



FY'22  
EARNINGS DISCLOSURE  
PROGRAM

আজ্ঞা অবিলম্বে

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📊 Economic Outlook and Market Update

📊 Business Highlights

SME

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Corporate

Treasury & FI

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📊 People & Organizational Update

📊 Financial Performance FY'22

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# Economic Outlook and Market Update

## Economy

- Lower import reducing pressure on FX
- Negative balance in Financial Account is a challenge
- Private sector credit growth continue to decline
- Rising inflation

## Market

- Tighter money market (LCY)
- Improved FX liquidity
- Upward pressure on interest rate
- BDT continues to be under pressure

## Challenges Major Headwinds



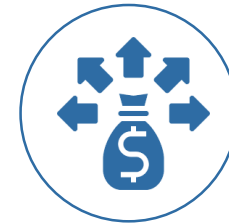
Regulatory environment



War in Ukraine



Oil and commodity price;  
Inflation



Liquidity



Non performing assets

# Bangladesh Economic Potential

## Bangladesh is on course to become Trillion Dollar Economy

- Set to become 9<sup>th</sup> largest consumer market by 2030 through rapidly expanding middle- and-affluent class
- Bolstered by a young workforce of ~114Mn people
- Burgeoning gig economy with ~650k freelancers – the second-largest online workforce globally
- Digital economy grew from \$1.7 billion in 2019 to \$3.5 billion in 2022.

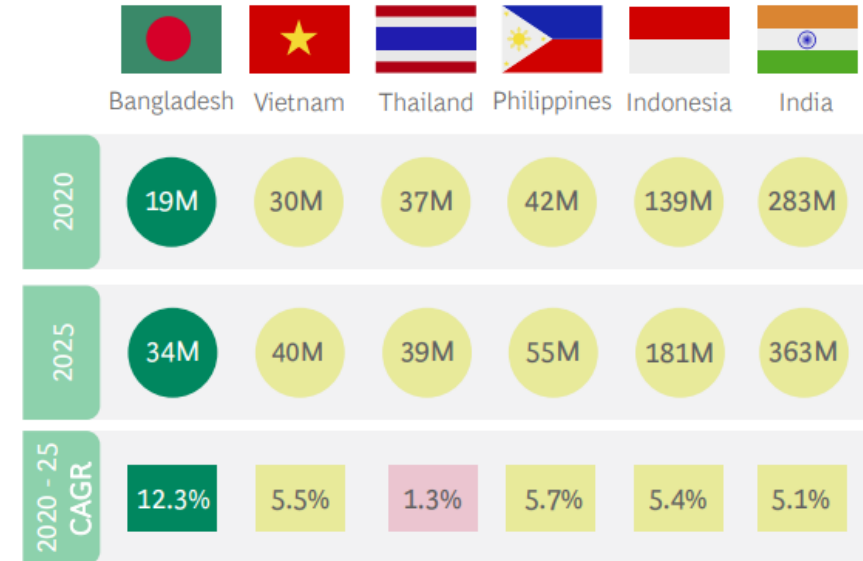
## Bangladesh Brand Value

- Brand value increased by 37% to \$508 billion in 2023
- More than twice of Pakistan, 10 times of Sri Lanka. (UK Based Firm BRAND FINANCE)

## Some achievements in last 6 years

- Monthly income doubled in 6 yrs (16,000 BDT in FY16 to 32500 BDT in FY22)
- Poverty fell from 24.3% (FY16) to 18.7% (FY22)
- Unemployment fell from 4.2% (FY16) to 3.6% (FY22)
- Power generation crossed 15,500 MW in Apr '23 for the first time.

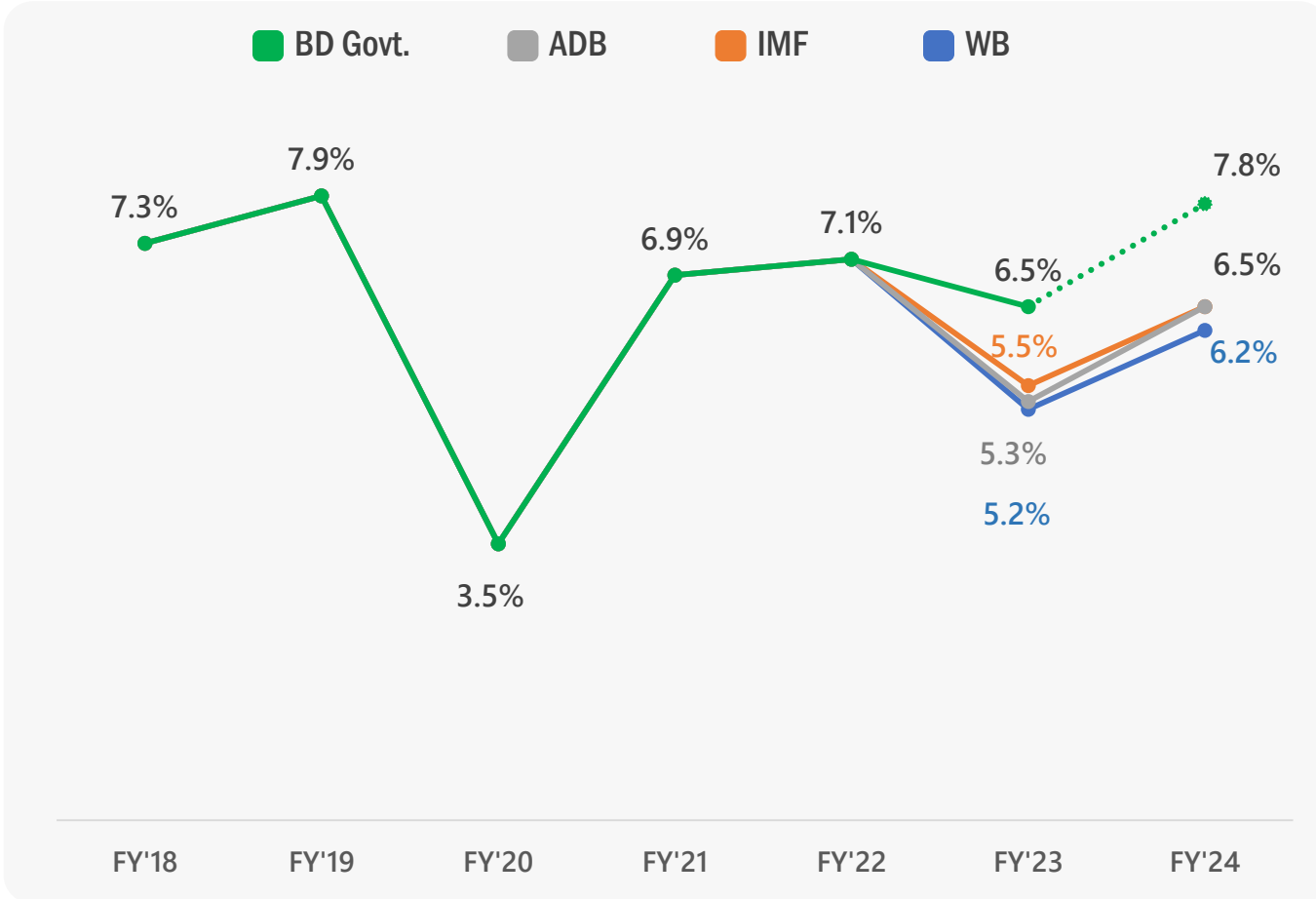
## Growth led by surging middle- and affluent-class



Source: Boston Consulting Group

**Despite some short term volatility, this highly resilient economy is expected to generate robust growth.**

# Bangladesh GDP Growth Outlook



## GDP Projection

- IMF: With 5.5% GDP growth (2023), Bangladesh will still remain one of the fastest-growing economies globally (Advanced economies 1.3%, Emerging and Developed economies 3.9%)
- Global GDP growth is likely to reach 2.8% in 2023, increasing slightly to 3% in 2024. (IMF)

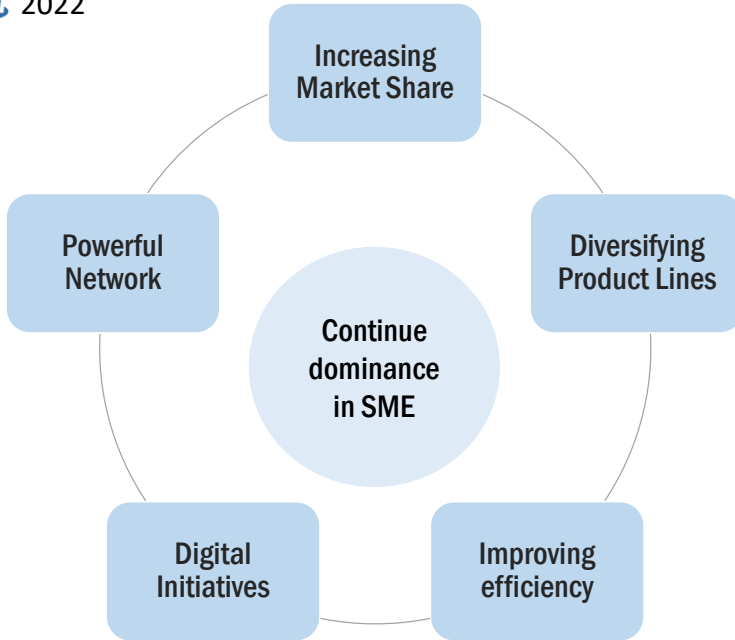
General consensus about positive GDP growth (> 5.2%)



## SME Banking Division

# SME Business Highlights

Journey 2022



## Successes

Customer No.	▲ 17%
Loans & Advances	▲ 24%
TARA Loans	▲ 127%
Deposit	▲ 11%
PAR	▼ 1.6%
Trade Volume	▲ 42%

Govt. stimulus disb. BDT 844 CR

Tally Loan-“Druti”

Launched “Borenno”

Supply Chain Financing

e-LAP (SME Loan Origination system)



