



BBS Bank Limited Basel Pillar III Public Disclosures Report For the Year Ended 31 December 2022



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# 1. INTRODUCTION

### 1.1. Brief Profile of The Company

BBS Bank Limited ("BBSBL") domiciled in Botswana was first established as a building society under the Building Societies Act first as United Building Society in March 1971 and later Botswana Building in December 1976 primarily to be involved in property finance and the provision of services in connection therewith. Its philosophy was the provision of affordable property finance and attractive investment returns through the efficient utilisation of resources in the spirit of teamwork for the benefit of all stakeholders.

On 26 April 2018 Botswana Building Society was converted into a company limited by shares under the name BBS Limited. The company applied for a banking license in terms of Section 6 of the Banking Act. Consequently, a commercial banking licence was granted by the Bank of Botswana (BoB) effective 06 October 2022 making the Company the first bank in Botswana to be majority owned and controlled by citizens of Botswana. BBS Bank Limited (BBSBL or "the bank") is an banking business regulated by the Bank of Botswana (BoB) under the authority of the Banking Act 1995.

This Pillar 3 document is available on the Group's corporate website: www.bbs.co.bw

### 1.2. Basel II Pillar 3 Objectives

BBSBL Pillar 3 disclosures are made in accordance with the requirements of the Revised International Convergence of Capital Measurement and Capital Standards for Botswana directive which is based on Basel II guidelines and became effective on 1<sup>st</sup> January 2016 read together with the Basel Committee on Banking Supervision's revised Pillar 3 disclosure requirements issued on 28 January 2015.

The information disclosed by the bank is consistent with that available to Senior Management and the Board of Directors (the Board) in their assessment and management of the risks of the bank. By disclosing this information the bank aims to meet the following goals and objectives:





- Inform the market regularly about the bank's exposure to all risk areas;
- Provide a consistent and understandable disclosure of information that will enhance decisionmaking and comparability;
- Provide a fair presentation of the bank's financial position, its capital adequacy position, financial performance, business activities, risk profile and risk mitigation practices; and
- Provide reliable, relevant, transparent and quality information in a timely manner.

# 1.3. Pillar 3 Disclosure Policy

The bank's Pillar 3 disclosure policy strikes an appropriate balance between the need for meaningful disclosure and the protection of proprietary and confidential information where the disclosure of information could make the bank's investment in products or systems less valuable and therefore undermine its competitive position or which may be contrary to the provisions of any agreement. The bank further assesses whether the information disclosed adequately reflects its financial position and reasonably reflects its position in the banking environment in Botswana.

The Board will review the bank's disclosure policy every three years to assess whether the Pillar 3 disclosures still comply with the BoB guidelines and whether any additional disclosures should be made in line with international best practice. During such reviews it will be determined whether the disclosures meet industry standards.

In order for the bank to maintain a high level of transparency between itself and the market, it has adopted the following approach towards determining the materiality nature and extent of the information that will be disclosed to the public:

- Information is considered to be material if its omission or misstatement could change or influence a user relying on that information to take banking economic or investment decisions. Materiality is determined in accordance with the International Financial Reporting Standards (IFRS) and accounting concepts;
- The nature and extent of the information will be in compliance with IFRS;
- The nature and extent of the information disclosed will be in compliance with the minimum requirements as set out in the BoB Pillar 3 guidelines;
- The information will be consistent with the bank's audited financial statements and subject to internal control and verification; and





• The information shall be consistent with what is available to the directors and senior management to enable them to assess and manage the bank's risk exposures.

# 1.4. Scope of Application

The Pillar 3 Disclosure is prepared on a consolidated basis and comprises information of the bank and the Insurance Agency company; a wholly owned subsidiary of the bank which represents an insurance company in selling and servicing policies and receives a commission for this service. As such, BBSBL establishes relevant reporting for regulatory purposes as per the requirements of the Banking Act (CAP:46:04) and Insurance Industry Act of the Non-Bank Financial Institutions Regulatory Authority (NBFIRA). The Financial Statements' notes contain information about the entity and its subsidiary. The basis of consolidation for financial reporting is disclosed in the notes to the Financial Statements, which differs from that used for regulatory capital reporting purposes. During the financial year, the entity did not experience any restrictions or other major impediments on the transfer of funds or regulatory capital.





### 2. RISK EXPOSURES AND ASSESSMENT

The Board is satisfied that the risk management system and process for identifying, evaluating and managing significant risks is effective and operated effectively throughout the period under review in providing reasonable assurance. The Board is further satisfied that the processes will identify and enable it to take adequate action against any material, undue, unexpected or unusual risks. In the period under review no such risks were identified, especially that could impact the bank's brand and reputation.

Brand Risk Management is defined as "the understanding, identification and subsequent management of things that could impact the BBSBL brand negatively (i.e., reduce brand equity)". Brand risk management is identified, measured and managed within the enterprise risk management framework of an organisation. On the other hand, Reputational Risk is defined as "the potential that negative publicity regarding BBSBL's business practices whether true or not will cause a decline in the customer base, attract costly litigation or revenue reductions.

### 2.1. Enterprise-Wide Risk Management Framework

The bank has adopted an Enterprise-wide approach to risk management. The Enterprise-wide Risk Management (ERM) approach can be defined as a process that enables organisations to effectively deal with varied types of risks and opportunities thus increasing stakeholder value. In terms of the ERM Framework the bank has identified material risks (called Level 1 risks) to which it is exposed and assigned risk ownership of these risks to various members of the Senior Management team. For monitoring and reporting purposes the Executive Committee and the Board use a set of Key Risk Indicators (KRIs) of inherent risk across the predefined risk categories to assess if they are within tolerances and if the trend is increasing, stable or decreasing. These are tracked in a common reporting format. High risk indicators and action plans are tracked by the various committees with updates reported to the Board at least quarterly or as requested.

In terms of the ERM Framework, risks identified are categorised by sources to facilitate the determination of root cause and subsequently to assign responsibility for responses. Risk governance is designed according to the three '*lines of defence*' as per best banking practise.





# 2.1.1. The 3 Lines of Defence in Terms of The ERM Framework

The level of BBSBL profitability is directly derived from how successfully BBSBL manages and prices for risk. Risk management is therefore at the core of banking and risk awareness has been embedded in the whole organisation. Risk governance is designed according to the three 'lines of defence' as per best banking practise.



