

AMPLIFYING **OUR IMPACT**



2021
ANNUAL REPORT

ADVANS
Growing together

Message from our Chairman

In 2021, the Covid pandemic continued to unfold with significant differences between countries, notably in terms of travel restrictions and lockdowns. Microfinance sectors across the world had very different approaches to responding to the pandemic with for example Sub-Saharan African countries handling the Covid crisis with less regulatory intervention, and shorter lockdowns compared to other regions¹. Despite the differences, microfinance portfolios in general resumed growth from end 2020, especially in Africa and Asia.

Even though global economic recovery from the crisis was steady in 2021 with an average GDP growth rate of 5.5%, the highest in more than 40 years, signs of slowdown were already emerging by the end of the year². Furthermore, rapid inflation due to increasing food and energy prices, was only further accentuated by the outbreak of war in Ukraine at the first quarter of 2022.

The global political and economic situation is expected to remain complex, but Advans is more than ever prepared to face the resulting challenges for its business and clients.

“

The past two years of global pandemic have taught us valuable lessons, but most importantly Advans has been able to demonstrate its capacity to adapt to unexpected and unprecedented circumstances and to grow its business, while keeping clients' best interests at heart.

”

In 2021, the group produced outstanding results, reaching a loan portfolio of € 1.49 billion and € 815 million in deposits and served 1.17 million clients.



Advans also reinforced its leading position in financial inclusion by accelerating digitalisation and enhancing its customer value propositions, as evidenced by 60 Decibels independent client survey³. The relentless focus on supporting clients is what makes Advans one of the most impactful international microfinance groups.

As the end of the pandemic seems near, we enter a new stage of development for Advans, in which the group commits to having a wider impact on clients' lives, providing responsible financial services to more vulnerable populations. To widen and deepen its impact and respond to clients' needs Advans developed new climate, agriculture and gender strategies in 2021, all of which will be implemented in the coming years. With renewed energy and a highly committed staff we look at the future with great confidence.

In conclusion and on behalf of the Board, I would like to thank Advans' staff, shareholders, and business partners, without whose efforts and support, the group's continuous progress would not have been possible.

Backed by its solid foundations and experience, Advans will continue to evolve and create growing social impact for its clients and the communities it serves, as well as financial value for its shareholders as a stronger leading microfinance group.

Eelko Bronkhorst
Chairman of the Board of Directors, Advans SA

¹ https://www.cgap.org/sites/default/files/datasets/2021_07_COVID_MFI_Symbiotics.pdf

² https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/WESP2022_ES_EN.pdf

³ 60 Decibels Financial inclusion index, 2021-2022, 1,785 clients interviewed from 7 countries

Message from our CEO

We finished 2021 with outstanding group results: a net profit of € 39 million and a PAR30 down to a record 1,21%, while our loan portfolio grew by +43% and deposits by +22%. I am proud to say that this strong bounce back rewards our skillful navigation of the Covid crisis, driven by forward planning, pragmatism, and collaborative work.

Advans Pakistan and Advans Nigeria increased their loan portfolios by 125% and 96% respectively and Advans Côte d'Ivoire reached a loan portfolio of over € 100 million for the first time at the end of the year. In Cameroon and Ghana, Advans kicked off work on its ambitious gender strategy, to better address female entrepreneurs' needs and foster financial inclusion for women, with support from BII and Palladium. Advans Cameroun thus concluded the year with the launch of its "Elle Advans" programme, dedicated to women entrepreneurs. In Cambodia, Amret celebrated 30 years of operations and strong social impact. The institution renewed its certification for Client Protection Principles and its digital financial literacy programmes were viewed by more than 200,000 clients and prospects.

Despite these impressive achievements, 2021 was not without challenges and some of our countries of operations were severely hit by Covid waves: Advans Tunisie stayed on top of the situation and was able to finish off the year with good results. In Myanmar, Covid coupled with a complex political situation resulted in another difficult year but the team showed exceptional resilience and strength. As for Advans Banque Congo, the future looks brighter. Its new management team, appointed in January 2022, bringing along great expertise and energy from Advans Nigeria and Advans Cameroun, is paving the way to recovery.

In 2021, innovation and digitalisation kept playing a central role in our overall group strategy. AIR+, Advans' digital transformation programme, reached a key stage with the deployment of a new core banking system in Tunisia, the first pilot country before rolling out in all subsidiaries over the next years. Digital transactions continued to grow (+32%), and automated loan renewals and digital loans represented 11% of total disbursements⁴. All these good results confirm our expertise as a leading microfinance group but would mean nothing without our clients' growing loyalty, and our continuous efforts at providing the best possible services to them. I am extremely pleased that 82% of our customers say that Advans has had a positive impact on their quality of life⁵. Our staff demonstrated remarkable resilience, dedication, and creativity in serving them, and we are convinced that the group's future relies on its talents.



Internal training and promotion were therefore a core priority in 2021 with increased mobility and decentralisation of some of our Head Office functions. Going forward, providing quality training, promoting diversity and gender-equality will continue to be at the heart of our HR strategy.

In terms of financial performance, our 2022 goals are ambitious: we will aim to reach € 1.8 billion in GLP, over € 1 million in deposits and a 25% increase in net result. The deployment of our digital transformation programme AIR+ will continue with launches in several subsidiaries. This will be a big step for the group as it lays the foundations of our digital strategy for the years to come. Another key subject for Advans in the coming year will be the implementation of the group's Environment and Climate Change strategy.

“

Innovation and digitalisation kept playing a central role in our overall group strategy.

”

Creating more impact being our overarching theme for the years to come, our 5-year strategy is to build on what we have achieved over the last 15 years with one ambition: becoming the privileged financial partner for small business owners and their families in all of our markets.

Steven Duchatelle
CEO, Advans Group

⁴ Number of disbursements. Only greenfields' disbursements considered

⁵ 60 Decibels Financial inclusion index, 2021-2022, 1,785 clients interviewed from 7 countries

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Board of Directors

Advans' Board of Directors is chiefly responsible for the overall governance of Advans SA in accordance with the company's statutes and Luxembourg law. The Board is made up of qualified senior professionals with extensive experience and in-depth knowledge of financial services. Advans SA has also created committees to support the Board of Directors, the Audit and Risk Committee and the HR and Governance Committee. A Social Performance Champion has also been nominated on the Board.