## Challenges

Cost of Deposit	▲ 90 bps
NPL	▲ 0.7%

MFI Growth - Pandemic induced subdued demand from MFIs

Emerging corporate strategy Consolidate, maintain status quo, focus on recovery



RO Productivity



Product Diversification



Significant Recovery



Efficiency Improvement



Digital Platform



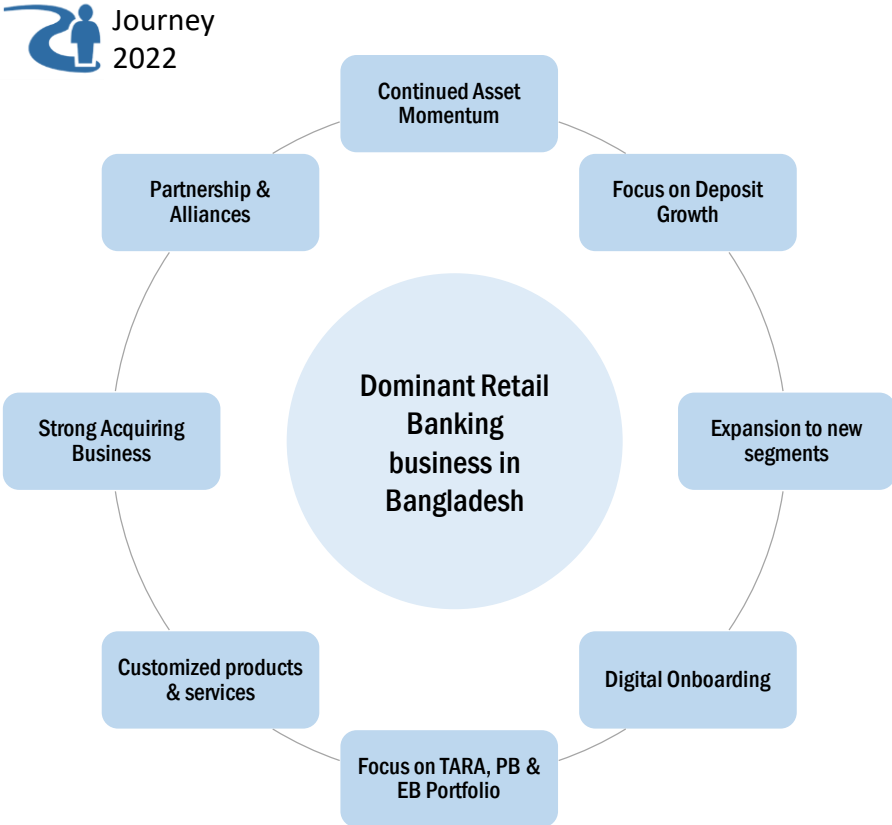
Powerful Network

**Strong asset growth – aligned with strategy**



# Retail Banking Division

# Retail Business Highlights



## Successes

Customer no.	▲	17%
Loans	▲	16%
Deposit	▲	17%
PAR	▼	1.9%
NPL	▼	0.5%
Credit Card Portfolio	▲	26%
Credit Card Txn Vol	▲	18%
TARA Deposit Portfolio	▲	29%
TARA Loan Portfolio	▲	34%
Merchant Acquiring POS Vol	▲	39%
Merchant Acquiring ecom Vol	▲	26%



## Challenges

Cost of Deposit	▲	65 bps
Decrease in Remittance Vol.	▼	14%



New Segmental Products



Best Acquiring Bank



At Your Service



Digital Onboarding



Mobile App



QR Acquiring

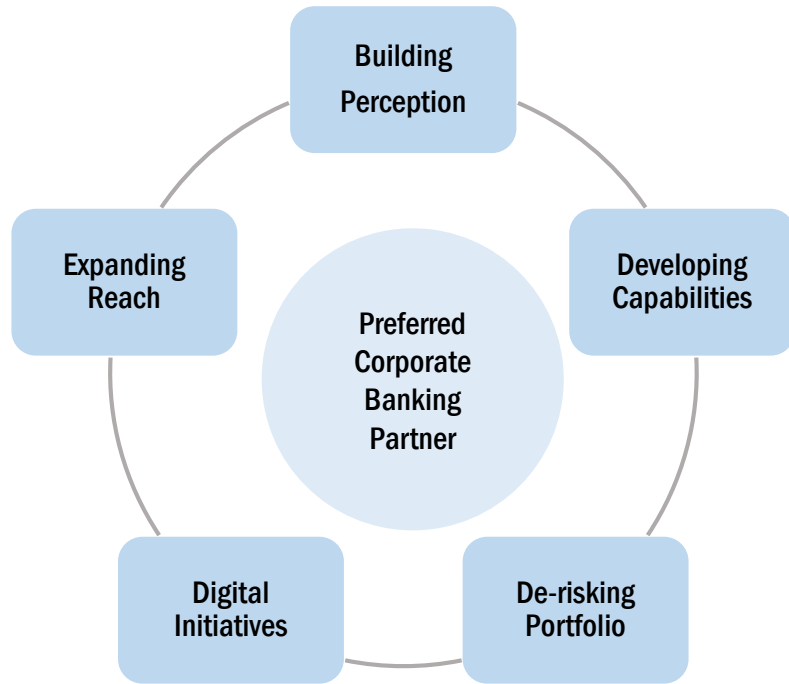
**Good growth across all sub-segments**



# Corporate Banking Division

# Corporate Business Highlights

Journey 2022



Successes

Loans & Advances	▲ 38%
Deposit	▲ 50%
Trade Volume	▲ 32%
Yield on Loans	▲ 1.3%
PAR	▼ 1.4%
NPL	▼ 1.3%

Challenges

- Cost of Deposit ▲ 160 bps
- FCY liquidity crisis
- Sluggish economic condition
- Stressed legacy portfolio

Strong Liquidity Support (FCY/LCY)	Best Transaction Bank	Enhanced Limit	Newer Avenues	Digital Platform	Bad debt Recovery
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Phenomenal growth in deposits & loans- recognition from MNC's & top local corporates



## Treasury & FI Division

# Treasury & FI Business Highlights

Journey 2022



## Successes

FX Trading - "Electra"	▲	75% (USD 3 Bn+)
OBU Funding	▲	9% (USD 396 Mn)
Improved OBU Mix (Core fund)	▲	68% (FY'21: 56%)
AD Ratio	▼	79.9% (FY'21: 81.9%)



## Challenges

- FX Volatility
- Rising Interest Rate
- Stressed Liquidity Condition
- Costlier International Trade



Market understanding & speed of execution



First FX Trading Platform



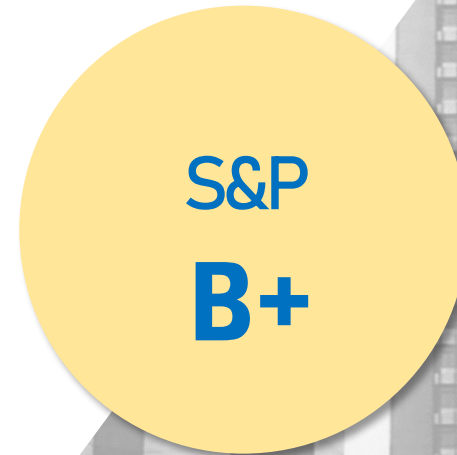
Market Access



Efficient Asset Liability Management

**Superior market positioning & strong liquidity management**

Only bank maintained Ba3 rating by Moody's and rated by S&P



LOCAL

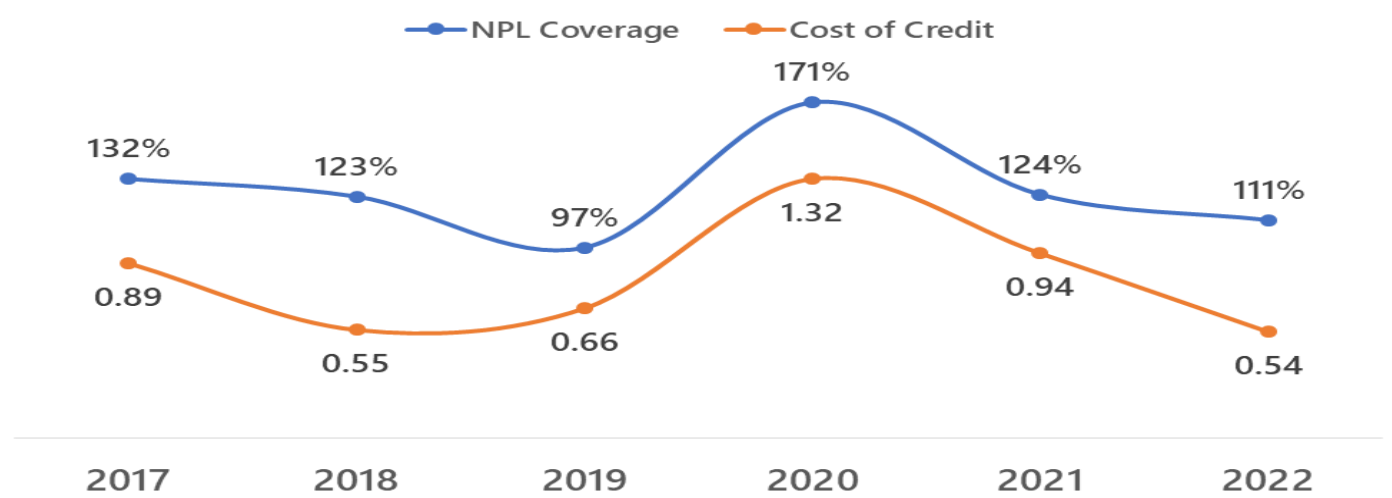
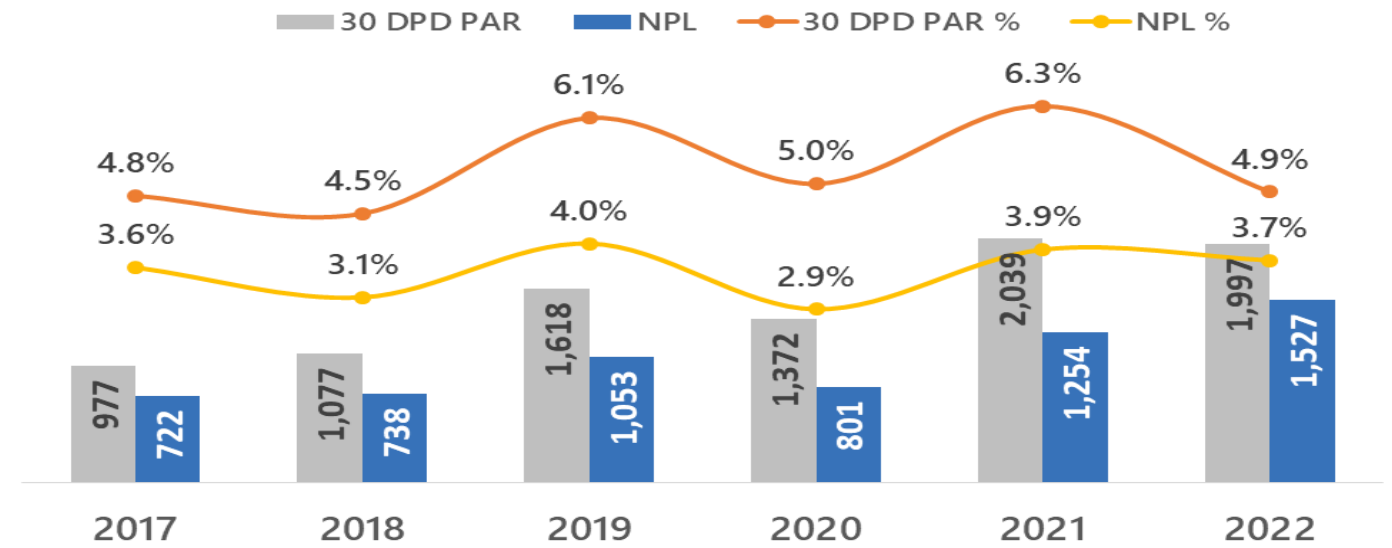
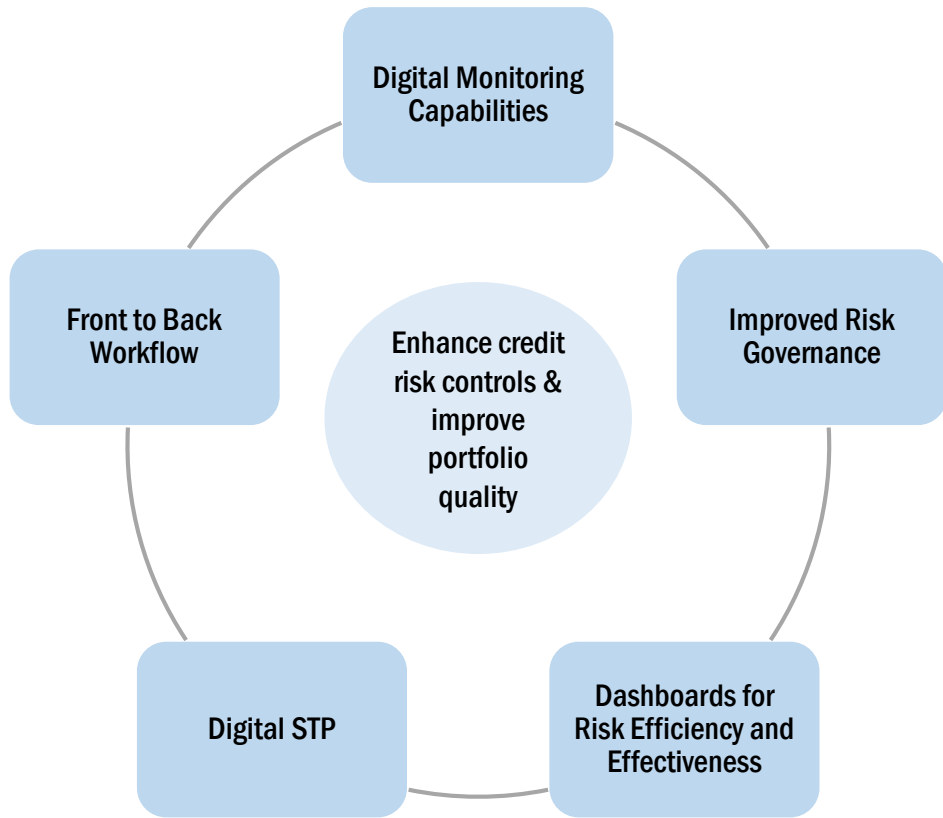
GLOBAL