- 1. The First Line of Defence is the 'business'. This refers to both customer facing staff as well as supporting staff in back offices and operational departments. All departments are directly responsible to identify and manage all risks that will or can materialise in the course of doing business. This includes the documentation of risk management in each policy and procedure and making sure procedures are designed to include checks and balances through internal control activities and the separation of duties as much as possible. It also includes performing risk self-assessments, keeping track of risk events, monitoring and reporting. Departmental heads also need to ensure risk related Key Performance Indicators (KPIs) are embedded into staff job descriptions and performance management documents.
- 2. *The Second Line of Defence* are the various functions in the Risk department. These functions play a supporting and controlling role for the benefit of the first line of defence by ensuring necessary risk activities are executed with the necessary detail and quality. The second line of defence is considered 'part of management'; and
- 3. *The Third Line of Defence* is the Internal Audit and External Audit functions. The audit department is not considered as 'part of management' and works independently, objectively and reports to the Board Audit Committee.





### 2.1.2. The ERM Framework Risk Culture

The basis of the BBSBL's Enterprise Risk Management process is a continuous cycle anchored in the five (5) steps of identify, analyze, respond, monitor and report as shown below. Within each step of the process regular and meaningful communication is essential to improve the likelihood of success. By viewing this cycle as a continual loop managers are reminded of the need for thoughtful and regular feedback as improvement is critical to successful risk management.

### Step 1 – Identify Risks

For each business objective it is necessary to identify the key risks that might impede the achievement of the respective business objectives. Risk identification should be performed as part of all major decision-making processes and is the responsibility of all risk owners. Further, identified risks should be documented in the Risk Control Self-Assessment immediately to be assessed in step 2.

### Step 2 – Analyze Risks

Risks are assessed or analysed in terms of likelihood of occurrence and the probable impact when the risk occurs. The assessment is done on a likelihood of occurrence rating multiplied by the impact rating matrix before taking into consideration the impact of controls and after taking into account the effect of mitigating controls.

### Step 3 – Respond to the Risks

Risks can be dealt with in various ways. The risk response options encompass all possible management response to risk whether viewed as opportunities, uncertainties or hazards. The risk response options are listed below:

- Mitigate
- Avoid
- Transfer
- Accept
- Exploit

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### Step 4 – Monitor Risks

The monitoring and review of the risk profile and the risk response plans is a continuous process. The purpose of the review is to:

- Provide assurance that risks are being managed as expected;
- Assess whether the risk response plans remain relevant; and
- Ensure that the risk profile anticipates and reflects changed circumstances and new exposures.

Risk monitoring consists of a combination of regular communication periodic reviews or audits and evaluation by independent executives at appropriate levels at BBSBL. Assurance techniques include:

- Periodic or random testing of controls risks and control environment
- Quality assurance reviews
- Post-implementation reviews
- Performance appraisals

Risk response should be measured in terms of efficiency and effectiveness. Efficiency measures the cost of implementing risk management responses in terms of time, money and resources whereas effectiveness measures the relative degree to which the responses reduce the impact or likelihood of the risk occurring. To maximize efficiency and effectiveness of risk responses monitoring and reporting should be integrated with existing business processes and reporting as far as possible.

### Step 5 – Report on The Risks

While everyone in BBSBL is responsible for enterprise risk management in their respective areas some staff have specific responsibilities. The policy and design for enterprise risk management is driven by the Board and managed by the enterprise risk management team.

The reporting structure ensures that risk response gaps are addressed and the risk responses are operating effectively under changing conditions. Enterprise risk management activities should be monitored and reported upwards throughout BBSBL.

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### 2.2. Governance

### 2.2.1. Role of the Internal Audit Department

The role of Internal Audit is to provide assurance to the Board (via the Board Audit Committee) covering the effectiveness of controls in mitigating current and evolving high risks. It is tasked with the responsibility of monitoring compliance with the bank's risk management policies and procedures.

### 2.2.2. Role of the Board

The Board of Directors has the overall responsibility for the establishment and oversight of the risk management framework. The Board is responsible for reviewing the adequacy of the risk management framework in relation to the risks faced by the bank.

The Board has the following sub committees:

- Audit Committee
- Risk Committee
- Human Resources and Nominations Committee

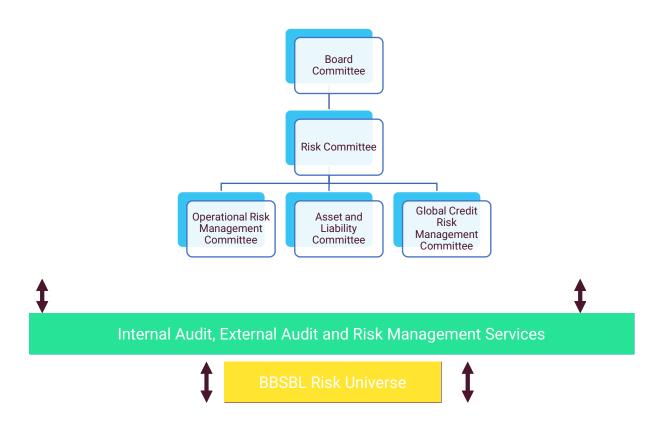
The above Board Sub-committees and Board convene on a quarterly basis. The bank's Board and its committees are comprised of six Non-Executive Directors and one Executive Director. Management reports risk management matters to the Board Risk committee. The Company's enterprise –wide risk framework is aligned to the directive on Revised International Convergence of Capital Standards for Botswana (Basel II) as issued by Bank of Botswana and is premised on three pillars:

- Pillar I: Minimum Capital Requirements
- Pillar II: Supervisory Review Process
- Pillar III: Market Disclosure





Basel II ensures that banks hold sufficient capital in line with their risk management process and risk exposures. BBSBL remains well capitalised and its capital is reflective of the underlying economic risks it is exposed to as well as operating well within the set Risk Appetite.







