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Exotix Valuation

Recommendation	**BUY**
Fair price (BWP)	4.50
Upside / (downside) %	150
Forecast Dividend Yield %	2.2
Total Return %	152.2

Key Company Information

Market capitalization (USD million)	478.4
Free float %	75%
Share price (BWP)*	1.80
BWP / USD	6.86
Financial year end	January
Sector	Financials

Market performance in BWP

YTD return %	**16%**
2009 return %	**-11%**
5-year return %	**510%**
3 month daily average trading volume USD (k)	**121**

Source: Botswana Stock Exchange, Exotix data
Note: Share price as of 26/04/2010, Stock split 1 for 10 on 16 April 2010.

Investment Summary Table

Year Ending 31 January	**FY10A**	**FY11F**	**FY12F**
Net interest inc. (BWP m)	537,901	717,604	953,228
Op. profit before impairment	512,829	674,285	900,291
Net income (BWP m)	380,000	473,919	620,097
EPS (BWP)	0.21	0.26	0.34
% change	44.1	24.5	31.4
BVPS (BWP)	0.74	0.97	1.27
% change	68	31	31
DPS (BWP)	0.03	0.04	0.05
% change	0.0	29.9	32.8
PE Ratio (x)	8.64	6.96	5.29
P/Book (x)	2.44	1.86	1.42
Dividend Yield (%)	1.67	2.16	2.83

Source: Company filings, Exotix Estimates

LETSHEGO

10 years of profitable lending to SSA civil servants

Executive summary

- We initiate our detailed investment research on Letshego with a **BUY** recommendation and a target price of **BWP 4.50**. If the company were to increase its dividend payout in order to add leverage to its balance sheet, we would get a value around BWP 7 per share.

- **We think that Letshego's business model is one of the most exciting in the sub-Saharan African financial sector for its ability to generate Net Interest Margins (NIM) sustainably above 29%.**

- **Very Profitable Low-Risk Lending:** We feel Letshego's focus on civil servants (95% of its customers) and direct salary deduction scheme has been, and will continue to be, a winning strategy on the asset-side of the balance sheet. With a 3% NPL ratio, 38% weighted average interest rates and a 22.4% cost/income ratio, we can not find a more profitable bank in terms of Return on Assets.

- **Under-geared balance sheet *still* delivers 25%+ ROE:** Notwithstanding an under-levered ROE, Letshego has an equity/assets of 71%. If they were to increase leverage and let equity/assets fall to a more normal 20%, then ROE's would jump to 80%+. While our model assumes that the balance sheet remains conservative, we think a more geared balance sheet will unlock massive amounts of shareholder value.

- **38% interest rates with 3% NPL's make an attractive acquisition target at 1.9 times book value:** The stock is trading at 7.0 times P/E and 1.9 times price/book (2011F). We expect that at some point a larger, well-funded bank will bid for Letshego. Given the synergy of a more efficient liability structure, we think Letshego shareholders deserve a significant premium in a takeover.

- **Loans can still grow at 32% CAGR on these margins.** While we are very positive on the margins for Letshego, we still expect 32% CAGR loan growth for the next 5 years. Its moves into new markets, like Swaziland and Namibia, are already filtering down to the bottom line.

INVESTMENT SUMMARY

Letshego has found the key to earning consistently high NIM's and very low NPL's. Despite the ultra-conservative financing of their business, the hugely profitable lending business has consistently generated ROE's of 25-30%. We expect that their string of successes will continue.

Our model assumes the balance sheet will remain ultra-conservative, with equity/assets remaining around 70%. If they were to increase leverage, ROE's could jump to 80%+ which we believe would push the valuation well past the 2x price-to-book where it currently trades.

The core business is lending to civil servants at 38% with repayment deducted directly from salaries which keeps NPL around 3% and …

The core business is lending to civil servants at around 38%; salary deduction keeps NPL's at 3%. We can not find many better businesses than lending at around 35-40% (40% over the last four years; we forecast 38% in the next five years) with an NPL ratio of around 2% over the next five years (in-line with the last five years); that is the asset-side of Letshego's balance sheet. The rates remain high because bigger banks in the region have not yet addressed this market; the collection rates remain near 100% because Letshego makes a deal with the payroll department in each country's Finance Ministry to allow salary deductions at source. African civil servants are just as hard to fire as civil servants in most other countries.

38% and 3% makes ROE's of 26% very easy …

These high returns on average assets (19% average in the next five years) make our forecast of 26% ROE's over the next five years easy to achieve. The FY2010 *ROAssets* of 22.9% is above the *ROEequity* of all but two of the Kenyan banks and all of the big 4 banks in Nigeria.

… untapped potential in Tanzania, Namibia, and Uganda will keep loan growth at 33%

We expect loan growth of 33% CAGR over the next five years as Letshego rolls out more markets. The growth engine of the company will gradually shift from Botswana to Namibia, Tanzania and Uganda. With Botswana growth slowing (penetration has been around 33% for a few years), we expect Letshego's growth to come from other markets where penetration is still single digits, like Tanzania and Uganda, or from rising loan size (Namibia).

… which adds up to a DDM valuation of BWP 4.50….

Our DDM model gives us a valuation of BWP 4.50, based on a pay-out ratio at the terminal value at 50%. Note that the Gordon Growth formula says that: terminal growth = (1-payout ratio)*ROE, which means the "proper" payout ratio given our 9% terminal growth assumption is 66% (1-9%/26%), above our 50% assumption. Implicitly, we are building in a more conservative assumption on the profitability in our terminal growth rate.

But it's not just a DDM story, it's about ROE and P/BV. That puts the value at 3.2 times FY2015 book, or around BWP 5.3/share

If we value Letshego on a P/BV versus ROE basis, we get a target price of more than BWP 5. Using a Gordon Growth model PB = (ROE-g)/(CoE - g), with a terminal ROE of 26.1%, terminal growth of 9% and a cost of equity of 14.1%, we get a terminal valuation of 3.22 times price-to-book. Our FY2015 book value per share is 2.98 which gives us a 2015 value of BWP 9.9, discounting that back to today (14% for 5 years) gives us a valuation of BWP 5.27, almost three times today's price. If we simply start the 9% terminal growth rate *today* we would *still* get a valuation of 3.3 times book, or BWP 3.2/share.

M&A could add to shareholder value – especially if Letshego is the target. Also M&A could add a low-cost funding to Letshego's high-return asset base.

Two other ways to add shareholder value: first, a more geared balance sheet via a higher payout ratio in order to raise ROE's; second, M&A. We feel if management were to raise the payout ratio sharply as a way to increase the leverage in the balance sheet, our target price would jump sharply, to around BPW 7. More importantly, we think if a deposit-heavy bank were to acquire Letshego's 22% Return on Asset business and run it on bank-style geared balance sheet, then ROE's rise to 80%+ on our calculations.

