposits and prepayments	43 857	57 032	46 951
Receivable from insurance arrangements	258 458	85 055	168 029
Withholding tax and value added tax	812	204	755
Deferred arrangement fees	23 897	11 810	19 418
Settlement and clearing accounts	38 151	23 674	23 619
Other receivables	9 772	8 060	4 430
	374 947	185 835	263 202
FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS			

This relates to short-term foreign currency swap arrangements with financial institutions, where the Group pays a specified amount in one currency and receives a specified amount in another currency to reduce its exposure on currency risk. These were translated using reporting date exchange rates to reflect the changes in foreign currencies. The related financial liability at fair value through profit or loss is in note 9.

#### 5 PROPERTY PLANT AND EQUIPMENT

	Carrying amount at 01 Jan 2021	Additions	Transfers	written off	Depreciation charge		Carrying amount at 30 June 2021
Motor vehicles	5 093	1 091	_	(20)	(1 322)	230	5 072
Computer equipment	32 511	7 561	(103)	(322)	(11 383)	1 257	29 521
Office furniture and equipment	29 409	4 708	_	(818)	(5 158)	1 934	30 075
Land and building	16 824	-	_	_	-	422	17 246
Work in progress	10 392	14 239	[43]			296	24 884
	94 229	27 599	(146)	(1 160)	(17 863)	4 139	106 798

#### 6 RIGHT-OF-USE ASSETS

	Carrying amount at 01 Jan 2021	Additions	Modifications	Disposal and written off	Depreciation charge		Carrying amount at 30 June 2021
Property	131 703	9 346	(10 576)	_	(23 547)	2 591	109 517
	131 703	9 346	(10 576)	_	(23 547)	2 591	109 517

During the current period there was a remeasurement of the head-office lease liability that resulted in the modication adjustment noted above.

#### 7 INTANGIBLE ASSETS

	Carrying amount at 01 Jan 2021	Additions	Transfers	Disposal	Amortisation charge		
Computer software	35 926	1 090	146	(29)	(6 355)	1 000	31 778
Brand value	1 197	-	_	-	(104)	(95)	998
Core deposit	1 968	_	_	_	(139)	(323)	1 506
	39 091	1 090	146	(29)	(6 598)	582	34 282

## NOTES TO THE CONSOLIDATED STATEMENT OF FINANCIAL POSITION AND STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (continued)

		At 30 June 2021 (Reviewed) P'000	At 30 June 2020 (Restated) P'000	At 31 Dec 2020 (Audited) P'000
0	GOODWILL			
G	Goodwill arose on the acquisition of:			
L	etshego Holdings Namibia Limited	23 249	20 800	22 489
L	etshego Tanzania Limited	1 901	2 063	1 886
L	etshego Kenya Limited	31 940	35 069	31 349
	AFB Ghana Plc	9 952	10 928	9 874
		67 042	68 860	65 598

Goodwill was translated using reporting date exchange rates to reflect the changes in foreign currencies. The Group assesses the recoverable amount of goodwill in respect of all cash generating units to determine indications of impairment. An assessment was done at 31 December 2020 and there were no indications of impairment for the above cash generating units.

		At 30 June 2021 (Reviewed) P'000	At 30 June 2020 (Restated) P'000	At 31 Dec 2020 (Audited) P'000
	CIAL LIABILITIES AT FAIR VALUE THROUGH OR LOSS			
Foreign c	currency swap (note 4)	255 807		152 855
CUSTO	MER DEPOSITS			
Demand	accounts	53 086	71 009	106 384
Savings a	accounts	268 552	89 716	107 669
Call and	term deposits	667 274	338 277	450 340
		988 912	499 002	664 393
CASH (	COLLATERAL			
Cash coll	ateral on loans and advances	19 093	21 438	18 838

Cash collateral represents payments made by customers as security for loans taken. The amounts are refundable upon the successful repayment of loans by customers or are utilised to cover loans in the event of default.

	At 30 June 2021 (Reviewed) P'000	At 30 June 2020 (Restated) P'000	At 31 Dec 2020 (Audited) P'000
TRADE AND OTHER PAYABLES			
Insurance premium payable	127 513	85 847	146 530
Payroll related accruals	20 999	22 293	14 204
Staff incentive accrual	31 331	42 447	75 968
Other provisions	65 685	59 061	58 167
Guarantee funds	414 939	255 970	291 961
Trade and other payables	117 457	103 032	94 818
Value added tax / withholding tax payable	29 739	21 837	32 900
	807 663	590 487	714 548

		At 30 June 2021 (Reviewed) P'000	At 30 June 2020 (Restated) P'000	At 31 Dec 2020 (Audited) P'000
3	LEASE LIABILITIES			
	Lease liability	107 316	57 786	133 377
4	BORROWINGS			
	Commercial banks	2 364 758	1 761 141	2 588 765
	Note programmes	1 658 276	1 786 412	1 555 891
	DFI's	1 794 954	1 103 459	1 339 680
	Pension Funds	40 070	158 373	165 225
	Total borrowings	5 858 058	4 809 385	5 649 561
5	STATED CAPITAL			
	Issued: 2,144,045,175 ordinary shares of no par value (2020: 2,144,045,175) of which 9,222,720 shares (2020: 14,571,140) are held as treasury shares	882 224	872 169	872 169

# NOTES TO THE CONSOLIDATED STATEMENT OF FINANCIAL POSITION AND STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (continued)