Advans SA Board Members are as follows:



Eelko Bronkhorst
Chairman of the Board



Erik Bosman



Gail Buyske



Claude Falgon



Kate Hallam



Bernard Pasquier



Harry Schoon



Hervé Schricke

Executive Committee

Advans Group support services are based at Advans International in Paris. Strong group departments and business lines have been created at Advans International to guide and back subsidiaries' development. Advans International supports, oversees and sets standards for the group providing guidance, resources, and expertise.

Advans International Executive Committee Members, as of June 2022, are as follows:



Steven Duchatelle
CEO



Marc Bittoun
Audit



Grégoire Danel-Fedou
DCEO, COO



Gaël Briot
Organisation



Estelle Darie-Rousseaux
Strategic Transformation



Brieuc Cardon
Business Development



Laurent Clauser
Risk



Amanda Hannan
Investment



Isabelle Montfort
Finance



Fanny Serre
Clients & Impact



Laure Vandewalle
HR

Advans World Map



MYANMAR | 2017

CEO: Jana Kadian

👤 61k



PAKISTAN | 2013

CEO: Guillaume Valence

👤 43k



TUNISIA | 2015

CEO: Meriem Zine

👤 19k



NIGERIA | 2013

CEO: Gaëtan Debuchy

👤 61k



CÔTE D'IVOIRE | 2012

CEO: Mariam Djibo

👤 163k



GHANA | 2008

CEO: Olivier Bailly-Béchet

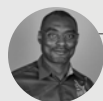
👤 80k



CAMEROON | 2007

CEO: Cyrille Belamy

👤 88k



DR CONGO | 2009

CEO: Jean-Luc Nzoubou

👤 134k



CAMBODIA (AMRET) | 1991

CEO: Dinn Dos

👤 527k

Note: Number of clients as of 31/12/2021

2021 Advans awards

A PROOF
OF THE GROUP'S
COMMITMENT
TO ITS CORE VALUES



Advans Nigeria
Businessday award for

**Microfinance Bank Brand
of the Year**

and 3 other awards



Advans Ghana
Strategic Accountancy
Africa award for

**Outstanding Customer
Service of the year
for Savings & Loans
companies**

and 5 other awards



Advans Côte d'Ivoire
Label des Consommateurs
award for

**Best Institution for
Agricultural Financial
Services**

and 1 other award



Amret
Global Banking & Finance
Review award for

**Leading Financial
Institution for
Empowering Women
in Business**

What our clients say

“

I started my business as a taxi driver and a mobile seller of agricultural inputs when I took my first loan from Amret in 2006 to buy a taxi and to transport agricultural inputs. Thanks to my understanding of the market and my knowledge about the proper use of farm inputs (fertilizer and seeds), over time I have become one of the biggest input suppliers in the area. I am deeply thankful to Amret, whose support has enabled me to improve my family's living standards.

”



Pov Thy
Agricultural inputs seller, Cambodia



Cynthia Nyametrie
Wholesale soft drinks seller, Ghana

“

I started a small business 15 years ago but with Advans' assistance I am happy to say I have come very far. Advans has really helped me. I find the Mobibank service in particular very useful; I use it almost every day. For instance, when I receive money after 5pm after banks have closed, I can load it directly unto my wallet and push it into my account. Also, since Mobibank is available until 11pm, when my drivers arrive around 10.30pm, I am still able to send my daily sales into my account. I also find it very useful being able to check my account balance from home and within a few minutes.

”

“

I was 16 when I first started my career, selling and renting wedding dresses with my mother. After a few years, I decided to follow my entrepreneurial passion and to launch my own project in textile production, wholesale and retail sales and created my company in 2013. My activity was heavily impacted by the Covid crisis as my workshop had to close for 3 months due to lockdowns and government restrictions.

Advans Tunisie's "Rafakni" coaching programme helped me identify areas that could be improved in my business. Thanks to the programme, I was able to recruit, to revise salaries and to assess the feasibility of providing workers with transport to improve their safety, productivity and enhance their motivation. Today my company receives orders from a worldwide famous fashion brand and I don't want to stop here. In the future, I want to acquire a large warehouse so I can store more and take orders from other major brands!

”



Sana Hmila
Owner of a clothing workshop, Tunisia



BUILDING IMPACT & CLIENT RESILIENCE

Overview of our clients

60 Decibels results⁶

> 66%

of Advans' clients accessed an MFI loan for the first time with Advans

> 92%

of Advans clients are satisfied with the services provided

> 83%

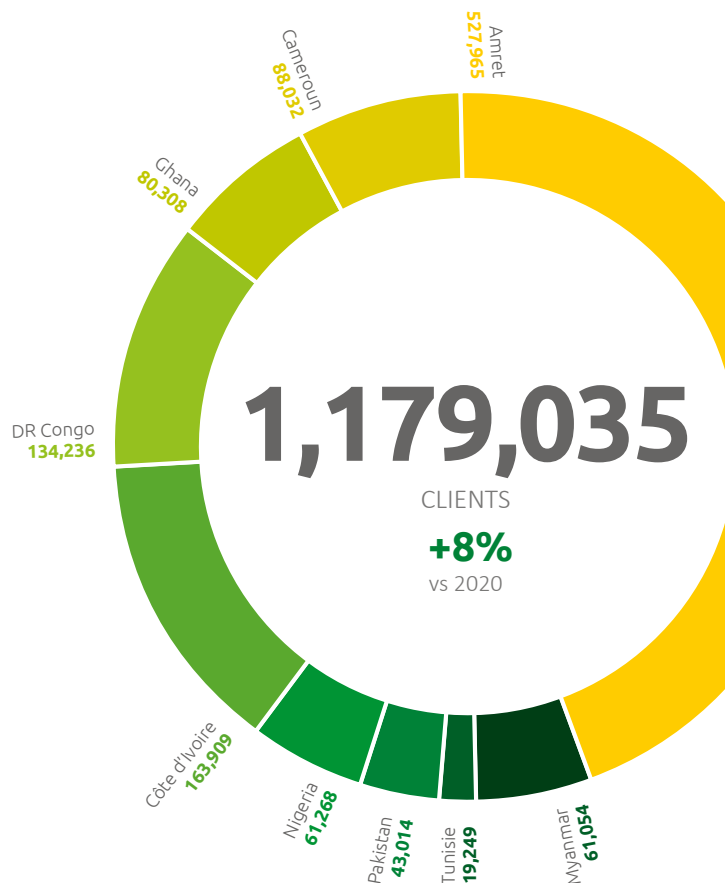
of Advans' clients say they saw an income increase thanks to the MFI