PEER COMPARISON: MORE PROFITABLE THAN THE BANKS AND A VERY DIFFERENT MODEL FROM BLUE

Trio in harmony: 1) Highest NIM's. 2) Lowest loan losses. 3) Lowest cost-to-income

The positive impact of Letshego's business model becomes clear to us when we compare it to the region's banks. First, Letshego's focus on the high-margin product of unsecured consumer lending has translated into the highest NIM in the region. At 31%, it is 18pp above the #2 bank in the region, Equity Bank (Kenya), and more than four times the average of the region's banks. Second, Letshego's focus on salary deduction has meant that loan-loss provisions of 1.8% are less than half the region's banks. Finally, Letshego's focus on a single product line, salary-deduction lending to civil servants, helps make it have the lowest cost-to-income ratio in the sector. At 22.4%, it is 13 pp below the second bank, FNB Botswana and less than *half* the 55% average of the region's banks.

We hope investors are not *still* comparing Blue Financial to Letshego. Letshego's focus on salary deduction and short-duration loans is *sharply* different from Blue's foray into the 15-20 year mortgage market. In the six months to August 2009, Interest Income at Blue was ZAR 192m, but Impairments were ZAR 236m; that ZAR 236m was 19% of the ZAR 1.217m loans outstanding, a far cry from Letshego's 3% rate for the full year to January 2010. Also, Blue's acquisition track record is long, in contrast to Letshego's lifetime track record of making only one acquisition; now 27% of Blue's balance sheet assets are Goodwill versus 1% in Letshego. Moreover, in terms of a successful historical track record of operations, retained earnings are now negative at Blue.

Relative Valuation Table

Company	Share Price / LC	Mkt Cap. USD m	Trailing P/E	Div. Yield	Price / Book	ROE %	Cost / Income %	NIM	Loans/ total assets %	Loan loss prov./ Net loans %	Year end
Letshego (BWP)	**1.8**	**478.4**	**8.6**	**1.7**	**2.4**	**28.2**	**22.4**	**31.0**	**87.8**	**1.8%**	**Jan-10**
Blue Financial (ZAR)	0.40	31	loss	0.0%	0.35	10.0	68.7	15.0	53.8	13.2	Feb-09
Botswana Banks:											
Barclays Bank Botswana	6.60	830	12.4	4.0%	5.98	48.4	40.2	8.7	49.4	6.5	Dec-09
FNB Botswana	2.55	964	16.6	3.4%	7.10	44.2	35.4	4.2	37.3	2.3	Jun-09
Standard Chartered Bots.	17.20	731	18.3	5.2%	14.79	63.2	51.3	6.0	41.9	2.2	Dec-09
Nigerian Banks:											
First Bank	16.15	3,124	loss	7.2%	1.52	3.7	54.7	5.0	38.6	3.0	Mar-09
Guaranty Trust Bank	17.99	2,797	17.7	3.3%	2.24	12.7	46.7	7.4	52.8	5.8	Dec-09
UBA	15.70	2,257	200.2	0.5%	1.86	0.9	71.0	6.1	39.2	2.3	Dec-09
Zenith	15.51	3,247	29.5	2.3%	1.39	1.0	60.2	5.3	45.4	6.5	Dec-09
Kenyan Banks:											
Equity Bank	17.40	859	15.2	2.3%	2.81	18.5	60.1	12.8	62.9	3.7	Dec-09
Barclays Bank Kenya	57.00	1,032	12.7	3.9%	3.20	25.2	59.3	10.8	56.6	4.7	Dec-09
Kenya Commercial Bank	22.00	651	11.9	4.5%	2.14	17.9	69.4	9.2	61.8	7.3	Dec-09
Cooperative Bank of Kenya	10.95	510	12.9	1.8%	2.46	18.3	62.8	8.6	56.3	5.6	Dec-09
National Bank of Kenya	40.00	145	10.0	0.0%	1.42	14.2	59.9	6.5	25.6	6.3	Dec-09
Standard Chartered Kenya	189.0	686	11.3	6.3%	4.60	34.0	41.5	7.9	45.8	2.7	Dec-09

Source: Company filings, Exotix Research

1+1=3; How M&A offers the hope of more leverage and higher valuations

We believe adding a cheaper cost of funds and a more aggressive balance sheet to Letshego can more than double ROE; we think that merits a big premium in a takeover scenario

Letshego as M&A target: While we model Letshego like a bank: net interest margins, return on equity, etc., it is missing one crucial part of a bank: a deposit base. In our discussions with the company, they think a deposit base would add significantly to shareholder value both in terms of lowering the cost of funding, but also reducing its dependence on local banks. The company also sees a deposit-taking operation as a way to drive fee and commission income.

We think that if Letshego were to gain a full banking license its costs would rise, cutting into its profitability. However, we believe a larger bank with a pan-African franchise - ETI, Standard Chartered, Barclays or Standard Bank – which already has the low-cost deposit base would add to the NIM of the Letshego business. Instead of a Cost of Funds for Letshego of 9.97% from FY2010, if we use Standard Chartered Botswana's 5.5% (full year 2009), the net interest margin increases. The small increase in the NIM adds 4.4% to the bottom line.

We think buying an inexpensive bank like African Banking Corporation which has overlapping geographical reach is also a good idea and might be an easier transaction given the overlapping shareholder base. Management told us that they are looking for acquisitions

Most importantly, we feel integrating Letshego into a bigger bank would likely allow a lot more leverage. If Letshego's equity/assets ratio fell from 70% where it is now to 20% (around where most African banks are), then the ROE's would jump from about 28.2% (or 32% in our highly simplified model) to over 100%. Even a drop to a more conservative 30% allows ROE's to more than double on a net profit line which is down by only 3%.

Stylized Letshego model with lower funding costs and more aggressive balance sheet

	Letshego: standalone	Lower Cost of Funds	More Geared Balance Sheet		
Return on Assets:	**39%**	**39%**	**39%**	**39%**	**39%**
Cost of Funds	**9.97%**	**5.5%**	5.5%	5.5%	5.5%
Assets	100	100	100	100	100
Balance Sheet Structure:					
% Liability	30%	30%	**70%**	**75%**	**80%**
% Equity	70%	70%	**30%**	**25%**	**20%**
Interest Income	38.8	38.8	38.8	38.8	38.8
Interest Costs	3.0	1.6	3.9	4.1	4.4
Operating Costs	5.9	5.9	5.9	5.9	5.9
Pretax Income	29.9	31.3	29.0	28.8	28.5
Net Income	22.7	23.8	22.1	21.9	21.7
ROE	**32.3**	**33.8**	**73.6**	**87.4**	**108.3**
Change in Net Profit from Base Case		*4.4%*	*-3.0%*	*-3.9%*	*-4.8%*