# Table 1 – BBSL Risk Universe and assigned Risk Owners

The following chart represents BBSL risk universe:

Level 1 Disk	Assigned Risk	Board Oversight	Management Oversight
Level 1 Risk	Owner	Committee	Committee
Business & Strategic	Head of Projects &	Risk Committee	Operational Risk
Risk	Strategy	KISK COMMITTEE	Management Committee
Brand &	Head of Marketing &	Risk Committee	Operational Risk
Reputational Risk	Communications		Management Committee
Credit Risk	Head of Credit	Risk Committee	Global Credit Risk
CIEUR RISK	Head of Credit		Management Committee
Market Risk		Risk Committee	Asset & Liability
INIDI KEL RISK	Head of Treasury		Management Committee
Liquidity & Funding	Head of Treasury	Risk Committee	Asset and Liability
Risk	Head of Heasury		Management Committee
Legal Risk	Head of Cosec, Legal	Risk Committee	Operational Risk
Legal RISK	& Compliance		Management Committee
Compliance Dick	Head of Cosec, Legal	Risk Committee	Operational Risk
Compliance Risk	& Compliance		Management Committee
Operational Risk	Head of Risk	Risk Committee	Operational Risk
	Head OF RISK		Management Committee
Capital Risk	Head of Finance	Risk Committee	Asset and Liability
Capital Nisk	riedu of rindrice		Management Committee
Financial Reporting	Head of Finance	Risk Committee	Operational Risk
& Taxation Risk	riead of Finance		Management Committee
Information	Head of Information	Risk Committee	Operational Risk
Technology Risk	Technology		Management Committee
Doople Diek	Human Resources	Risk Committee	Operational Risk
People Risk	Manager		Management Committee
Projecto Pick	Head of Projects &	Risk Committee	Operational Risk
Projects Risk	Strategy		Management Committee
Corporate	Head of Projects &	Risk Committee	Operational Risk
Sustainability Risk	Strategy		Management Committee





# 2.3. Risk Appetite

The Board and Management use a balanced approach in determining acceptable levels of risk to undertake. BBSBL will only tolerate those risks which permit it to:

- Achieve its stated strategic business objectives
- Provide a return that meets or exceeds expectations
- Comply with all applicable laws and regulations
- Conduct its business in a safe and sound manner

The Board approves and the Executive Committee sets general risk appetite levels annually through several means.

- The overall internal and external risk environments are considered in conjunction with the strategic planning process
- Key strategic business objectives and their financial and non-financial risk appetite levels are set annually and expressed in the strategic plan and policies. Within the scope of their authority and guidelines established in business plans policies and procedures business unit managers make decisions regarding acceptable levels of risk. Managers are also responsible for implementing risk mitigation strategies of retention control avoidance and transfer

For monitoring and reporting purposes the Executive Committee and the Board use a set of Key Risk Indicators (KRIs) of inherent risk across the predefined risk categories assessing if they are within tolerances and if the trend is increasing stable or decreasing. These are tracked in a common reporting format. High risk indicators and action plans are tracked by the various committees with update reporting to the Board at least quarterly or as requested.

# 2.4. BBSBL Risk Appetite Statement

BBSBL considers both qualitative and quantitative measures as part of its risk appetite and focuses on capital liquidity profitability and growth as primary measures. Financial operations are managed to obtain a reasonable risk / return relationship within the management of the various risks to which





BBSBL is exposed including strategy risk credit risk liquidity risk and reputational risk. BBSBL's risk appetite is linked to its short and longer-term strategy focussing on higher return on equity, growth in profitability year on year and revenue diversification. BBSBL's risk appetite also specifies as part of risk appetite risk tolerances around its risk appetite such as acceptable limits of credit losses. The risk appetite is reviewed annually and is adjusted to take cognisance of target values and market prospects.





# 3. REGULATORY CAPITAL AND CAPITAL ADEQUACY

### 3.1. Capital Structure

Bank of Botswana sets and monitors the capital requirements for the Company. It requires the Company to maintain a minimum of 12.5% of risk weighted assets covering operational market and credit risks.

Regulatory capital is divided into three (3) main categories namely Common Equity Tier 1 ("CET-1"), Additional Tier 1 and Tier 2 capital as follows:

- *CET-1* capital comprises shareholders' equity and related eligible non-controlling interest after giving effect to deductions for disallowed items (e.g., goodwill and intangible assets) and other adjustments. CET-1 Capital must be at least 4.5 percent of risk-weighted assets at all times;
- Additional Tier 1 capital includes qualifying capital instruments that are capable of being fully and permanently written down or converted into CET-1 capital at the point of non-viability of the firm. The Tier 1 capital ratio is calculated as the adjusted Tier 1 capital divided by the total risk-weighted assets of the Company. The Tier 1 capital ratio must be at least 7.5% of risk-weighted assets at all times; and
- *Tier 2* capital comprises qualifying subordinated debt and related eligible non-controlling interests and other tier 2 instruments which no longer qualify as tier 2 capital and are subject to general provisioning. Total capital (Tier 1 capital plus Tier 2 capital) to risk-weighted assets must be at least 12.5% of risk-weighted assets at all times.





# Table 2 – BBSBL Capital Structure as at 31 December 2022

Common Equity Tier 1 (CET1) Capital	Amount (P'000)
Item	
Common Shares	487,453
Share Premium Resulting From the Issue of Common Shares	-
Retained Earnings	6,577
Accumulated Other Comprehensive Income and Other Disclosed Reserves	-
Common Shares Issued by Consolidated Subsidiaries and Held By Third Parties (Minority Interest)	-
Common Equity Tier I Capital Before Regulatory Adjustments	494,030
Common Equity Tier I Capital: Regulatory Adjustments	-
Regulatory Adjustments Applied to Common Equity Tier I Due to Insufficient Additional Tier I and Tier II to Cover Deductions	-
Total Regulatory Adjustments to Common Equity Tier I	18,061
Common Equity Tier I Capital (CET1 CAPITAL)	475,969
Additional Tier I Capital: Instruments	-
Directly Issued Qualifying Additional Tier I Instruments Plus Related Stock Surplus	-
Additional Tier I Capital Before Regulatory Adjustments	-
Additional Tier I Capital: Regulatory Adjustments	-
Additional Tier I Capital (AT1)	-
Total Tier I Capital (T1 = CET1 CAPITAL + AT1)	475,969
Tier 2 Capital	
Instruments Issued By BBSL That Meet The Criteria for Inclusion In Tier 2 Capital (And Are Not Included In Tier 1 Capital)	-
Stock Surplus (Share Premium) Resulting From The Issue Of Instruments Included In Tier 2 Capital	-
Unpublished Current Year's Profits	(20,045)
Tier 2 Capital Instruments (Subject To Gradual Phase-Out Treatment)	-
Instruments Issued By Consolidated Subsidiaries Of BBSL And Held By Third Parties That Meet The Criteria For Inclusion In Tier 2 Capital And Are Not Included In Tier 1 Capital (Minority Interests)	-
General Provisions/General Loan-Loss Reserves Eligible For Inclusion In Tier 2, Limited To A Maximum Of 1.25 Percentage Points Of Credit Risk- Weighted Risk Assets Calculated Under The Standardised Approach	795
Regulatory Adjustments Applied In The Calculation Of Tier 2 Capital	-
Total Tier 2 Capital	(19,250)
TOTAL UNIMPAIRED CAPITAL	456,719