> 22%

of Advans' clients say their number of paid employees increased

> 82%

of Advans' clients say they see an improvement in their quality of life



63% FEMALE BORROWERS

45% FEMALE DEPOSITORS



116
BORROWERS PER
CLIENT OFFICER



13%
CLIENTS WITH
AN INSURANCE
PRODUCT*



3.17
AVERAGE NUMBER
OF CYCLES

⁶ 60Db Financial Inclusion Index 2021-2 – 1,785 clients interviewed across 7 countries : Cambodia, Cameroon, Côte d'Ivoire, Ghana, Nigeria, Pakistan and Tunisia
*16% in greenfields

Amret: 30 years of impact in Cambodia



2021 was a special year for Amret, Advans' largest subsidiary. It marked the 30th anniversary since the institution opened its doors to the public, with one key aim: to accelerate financial inclusion in Cambodia with a special focus on farmers. It has been a long and challenging but inspiring journey since then and the MDI⁷ has achieved a great deal in terms of bringing financial services to the population, making a difference to thousands of lives across Cambodia.

A long way since the start of the Amret “project” in 1991

Amret started as a project implemented by a French NGO in 1991. The main office was in a family house and there were only 15 staff. In the beginning, the only products were group loans provided to farmers. The largest loan amount was 100 USD and clients were not able to deposit or save with Amret. However, thanks to the staff's commitment to serving Amret's mission and helping clients increase their production and income, the institution developed and grew quickly.

A leader on the market

Today Amret is among the top 10 financial institutions in Cambodia and offers a wide range of financial services in all 25 Provinces through more than 150 branches, often with doorstep services. Services are also provided in priority to low- and middle-income populations such as salary workers and micro and small businesses. Amret reached a total loan portfolio of over € 1.2 billion and € 638 million in total deposits at end December 2021.

Amret continuously demonstrated high resilience throughout the Covid crisis and could maintain an excellent portfolio quality with a PAR30 at 0.3%, an excellent performance for the industry. Developing innovative products in line with its clients' needs being a main priority for Amret, the latest proof of innovation has been the launch of an offer targeting women customers in March. Unique for the market the offer not only provided easier access to business and agriculture

loans but also life insurance with health check-ups. Amret's commitment to better serving female clients did not remain unnoticed and the institution won the Global Finance's “Best Financial Institution for Empowering Women in Business in Cambodia” award for the second consecutive year in 2021.

A special focus on leveraging digital solutions to better serve clients

Amret has remained on top of current trends and practices in the microfinance sector, with constant digital innovation enabling the MDI to launch solutions helping staff to work more efficiently and to better serve clients. Amret's mobile app for example gives clients easy and convenient access to its financial services, representing 19% of transactions in number in 2021 with 12% of clients using the service.

Amret has also enhanced financial literacy programmes in the past few years by using digital tools to leverage financial education. The programmes aim to improve clients' financial literacy by cultivating an understanding of digital banking, transactions and services. Overall, 208,590 clients and non-clients were exposed to the financial literacy programme in 2021 via educational videos, in classroom training and on digital media.

Looking forward to the future, Amret will continue to focus on serving clients with tailored, responsible, and relevant financial services to meet their changing needs, creating lasting positive impact in Cambodia.

⁷ Microfinance Deposit-taking Institution

Building social impact with support from our partners



Partnerships are important as they help Advans fulfil its mission of financial inclusion and social impact. In 2021 Advans had 17 funding applications approved to secure more than 2M euros of technical assistance support (+121% growth), an amount which has more than doubled in a year. It is strong proof of the level of trust Advans - as a leading microfinance group - inspires.

A wide scope of projects covered

The renewed support from our partners goes far beyond the pandemic crisis and confirms our partners' commitment to support Advans' efforts in 2021 in 5 main areas for increased sustainability: agricultural development, environment & climate change, staff capacity building, internal digitalisation and gender-smart approach to better serve women entrepreneurs.

In the agriculture sector, our key projects are in Côte d'Ivoire and Ghana, with programs to encourage the digitalisation of cocoa farmers' transactions, to support cooperatives in managing farmer financing, and more generally speaking to improve financial inclusion in rural areas.

Climate change is already a reality for many clients in the agriculture sector, whether they are farmers or wholesalers, or are in the food industry. Advans' support to these clients will grow in the coming years, and we hope the support from our key partners to strengthen Advans clients' resilience to climate change.

The support gained from our partners in 2021 will help the group sustain its strategy to capitalise on internal talents, providing them with adapted training programmes, and offering them opportunities to grow professionally within the group. Advans believes that the better trained staff are, the better they can support clients throughout their customer journey with our subsidiaries. Service quality and financial inclusion go hand in hand with digitalisation, and our partners have helped to support Advans' digital transformation programme AIR+.

Two major programmes were successfully implemented in 2021, thanks to support from key partners. The first, supported by our shareholder British International Investment (BII) focused on gender smart finance, the second, focused on providing coaching to entrepreneur clients in Tunisia, with USAid.



One step further on financial inclusion to better meet the needs of female entrepreneurs

With the BII grant, Advans benefited from the expertise of global firm Palladium Impact Capital, who helped the group realise that having a more systematic gender-smart approach, embedded in all areas of work, was a necessity to better serve women and foster their financial inclusion. As well as looking at Advans' group strategy, Palladium supported gender projects in two key markets: Cameroon and Ghana. The project consisted of analysing the data on Advans female clients, performing qualitative field studies with clients in both markets, as well as a staff survey to establish the level of internal gender awareness. These elements were all used to inform the definition of a gender strategy going forward, training for field staff, and dedicated value propositions for female entrepreneurs.

This project provided Advans with some key learnings on gender smart finance: i) Both financial and non-financial services can help female entrepreneurs overcome barriers to business growth; ii) financial service providers need to actively assist and better communicate with female clients to help them benefit from products and services; vi) staff buy-in is key to deploying a gender-smart approach and tailor the customer experience for women.

Advans is currently piloting several of these ideas in Cameroon with the subsidiary's specific female targeted programme "Elle Advans", launched at the end of 2021, as well as in Tunisia with a female focused project supported by GIZ. Advans aims to use these key first learnings to enrich its overall gender strategy, share experiences between subsidiaries and refine its global gender smart road map for the years to come with one overall objective: a better approach to women's financial inclusion for a wider impact on their businesses, families, and communities.