# Risk Management Division

# Risk Management Highlights

Journey 2022



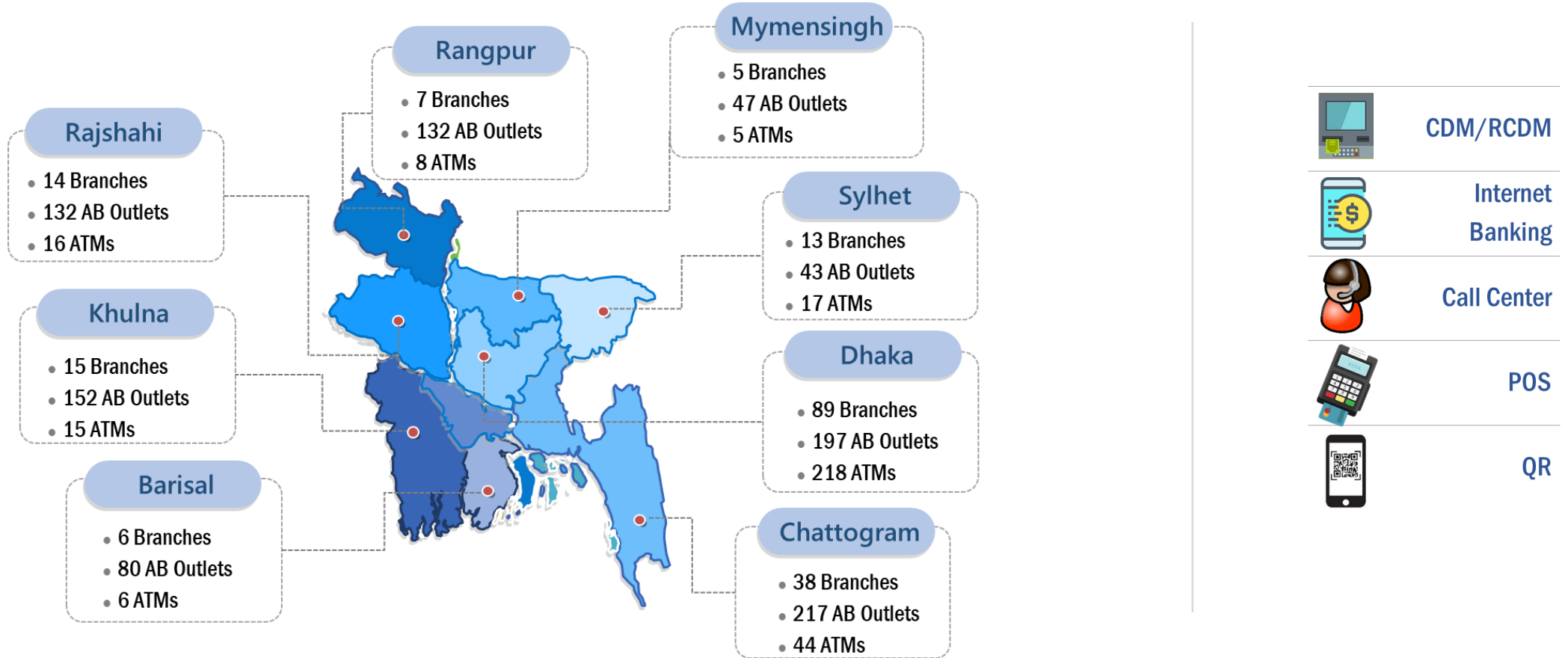
Improving asset quality

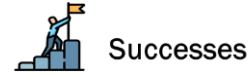
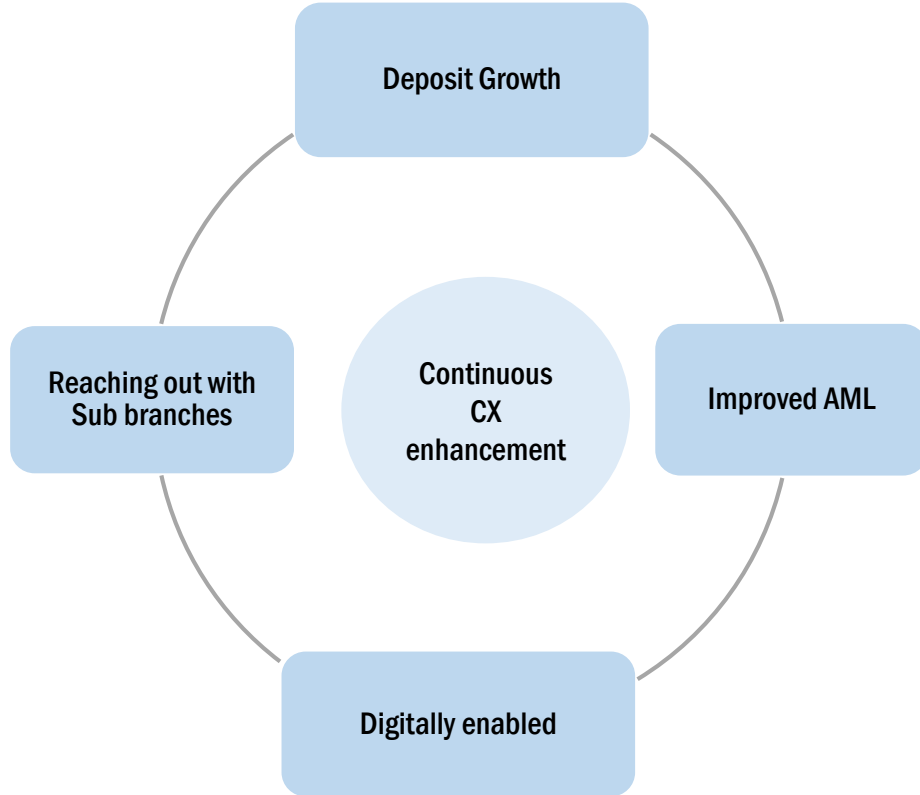


# Distribution Network & Alternate Banking Channels

## Hybrid Solution

187 Branches | 20 Sub Branches | 461 SME Unit Offices | 10 Regional Operations Offices | 1k Agent Banking Outlets | 1.2k Remittance Delivery points | 329 ATMs | 39 RCDMs | 9 CRMs





## Sub-branches roll out initiated

- Deposit ▲ 47.28 Bn
- New Customer Acquisition ▲ 121 K
- Service Delivered ▲ 9.02 Mn
- AML & Audit (Top 2 Ratings) ▲ 90% Branches



Increased visibility & branding



Strengthening Relationships



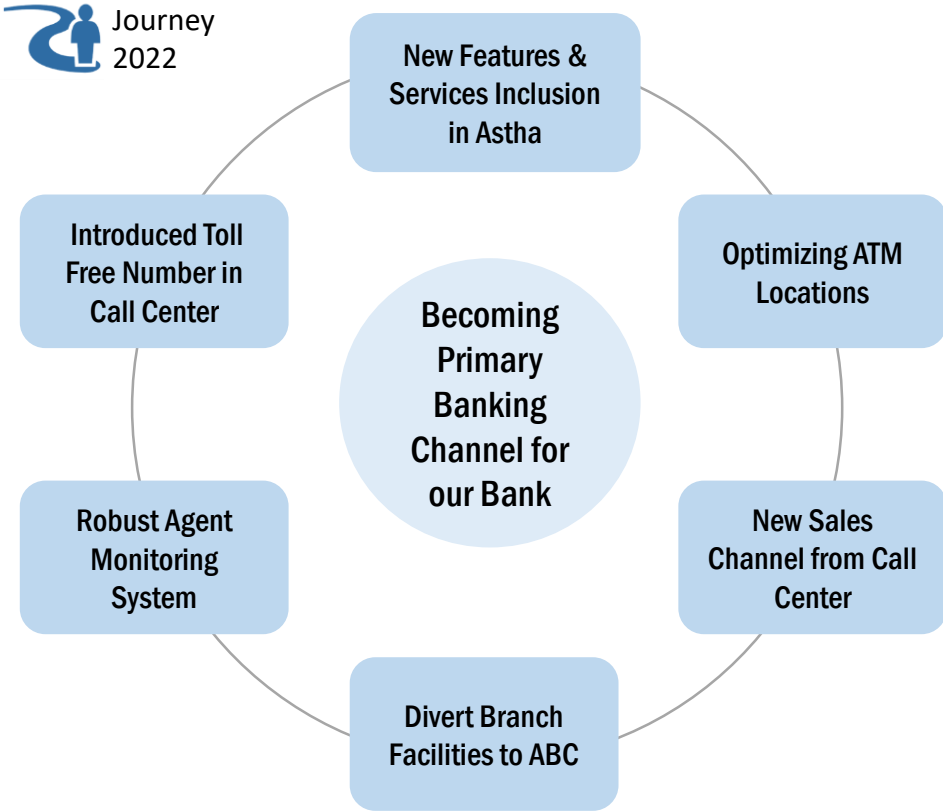
Increasing Outlet Capabilities



Expand Reach

**Branch network is a key partner to business growth**

# Alternate Banking Channel Highlights



**Successes**

Agent Banking	New AB Outlets	▲ 295
	Deposit Growth	▲ 226 Cr.
	New Accounts	▲ 106K
Online Banking	Monthly Tnx. Vol	▲ 132%
	ASTHA Users	▲ 34% (280K)
	NPSB Tnx. Vol.	▲ 191%
Call Center	Calls Served	▲ 21% (35Lacs)
	Executed Request	▲ 41% (9.5 Lacs)