## 3.2. Capital Adequacy

### 3.2.1. Qualitative Disclosures

### **Capital Management Approach**

The bank implemented a centralised 3-year forward-looking capital management plan in line with the Board-approved Capital Management Framework. The purpose of the Capital Management Framework is to provide a clearly defined documented and mandatory approach and principles in the capital planning process. Effective capital management ensures that BBSBL:

- Meets individual capital ratios required by the Bank of Botswana;
- Meets the Board approved target capital ratios;
- Generates sufficient capital to support overall business strategy;
- Makes capital allocation decisions as part of the strategic and financial planning review taking into consideration the return on regulatory capital; and
- Achieves a return above the cost of equity

In terms of the Capital Management Framework the Board and Senior Management assess the appropriateness of the Capital Plan which is presented to the various governance forums (ALCO on a monthly basis and Risk Committee on a quarterly basis) in light of any change in the bank's risk profile and other relevant factors.

### Stress and Scenario Testing

BBSBL has a stress and scenario testing framework which is used inter alia to stress its base case projections in order to assess the adequacy of the bank's capital levels capital buffers and target ratios. The framework is an integral part of the Company's Internal Capital Adequacy Assessment Process (ICAAP) under Basel II strategy and business plans. The bank's stress and scenario testing recognises and estimates the potential volatility of the capital requirements and base case (expected) three-year business plan projections including the key assumptions and sensitivities contained therein which themselves are subject to fluctuation.





Comprehensive stress and scenario testing is performed and reported annually as part of the ICAAP process and during the strategic three-year planning process and more regularly if called upon. The bank's approach to comprehensively cover stress and scenario testing for regulatory capital comprises several levels including macroeconomic stress testing reverse stress testing and benchmarking to the latest and previously relevant international stress testing exercises.

The impact of the stress scenarios on the bank's impairments earnings liquidity position Capital Adequacy Ratios (CARs) and capital buffers is considered. The macroeconomic stress testing scenarios include a 1-in-25-year stress event as required by Basel II and other severe liquidity risk and market risk events.

# **3.2.2. Quantitative Disclosures**

BWP' 000	Balance Sheet	Under regulatory scope of consolidation	Balance Sheet	Under regulatory scope of consolidation
	As at December 2022	As at December 2022	As at December 2021	As at December 2021
Assets				
Cash and balances at central banks	41,092	41,092	133,380	133,380
Items in the course of collection from other banks	-	-	-	-
Trading portfolio assets	-	-	-	-
Financial assets designated at fair value	-	-	-	-
Derivative financial instruments	-	-	-	-
Loans and advances to banks (Investments with banks)	448,033	448,033	311,520	311,520
Loans and advances to customers	3,241,793	3,241,793	3,179,585	3,179,585
Reverse repurchase agreements and other similar secured lending	-	-	-	-
Available for sale financial investments	-	-	-	-
Current and deferred tax assets		-	-	-
Prepayments accrued income and other assets (includes PIP and Right of use asset)	91,134	91,134	81,124	81,124

# Table 3: Expanded Regulatory Balance Sheet





Investments in associates and joint ventures	-	-	-	_
Goodwill and intangible assets	18,061	18,061	16,150	16,150
of which goodwill	- 10,001	-		
of which other intangibles				
(excluding MSRs)	-	-	-	-
of which MSRs	-	-	-	-
Property plant and equipment	96,405	96,405	106,953	106,953
TOTAL ASSETS	3,936,518	3,936,518	3,828,712	3,828,712
Liabilities				
Deposits from banks	-	-	-	-
Items in the course of collection				
due to other banks	-		-	-
Customer accounts	2,717,746	2,717,746	2,511,064	2,511,064
Repurchase agreements and	589,193	589,193	667,893	667,893
other similar secured borrowings				
Trading portfolio liabilities	-	-	-	-
Financial liabilities designated at fair value	-	-	-	-
Derivative financial instruments	-	-	-	-
Debt securities in issue	102,235	102,235	101,974	101,974
(Debentures)	102,233	102,233	101,974	101,974
Accruals deferred income and	51,984	51,984	52,101	52,101
other liabilities Current and deferred tax				
liabilities	1,375	1,375	1,650	1,650
Of which DTLs related to				
goodwill	-	-	-	-
Of which DTLs related to	_	_	_	
intangible assets (excluding MSRs)				
Of which DTLs related to MSRs	-	-	-	-
Subordinated liabilities	-	-	-	-
Provisions	-	-	-	-
Total liabilities	3,462,533	3,462,533	3,334,682	3,334,682
Shareholders' Equity			-	
Paid-in share capital	-	-	-	-
of which amount eligible for	-	-	-	-
CET1 CAPITAL				
(Ordinary shares/ Indefinite shares)	487,453	487,453	487,453	487,453
of which amount eligible for AT1	-	_	-	-
Retained earnings	(13,468)	(13,468)	(106,860)	(106,860)
Accumulated other	(,)	(10,100)		,
comprehensive income	-	-	113,437	113,437
Total Shareholders' Equity	473,985	473,985	494,030	494,030
TOTAL EQUITY AND LIABILITIES	3,936,518	3,936,518	3,828,712	3,828,712





# Table 4 – Capital requirements for the various Basel II risk categories

Risk Category	Approach	Risk Weighted Assets (RWAs) (P000)	Minimum Capital Requirement (P000) – at 12.5%
Credit Risk	Simple	1,596,871	199,609
Market Risk	Standardised	-	-
Operational Risk	Basic Indicator Approach (BIA)	122,950	15,369
TOTAL		1,719,821	214,978

Note that the bank is currently not exposed to any market risk arising from the trading book.