Rafakni: an all-in-one package to sustain Tunisian small enterprises

In just two years, USAid has become one of Advans Tunisie's major partners. In 2021, thanks to its renewed financial support, Advans Tunisie launched a dedicated programme to support 300 vulnerable small businesses. The programme aimed to help enterprises recover from the pandemic crisis, sustain jobs, and build their resilience. Launched in August 2021, the Rafakni package consisted of 4 main elements: (i) a loan from Advans Tunisie with credits from 20k-40k TND; (ii) a facilitated access to Advans digital transaction channels (iii) a coaching programme, and (iv) a grant from USAid.

The programme targeted businesses owned by young adults (under 35) or women from underserved regions of Tunisia, and from the retail, services, and production sectors. Rafakni was a great success. Clients were able to purchase raw materials, expand their businesses, and 1,886 jobs were sustained or created under this programme. Furthermore, it also fulfilled Advans' overall mission of financial inclusion, with 34 % of the beneficiaries being new borrowers.

All in all, 73% of the clients were very satisfied with the programme, and 83% of the participants also said they were very satisfied with the coaches' skills.

Advans Tunisie and USAid will continue to collaborate in 2022, with a new partnership signed to promote alternative tourism in underserved regions of Tunisia and activities preserving and promoting local culture.



**INNOVATING
AND DIGITALISING
TO ENHANCE
OUR OFFER**

Digital channels take off: a strong added value for clients



The example of Mobibank in Ghana

Innovation marked 2021 more than ever, and digital technology played a key role in serving clients in rural areas or in regions where Advans has little or no branches. Internet penetration has improved in all Advans countries of operations, reaching 78% of the total population in Cambodia and 67% in Tunisia at the beginning of 2022, and progressing at high speed in less digitalised countries with +36% in Pakistan, +34% in Nigeria, or +25% in the Democratic Republic of the Congo⁸. However, Internet is still rare in rural areas or in underserved regions. This is where the alternative digital protocol, USSD⁹, proves very efficient. With USSD, clients do not need an Internet mobile connection or a smartphone: a basic GSM, will enable any remote client to transact digitally, within a safe environment, and without having to visit a branch.

Mobibank, Advans Ghana's USSD service, initially encountered some bumps in the road. The service launched in 2016 suffered from outages, network issues, and failed transactions. Clients' satisfaction was low, and local staff were reluctant to promote it, due to the poor customer experience.

Because the potential of the service was huge, Advans Ghana decided to relaunch Mobibank, starting with general technical improvements. Staff were trained and encouraged to promote the service among their clients, simple flyers were developed giving instructions on how to use the service and an outbound call centre campaign helped understand and solve remaining issues.

Thanks to all these efforts within a year Mobibank became Advans' clients preferred transacting channel, far ahead of branches and e-cash, the total number of transactions via this channel increased by +86%, and the number of active users by +54%. Clients appreciate the ease of use of the service, whatever their literacy level, as there is very little text to read or memorise. They also appreciate the 24/7 availability of the service to make repayments and other transactions at no cost.

Scoring: when AI meets credit risk to better serve loan clients

Advans has partnered with Rubyx to innovate and deploy a credit risk evaluation method based on the scoring of current and former loan clients. After a pilot phase successfully conducted in Cameroon in 2020, Advans deployed Rubyx's scoring algorithm in four other subsidiaries in 2021: at AMRET in Cambodia in January, in Tunisia in February, in Côte d'Ivoire and Nigeria during the summer. With this scoring algorithm, loan clients are automatically graded from A to D depending on their repayment behaviours. After 3 loan cycles, and an overall grade of A or B, clients can benefit from a loan renewal automatically.

The benefits of this new scoring are huge. Both Client Officers and clients save a lot of time. Loan guarantees are renewed automatically, and clients can benefit from a higher amount based on their behaviours without having to provide new supporting documents. The amount granted is defined by Advans carefully in order to avoid over-indebtedness. Disbursement can be scheduled within a couple of hours.

TREMENDOUS PERFORMANCE FOR LOAN RENEWALS, AND MULTIPLE OTHER APPLICATIONS TO COME

The volume of disbursements of automatic renewals was multiplied by 9 between January and December 2021. More than 3,700 automatic renewals have been disbursed for 20,1M euros. Automatic loan renewals thus represented 11% of total loan renewals in 2021.

Building on this success, Advans is now considering extending the use of scoring to other projects and has already started using it in Cameroon for its nano-loan "Lalala", a digital loan of small amount, for urgent needs.

⁸ WeAreSocial – Kepios 2022 Digital Reports: <https://datareportal.com/>

⁹ The Unstructured Supplementary Service Data is a Global System from Mobile Communications (GSM) protocol that is used to send text messages. USSD uses codes made up of the characters that are available on a mobile phone

Advans' latest agricultural loan offer launches in Pakistan



Qabil Somrani

Sugarcane and wheat producer,
Pakistan

“

I used to have problems borrowing from local brokers who would charge me a high markup, which forced me to buy poor quality pesticides at expensive rates. With the loan that Advans granted me, I could buy good quality pesticides on cash, which is cost effective, and on time, which is critical in farming. I am very satisfied and happy with Advans' services.

The loan process was fast, easy and hassle-free. I was able to get the loan on time for my scheduled purchases which helped me a lot.

”

Advans has been developing its agricultural offer in a number of its subsidiaries, namely Advans Cameroun, Advans Ghana, Advans DRC, Advans Tunisie, Amret and Advans Côte d'Ivoire, with Advans Pakistan being the latest to launch agricultural loans in 2021. Agricultural loans represent an increasing number and volume of total disbursements and 2021 marked the best performance yet: the volume and number of agricultural disbursements increased by 50% between 2020 and 2021. In Pakistan, 24% of the country's GDP comes from agriculture activities and almost 60% of the population lives in rural areas and is dependent on agriculture activities.

In 2021, Advans Pakistan, launched agricultural loans after having identified a clear need for tailored agricultural products. The local team, with support from the group, researched the potential of the agricultural market and the specific needs of farmers in order to develop an appropriate loan offer. A pilot was launched in September in two branches. The offer is set to be developed in priority in the Sindh branches which are located in an area with high agricultural potential.