Source: Letshego research, company FY 2010 annual results

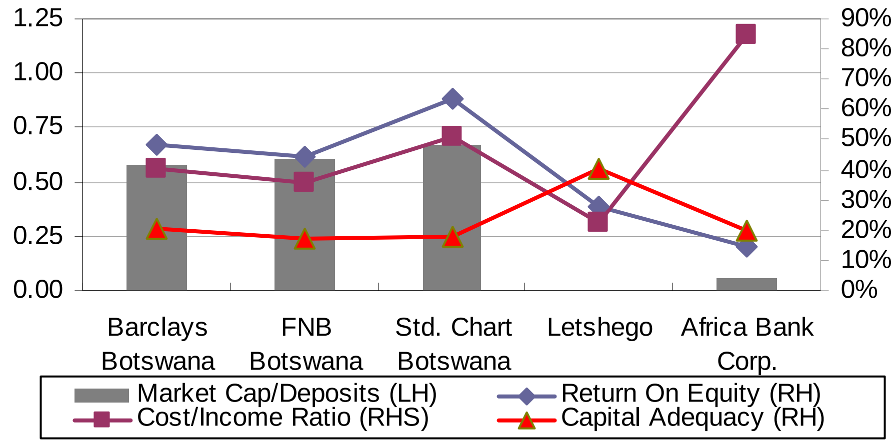
This highly stylized illustration highlights two conclusions: first, on a standalone basis, we think that the balance sheet can take significantly more gearing than we see now. Second, combining Letshego's hugely valuable asset base with a low-cost deposit base would be massively attractive to a potential acquirer in our view. Given the strategic and private equity investors - Kingdom Zephyr and FMO jointly own 20%, Investec Asset Management 17% and the IFC owns 6% - we think their exit strategy could be through a trade sale, at a significant premium to today's Jan 2011PBV multiple of 1.9. We think minorities could see significant upside in this scenario.

Management says that they are looking for acquisitions

Another way Letshego's 35% lending rates could be married to a cheap deposit base would be to acquire one. Our discussions with management confirm our thesis that Letshego is looking closely at making an acquisition. There is a small bank, African Banking Corporation, listed in Botswana which is trading at a market capitalisation to deposits ratio of 6% (based on end-2009 data), well below the bigger peers of Barclays Botswana or Standard Chartered Botswana. Its loan/deposit ratio is 51% and its equity/asset ratio is only 9%. ABC has significant operations (more than 14% of its 2008 loan book) in: Tanzania, Zambia, Botswana, Zimbabwe and Mozambique – all markets that Letshego is already present.

Crucially, we believe the IFC owns 11% of ABC and Zephyr owns 6% as at end-2008; (note: ABC has released end-2009 financials, but not its entire annual report). ABC management owns 26% of the bank, but we assume that they could be easily persuaded to own and run a bigger and more profitable bank.

Botswana: Bank Market Capitalization/Deposits Return On Equity, Cost/Income Ratio & Capital Adequacy



Source: company annual results, Exotix data

Note: Data as of latest reported annual results

… or Letshego might start taking deposits which may also address the issue of leverage while raising NIM's

Letshego's management indicated that they might consider becoming a deposit taking institution in the near future in an attempt to reduce further their funding costs. Letshego management did not indicate that the planning had gone as far as applying for a different form of license from any national authority. We are confident that Letshego will not take deposits in this calendar year, are highly unlikely to do so before calendar 2012. In fact, given the highly uncertain nature, we have not included this into our forecast model.

We think this would be a good idea if and only if they used it to increase the leverage on their balance sheet. The P&L impact of simply lowering the costs of funds is small; cutting the cost of funds from the current 10% to 5.5% only adds 4% to the bottom line. In fact, we expect that costs would rise if they were to start taking deposits making the P&L impact that much smaller. Moreover, it would dilute management time and focus from the (hugely profitable) core business of salary deduction lending.

The *real* upside to taking deposits would be if Letshego used it to replace some of the equity funding. As we have previously said, we think that leveraging the overly conservative balance sheet would create significant shareholder value.

FY 2010 results overview; Better-than market expected with stock +13% the day of the numbers

Letshego released fiscal 2010 (12-months to January 2010) on 16 April after the close. While the results were in-line with our expectations, the stock jumped from BWP 1.6 to BWP 1.8 on Monday 19 April. Note the company did a 1 for 10 split on 16 April – all figures in this report are adjusted for the split.

Letshego's profit before tax increased by 75% from January 2009 to January 2010 to BWP 505.2m. Excluding the one-off gain relating to the sale of Letshego Guard Ltd and Letshego Guard Insurance, pre-tax profit increased by 60.2%.

EPS increased by 33% excluding one-off gains and taking into account the dilution following the March 2009 share issue. A significant part of management's bonus structure is based on EPS – which we think may not be in the best interest of shareholders who could benefit from lower headline earnings if it meant higher dividend payout and higher ROE.

The company announced a dividend of BWP 0.3 (same as last year) which will be paid on or about the 7th of May 2010. We were surprised by the dividend announcement given that the company had previously said in their recent roadshow that they would reinvest their profits in loan growth rather than pay a dividend.

Net interest margin improved to 28% in January 2010 from 23% in January 2009. Letshego has benefited from the low interest rate environment in the countries where it operates as some of Letshego's loans are repaid using a variable rate. We think the group will continue to benefit from the low interest rates in SSA countries for the remainder of 2010.

Botswana currently accounts for 85% of the group's total assets and 76% of the group's pre-tax profit. Operations outside of Botswana continue to grow very fast with Namibia, Tanzania and Swaziland being the fastest growing operations based on their profit before tax. Management told us that their share incentive scheme is based in part on driving the share of non-Botswana earnings to 50%. Please see page 17 for detailed breakdown by country, both historical and forecast.

Uganda continues to be the worst performing market, but we think the appointment of Geoffrey Kitakule as the country CEO is a step forward. Collection rates markedly improved (collections were above 116% in F2010 versus 97% in F2009 and 85% in FY08). We expect that loan growth will continue to accelerate as well going forward.

Letshego full year results to January 2010

(,000 BWP)	FY 2009	FY2010	%Change
Net Interest Income	326,115	537,901	64.9
Other Income	92,448	122,711	32.7
Income Before Tax	288,690	505,206	75.0
Attributable Net Income	216,057	374,113	73.2
Shareholders Equity	671,480	1,369,316	103.9
Net Loans And Advances	1,342,557	1,682,257	25.3
Cost-to-Income	24.0	22.4	
NIM	24.2	31.0	
EPS (BWP)	0.14	0.21	44.1
DPS (BWP)	0.3	0.3	0.0
BPS(BWP)	0.44	0.74	67.8
ROE (%)	32.8	28.2	
ROA (%)	19.80	22.92	
Cost/income ratio (%)	24.0	22.4	

Source: Company results and Exotix

After Mozambique, we expect Zimbabwe to be next … with Ghana, Nigeria and Kenya perhaps further down the road.