# Table 5 – Capital Requirements for Credit Risk

Description	Risk Weighted Assets (RWAs) (P000)	Minimum Capital Requirement (P000) – at 12.5%
On-balance sheet exposures		
Cash	1,192	149
Other cash balances - claims from banks	7,027	878
Fixed deposits with banks	89,607	11,201
Properties in possession	36,831	4,604
Short-term loans and advances to customers	(151,013)	(18,877)
Residential loans secured	937,078	117,135
Residential loans unsecured	63,498	7,937
Past due for more than 90 days & specific provision is less than 20% of loan	126,789	15,849
Past due for more than 90 days & specific provision is more than 20% of loan	40,349	5,044
Commercial loans secured	229,287	28,661
Past due exposure where specific provision is less than 20% of the loan	32,692	4,086
Past due exposure where specific provision is equal to or greater than 20% but less than 50% of the loan	935	117
Past due exposure where specific provision is equal to 50% or more of the loan	123	15
Other assets	43,660	5,458
Intangible assets	18,061	2,258
Right-of-use assets	10,643	1,330
Property Plant and Equipment	96,405	12,051
Total On-Balance sheet exposures	1,583,163	197,895
Off-balance sheet exposures		
Loan commitments:		
Corporate loans	1,904	238
Retail loans	11,804	1,475
Total Off-Balance sheet exposures	13,708	1,713
GRAND TOTAL	1,596,871	199,609

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## Table 6 – Capital Requirements for Operational Risk

Year	Gross Income (P000)
1	132,436
2	112,598
3	121,981
Aggregate Gross Income	367,016
Basel II Alpha Factor for BIA (α)	15%
Aggregate Gross Income x a	55,052
Number of years with positive Gross Income	3
Operational Risk Capital Charge	18,351
Risk Weight Factor	6.7
Operational Risk RWAs	122,950

The bank has adopted the Basic Indicator Approach (BIA) in computing the Operational Risk. The regulatory operational risk capital charge risk is equal to 15% of the average of the previous three years' company's positive annual gross income. The three-year average gross income is calculated on the basis of the last three 12 month's monthly observations at the end of the financial year. Where audited financials are not available submitted returns are used.

### Table 7 – Capital Adequacy Ratios as at 31 December 2022

CAR	%	Regulatory Minimum (%)
CET1	28.73%	4,5%
Tier 1	27.68%	7,5%
Total Capital	26.56%	12.50%

The bank was more than adequately capitalised as at 31 December 2022.





### 4. Credit Risk

### 4.1. Qualitative Disclosures

### 4.1.1. Credit Risk Policy

Credit risk is the risk of financial loss to the bank if a customer or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from the bank's loans and advances to customers. The sound practices of the bank set out in its credit risk policy specifically addresses the following areas:

- Establishing an appropriate credit risk environment;
- Managing the credit activities of the bank with integrity using strictly and exclusively prudential credit criteria;
- Maintaining an appropriate credit administration measurement and monitoring process;
- Reviewing at least once a year the policy and related techniques procedures and information systems;
- Clearly defining the roles and responsibilities of different parties within the bank i.e. the Board Risk Committee and Global Credit Risk Management Committee as well as the related departments; and
- Reviewing all significant exposures to credit concentration risk.

These practices are also applied in conjunction with sound practices related to the assessment of asset quality the adequacy of provisions and reserves and the disclosure of credit risk.

Overall the goal of credit risk management is to maximise the bank's risk-adjusted rate of return by maintaining credit risk exposure within acceptable parameters. Such parameters cover not only the total portfolio(s) but also the risks inherent in individual transactions. The Credit policy provides the framework whereby this objective can be achieved.

### Loan Classification Criteria

The creditworthiness of counterparties is reflected in the BBSL Master Rating Scale. The ratings classes within the master-scale are defined by lower and upper bounds of Probabilities of Default

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(PDs). Where no default risk exists R1 to R4 represents normal healthy exposures while R5 to R9 represents high-risk of defaulted borrowers.

### **Impairment Policy**

With effect from 1 April 2018 BBSBL applies International Financial Reporting Standard (IFRS) 9 to calculate expected losses on loans and advances. The bank has developed models to compute loan impairments on this basis. The bank performs an assessment at the end of each reporting period of whether a financial instrument's credit risk has increased significantly since initial recognition by considering the change in the risk of default occurring over the remaining life of the financial instrument. The bank groups its loans into Stage 1, Stage 2, Stage 3 as described below:

IFRS 9 Classification	Age Analysis	Classification Description	
Stage 1	Stage 1       < 30 days       This refers to loans where borrowers are current in meetin commitments and full repayment of interest and principal is not in doubt. These loans have not experienced a Significant Increase in Credit Risk in terms of the IFRS 9 policy.		R1-5
Stage 2	31-90 days	<ul> <li>This refers to loans on the Watch List where borrowers are displaying a definable weakness which is likely to jeopardise repayment. The institution is relying heavily on available security. This would include;</li> <li>i) Loans where some loss either of principal or interest (including future interest) is possible after taking account of the market value of security</li> <li>ii) Rescheduled loans- where concessions have been made to a customer on interest or principal such as to render the loan "non-commercial" to the company</li> </ul>	R6-7
Stage 3	> 90 days This refers to loans which have experienced default in terms of the IFRS 9 policy where collection in full is improbable and the BBSBL expects to sustain a loss of principal and/or interest taking account of the market value of security.		R8-9





### Table 8 – Loan classification criteria

### 4.2. Quantitative Disclosures

# Table 9 - Analysis of Credit Exposures as at 31 December 2022

Category of Credit Risk	Exposure (P000)
Balances with banks (call and current accounts)	35,134
Investments with banks	448,033
Short-term loans and advances to customers	56,002
Mortgage loans and advances to customers	3,185,791
Staff debtors	13,791
Total	3,738,751

# Table 10 - Expected Credit Loss Allowance on Mortgage Loans and Advances to Customers – OnBalance Sheet

	Stage 1 Performing (P000)	Stage 2 Performing (P000)	Stage 2 Non- Performing (Past due) (P000)	Stage 3 Non- Performing (P000)	Total (P000)
Assets at amortised cost i	ndividually imp	paired			
Standard	2,187,858	-	7,735	4,603	2,200,196
Special mention/ Watch list	431,082	23,007	245,696	19,487	719,272
Substandard	-	-	57,405	22,163	79,568
Doubtful	-	-	-	101,717	101,717
Loss	-	-	-	136,264	136,264
Gross carrying amount	2,618,940	23,007	310,836	284,234	3,237,017
ECL Impairment Allowance	(455)	(68)	(1,068)	(49,635)	(51,226)
Net Loans and Advances	2,618,485	22,939	309,768	234,599	3,185,791





Table 11 - Expected Credit Loss Allowance on Short Loans and Advances to Customers - O	n
Balance Sheet	