**Challenges**

**Agent Sustainability**  
Ensuring financial sustainability

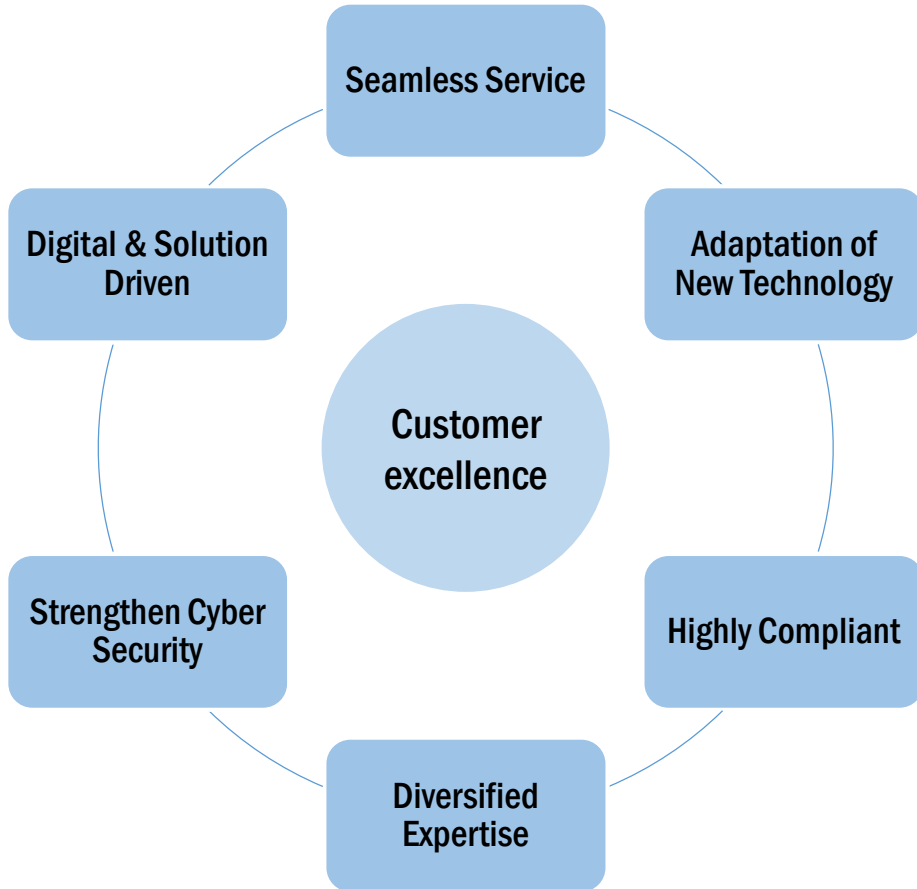
- Milestone 1000
- New Services
- ATM Service Enhancement
- Best IB Provider

**Significant growth in alternate transactions**



# Updates - Digital Transformation

# Transformation Journey in 2022



## Successes

Delivered 14 projects & 100+ initiatives

Improved efficiency & productivity

Cost Saving initiatives were delivered

Supported for better decision making

Resilient in Information Security



## Challenges

Technology obsolescence

Scarcity of skilled resources

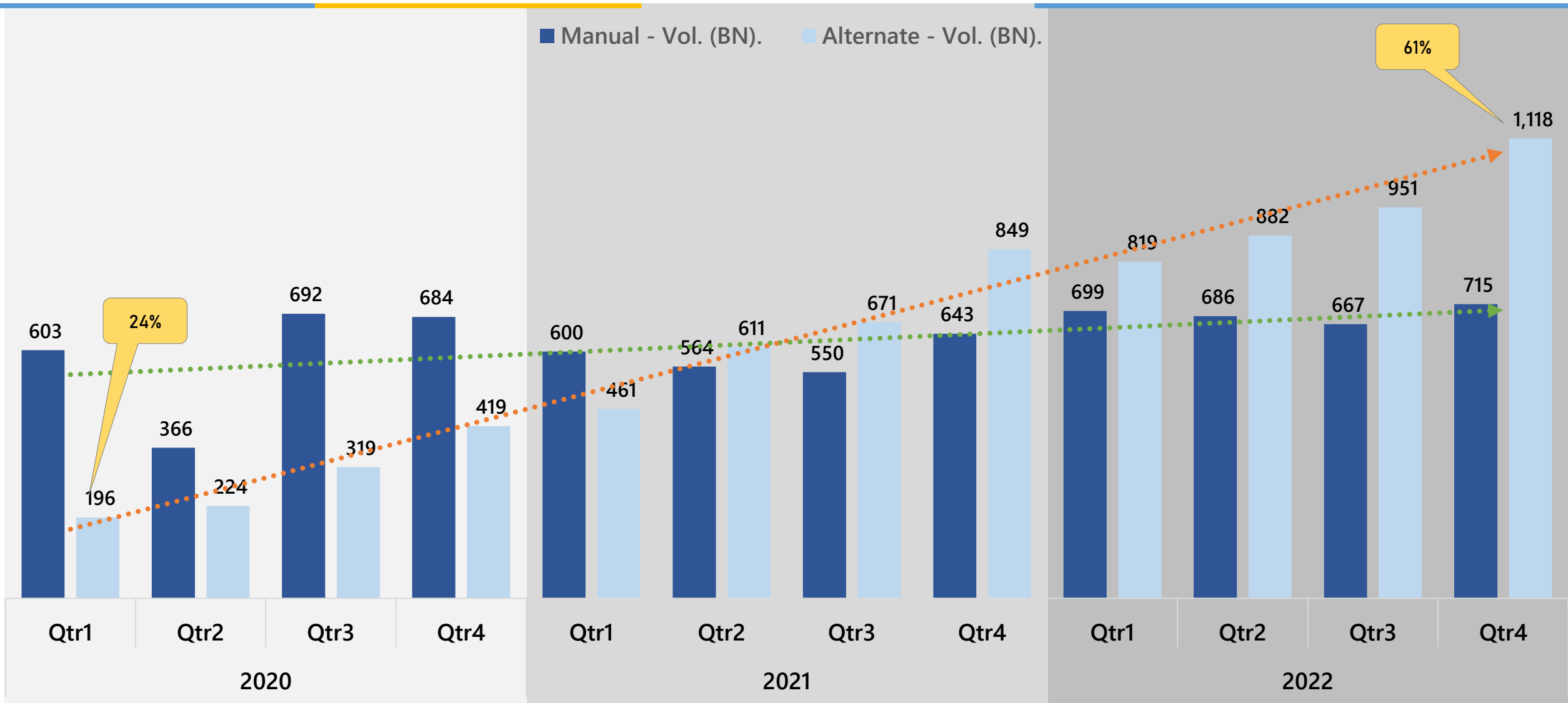
Supply chain

Cyber security threats

**Technology investments aligned to business strategy**

# Transaction Shift (Manual To Digital)

Volume



Digital transactions growing continuously



# Updates- Sustainable Financing

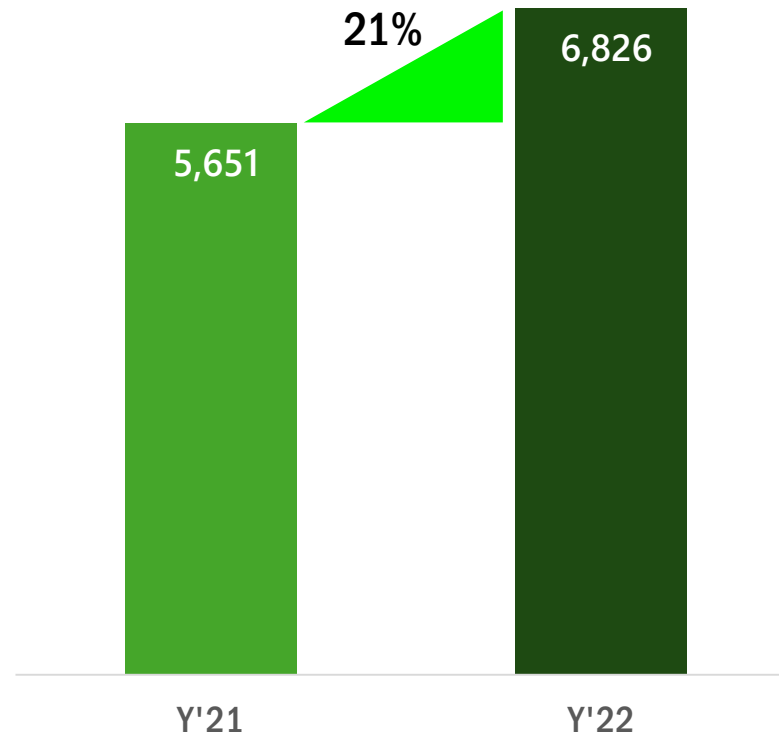
# Sustainable Financing Highlights

## Achievements

One of the highest rated ESG performer banks of the country by Moody's independent ESG rating

Recognized as one of the **top 10 Sustainable Banks** by BB for 2 consecutive years

## Sustainable Financing Portfolio (BDT Cr)



## Ongoing Initiatives

Special Focus on Climate Risk Fund under CSR

Sourcing **Alternate Green Fund** for enhancing contribution towards direct green financing