Letshego opened an office in Mozambique in 2009, but lending has still not started yet, as the company is finalising the implementation of its salary deduction scheme. Salary deduction has never been done before in Mozambique which explains to us most of the delays occurring.

We expect the next market after Mozambique is likely to be Zimbabwe. Ghana might be the market after Zimbabwe. Letshego has had extensive talks in both countries and we would not be surprised if they started lending there toward the end of our explicit 5-year forecast period even if we have not included anything in our model. Zimbabwe is the most logical choice given the geography – bordering on Letshego markets in Botswana, Zambia, Mozambique and Namibia. Also, the head of risk management and former CFO, Dumisani Ndebele is originally from Zimbabwe.

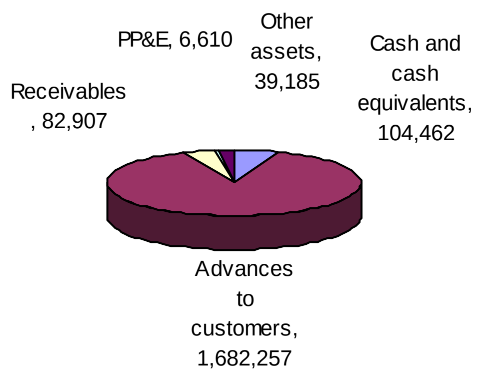
In Ghana, Letshego has looked very closely at the market, but, thus far, has not been able to arrange salary deduction. Letshego has looked at Kenya, but has found the market there to be competitive already. We doubt that they will lend there in the coming years. Letshego has glanced at Nigeria, but we doubt they will take action in the next few years.

Any of these bigger countries - Nigeria or Kenya - would dramatically increase the potential size of the companies and the value of Letshego to both minority shareholders as well as potential M&A buyers. Nigeria would bring huge execution risks, but would roughly double Letshego’s target market. Expansion to either Ghana or Nigeria would be the first West African market and a significant geographical hurdle in terms of both culture as well as management travel time.

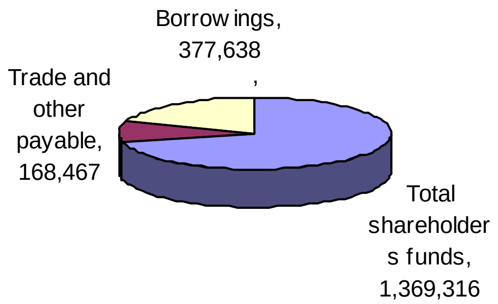
Overall, micro lending remains heavily under-served in Africa with a penetration rate usually below 2%. In our view, Letshego is one of the leading companies in this field and we feel is well positioned to take advantage of the current gap to expand into unexplored territories in Southern Africa in particular and across Sub-Saharan Africa in general.

We will be worried if the bigger banks, with the already broad financial reach and their low-cost deposit bases were to attack the market niche aggressively. We consider the threat of new entrants to be one of the biggest threats to Letshego’s profitability.

Letshego assets mix (FY2010 in BWP ,000)



Letshego liabilities mix (FY2010 in BWP ,000)



Source for both tables: Company annual report

BWP 1.915 bn Balance sheet

- Letshego's balance sheet is not highly leveraged with a loans/assets ratio of 20%. The group liquidity position improved after a 30 million shares issue in H1 2009.
- The company has told us that it is not being aggressive with its balance sheet for two reasons. First, it is looking for acquisitions. Second, in the Global Financial Crisis, its access to funding was restricted. The company told us repeatedly that it wanted to grow its liabilities rather than its equity, but access to funding was the key constraint.

Assets – about 90% is customer loans

About 90% of Letshego's assets are customer loans and we expect that percentage to remain around there. Essentially, Letshego has about 5% of its assets as cash in the bank, a random assortment of PP&E, a small amount of Goodwill from the Namibia deal (about 2%), and some receivables which mostly stem from the Letshego Guard sale according to management.

Note that Letshego's assets are all fixed rate. This leaves the company open to interest rate risk given that most of its liabilities are either short-term or linked to short-term rates. However, this risk is small given the huge net interest margins.

30% Liabilities + 70% Equity

Equity is 70% of the balance sheet; liabilities only 30%.

Going forward, the company has told us that they are not going to issue any further equity. However, the bigger question for the balance sheet is how much they intend to pay out in dividends. On our forecasts, which follow management guidance, retained earnings finance about 80% of loan growth in the next five years.

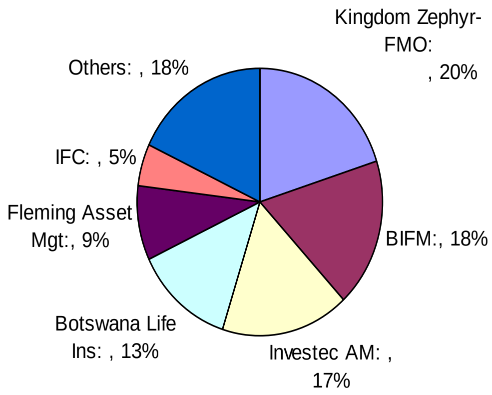
Management indicated to us recently that they were in discussions with a third party on a US$100m long-term loan denominated in BWP which would be used to fund loan growth. We have incorporated this US$100m into our explicit forecast model. Letshego has additional access to long-term financing from local banks such as First National Bank of Botswana and African Alliance Botswana Liquidity Fund. In addition, Letshego is active in the inter-bank market in most of the countries where it operates.

Letshego's share issue in 2009 brought borrowings down quite substantially. Management told us that the share issue was done as access to funding was dropping in the midst of the Global Financial Crisis. Letshego's move towards longer-term loans (with 60-months loans representing 51% of Letshego Botswana's loan book FY2009) has increased the company's need for long term finance. Letshego has deleveraged its balance sheet and repaid some of its short term liabilities as the company told us that it wants to: (i) be rated by one of the leading credit agencies and this deleveraging should have a positive impact on its credit rating, (ii) have access to long term funding.

As we have said several times before, we think that changing the composition of the liability side of the balance sheet is the key to maximizing shareholder value.

BACKGROUND AND CORPORATE INFORMATION

Letshego Shareholding Structure



Source: Company annual report

Business Profile

Letshego is a consumer finance company incorporated in March 1998 and initially based in Gaborone (Botswana). It is regulated by the Non-Bank and Financial Institutions Regulatory Authority in Botswana and was listed in September 2002.

The company offers short and medium term (up to 5 years) unsecured loans in Botswana, Namibia, Tanzania, Swaziland, Uganda and Zambia repaid by direct payroll deduction from the government and participating employers. While **t**he company says it has approximately 75% of the Botswana's government payroll market, Standard Chartered and Barclays have recently increased their presence in the market.

In FY2010, Letshego sold its insurance business, Letshego Guard Ltd, a legal expenses insurance company in Botswana, which contributed 5% of the group's profit before profit (PBT) in FY2010. The company said that it wanted to focus on its core business. The proceeds were BWP57m and Letshego realized a profit of BWP 42.5 on the sale.