	Stage 1 Performing (P000)	Stage 2 Performing (P000)	Performing	Stage 3 Non- Performing (P000)	Total (P000)
Assets at amortised cost i	ndividually imp	paired			
Standard	25,529	-	248	16	25,523
Special mention/ Watch list	21,562	-	484	28	22,074
Substandard	5,404	-	293	8	5,705
Doubtful	2,619	-	267	5	2,891
Loss	10	-	-	100	110
Gross carrying amount	54,854	-	1,292	157	56,303
ECL Impairment Allowance	(165)	-	(9)	(127)	(301)
Net Loans and Advances	54,689	-	1,283	30	56,002

	Stage 1 Performing (P000)	Stage 2 Performin g (P000)	Stage 2 Non- Performing (Past due) (P000)		Total (P000)
Assets at amortised cost i	ndividually imp	paired			
Standard	10,365	-	-	1	10,366
Special mention/ Watch list	3,326	-	25	-	3,351
Doubtful	-	-	-	29	29
Loss	-	-	-	238	238
Gross carrying amount	13,691	-	25	268	13,984
ECL Impairment Allowance	(109)	-	(4)	(80)	(193)
Net Loans and Advances	13,582	-	21	188	13,791





# Table 11 - Expected Credit Loss Allowance Mortgage Loans and Advances to Customers – Off Balance Sheet

Assets at Amortized Cost	Stage 1	Stage 2	Stage 3	Total
Individually Impaired	(P000)	(P000)	(P000)	(P000)
ECL impairment allowance	19	0	0	19

 Table 12 - Expected Credit Loss Allowance on Financial Assets Impairment Allowance - Excluding

 Interest Revenue Recognition

	(P000)
Expected credit loss allowance - Mortgages	(4,318)
Expected credit loss allowance - Mortgages Loan commitments	14
Expected credit loss allowance - Short loans	(12)
Expected credit loss allowance - Staff loans	(66)
Staff loan write-off	229
TOTAL	(4,153)

Table 13 - An Estimate of the Fair Value of Collateral and other Tangible Security EnhancementsHeld Against Financial Assets

	Loans & Advances to
	Customers (P000)
Against Stage 2 and 3 facility - Property	1,434,616
Against Stage 1 Ioans facility - Property	5,739,608
Against short-term loans not impaired- cash deposit	257,353
Total	7,431,577





### 4.2.6 Geographical Distribution

The bank does not engage in cross-border lending. All the credit risk exposures shown above in Table 9 are within the country of Botswana.

Carrying Amount of Concentration By Location	(P000)
Urban	3,146,506
Rural	90,511
Total	3,237,017

### 4.2.7 Residual Maturity Contractual Analysis

The residual maturity contractual analysis below applies to gross mortgage balances and shortterm loans which are fully secured by cash.

### Table 14 – Residual Contractual Maturity Analysis – LTV Ratio

Residual Contractual Maturity	Exposure (P000)
Less than 60%	1,373,077
60 - 70%	555,528
70 - 80%	529,351
80 - 90%	657,716
More than 90%	121,345
Total	3,237,017

### Table 15 – Loan Commitments

Residual Contractual Maturity	Exposure (P000)
Less than 60%	14,005
60 - 70%	9,459
70 - 80%	12,347
80 - 90%	32,697
More than 90%	30
Total	68,538





	Specific	Collective	Total
	Allowance	Impairments	Impairments
	(P000)	(P000)	(P000)
Opening Balance (1 January 2022)	594	53,717	54,311
Residential and commercial Properties	(139)	(2,946)	(3,085)
Closing balance (31 December 2022)	455	50,771	51,226

### Table 16 - Reconciliation of impairment charge

# 4.3. Credit Risk Mitigation

Credit risk mitigation refers to the actions that can be taken by the bank to manage its exposure to credit risk to align such exposure to its risk appetite. This action can be proactive or reactive and the level of mitigation that an organisation desires may be influenced by external factors such as the economic cycle or internal factors such as a change in risk appetite.

References to credit risk mitigation normally focus on the taking of collateral as well as the management of such collateral. While collateral is an essential component of credit risk mitigation there are a number of other methods used for mitigating credit risk. The Credit Policy acknowledges the role played by credit risk mitigation in the management of credit risk but emphasises that collateral on its own is not necessarily a justification for lending. The primary consideration for any lending opportunity should rather be the borrower's financial position and ability to repay the facility from their own resources and cash flow. Credit risk mitigation is also achieved by the bank via third party protection such as guarantees, risk participations and insurances.

Basel II's simplified standardised approach allows for the use of certain categories of collateral to be used to reduce exposures prior to the risk weighting thereof subject to suitable haircuts being applied to the value of such collateral. For risk mitigation purposes the instruments specified below are regarded as eligible collateral for capital purposes in terms of the comprehensive approach for collateral management as defined in the Basel II requirements:

> Cash including certificates of deposit or comparable instruments issued by the Company on deposit with the bank;





- When cash on deposit certificates of deposit or comparable instruments issued by the bank are held as collateral at a third-party bank in a non-custodial arrangement the bank may assign the risk weight related to the third party bank to the exposure amount protected by the collateral provided that the cash / instruments are pledged / assigned to the bank the pledge / assignment is unconditional and irrevocable and the bank has applied the relevant haircut rate in respect of currency risk (i.e. the measure used to reduce the value of collateral to ensure that the realizable value taking volatility and adverse price changes into account will cover the credit exposure);
- Credit-linked notes issued by the bank in order to protect an exposure in the banking book;
- Gold coins;
- Debt securities
- Equities including convertible bonds that are included in a main index;
- Undertakings for collective investments in transferable securities ("UCITS") and mutual funds; and
- Securities issued by the Botswana Government or by the Bank of Botswana provided that the Company's exposure and the securities are denominated in Botswana Pula.

The bank does not use derivative instruments for credit risk mitigation. The bank also does not use on-Balance Sheet and off-Balance Sheet netting in credit risk mitigation.

# 4.4. Collateral Valuation and Management

The valuation and management of collateral is governed by the Credit Policy. The bank seeks to use collateral where possible to mitigate its risks on financial assets. The collateral comes in various forms such as cash securities letters of credit/guarantees real estate receivables inventories other non-financial assets and credit enhancements such as netting agreements. The fair value of collateral is generally assessed at a minimum at inception and based on the bank's quarterly reporting schedule. Some collateral for example, cash or securities relating to margining requirements is valued daily. To the extent possible the bank uses active market data for valuing financial assets held as collateral. Other financial assets which do not have a readily determinable market value are valued using models. Non-financial collateral such as real estate is valued based





on data provided by third parties including mortgage brokers housing price indices audited financial statements and other independent sources.