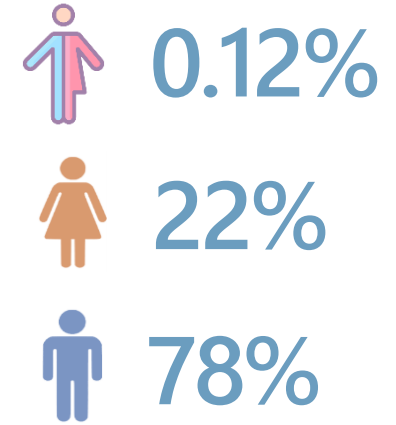


## Updates- People & Organization

# People & Organization



**7,863**  
Number of employees

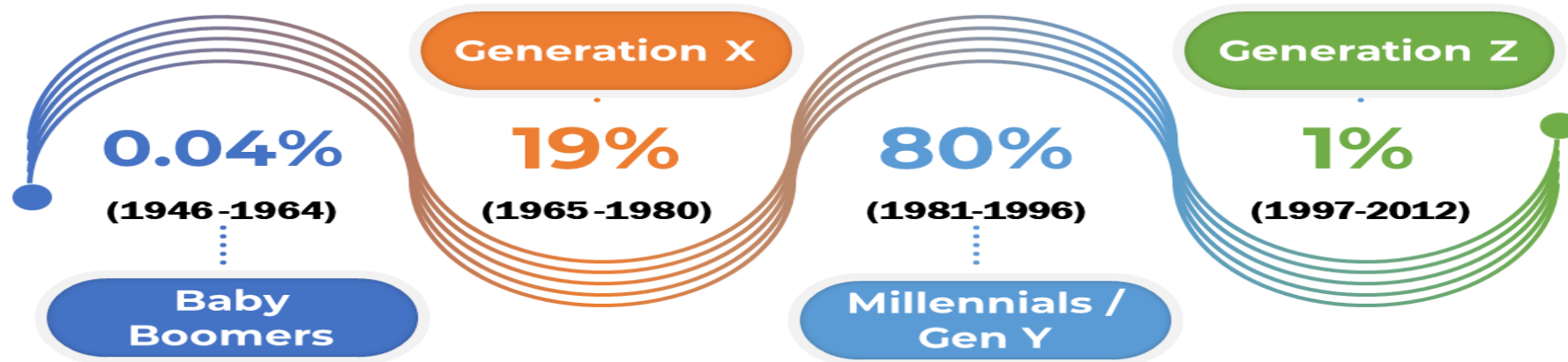


**LEARNER  
to LEADER**

**BRAC BANK**  
আমু অবিল

## Major Milestones Y'22

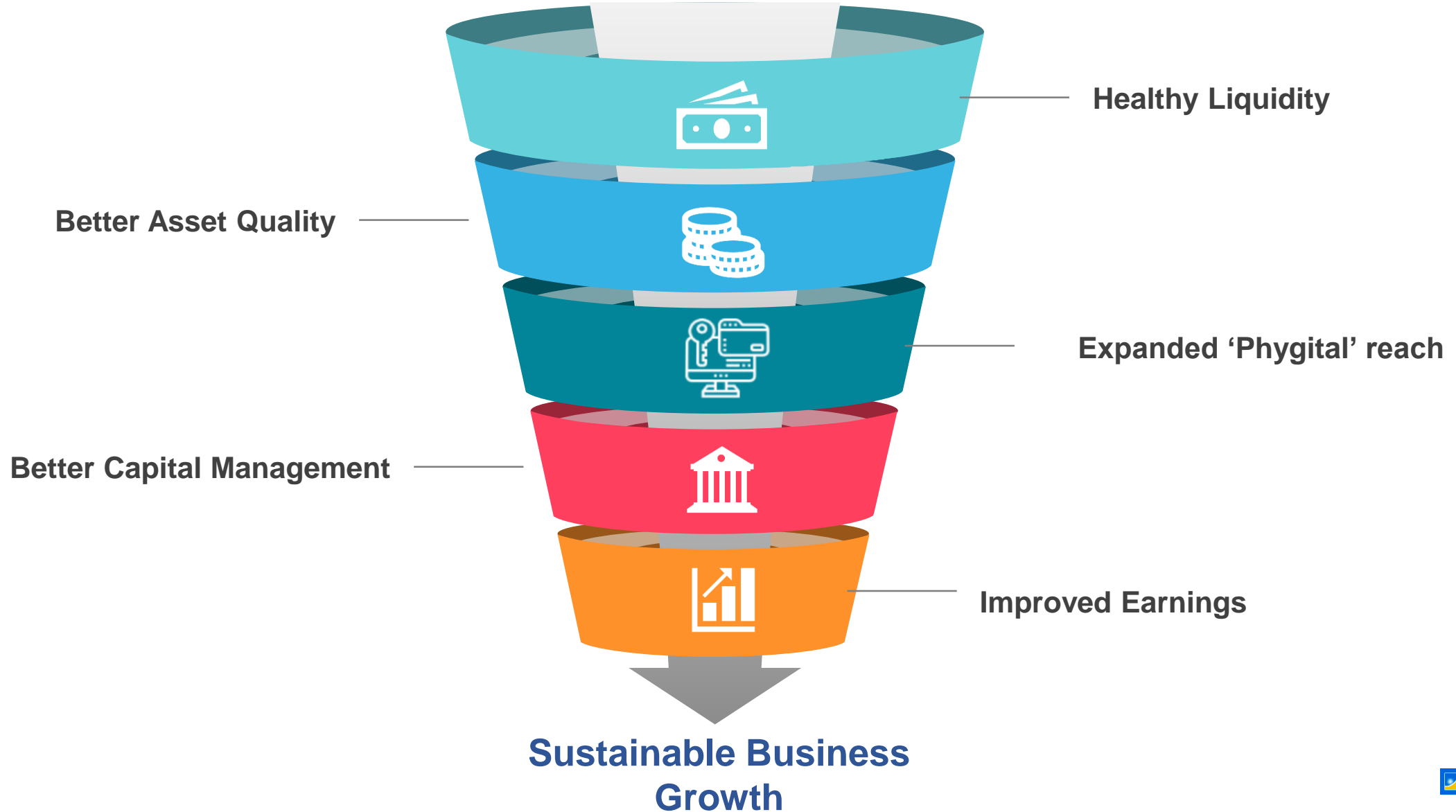
- Better HR management through HR-BP
- Moving towards a competitive compensation
- Revamped BRAC Bank Values
- Total 2,986 fresh recruits (226 female)
- YoY 25% growth in female employment
- More than 80% of total employees are Millennials & Gen Z
- Launched online learning platform “ALO”
- Total training conducted 0.22 Mn hours



Agile & relatively young workforce



# FINANCIALS FY'22



# Standalone Performance 2022

BDT' Cr (10 Mio.)