A tailored offer with promising results

Targeting small farmers in order to help them develop their production, Advans Pakistan worked on a tailored product adapted to the seasonality of each crop with bullet loans payable at a maturity date set in accordance with crop maturity. A dedicated agricultural loan team with good knowledge of the sector ensures the delivery of quality services, while a simplified and adapted loan origination process with increased presence on the field was also introduced. Crop insurance is included in the loan, covering the reimbursement of the client's loan in case of damage to their crops.

The new offer quickly showed promising results with over 200 loans granted in the last quarter of the year for an average loan amount of € 696. The long-term objective is to become a partner of choice for small farmers in Pakistan with projected monthly disbursements of € 370,000 and 6 branches offering agricultural loans by the end of 2022.

AIR+: Advans' digital transformation continues its steady course



Advans launched its global digital transformation programme, AIR+, in 2020: an ambitious project aiming to improve client and staff experience to be deployed across 8 of the group's subsidiaries. Advans' AIR+ programme falls within a 4-year framework, includes 2 pilot countries and is divided into 5 streams, each regrouping the programme's different solutions.

A new Core Banking System

2021 marked an important milestone for the programme with the end of the laboratory phase during which the Advans model processes were defined, the various technical solutions were chosen, first sets of functionalities were designed, and the preparation of the two pilots in Tunisia and Ghana made significant progress. Advans Tunisie then went on to perform at the end of the year the first successful Go-live dress rehearsal. This consisted in verifying that the set deadlines could be kept and that the proper functioning of new systems could be guaranteed after implementation of the new CBS (Core Banking System).

Digital solutions for improved efficiency and better adaptability to customers' needs

Around the new Core Banking System which is at the core of the AIR+ transformation programme, a suite of solutions is being developed, integrated and implemented in order to further digitise business and work processes as well as to enhance client and staff experience. A few such examples include a web reporting platform and a mobile application dedicated to staff, for them to initiate transactions and monitor their portfolios of prospects and clients on the field.

Staff will also benefit from another solution, DigiLAF, which will improve the quality and the management of loan appraisals.

All solutions within the AIR+ programme will be deployed in private cloud mode and will allow Advans teams to conduct their activities in a more flexible way, as close as possible to the needs of customers, ultimately enhancing financial inclusion.

Go-live and next steps

2021 ended with both local and central teams ready to undertake the first Go-live in Advans Tunisie, planned in the beginning of 2022, and a second one in Ghana later in the year. The new Advans Model is also built and ready to be further rolled out.

Upon finalisation of the programme, Advans will dispose of a unique core group model that will benefit over 3,700 users across the network and over one million clients across the globe.



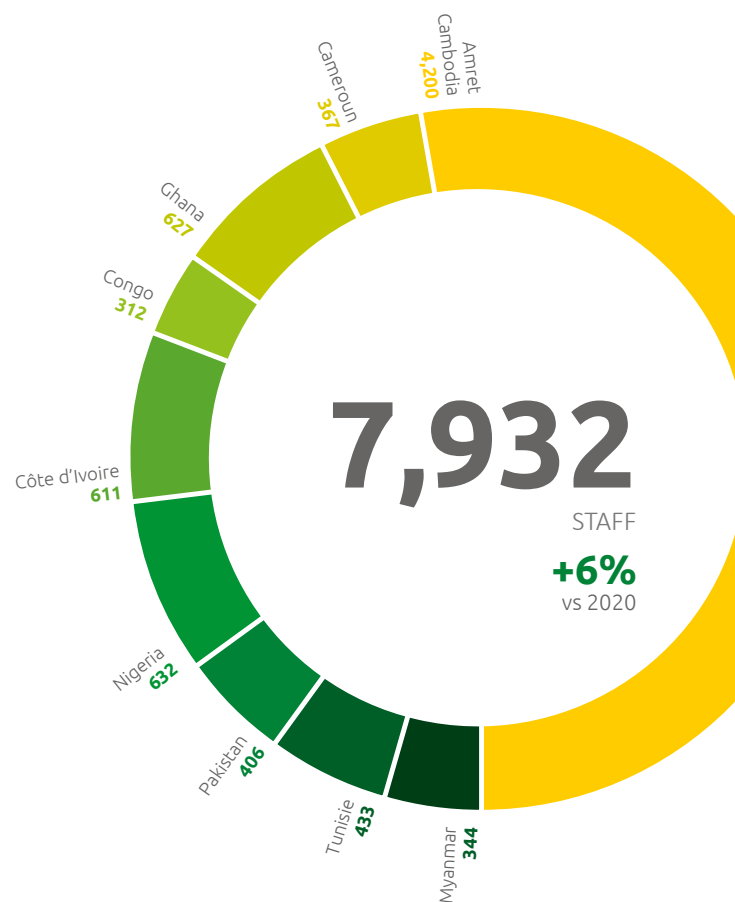
**REINFORCING
CAPACITY
AND COHESION
IN OUR TEAMS**

Overview of our staff

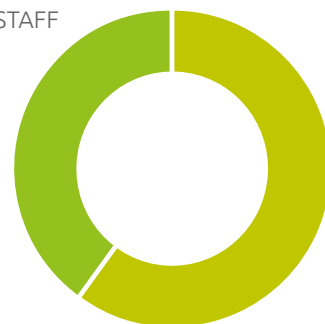
> 15
nationalities across
the globe

> 1,428
staff were recruited internally
at end December 2021

> 5 YEARS
is the average seniority
in the company



40%
FEMALE
STAFF



60%
MALE
STAFF

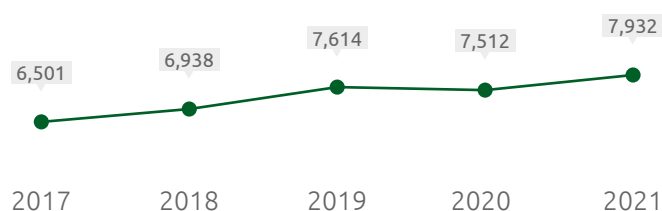


29%
FEMALE MANAGERS



6
DAYS OF TRAINING
PER EMPLOYEE

GROUP STAFF 2017 - 21



What our staff say

“

My experience in Advans has been an inspiring one. It is an enabling environment with a good culture where your employer cares about your welfare. You can achieve your greatest potential amidst daily challenges because you will be motivated to put in your best.

As a Legal Practitioner and Governance Professional, it is a delight to work at Advans where global best practices in governance are the order of the day.