The principal shareholders of Letshego are Kingdom Zephyr and the FMO (The Netherlands Development Finance Company) (20%), BIFM (18%), Investec Asset Management (17%), Botswana Life Insurance (13%), Fleming Asset Management (9%), and IFC (5%).

Lending Strategy

Letshego's salary deduction methodology of collecting loans repayments minimises default risks hence NPL are the lowest in the industry

Letshego lends short term unsecured loans to civil servants (95% of loans are to civil servants; the rest to employees of private companies). Letshego operates a direct payroll deduction scheme whereby loans are directly repaid by the borrower's employer. Letshego does an additional layer of credit checking. Loan size is capped with repayment at no more than 50% of client's take-home salary. Lending is all fixed rate.

Letshego's target market is SSA's civil servants. While civil servants in Africa have stable employment, it is a limited target market. Letshego is also targeting large corporates which allow them to implement direct salary deduction

Loan duration typically ranges from 6 to 60 months; 60 months loans are for the time being offered in Botswana, Swaziland and Zambia. We expect more long-term loans to be offered as Letshego's business matures in newer markets like Uganda.

Financial and operating performance

Earnings growth has been well above Botswana's companies' average despite a more competitive market in the micro-lending segment and Letshego's relatively recent expansion in the region.

Letshego has fully operational subsidiaries in Botswana, Namibia, Swaziland, Tanzania, Uganda and Zambia. The group has no US$, Euro or GBP currency exposure as all loans are denominated in local currency and Letshego matches its foreign currency assets and liabilities. Its ZAR funding is used in the Swaziland and Namibia operations both of which are linked to the ZAR.

Letshego's earnings per share have increased at a 5 year CAGR of 37.3% to BWP 0.21. Letshego has been highly profitable with stable dividend payouts and earnings' growth stemming from growth in the loan book as well as cost efficiencies. Its current cost/income ratio is 22.4% which is well below its peers'.

Strong growth in loans and advances (51.9% 5 years CAGR) and operational efficiencies have been the main triggers of Letshego's strong EPS growth. Consequently, Letshego's share price increased by 280% in US$ terms in the last five years.

Letshego has negligible non-performing loans in our view**.** Its bad debt charge/total loans & advances ratio of 2.0% is due to the fact that **the company uses direct payroll deductions to secure loan repayments, therefore default risk is mitigated**. The company's target market is civil service employees as well as those from selected companies in the private sector. Botswana's civil service has enjoyed stable employment with increasing salaries, notwithstanding fiscal pressures on the Botswana government due to a deep recession.

RISKS & LIMITATIONS

$100k/day trading volume – we doubts that limitation will change

While we are bullish on the Letshego story, we have identified five key risks. **The first two risks are funding and forex exposure which we believe are overstated by investors. The final three – regulation, management depth and competition - are crucial to understanding the downside to the stock.** The key limitation is the miserly trading volumes – barely above US$100k/day – which we do not expect to change in the coming months.

Funding risks to be addressed with potential US$100m-equivalent 5-year loan

In terms of funding risks, Letshego is an ongoing borrower on wholesale markets. Management told us their 2009 equity issue was done because access to debt markets in local currency was curtailed. With their existing loans in place, including the recent convertible issue, if we include the US$100m-equivalent loan that they are currently negotiating then their borrowings are fully covered without recourse to any short-term funding. We believe that the funding risks are overstated. That situation may change depending on if or what kind of acquisition that they may make. Also, on the forex risks, the company is firm about funding local loans locally and not borrowing in forex. It is worth noting that Swaziland and Namibia have pegged their currencies to the ZAR and Letshego is borrowing in ZAR

Competition: growing and needs watching closely

Competition is changing, but we still expect lending rates to remain high, especially in new markets. As the salary deduction model proves its profitability, more of the region's big banks are entering the market. While management says that it gained market share in Botswana last year (from about 70% in FY2009 to about 75% in FY 2010), management also said that both Barclays and Standard Chartered have increased their efforts. We will be watching these big banks closely in the coming years to re-assess the impact.

Regulatory risks? Management has a long-track record of implementing its plans

The regulatory risks to the business model are high in our view. We believe that the company provides a valuable service – consumer finance – at a high price, but it *only* able to do so by reaching agreements with the region's Ministries of Finance to enable direct salary deduction. For example in Swaziland, the government capped the number of statutory payroll deductions at one and legislated a minimum take-home pay. In 2007, South Africa sharply curtailed the direct salary deduction practice. However, Letshego works closely with the region's governments and has been successful at implementing necessary rules and regulations. Moreover, Letshego worked with the Swazi government to craft the new laws.

Management depth: we think it could be improved

In terms of management depth, the core of the team has been with Letshego for most of its ten year history (other than the CFO, Colm Patterson, who joined about three years ago). However, we think the company is getting stretched as operations are in six other countries and management continues to look at new markets. One retention issue is that management is *not* a significant shareholder, no single manager owns more than 1% of company. This may change if management hits its EPS growth and international expansion targets which would trigger share options.

VALUATIONS AND KEY ASSUMPTIONS

- We have used Dividend Discount Model (DDM) to determine a fair value of Letshego Limited as at 26 April 2010. The intrinsic value of a company was calculated as the present value of expected dividends, discounted at a rate that reflects the risk of that dividend stream. Our discounted dividend model discounts dividends over a five-year period, ending 2015, and thereafter derives a value based on a perpetuity method.

- Our forecast earnings were discounted using our calculated WACC rate of 12.5% - cost of equity of 14.1% and cost of debt of 9% and Letshego's current net debt to equity mix of 21.9%.

WACC: 12.5%

Cost of Equity: 14.1%

Perpetual Growth rate of 9% = 5% GDP growth + 4% inflation

Payout rises to 50% as company goes ex-growth

- For our perpetuity assumptions, we use a long-term sustainable growth rate of 9.0% based on real GDP growth of 5.0% and an inflation rate of 4.0%. We raise our payout ratio from 25% to 50% in the terminal value which we believe is sensible for when the company goes ex-growth. By 2015, the end of our explicit forecast period, the equity/assets ratio has risen from 70% now to 76% which gives significant room for a higher payout. Also, using the Gordon Growth model, the long-term payout ratio should be 1-g/ROE which implies the terminal payout ratio should be 66% (1-9/26.2); we use a slightly more conservative 50%.