# 4.4.1. Terms of Agreement and Legal Risk

The terms of agreement regarding collateral will relate to the exposure to ensure sufficient collateralisation. Legal risks are mitigated through sufficient reference to legal procedures in case of default and call-up of relevant collateral.

# 4.4.2. Administration and Resolution of Disputes

All collateral agreements and related original documents are kept in a fire resistant safe where documents are lodged and removed under dual control of safe lock combinations and safe keys. Any disputes are referred to the bank's attorneys.

# 4.5. Concentration risk

The bank ensures that collateral accepted does not increase concentration risk by firstly avoiding collateral in the same business line as the exposure and secondly preventing non-cash collateral to be grouped in concentrated sectors.

INDUSTRY (RETAIL)	COUNT	VALUE	% of Total Mortgage Book
Other Community, Social, Household and Personal Services	1591	867,593,519	26.66%
Financial Intermediation	682	523,213,310	16.08%
Real Estate and Business Activities	522	342,126,637	10.51%
Education	581	310,769,691	9.55%
Mining & Quarrying	311	243,371,145	7.48%
Health and social work	365	215,284,836	6.61%
Transport, Storage and Communication	274	205,522,178	6.31%
Electricity, Gas and Water Supply	144	90,088,559	2.77%
Security Organs	82	59,951,989	1.84%

### a. Risk concentration by industry sector (Retail)





80	47,190,627	1.45%
76	43,883,909	1.35%
34	20,238,803	0.62%
46	16,327,464	0.50%
31	13,198,554	0.41%
4819	2,998,761,220	92.14%
5009	3,254,626,427	100.00%
	76 34 46 31 <b>4819</b>	7643,883,9093420,238,8034616,327,4643113,198,55448192,998,761,220

# b. Risk concentration by industry sector (Commercial)

INDUSTRY	COUNT	VALUE	% of Total Mortgage Book
Real Estate and Business Activities	135	206,330,742	6.34%
Other Community, Social, Household and Personal Services	28	22,843,085	0.70%
Hotels and Restaurants	5	7,226,588	0.22%
Financial Intermediation	6	5,891,034	0.18%
Transport, Storage and Communication	4	4,026,016	0.12%
Health and social work	4	3,735,623	0.11%
Education	1	1,937,403	0.06%
Mining & Quarrying	2	1,405,899	0.04%
Agriculture, Hunting and Forestry	2	1,000,929	0.03%
Construction	2	1,062,680	0.03%
Wholesale and Retail Trade	1	405,209	0.01%
Electricity, Gas and Water Supply	0	-	0.00%
Manufacturing	0	-	0.00%
Security Organs	0	-	0.00%
TOTAL	190	255,865,208	7.86%
TOTAL MORTGAGE BOOK	5009	3,254,626,427	100.00%

# Table 17 – Credit risk mitigation techniques

Eligible Financial Collateral	P 000
Cash security on short-term loans	56,002

# 4.6. Securitisation

The bank does not engage in securitisation activities or transactions.





### 5. Operational Risk

### 5.1. Qualitative Disclosures

The management of operational risk is anchored on an established risk strategy that provides the overall principles and objectives, with defined risk appetite reflecting the bank's acceptable tolerance level for financial risk. Operational risk is the risk of loss resulting from inadequate or failed internal processes people and systems from external events. This includes legal risk. In essence operational risk includes non-credit and non-interest rate exposures that can lead to financial loss e.g., fraud, business outages, IT failures, vendor outages or failures, financial statement control issues and processing errors.

Under the BIA approach the operational risk charge is computed by multiplying the 3-year average gross income for the bank with an alpha factor of 15%.

The Risk Department has rolled out Risk Control Self-Assessment (RCSA) in various business units in the bank as per the ERM Framework. RCSAs are a forward-looking risk assessment tool used to analyse the bank's risk profile. The RCSA process is conducted within the bank at least on a semiannual basis between the business unit and the Risk Management team. Control weaknesses and areas of risk exposure are identified through the RCSA and Risk Mitigation Plans (RMPs) created to improve the control environment.

Incidents relating to operational risks are analysed to identify root causes in a timely manner as and when the incidents are reported. The root causes are further analysed to identify the underlying risks and for inclusion in the ORMC Information Pack if the need arises.

Such incidents include:

- Issues raised by Internal and External Audit;
- Historical operational loss incidents; and
- Other significant incidents such as major business interruptions system failures natural disasters strike and significant thefts.





The key issue when determining the categorisation of a risk event is its primary cause. A loss event will be considered an operational risk event if it arose as a result of inadequate or failed internal processes people and systems or from external events. Risk is expressed in terms of three components: event cause and effect.

Identifying the root cause(s) of a risk event helps to isolate the operational loss element from other losses and to understand what action might be appropriate to mitigate against exposure to the risk for example by amending a process system control or management approach. Some examples of operational risk causes include:

- Lack of policies and procedures;
- Inadequate segregation of duties;
- Inadequate activity management;
- Lack of management review;
- Inadequate analyses;
- Information processing errors;
- Inadequate physical controls; and
- External events.

When an internal issue is at the root of a risk, the focus then is on how to address the issue. This generally involves modifying a business process or enhancing controls to reduce the potential likelihood and impact of a risk event. For example if "miscommunication" of critical information caused exposure to a risk, consideration should be given to improving the frequency and quality of communications.

When an external event is at the root of exposure to risk, focus is on how leading indicators of the external event are monitored. For example, while it may be difficult to prevent lightning from striking the building, weather can be monitored for early warning signs of lightning and lightning conductors can be installed.





# 5.2. Quantitative Disclosures

# Table 18 – Operational Risk Charge (BIA) as at 31 December 2022

Risk type	Capital charge (P000)
Operational risk charge based on the BIA approach	15,369

The Capital charge amount was derived from Table 4 of this document.





### 6. Market Risk

### 6.1. Qualitative Disclosures

Market risk is the risk that the bank's financial position will be exposed to the adverse movements in interest rates. Market risk arises when there is a mismatch between the maturity profiles of Rate Sensitive Assets (RSA) and Rate Sensitive Liabilities (RSL). The impact of rate changes is included in a monthly report reviewed by ALCO. The adverse impact generated from the shock is related to regulatory capital in order to assess the magnitude of the impact.