”



Jennifer Halim-Ubahakwe

Head of Legal, Compliance & Governance,
Advans Nigeria



Bertrand Kenmogne

Head of Sales, Advans Côte d'Ivoire

“

I was recruited at Advans Cameroun in 2008 as Account Manager. A few months later, I became Deputy to the Branch Manager, then very quickly Branch Manager, Regional Manager, Head of Network, and finally Head of Sales, first in Cameroon, and today in Côte d'Ivoire. Throughout this journey, one of my best experiences has been to participate in the creation of branches, and to pass on to the teams what I had learned myself before. And today this wonderful sharing of experience continues with Advans Côte d'Ivoire.

”

“

My work consists in studying the barriers that Tunisian women face to become entrepreneurs in order to adapt our services as closely as possible to their needs. It means having a job with real positive impact on the populations we serve and I am really proud of what I do! Through working at Advans I help thousands of Tunisian female entrepreneurs to achieve their financial independence and become impactful actors of their country's economy.

”



Déborah David

Project Manager, Advans Tunisie

“

I first started at Advans as a Head of Internal audit in Nigeria and was promoted to Senior Group Internal Auditor in early 2021. Today, I supervise the internal audit activities of four subsidiaries. Working at Advans, on a subsidiary and group level, has greatly enhanced my professional experience and cross-cultural understanding. Indeed, since I joined the group the missions in different countries have allowed me to experience first-hand cultural diversity in varied environments. I appreciate Advans' core values and its unprecedented commitment to the development of human capital.

”



Kola Akande
Senior Internal Auditor, Advans Group



Guillaume Valence
CEO, Advans Pakistan

“

I joined Advans Group as Branch Manager in Cameroon in 2007. Since then it has been an amazing learning and development journey for me, acting most often as a pioneer either in new segments such as SME banking or new markets such as in Nigeria. Advans offered me opportunities to challenge myself and grow. Overtime, besides the challenging environment and permanent learning, what I have enjoyed most at Advans is the team spirit and strong ambition to impact our clients' lives positively.

”

“

At Advans Ghana, we women are given equal opportunities in everything we do in terms of promotion and recruitment.

”



Elise Okyere-Darko
Branch Manager, Advans Ghana

Training and creating growth opportunities for staff



Providing adapted training and opportunities for career progression is a core commitment for the group and Advans continuously develops its training programmes across the network. One good example is Advans Myanmar's Capacity Building Programme that was launched in 2021.

A young institution with great potential

Advans Myanmar, Advans group's youngest greenfield, has had a rapid development since its start of operations in 2017, with over 300 employees at end 2021. Aiming to keep up its regional expansion and continuous growth through securing a pipeline of mature local managers, it launched a Capacity Development Programme for its staff over a period of 3 years, starting in 2021.

Staff training and local excellence: at the heart of Advans' HR value system

Advans believes in the strength of local staff to deliver growing service quality and client satisfaction, which are strong pillars of its overall client-centric strategy. Advans is therefore determined to develop, retain, and promote local talents in Myanmar, where staff seniority already is at an average of 2.5 years after just 5 years of operation.

Beyond skills and capacity development, Advans Myanmar will also use this programme to boost staff motivation, which is critical in the current challenging political and socio-economic context. The program is therefore also designed to reinforce staff's sense of belonging, and increase staff retention.

An ambitious plan for training and creating a solid talent pool

The Capacity Development Programme consists in specialised technical as well as functional classes targeting Head Office (HO) and Field managers. The programme includes physical and digital classes thanks to the implementation of a Learning Management System.

The programme sets ambitious goals with 24 technical classes, from risk management, IT capacity and security, to digitalisation of financial services, to be attended by HO Technical Officers and Heads of Departments. It also includes 130 functional classes for field management and high potential staff: English, MS Excel, data analysis, and management. Furthermore, the Learning management system will offer the freedom to access training without constraints, anytime and anywhere, ever more important in today's post-Covid environment.

Innovative training opportunities on the horizon: the example of Advans Côte d'Ivoire

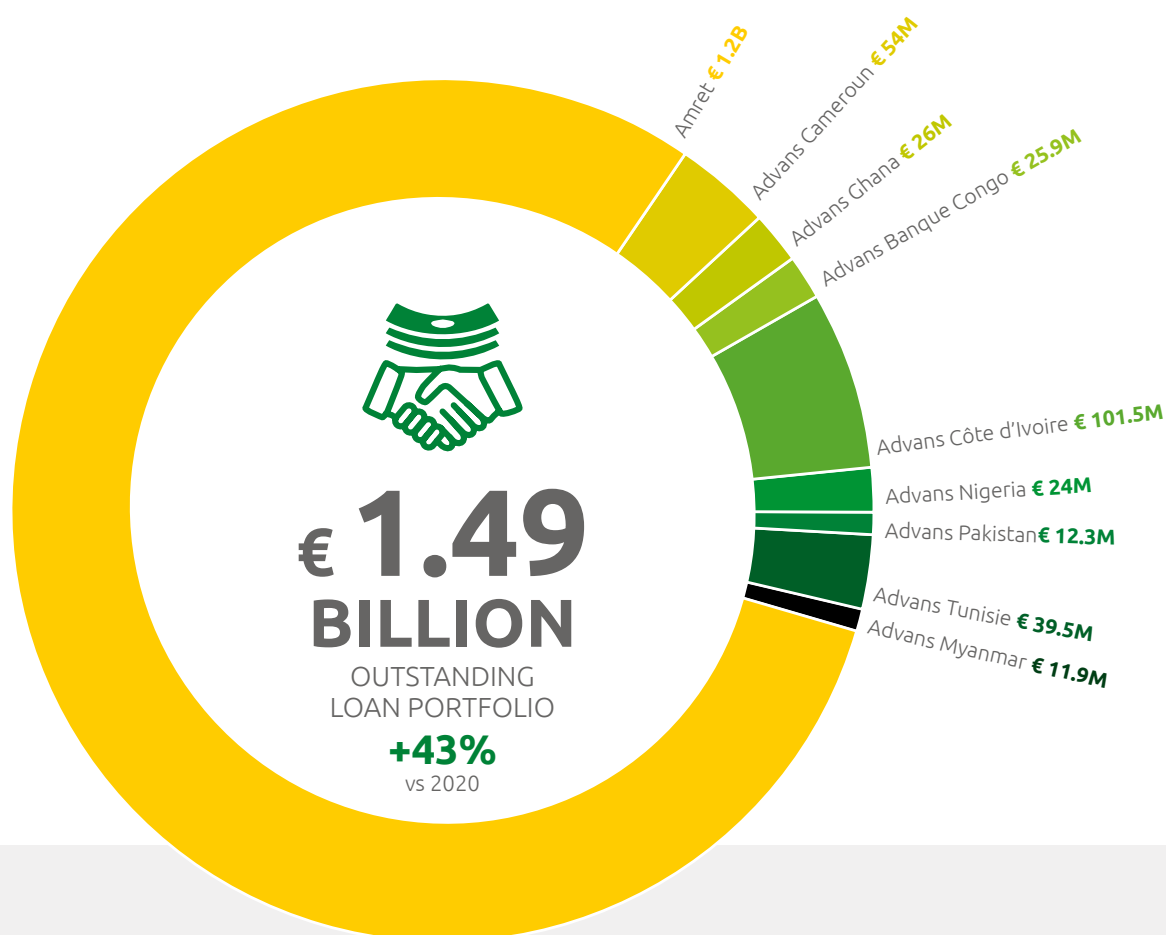
Continuing to focus on developing its staff's capacities and offering opportunities for professional growth, Advans will keep innovating with new training programmes in 2022. Advans Côte d'Ivoire is one example of a subsidiary putting in place a programme not only supporting the development of its staff but also specifically focusing on improving gender equality.