KEY ASSUMPTIONS

	FY10A	FY11F	FY12F	FY13F	FY14F	FY15F
Net advances to customers (m)	1,682	2,253	3,055	4,090	5,378	6,991
Loan growth	25	34	36	34	31	30
Cost/income (%)	22.4	23.5	24.4	24.8	25.1	25.4
ROE	28.2	26.8	27.1	25.4	26.0	26.2
Borrowings (m)	377	627	827	1,027	1,227	1,527
BVPS	0.74	0.97	1.27	1.81	2.32	2.98
Dividend (m)	54	71	94	168	222	358
Dividend payout ratio	14	15	15	20	20	25

Source: Exotix estimates

Dividend Discount Model Valuation

	BWP m
Discounted dividends: 2011-2015	573,773
Discounted perpetuity value after 2015	7,637,944
Total intrinsic value	8,211,718
Number of shares (m)	1,824
Value per share (BWP)	**4.50**

Source: Exotix estimates

Valuation Sensitivity: Cost Of Equity V. Payout Ratio

Target price (BWP)	Payout: 30%	40%	**50%**	60%	70%
Cost of Equity: 12.1%	4.81	6.30	**7.79**	9.28	10.77
13.1%	3.58	4.66	**5.75**	6.83	7.91
14.1%	**2.83**	**3.66**	**4.50**	**5.34**	**6.18**
15.1%	2.32	3.00	**3.67**	4.34	5.01
16.1%	1.96	2.52	**3.07**	3.63	4.18

Source: Exotix estimates

LETSHEGO'S OPERATIONS

Letshego has operations in six countries outside of it home market of Botswana. This section provides an overview of each of these markets:

LETSHEGO IN BOTSWANA

- Botswana's subsidiary continues to be the main contributor to the group's bottom line as Letshego Botswana's PBT accounted for 76% of the consolidated figure in FY2010 (versus 83% in FY2009). The company's expansion outside of Botswana is fairly recent (last 3-4 years). Notwithstanding this, all subsidiaries contributed positively to the group's FY 2010 earnings.

- Decreases in interest rates throughout 2009 as well as increasing pressure on the Botswana central bank to cut them further have benefited Letshego's operations in Botswana as Letshego's cost of borrowing in Botswana have been reduced.

- We expect Botswana to remain Letshego's biggest market in the next 5 years. However, we expect its contribution to the group's total assets to decline from 85% of total assets in 2010 to 40 % in 2015.

- From a macro-economy standpoint, Botswana's economy is linked to the mining sector and diamonds in particular, where prices are now recovering after a sharp fall in 2009. The IMF expects Botswana's economy to recover in 2010 and GDP to rise by 6.3% during this year.

Letshego Botswana	2008	2009	2010
Government employees	112,000	112,000	112,000
Number of customers	35,534	35,680	36,816
Net loans to customers	606,058	915,053	1,133,000
Total assets	674,931	1,138,393	1,627,960
Market penetration	32%	32%	33%
Cost/income ratio			16%
Collection stats	98%	98%	98%
Letshego Ownership:	100%		

Source: company annual results

LETSHEGO IN SWAZILAND

- Since inception in 2006, Letshego's track record in Swaziland has been good. Despite its small population (estimated at 1.2m according to the World Bank), Swaziland has a relatively well paid workforce and is classified by the IMF as a middle income country. Also the average value of loans in Swaziland is 2 to 4 times higher than in Tanzania, Uganda or Zambia. Consequently, Swaziland's contribution to the group's profit before tax and net loans to customers was respectively 10% and 9% in FY2010.

- We estimate, Swaziland to account for 11% of Letshego's assets in FY2015 up from 8% in FY2010.

- Swaziland adopted in 2009 a central register which has temporarily affected Letshego's loan book growth during FY2010 while earnings before tax increased by 107% during the same period mainly due to an increase in the average value of loans offered as well as low interest rates. Besides, the introduction of the central register should enable the company to maintain non- performing loans in Swaziland low.

Letshego Swaziland

Letshego Swaziland	2008	2009	2010
Government employees	35,000	35,000	35,000
Number of customers	7,193	8,971	6714
Net loans to customers	100,639	191,995	147,000
Total assets	101,411	192,517	160,199
Market penetration	21%	26%	19%
Cost/income ratio			9%
Collection stats	99%	99%	99%
Letshego Ownership:	85%		

Source: company annual results

LETSHEGO IN TANZANIA

- Tanzanian banks are focused on lending to corporate and high net worth clients. Hence, government staff and lower income earners have to turn to companies such as Letshego to obtain credit. To fill this gap, Letshego has invested $7.5m in Tanzania, financed through a loan contracted with the FMO.

- We are very positive on the Tanzanian subsidiary performance going forward as we estimate Tanzania Government Employees to be just under 600,000 people and Letshego faces less competition in Tanzania compared to some of its other markets. In FY2010, Tanzania's performance was fairly good with earnings before tax increasing by 107% and the number of clients increased to 30,000 in FY2010 from 24,061 in FY2009. We forecast Tanzania to account for 15% of the group's assets in 2015.

- Letshego's management is currently engaging with Tanzanian officials for the introduction of a central registry in Tanzania.

Letshego Tanzania	2008	2009	2010
Government employees	573,000	573,000	573,000
Number of customers	13,484	24,061	32,833
Net loans to customers	57,815	130,526	141,000
Total assets	59,010	132,768	144,303
Market penetration	2%	4%	6%
Cost/income ratio			30%
Collection stats	75%	92%	100%
Letshego Ownership:	85%		

Source: company annual results

LETSHEGO IN UGANDA

- Uganda's contribution to Letshego's earnings or assets is at present minimal and we are cautiously forecasting this country contribution to the group's results in the next five years. Bureaucratic challenges have made it difficult for Letshego to have the success they expected in Uganda.

Letshego Uganda	2008	2009	2010
Government employees	315,000	315,000	315,179
Number of customers	5,652	8,309	17923
Net loans to customers	20,484	32,545	63,000
Total assets	21,368	33,480	63,685
Market penetration			6%
Cost/income ratio			70%
Collection stats	85%	97%	116%
Letshego Ownership:	100%		

Source: company annual results

- Letshego has had a challenging time so far, after launching its operations in 2006. The company became profitable for the first time in the first half of 2008 in Uganda. At present Uganda only accounts for 3% of group assets and less than 1% of the group pre-tax profit. A new management team joined Letshego Uganda in October 2008 which in turn had a positive impact on loans recovery in Uganda (see table below). In addition, the introduction of a central register has been announced which we expect will reduce NPL in Uganda. Nevertheless, we remain cautious in our forecasts and foresee Uganda to account for 6% of Letshego's assets in 2015 from 3% in 2010.

LETSHEGO IN ZAMBIA

- Zambia is another country where Letshego is taking time to make an impact. That being said, we see good growth potential in Zambia based on its large base of Government employees which we estimate at over 400,000 people and low credit penetration rates.

- Zambia has higher than average non-performing loans mainly due to the fact that there is no central registry like in Botswana or Swaziland. Letshego has been so far promoting the adoption of a central registry in different countries where it is present. We expect Zambia will decide to have a central registry in the next few years to come and this will have a positive impact on Letshego's performance in this country as non performing loans should be greatly reduced.

- We feel Letshego's main challenge in Zambia remains that maximum duration of unsecured personal loans are being fixed at 12 months for the time being.