		6 months ended 30 June 2021 (Reviewed) P'000	6 months ended 30 June 2020 (Restated) P'000	12 months ended 31 Dec 2020 (Audited) P'000
16	INTEREST INCOME AT EFFECTIVE INTEREST RATE			
	Advances to customers	1 291 986	1 215 783	2 426 509
	Interest income on risk informal / mobile loans	49 013	42 237	78 346
	Interest income on non-risk informal / mobile loans	155 045	78 819	185 271
	Interest income from deposits with banks	14 373	14 348	22 152
		1 510 417	1 351 187	2 712 278
17	INTEREST EXPENSE AT EFFECTIVE INTEREST RATE			
	Overdraft facilities and term loans	318 515	348 019	634 053
	Interest expense on non-risk informal / mobile loans	155 045	78 819	185 271
		473 560	426 838	819 324
17.1	OTHER INTEREST EXPENSE			
	Interest expense on leases	7 621	3 222	13 053
	Foreign exchange loss	10 407	10 690	18 587
		18 028	13 912	31 640
		491 588	440 750	850 964
18	OTHER OPERATING INCOME			
	Early settlement fees	24 315	16 447	42 156
	Income from insurance arrangements	89 502	41 518	153 925
	Market to market gain on foreign currency swaps	3 223	22 544	7 184
	Sundry (loss) / income	[2 661]	5 294	9 271
		114 379	85 803	212 536
19	EMPLOYEE COSTS			
	Salaries and wages	203 129	173 626	361 782
	Staff incentive	20 514	37 738	75 053
	Staff recruitment costs	597	33	2 184
	Staff pension fund contribution	14 785	14 178	28 669
	Directors' remuneration – for management services (executive)	3 882	5 537	9 270
	Long term incentive plan	9 975	7 257	16 539
		252 882	238 369	493 497

	6 months ended 30 June 2021 (Reviewed) P'000	6 months ended 30 June 2020 (Restated) P'000	12 months ended 31 Dec 2020 (Audited) P'000
OTHER OPERATING EXPENSES			
Accounting and secretarial fees	103	385	641
Advertising	11 831	6 909	22 078
Audit fees	3 974	3 823	5 732
- Audit services	3 900	3 745	5 575
- Covenant compliance fees	74	78	157
Bank charges	3 433	4 389	10 497
Computer expenses	4 652	7 153	17 005
Consultancy fees	20 107	16 124	59 650
Corporate social responsibility	617	4 049	4 912
Collection commission	30 035	29 961	61 033
Direct costs	19 549	25 021	50 305
Direct costs – informal loans	6 521	12 260	22 969
Depreciation and amortisation	24 461	24 327	49 808
Depreciation – right of use assets	23 547	15 994	35 183
Directors' fees – non executive	4 700	4 321	8 581
Directors' fees – subsidiary boards	3 950	3 195	7 746
Government levies	16 081	13 788	27 142
Insurance	28 505	5 883	18 688
Office expenses	9 799	10 776	23 161
Rental expense for low value assets	1 435	2 457	7 325
Short term leases	1 753	1 588	2 852
Other operating expenses	40 208	42 821	80 668
- Entertainment	104	85	338
- IT costs	1 835	656	8 000
Loss on disposal of plant and equipment and intangible assets	1 189	-	683
- Motor vehicle expenses	3 582	3 285	6 554
- Printing and Stationery	3 513	2 791	7 745
- Repairs and Maintenance	3 432	1 884	4 292
- Storage costs	1 309	804	2 271
- Subscriptions and licenses	9 848	2 820	5 919
- Other expenses	15 396	30 496	44 866
Payroll administration costs	1 093	1 010	2 086
Professional fees	16 939	7 434	24 972
Telephone and postage	15 080	16 647	32 995
Travel	7 598	11 250	19 279
EXPECTED CREDIT LOSSES	295 971	271 565	595 308
Amounts written off	351 243	119 969	407 817
Recoveries during the period	(88 999)	(105 289)	[198 629]
Expected credit losses (reversed) / raised during the period	(186 525)	56 188	(183 417
Expected credit tosses (reversed) / raised during the period	<b>75 719</b>	70 868	25 771

NOTES TO THE CONSOLIDATED STATEMENT OF FINANCIAL POSITION AND STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (continued)

#### 22 PRIOR YEAR ADJUSTMENT

Group Interim Financial Statements for 30 June 2020 reflect the restated position following Namibia Preference Shares conversion back to a loan as published in the 2020 Group Integrated Annual Report. The financial impact is noted below:

Statement of financial position – extract Balance Sheet	At 30 June 2020 As previously reported P'000	Increase / Decrease P'000	At 30 June 2020 Restated P'000
Income tax receivable	42 310	50 049	92 359
Total assets	10 597 890	50 049	10 647 939
Trade and other payables	589 193	1 294	590 487
Total liabilities	6 074 977	1 294	6 076 271
Foreign currency translation reserve	(826 436)	68 660	(757 776)
Retained earnings	3 931 030	(47 450)	3 883 580
Total equity attributable to equity holders of the parent company	4 198 024	21 210	4 219 234
Non-controlling interests	324 889	27 545	352 434
Total shareholders' equity	4 522 913	48 755	4 571 668
Statement of profit or loss and other comprehensive income – extract	At 30 June 2020 As previously reported P'000	Increase / Decrease P'000	At 30 June 2020 Restated P'000
Effective interest rate	(400 844)	(39 906)	(440 750)
Profit before taxation	482 577	(39 906)	442 671
Taxation	(204 520)	6 436	(198 084)
Profit for the period	278 057	(33 470)	244 587
Basic earnings per share (thebe)	12.2	(1.5)	10.7
Fully diluted earnings per share (thebe)	11.7	(1.5)	10.2

Basic and diluted earnings per share for the prior year have also been restated. The amount of the correction for both basic and diluted earnings per share was a decrease of 1.5 thebe per share.





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