BDT 37,761 Cr ▲24%

**Deposit\*** (EOP)

Dec'21 : BDT 30,399 Cr

BDT 41,068 Cr ▲28%

**Loan** (EOP)

Dec'21 : BDT 32,121 Cr

BDT 2,657 Cr ▲14%

**Total Revenue**

2021 : BDT 2,336 Cr

BDT 576 Cr ▲4%

**PAT**

2021 : BDT 555 Cr

BDT 56,324 Cr ▲25%

**Total Asset**

Dec'21 : BDT 44,908 Cr

BDT 4,912 Cr ▲11%

**Capital\*\***

Dec'21 : BDT 4,413 Cr

2022 : 10.22 %

**ROE** ▼

2021 : 11.00 %

2022 : 1.14 %

**ROA** ▼

2021 : 1.31 %

2022 : 3.85

**EPS (BDT)** ▲

2021 : 3.71

2022 : 39.02

**NAV (BDT)** ▲

Dec'21 : 36.36

2022 : 111 %

**NPL Coverage** ▼

Dec'21 : 124 %

2022 : 14.04 %

**CRAR** ▼

Dec'21 : 14.36 %

2022 : 58 %

**CIR** ▲

2021 : 53 %

2022 : 4.11 %

**SPREAD** ▼

2021 : 5.0 %

\*Customer Deposit

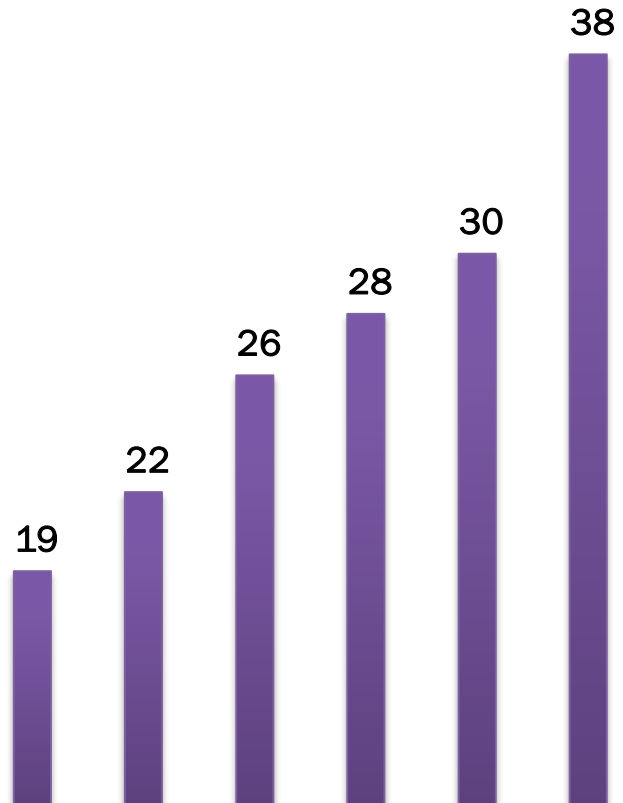
\*\* Regulatory Capital

# Customer Deposits (EOP)

BDT' (1000) Cr

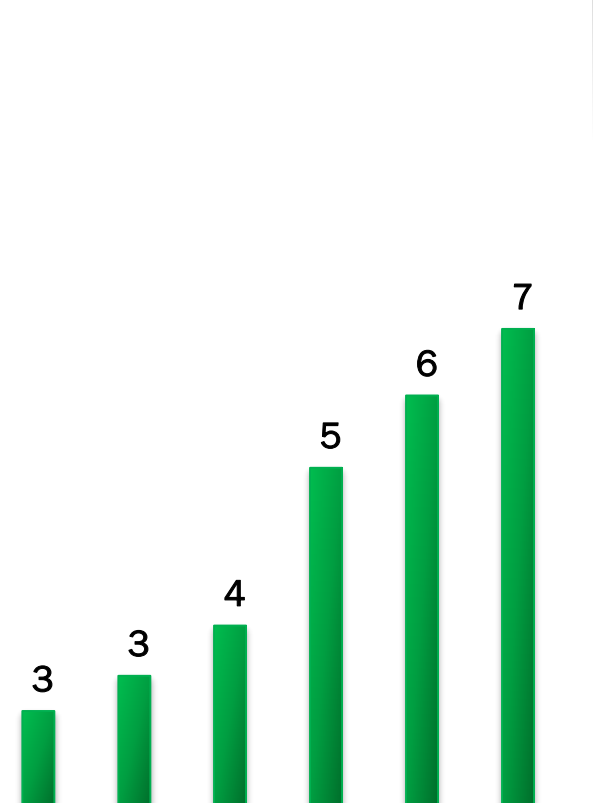
## BBL

16% 20% 9% 8% 24%



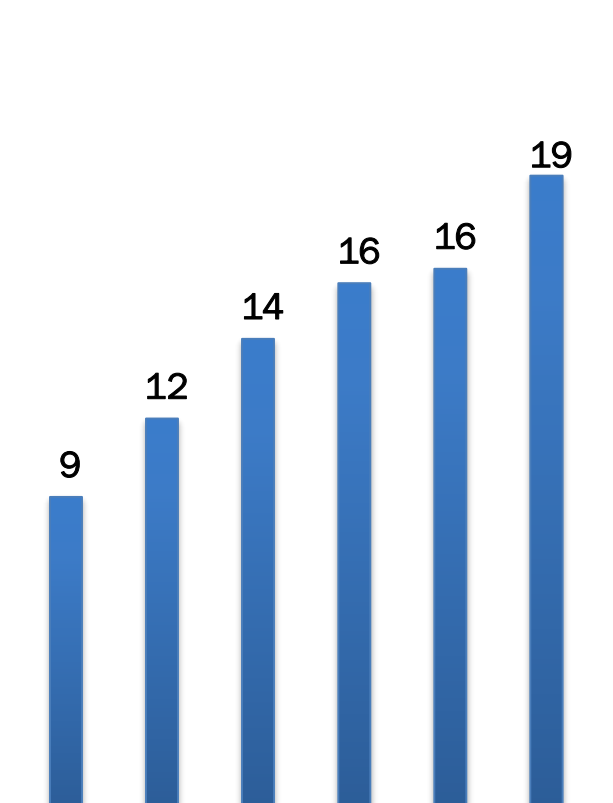
## SME

12% 15% 41% 13% 11%



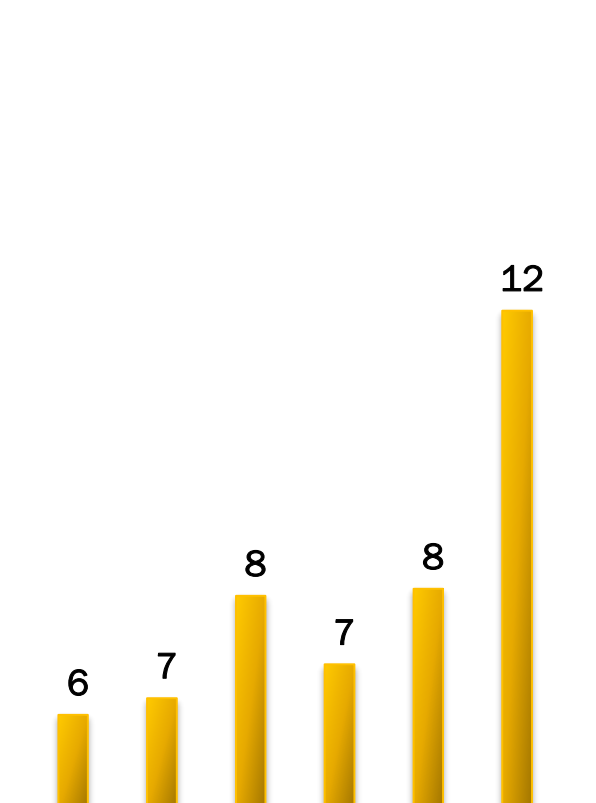
## Retail

25% 20% 12% 3% 17%



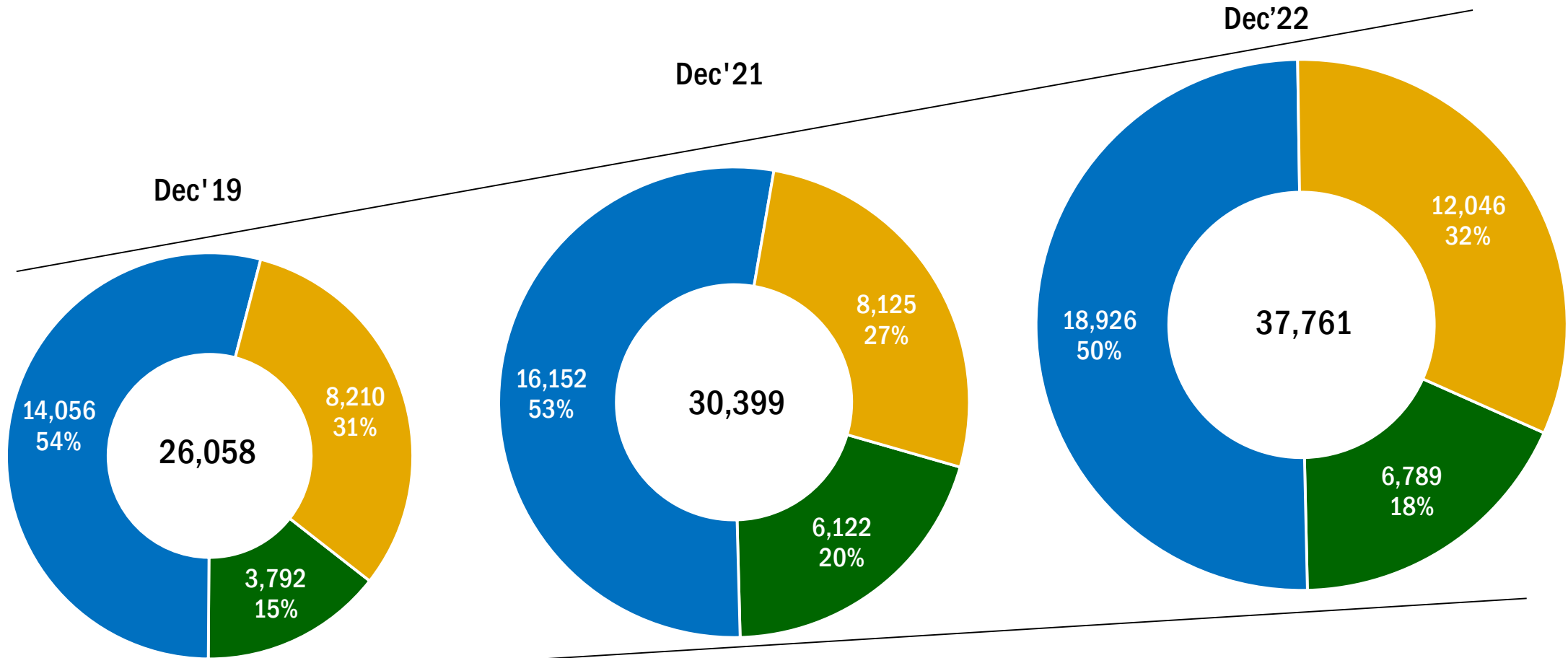
## Corporate

4% 22% -12% 15% 48%



BDT' Cr (10 Mio.)