Looking to reinforce capacities for its managers and middle managers, Advans Côte d'Ivoire launched its Female Leadership training in the beginning of 2022. The main objective of the training will be to allow female managers to reconcile private and professional life and raise awareness among managerial staff on the topic of gender inclusion.



PERFORMANCE INDICATORS

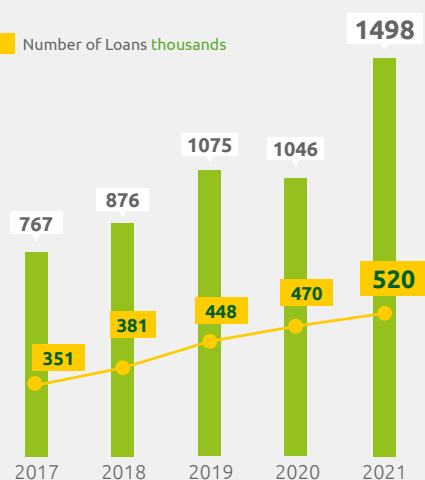
Loan Performance



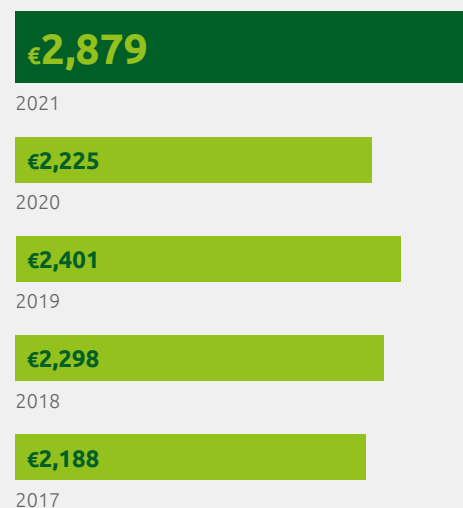
LOAN PORTFOLIO TREND
2017-21

■ Total Group Outstanding Loan Portfolio (€ M)

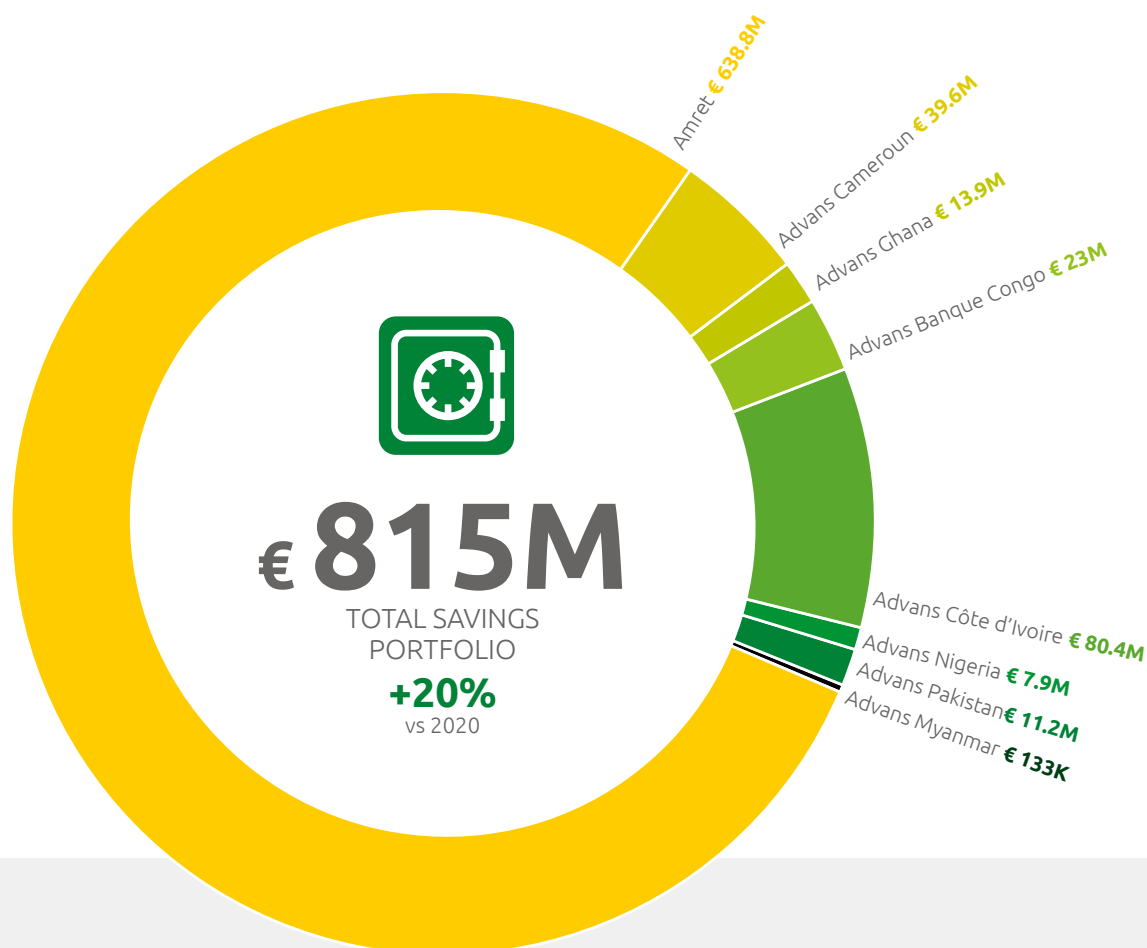
■ Number of Loans (thousands)