Letshego Zambia	2008	2009	2010
Government employees	400,000	400,000	400,000
Number of customers	697	4,678	9,198
Net loans to customers	2,930	30,093	36,000
Total assets	5,068	31,438	38,945
Market penetration	< 1%	1%	3%
Cost/income ratio			31%
Collection stats	88%	82%	104%
Letshego Ownership:	100%		

Source: company annual results

LETSHEGO IN NAMIBIA

- Letshego acquired Edu loans, a micro lending company offering primarily education and consumer finance loans, in Namibia in 2008. The company was already successful in Namibia but had some funding problems during the credit crisis. Letshego acquired the company at an attractive price and started to implement its salary deduction scheme in Namibia. So far, Letshego has been quite successful in Namibia and we expect its operations in that country to be a key contributor to the group revenue and earnings.

- We forecast Namibia to account for 22% of the group total assets in 2015 from 11% in 2010. This is based on the fact that Namibia has one of the highest GDP per capita compared to other countries where Letshego is present; hence the average loan per borrower is higher than in other countries.

Letshego Namibia	2008	2009	2010
Government employees	80,000	80,000	80,000
Number of customers		13,633	26,934
Net loans to customers		42,345	162,000
Total assets		48,913	216,443
Market penetration		17%	34%
Cost/income ratio			28%
Collection stats		98%	97%
Letshego Ownership:	85%		

Source: company annual results

LETSHEGO IN MOZAMBIQUE

- While Letshego has a license in Mozambique, the company has not yet finalized its business plan and has not yet made any loans. We think the government - busy with elections and the aftermath – has not implemented a salary deduction scheme yet. Our forecasts assume that Letshego will begin lending in this fiscal year.

Letshego Mozambique	2010
Number of customers	0
Net loans to customers	0
Total assets	0
Market penetration	n/m
Cost/income ratio	n/m
Collection stats	n/m
Letshego Ownership:	80%

Source: company annual results

FINANCIAL INFORMATION

Financial Ratios

Year Ending 31 January	FY09 A	FY10A	FY11F	FY12F	FY13F	FY14F	FY15F
Operating margin before bad debt charge (%)	76.0	77.6	76.5	75.6	75.2	74.9	74.6
Impair provis as a % of Gross Loans	1.70	2.08	1.76	1.80	1.84	1.87	1.89
Net Interest Margin (NIM, %)	24.2	31.0	29.4	28.9	29.2	30.0	31.1
Cost to income ratio (%)	24.0	22.4	23.5	24.4	24.8	25.1	25.4
Tax rate (%)	24.1	24.8	25.0	25.0	25.0	25.0	25.0
Equity to Assets (%)	47.6	70.3	68.3	69.4	73.0	74.9	76.0
Year end shares (m)	15,150	18,240	18,240	18,240	18,398	18,398	18,398
Return on equity (%)	32.8	28.2	26.7	26.8	25.1	25.8	26.1
Book Value per share (BWP)	0.44	0.74	0.97	1.27	1.79	2.30	2.95
Return on average assets (%)	19.8	22.9	21.0	21.0	21.1	21.5	22.2
Price to earnings ratio (times)	12.45	8.64	6.96	5.29	4.00	3.03	2.34
Price to book ratio (times)	4.09	2.44	1.86	1.42	1.00	0.78	0.61

Source: Company filings, Exotix estimates

Income Statement

Year Ending 31 January	BWP 000's	FY09 A	FY10A	FY11F	FY12F	FY13F	FY14F	FY15F
Interest income		398,311	588,836	765,419	1,026,595	1,374,049	1,810,610	2,352,248
Interest expense		72,196	50,935	47,815	73,367	93,065	112,120	135,514
Net interest income		326,115	537,901	717,604	953,228	1,280,984	1,698,490	2,216,734
	% growth	67.2	64.9	33.4	32.8	34.4	32.6	30.5
Other operating income		92,448	122,711	163,712	221,296	295,574	388,021	503,745
Total income		418,563	660,612	881,316	1,174,524	1,576,558	2,086,511	2,720,479
	% growth	66.5	57.8	33.4	33.3	34.2	32.3	30.4
Less operating expenses		100,452	147,783	207,030	286,610	390,375	523,236	690,855
Operating profit before impairment and taxation		318,111	512,829	674,285	887,914	1,186,183	1,563,275	2,029,624
Impairment charge		29,421	50,191	45,071	61,118	81,817	107,579	139,829
Pre-tax income		288,690	505,206	629,216	826,796	1,104,366	1,455,695	1,889,795
	% growth	66.4	75.0	24.5	31.4	33.6	31.8	29.8
Less tax		69,626	125,206	157,304	206,699	276,091	363,924	472,449
Net income		219,064	380,000	471,912	620,097	828,274	1,091,771	1,417,346
	% growth	62.7	73.5	24.2	31.4	33.6	31.8	29.8
Dividends		45,450	54,743	70,787	93,015	165,655	218,354	354,337
Retained earnings		185,218	338,503	417,169	549,310	735,260	926,116	1,198,992
EPS (BWP)		0.14	0.21	0.26	0.34	0.45	0.59	0.77
DPS (BWP)		0.03	0.03	0.04	0.05	0.09	0.12	0.19

Source: Company filings, Exotix estimates

Balance Sheet

Year Ending 31 January BWP 000's	FY09 A	FY10A	FY11F	FY12F	FY13F	FY14F	FY15F
Cash and cash equivalent	5,165	104,462	275,372	219,395	368,287	202,338	84,175
Advances to customers	1,342,557	1,682,257	2,253,550	3,055,896	4,090,861	5,378,973	6,991,427
Other receivables	8,453	82,907	6,648	8,860	11,893	15,740	20,522
Property, Plant and Equipment	7,152	6,610	8,600	10,074	11,166	11,975	12,574
Intangibles assets	596	553	553	553	553	553	553
Goodwill	25,760	25,760	24,994	24,250	23,527	22,826	22,145
Deferred Taxation	11,338	12,872	12,872	12,872	12,872	12,872	12,872
Total assets	1,401,021	1,915,421	2,582,589	3,331,899	4,519,159	5,645,276	7,144,268
Total shareholder's equity	671,480	1,369,316	1,786,485	2,335,795	3,323,055	4,249,171	5,448,163
Trade and other payables	80,114	129,698	129,698	129,698	129,698	129,698	129,698
Income tax	5,042	38,769	38,769	38,769	38,769	38,769	38,769
Borrowed funds	644,385	377,638	627,638	827,638	1,027,638	1,227,638	1,527,638
Total liabilities	729,541	546,105	796,105	996,105	1,196,105	1,396,105	1,696,105
Total equity and liabilities	1,401,021	1,915,421	2,582,590	3,331,900	4,519,160	5,645,276	7,144,268