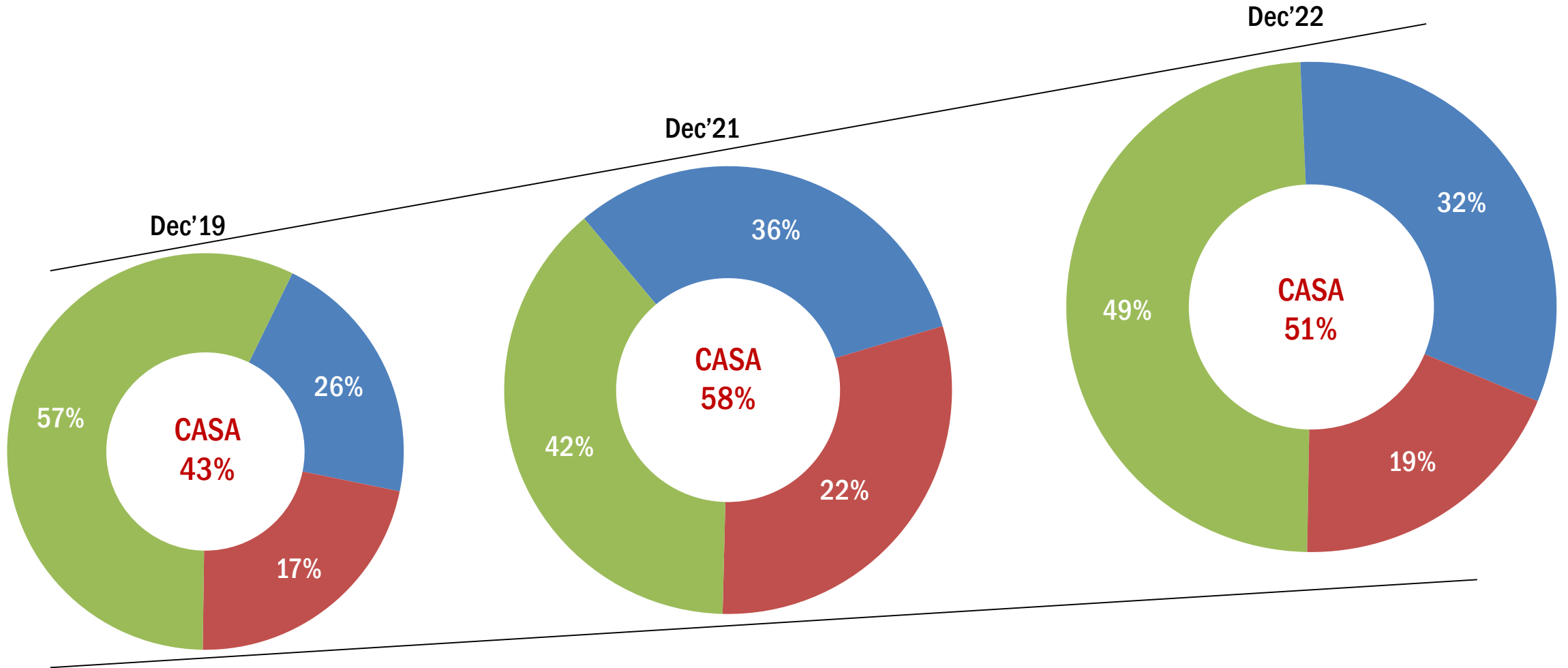
■ SME ■ Retail ■ Corporate



# Customer Deposit Mix (EOP)

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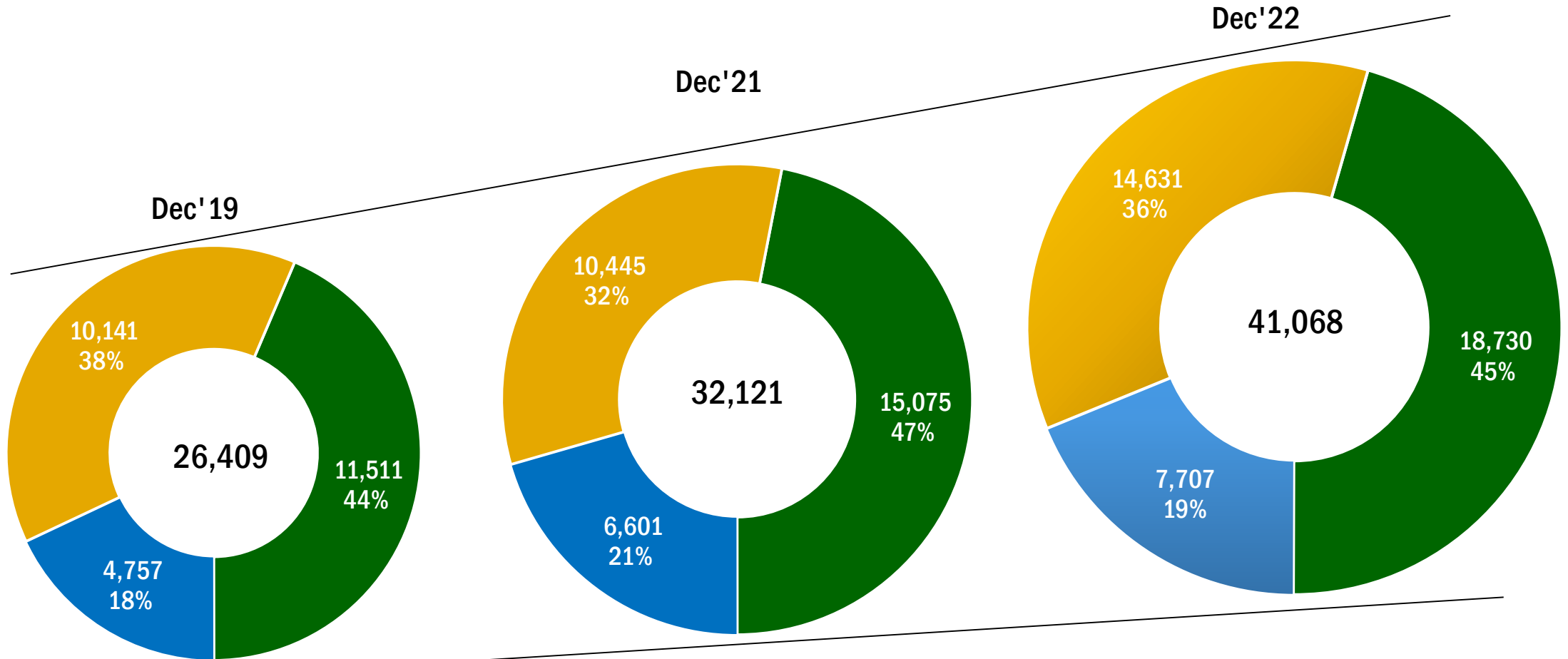
■ Current ■ Savings ■ Term



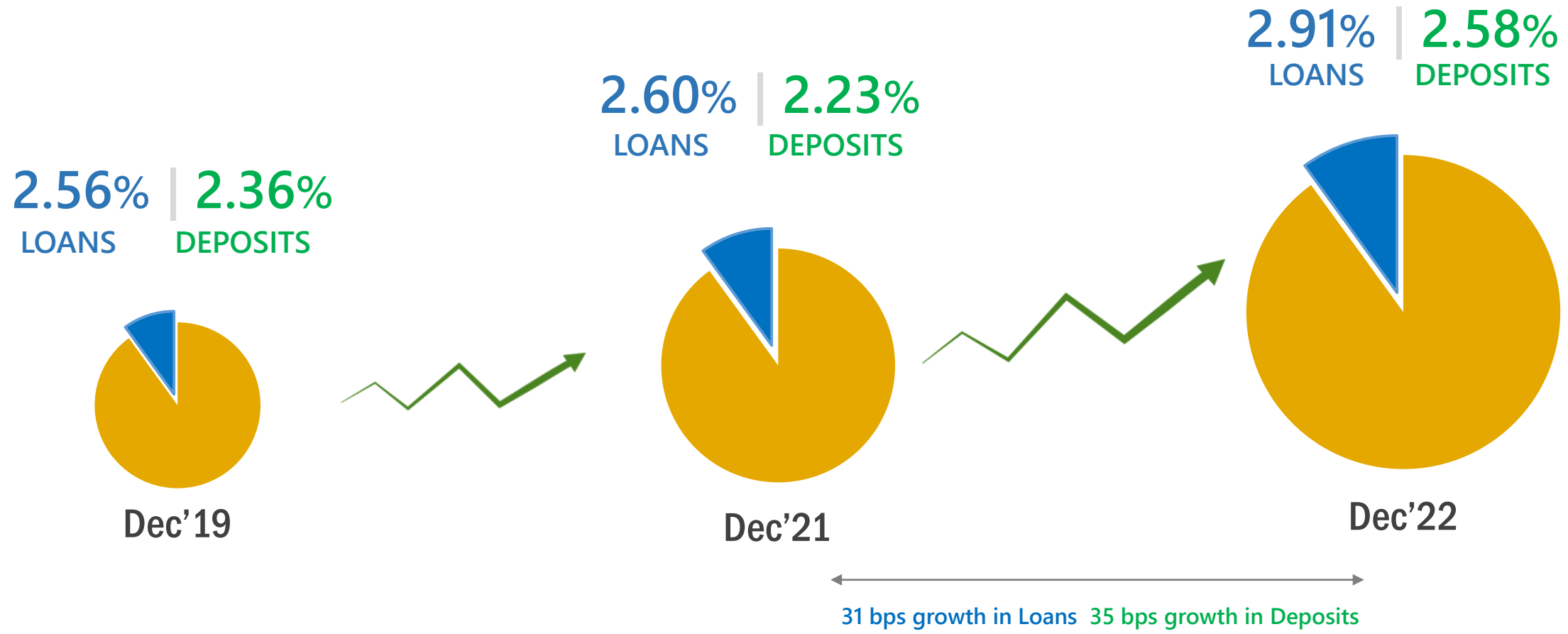


BDT' Cr (10 Mio.)

■ SME ■ Retail ■ Corporate



Asset distribution aligned to strategy



**Strong market share growth**

# Balance Sheet (Standalone)

BDT' Cr (10 Mio.)

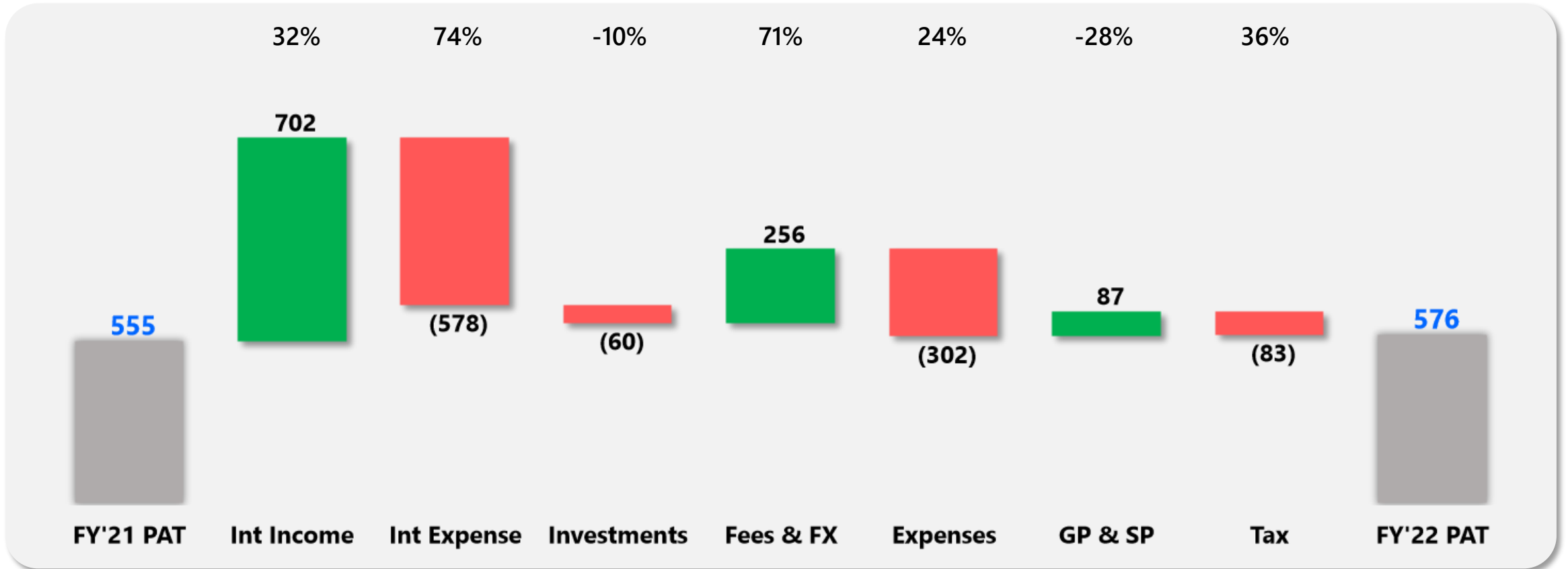
Particulars	2022	2021	Δ Amt	Δ % Over 2021	2020	Δ Amt	Δ % Over 2020
Cash and bank balances	4,803	4,256	547	13%	3,360	1,443	43%
Money at call and short notice	683	350	333	95%	-	683	100%
Investments	6,429	5,159	1,270	25%	6,890	(461)	-7%
Loans and advances	41,068	32,121	8,946	28%	27,306	13,761	50%
Fixed assets	778	745	32	4%	683	95	14%
Other assets	2,563	2,276	286	13%	1,453	1,110	76%
Non-banking assets	1	0.5	0.7	150%	7	(6)	-83%
<b>Total Assets</b>	<b>56,324</b>	<b>44,908</b>	<b>11,415</b>	<b>25%</b>	<b>39,698</b>	<b>16,626</b>	<b>42%</b>
Borrowing from banks	8,087	4,731	3,356	71%	3,528	4,559	129%
Affordable housing bond	475	-	475	100%	-	475	100%
Money at call and short notice	-	-	-	-	8	(8)	-100%
Deposits and other accounts	38,447	31,459	6,988	22%	28,905	9,541	33%
Other liabilities	3,476	3,276	200	6%	2,608	868	33%
<b>Total Liabilities</b>	<b>50,482</b>	<b>39,466</b>	<b>11,016</b>	<b>28%</b>	<b>35,051</b>	<b>15,432</b>	<b>44%</b>
Total shareholders' equity	5,839	5,442	397	7%	4,648	1,191	26%
<b>Total Liabilities and Shareholders' Equity</b>	<b>56,324</b>	<b>44,908</b>	<b>11,415</b>	<b>25%</b>	<b>39,698</b>	<b>16,626</b>	<b>42%</b>

# Income Statement (Standalone)

BDT' Cr (10 Mio.)