GROUP AVERAGE LOAN SIZE
2017-21



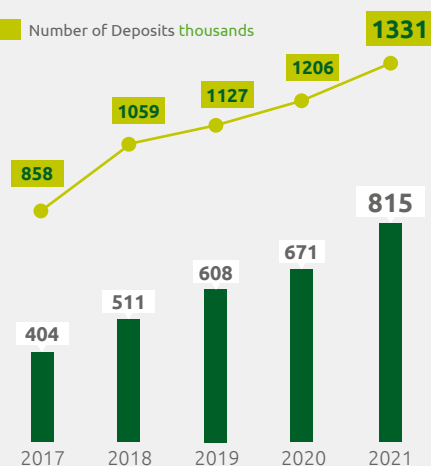
Savings Performance



SAVING TREND 2017-21

■ Total Group Deposits € M

■ Number of Deposits thousands



GROUP AVERAGE DEPOSIT SIZE 2017-21



Financial Statements

Advans SA SICAR

Advans SA's financial performance reflects that of an equity investment company, gradually building up its portfolio of start-up microbanks and MFIs:

BALANCE SHEET

at 31 December 2021 (EUR)

Fixed Assets	As at 31/12/2021	As at 31/12/2020
Shares in affiliated undertakings	302,116,724	227,766,200
Total Fixed assets	302,116,724	227,766,200
Current Assets		
Amounts owed by affiliated undertakings becoming due and payable after more than one year	2,000,000	3,659,578
Amounts owed by affiliated undertakings becoming due and payable within one year	480,464	206,081
Other receivables becoming due and payable within one year	156,772	260,068
Cash at bank	7,960,657	21,809,009
Total current assets	10,597,893	25,934,736
Total assets	312,714,617	253,700,936
Liabilities		
Medium-term borrowings	28,472,392	30,257,071
Short-term borrowings	14,622,730	13,096,829
Other creditors becoming due and payable within one year	663,742	737,216
Total liabilities	43,758,864	44,091,116
Net assets	268 955 753	209,609,820
Equity		
Paid-up share capital	74,129,000	70,911,000
Share premium account	8,742,292	4,472,407
Retained earnings	134,226,409	110,935,647
Profit/(loss) for the financial year	51,858,052	23,290,766
Total shareholder's equity	268,955,753	209,609,820

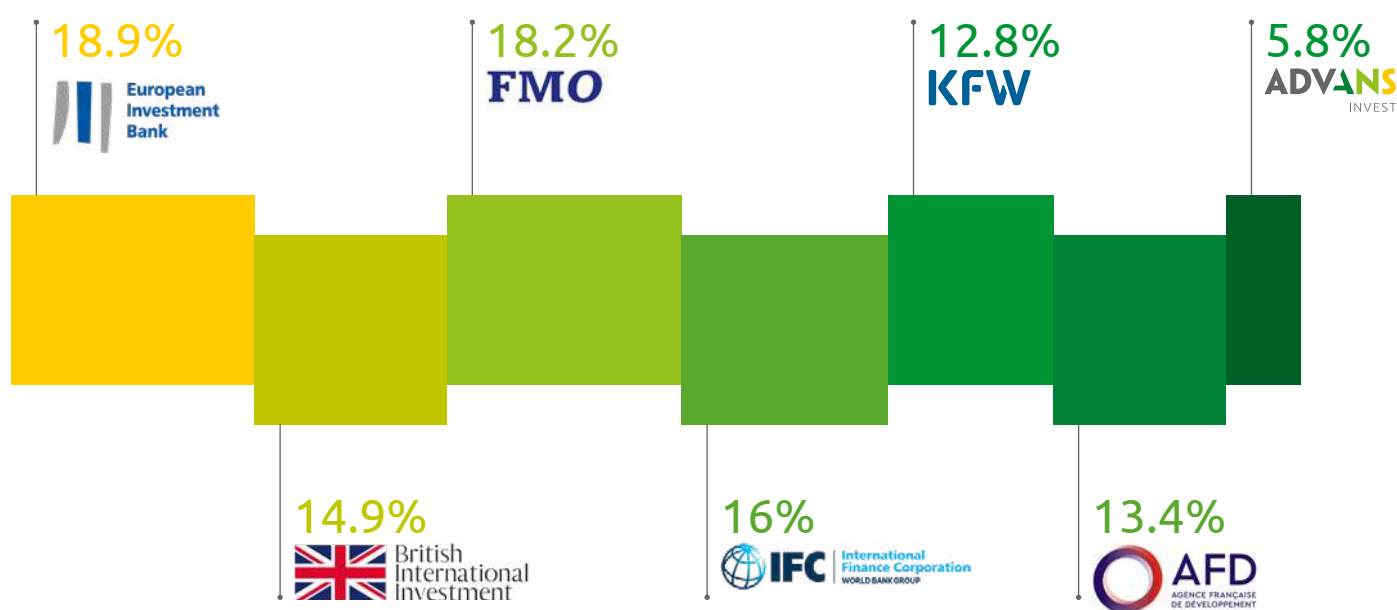
PROFIT AND LOSS ACCOUNT

for the financial year ended 31 December 2021 (EUR)

Income	For the year ended 31/12/2021	For the year ended 31/12/2020
Interest income	513,396	1,311,966
Dividend income	-	78,000
Other operating income	201,012	253,179
Net changes in fair value on financial assets and investments	58,154,014	27,343,624
Total net income	58,868,422	28,986,769
Expenses		
Operational expenses	3,881,252	3,881,056
Interest and other financial charges	3,129,117	1,814,947
Taxes on profit or loss	-	-
Total expenses	7,010,369	5,696,003
NET PROFIT	51,858,053	23,290,766

Shareholders

(as of end December 2021)





ADVANS
GROUP
10 countries



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