Source: Company filings, Exotix estimates

Cash Flow Statement

Year Ending 31 January BWP 000's	FY09 A	FY10A	FY11F	FY12F	FY13F	FY14F	FY15F
Profit before tax	288,690	505,206	629,216	826,796	1,104,366	1,455,695	1,889,795
Working capital changes	490,153	375,594	499,623	820,082	1,058,737	1,317,553	1,649,637
Operating cash flow	263,445	(6,250)	19,346	180,191	205,093	195,295	194,809
Taxation paid	77,400	91,945	157,304	206,699	276,091	363,924	472,449
Cash from Investing activities	37,624	(53,232)	5,000	5,000	5,000	5,000	5,000
Cash from Financing activities	297,033	39,815	195,257	129,213	358,985	34,345	81,646
Closing cash balance	5,165	104,462	275,372	219,395	368,287	202,338	84,175

Source: Company filings, Exotix Estimates

Letshego Gross Advances by Country

Year Ending 31 January BWP m	FY09 A	FY10A	FY11F	FY12F	FY13F	FY14F	FY15F
Botswana	931	1,156	1,410	1,707	2,048	2,458	2,949
Swaziland	193	150	218	315	442	596	775
Tanzania	135	144	230	368	571	799	1,119
Uganda	33	64	100	154	216	303	424
Zambia	31	37	55	83	116	156	211
Namibia	43	165	281	464	742	1,113	1,558
Mozambique	-	-	-	21	33	57	90
Total	**1,366**	**1,716**	**2,294**	**3,112**	**4,168**	**5,481**	**7,126**

Source: Company filings, Exotix Estimates

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This research has been produced by Binta Cisse Drave who is an Africa Equity Analyst (the **"Analyst"**) and David Aserkoff, CFA who is the Strategist.

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Trading recommendations as at 31 March 2010

Buy	5
Sell	2
Hold	2

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Exotix Published Research

Date	Author	Category	Title
27 April 2010	David Aserkoff, CFA	Strategy	Weekly Briefing: The Big Issue is who is smarter: Issuers? or Investors?
23 April 2010	Ronak Gadhia	Kenya Equity	Equity Bank 1Q10 earnings above forecast, Maintain HOLD.
19 April 2010	David Aserkoff, CFA	Strategy	Weekly Briefing: What's north of Greece and west of Ukraine and yields 10%? Bosnia B's 10.36%.
16 April 2010	Francisco Velasco	Sovereign	Argentina Untendered Final Offer – The Train Leaves the Station
12 April 2010	David Aserkoff, CFA	Strategy	Weekly Briefing: Ageing Frontier Rally Rejuvenated by Greek bailout
12 April 2010	Francisco Velasco	Corporate	Newland International Properties Corp. (TOCLUB) update
6 April 2010	David Aserkoff, CFA	Strategy	Weekly Briefing: Argentina Untendered is more about Argentina than it is about the Untendered. Downgrade to HOLD.
29 March 2010	Stuart Culverhouse	Sovereign	Cote d'Ivoire - A decade of default comes to an end
29 March 2010	David Aserkoff, CFA	Strategy	Weekly Briefing: Dubai is the next best Frontier
26 March 2010	Andre Andrijanovs	Corporate	Dubai – Back to Normal?
24 March 2010	Francisco Velasco	Sovereign	Argentine Untendered Update – Italian Filing Worth USD 52.6
22 March 2010	David Aserkoff, CFA	Strategy	Weekly Briefing: Argentina GDP Warrants Added to Top 5 Picks
19 March 2010	Francisco Velasco	Sovereign	Argentine GDP Warrants: Still an Attractive Option
18 March 2010	Ronak Gadhia	Kenya Equity	East Africa Cement: Concrete Growth
15 March 2010	David Aserkoff, CFA	Strategy	Weekly Briefing: Argentina Untendered lagging the rally.
11 March 2010	Ronak Gadhia	Kenya Equity	Co-op Bank FY09 Results above expectation, Maintain BUY
8 March 2010	David Aserkoff, CFA	Strategy	Weekly Briefing: We think the February rally is over
4 March 2010	Binta Drave	Sub-Saharan Equity	Telecom Sector: Is SSA still an attractive investment destination?
1 March 2010	David Aserkoff, CFA	Strategy	Weekly Briefing. Argentina Untendered is our favourite high-yield emerging market.
25 February 2010	Ronak Gadhia	Kenya Equity	KCB Bank Group: FY10 Results below expectations
23 February 2010	David Aserkoff, CFA	Strategy	Weekly Briefing. Ukraine + Venezuela + Argentina> Brazil + Russia+ Turkey + everything else in CDX.EM:
18 February 2010	Ronak Gadhia	Kenya Equity	Equity Bank FY09 earnings inline with forecasts, Upgrade Recommendation to HOLD.
16 February 2010	Ronak Gadhia	Kenya Equity	EABL 1H10 Results inline with forecasts, Maintain HOLD.
15 February 2010	David Aserkoff, CFA	Strategy	Weekly Briefing. Only One trade in the Gulf
8 February 2010	David Aserkoff, CFA	Strategy	Weekly Briefing. Africa & the Global Correction.
5 February 2010	Andre Andrijanovs	Corporate	Gulf Finance House: sell-off looks to be overdone
4 February 2010	Francisco Velasco	Sovereign	Argentina Untendered - Yet another update
1 February 2010	David Aserkoff, CFA	Strategy	Weekly Briefing. Please forget what you just learned last year
27 January 2010	Christopher Hartland-Peel	Africa Equity	Top 30 Companies Report In Sub-Saharan Africa
26 January 2010	Francisco Velasco	Corporate	Argentine Corporate Weekly
25 January 2010	David Aserkoff, CFA	Strategy	Weekly Briefing. Kwacha or gotcha?
25 January 2010	Ronak Gadhia	Kenya Equity	Kenya Equity Research – Initiation of Coverage
21 January 2010	Andre Andrijanovs	Corporate	Dubai: the best days are yet to come?
19 January 2010	Francisco Velasco	Corporate	Argentine Corporate Weekly
18 January 2010	David Aserkoff, CFA	Strategy	Weekly Briefing. A Gulf of Uncertainty
14 January 2010	Stuart Culverhouse	Strategy	Nigeria – implications of a stable naira in 2010
12 January 2010	Francisco Velasco	Corporate	Argentine Corporate Weekly
11 January 2010	David Aserkoff, CFA	Strategy	Weekly Briefing. 2010 Outlook
11 January 2010	Andre Andrijanovs	Corporate	Gulf Finance House update
17 December 2009	Francisco Velasco	Corporate	Mastellone Hermanos - exchange offer looks attractive
14 December 2009	David Aserkoff, CFA	Strategy	Weekly Briefing. When we left the office on Friday….
11 December 2009	Stuart Culverhouse	Sovereign	Seychelles: A Look at the Exchange Offer
7 December 2009	David Aserkoff, CFA	Strategy	Exotix Weekly Briefing. Dubai and its implications

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