Particulars	2022	2021	Δ Amt	Δ % Over 2021	2020	Δ Amt	Δ % Over 2020
Net interest income	1,523	1,400	124	9%	1,121	403	36%
Investment income	518	578	(60)	-10%	646	(127)	-20%
Commission, exchange and brokerage	588	344	244	71%	256	332	130%
Other operating income	27	15	12	83%	11	16	139%
<b>Total operating income</b>	<b>2,657</b>	<b>2,336</b>	<b>321</b>	<b>14%</b>	<b>2,034</b>	<b>624</b>	<b>31%</b>
Staff Cost	818	665	153	23%	625	193	31%
Other Operating Cost	727	577	149	26%	549	178	32%
<b>Total operating expenses</b>	<b>1,544</b>	<b>1,242</b>	<b>302</b>	<b>24%</b>	<b>1,173</b>	<b>371</b>	<b>32%</b>
<b>Profit/(loss) before provisions</b>	<b>1,113</b>	<b>1,094</b>	<b>19</b>	<b>2%</b>	<b>860</b>	<b>253</b>	<b>29%</b>
General Provision inc. Off-balance sheet	78	75	3	4%	23	55	234%
Specific Provision	218	302	(84)	-28%	283	(65)	-23%
Write off recovery	(81)	(71)	(10)	14%	(63)	(18)	28%
Other Provision	4	(0.8)	5	-593%	(56)	60	-107%
<b>Total provision</b>	<b>219</b>	<b>305</b>	<b>(86)</b>	<b>-28%</b>	<b>187</b>	<b>32</b>	<b>17%</b>
<b>Profit/(loss) before taxes</b>	<b>894</b>	<b>789</b>	<b>105</b>	<b>13%</b>	<b>674</b>	<b>220</b>	<b>33%</b>
Provision for Tax	318	234	83	36%	219	98	45%
<b>Profit/(loss) after taxes</b>	<b>576</b>	<b>555</b>	<b>22</b>	<b>4%</b>	<b>454</b>	<b>122</b>	<b>27%</b>
<b>Earnings Per Share (EPS)</b>	<b>3.85</b>	<b>3.71</b>	<b>0.14</b>	<b>4%</b>	<b>3.26</b>	<b>0.59</b>	<b>18%</b>
<b>Effective Tax Rate (ETR)</b>	<b>36%</b>	<b>30%</b>			<b>33%</b>		

# PAT Movement (Solo) – FY'22 vs FY'21



Higher revenue came from strong balance sheet growth - compensated by higher funding and operating cost

# Consolidated Performance 2022

BDT' Cr (10 Mio.)

BDT **44,706 Cr** ▲ 23%  
**Deposit (EOP)**  
 Dec'21 : BDT 36,433 Cr

BDT **41,208 Cr** ▲ 28%  
**Loan (EOP)**  
 Dec'21 : BDT 32,214 Cr

BDT **3,783 Cr** ▲ 20%  
**Total Revenue**  
 2021 : BDT 3,162 Cr

BDT **612 Cr** ▲ 32%  
**PAT**  
 2021 : BDT 465 Cr

BDT **65,594 Cr** ▲ 24%  
**Total Asset**  
 Dec'21 : BDT 52,791 Cr

BDT **7,368 Cr** ▲ 7%  
**Capital\***  
 Dec'21 : BDT 6,888 Cr

2022 : **10.16 %**  
**ROE** ▼  
 2021 : 10.38%

2022 : **1.02 %**  
**ROA** ▼  
 2021 : 1.11 %

2022 : **4.02**  
**EPS (BDT)** ▲  
 2021 : 3.65

2022 : **40.86**  
**NAV (BDT)** ▲  
 Dec'21 : 38.21

2022: **70 %**  
**CIR** ▲  
 2021 : 68 %

2022 : **19.37 %**  
**CRAR** ▼  
 Dec'21 : 20.42 %

\*Regulatory Capital

# CONSO Financials with each company's contribution

BDT' Cr (10 Mio.)

Subsidiary	2022		2021		▲ Amount	
	PAT	BBL's Share in PAT	PAT	BBL's Share in PAT	PAT	BBL's Share in PAT
BRAC EPL Investments Limited	27	27	25	25	3	3
BRAC EPL Stock Brokerage Limited	8	7	26	23	(18)	(16)
BRAC SAAJAN Exchange Limited	(11)	(10)	(19)	(14)	8	4
bKash Limited	17	6	(123)	(44)	140	50
Sub-Total	41	30	(92)	(10)	132	40
BRAC Bank Ltd	576	576	555	555	22	22
Goodwill Impairment of BRAC Saajan	(5)	(5)	-	-	(5)	(5)
Share of profit/(loss) of associates	1	1	2	2	(1)	(1)
CONSO PAT	612	601	465	546	147	55
Contribution from Subsidiary in CONSO PAT	7%	5%	-20%	-2%		

# Income Statement (Consolidated)

BDT' Cr (10 Mio.)

Particulars	2022	2021	Δ Amt	Δ % Over 2021	2020	Δ Amt	Δ % Over 2020
Net interest income	1,841	1,631	210	13%	1,336	506	38%
Investment income	759	714	44	6%	818	(60)	-7%
Commission, exchange and brokerage	1,152	799	353	44%	685	468	68%
Other operating income	31	18	13	75%	17	14	80%
<b>Total operating income</b>	<b>3,783</b>	<b>3,162</b>	<b>621</b>	<b>20%</b>	<b>2,855</b>	<b>928</b>	<b>32%</b>
Staff Cost	1,207	991	216	22%	906	301	33%
Other Operating Cost	1,432	1,161	271	23%	1,128	304	27%
<b>Total operating expenses</b>	<b>2,639</b>	<b>2,152</b>	<b>487</b>	<b>23%</b>	<b>2,035</b>	<b>604</b>	<b>30%</b>
<b>Operating profit</b>	<b>1,144</b>	<b>1,011</b>	<b>133</b>	<b>13%</b>	<b>821</b>	<b>323</b>	<b>39%</b>
Share of profit/(loss) of associates	0.5	0.4	0.1	30%	-	0.5	100%
Gain/(loss) on disposal of associates	0.2	2	(2)	-88%	-	0.2	100%
<b>Profit/(loss) before provisions</b>	<b>1,145</b>	<b>1,013</b>	<b>132</b>	<b>13%</b>	<b>821</b>	<b>324</b>	<b>40%</b>
General Provision inc. Off-balance sheet	78	75	3	4%	(54)	132	-244%
Specific Provision	217	318	(101)	-32%	360	(143)	-40%
Write off recovery	(81)	(71)	(10)	14%	(63)	(18)	28%
Other Provision	4	(0.4)	5	-1237%	(56)	60	-108%
<b>Total provision</b>	<b>219</b>	<b>322</b>	<b>(103)</b>	<b>-32%</b>	<b>187</b>	<b>31</b>	<b>17%</b>
<b>Profit/(loss) before taxes</b>	<b>926</b>	<b>691</b>	<b>235</b>	<b>34%</b>	<b>634</b>	<b>293</b>	<b>46%</b>
Provision for Tax	314	226	88	39%	229	85	37%
<b>Profit/(loss) after taxes</b>	<b>612</b>	<b>465</b>	<b>147</b>	<b>32%</b>	<b>404</b>	<b>208</b>	<b>51%</b>
<b>EPS (BDT)</b>	<b>4.02</b>	<b>3.65</b>	<b>0.37</b>	<b>10%</b>	<b>3.17</b>	<b>0.85</b>	<b>27%</b>

# Balance Sheet (Consolidated)

BDT' Cr (10 Mio.)

Particulars	2022	2021	Δ Amt	Δ % Over 2021	2020	Δ Amt	Δ % Over 2020
Cash and bank balances	8,482	10,172	(1,690)	-17%	6,264	2,219	35%
Money at call and short notice	683	350	333	95%	-	683	100%
Investments	11,655	7,007	4,648	66%	9,409	2,246	24%
Loans and Advances	41,208	32,214	8,995	28%	27,344	13,865	51%
Fixed Asset	1,346	1,283	63	5%	1,061	286	27%
Other assets	2,080	1,622	458	28%	1,386	694	50%
Non-banking assets	1	0.5	0.7	150%	7	(6)	-83%
Goodwill	137	143	(5)	-4%	143	(5)	-4%
<b>Total Assets</b>	<b>65,594</b>	<b>52,791</b>	<b>12,802</b>	<b>24%</b>	<b>45,613</b>	<b>19,980</b>	<b>44%</b>
Borrowing	8,109	4,733	3,376	71%	3,594	4,515	126%
Affordable housing bond	475	-	475	100%	-	475	100%
Money at call and on short notice	-	-	-	-	8	(8)	-100%
Deposit and other accounts	44,706	36,433	8,273	23%	33,362	11,344	34%
Other liabilities	4,200	3,931	270	7%	3,273	927	28%
Total Shareholders' Equity	6,115	5,719	397	7%	4,811	1,304	27%
Non Controlling interest	1,988	1,976	12	1%	565	1,423	252%
<b>Total Liabilities and Equity</b>	<b>65,594</b>	<b>52,791</b>	<b>12,802</b>	<b>24%</b>	<b>45,613</b>	<b>19,980</b>	<b>44%</b>



## Update - bKash

# bKash: Key Matrices FY'22

**65.3 Mn**  
Customers

**36.1 Mn**  
Active customers

**67%**  
Market share in  
Tnx. Vol

**287.2 K**  
Merchants

**584 Bn**  
Avg Monthly  
Tnx Vol

**340.8 K**  
Agents

# Income Statement - bKash Limited

BDT' Cr (10 Mio.)

Particulars	2022	2021	Δ Amt	Δ % Over 2021
Gross revenue	3,910	3,196	714	22%
VAT	(479)	(402)	(78)	19%
Revenue	3,431	2,795	636	23%
Cost of services	(2,493)	(2,131)	(362)	17%
Gross profit	938	664	274	41%
Operating and administrative expenses	(734)	(586)	(148)	25%
Commercial expenses	(281)	(237)	(43)	18%
Operating profit	(77)	(159)	83	52%
Net finance income	121	7	114	1646%
Profit before contribution to WPPF	45	(152)	197	-129%
Contribution to WPPF	(2)	-	(2)	100%
Profit before tax	43	(152)	195	-128%
Income tax (expense)/income	(25)	29	(54)	-187%
Profit after Tax	17	(123)	141	114%



# 2022 Wrap Up

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# Q&A

# THANK YOU

More years to go, to serve and to be the  
consistent best.



For any queries, please write to us on  
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