Interest rate risk is managed principally through monitoring interest rate gaps and by having preapproved limits for repricing bands. ALCO is the monitoring body for compliance with these limits and is assisted by the Risk Department in its day-to-day monitoring activities. The bank is negatively affected by lower interest rates due to the asset sensitivity of its Balance Sheet.

The overall objective of interest rate risk management is to maintain stability of net interest income (NII) over time. This is seen as being consistent with maximising shareholder value. While stability of income can be achieved by locking in interest income over a long period of time depending on the interest rate cycle this may not maximise interest income in a particular period. The placement of net non-interest-bearing liabilities in a long-term time band promotes stability of income because it encourages net assets to be invested for a similar period.

The interest rate risk management of the bank is enacted to meet the following goals:

- Ensure the Executive Committee (Exco) and Board awareness of the bank's financial risk exposures;
- Enable dynamic measurement and management of the bank's interest rate exposure;
- Select strategies that:
- optimise the ability of the bank to meet its long-term financial goals; and
- maximise the bank's interest rate return while maintaining interest rate risk within policy limits established by the Board;
- Use both income and market value-oriented techniques to select strategies that optimise the relationship between risk and return; and

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• Establish interest rate risk exposure limits for fluctuations in net interest income.

Interest rate risk management includes measurement, management, monitoring and reporting of interest rate risk.

Potential changes in net interest income are quantified by applying potential interest rate movements to the cumulative mismatch position in each defined time band. The gap model assumes that the derived potential rate movements will occur by way of an overnight rate shock to all maturities along the yield curve.

The potential rate change applied to a particular gap depends on whether the gap is asset-sensitive (more assets re-pricing than liabilities) or liability-sensitive (more liabilities re-pricing than assets). The risk to an asset-sensitive position is that rates will fall. If this occurs more assets will re-price at a lower rate than liabilities thereby squeezing the net interest margin and reducing net interest income. The risk to a liability-sensitive interest rate position is that rates could rise also causing a squeeze on the margins as higher borrowing costs are not offset by an equivalent earnings rate on assets.

The bank has allocated no capital to a trading book and therefore all instruments that could impact on the its interest rate risk are contained in the banking book. The interest rate risk models and assumptions are subject to comprehensive risk review and appropriate board and senior management oversight to identify measure monitor and control interest rate risk in the bank's banking book.

The internal controls over the interest rate risk management process are subject to independent reviews and evaluations of effectiveness by both the bank's internal auditors and external auditors. These reviews are undertaken at least annually and made available to the Board and BoB.





### 6.2. Quantitative Disclosures

# Table 19 – Interest Rate Re-Pricing Gap Analysis (31 December 2022)

	On demand	1 - 3 months	3 - 12 months	1 - 5 years	Over 5 years	TOTAL
ASSETS	P000	P000	P000	P000	P000	P000
Cash and cash equivalents	35,134	-	-	-	-	35,134
Investments with banks	221,225	226,808	-	-	-	448,033
Short term loans and advances to customers	56,002	-	-	-	-	56,002
Mortgage loans and advances to customers	3,224,353	14	73	3,888	8,689	3,237,017
Other assets	13,791	-	-	-	-	17,073
Total assets	3,550,505	226,822	73	3,888	8,689	3,789,977
LIABILITIES						
Customers' savings and fixed deposits accounts	419,361	881,178	765,186	226,921	-	2,292,646
Debentures	-	-	102,235	-	-	102,235
Borrowings	152,820	73,460	161,928	180,318	20,668	589,194
Paid up and subscription savings	425,070	-	-	-	-	425,070
Other liabilities	-	-	-	-	-	-
Total Liabilities	997,251	954,638	1,029,349	407,239	20,668	3,409,145
NET LIQUIDITY GAP	2,553,254	(727,816)	(1,029,276)	(403,351)	(11,979)	380,832

The Balance Sheet of the bank is asset sensitive i.e. assets re-price faster than liabilities. The cumulative gaps shown above were within the risk appetite levels set by ALCO. The table below shows a sensitivity analysis on the repricing gap of the bank.

### 6.3. Interest Sensitivity Analysis

A principal part of management of market risk is to monitor the sensitivity of projected net interest income under varying interest rate scenarios. The bank aims to mitigate the impact of prospective interest rate movements which could reduce future net interest income. The scenarios are run only for assets and liabilities that represent the major interest-bearing positions.





# 7. Funding-Liquidity Risk

### 7.1. Qualitative Disclosures

Funding-liquidity risk involves the inability to fund growth in assets managing unplanned changes in funding sources and to meet obligations when required without incurring additional costs or incurring a cash flow crisis. Funding-liquidity risk includes the following underlying risks:

- Loss of confidence in BBSBL by the market;
- Systemic problems;
- Unplanned withdrawal of committed borrowing facilities;
- Maturity mismatch of assets and liabilities; and
- Change in regulation

Liquidity management encompasses an overall balance sheet approach which consolidates all sources and uses of liquidity while aiming to maintain a balance between liquidity and profitability (cost of funding). That is to measure monitor and manage on-balance sheet liquidity mismatch risk incorporating off-balance sheet or contingent liquidity risk. The Head of Risk is responsible for managing Liquidity Risk on a daily basis. ALCO provides oversight over Liquidity Risk with monthly reporting to it.

The Contingency Funding Plan (CFP) helps to ensure that BBSL can prudently and efficiently manage extraordinary and unexpected fluctuations in liquidity. The objectives of the Contingency Funding Plan are as follows:

- To ensure that the bank meets all its statutory and regulatory requirements within the stipulated times;
- To ensure that the bank meets its business obligations promptly and within committed deadlines;
- To safeguard and preserve the reputation of the bank;
- To ensure that the interests of all key stakeholders are protected and preserved;
- To prevent adverse impact on the profitability of the bank; and
- To lay down specific levels of escalation so that any liquidity problem receives timely appropriate attention.

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The analysis of the net funding requirements involves the construction of a maturity ladder and the calculation of a net cumulative surplus or deficit over specified time periods. The net funding requirement is determined by analysing future cash flows based on assumptions concerning the future behaviour of on-balance sheet and off-balance sheet assets and liabilities.

Evaluating whether the bank is sufficiently liquid depends on the behaviour of future cash flows under different scenarios. Scenarios are divided into two main categories:

- Business-as-usual scenarios (Normal business conditions);
- Stress scenarios (Bank-specific stress scenarios or market-wide stress scenarios)

The bank measures whether there is an adequate level of diversification of funding by monitoring diversification by term (e.g. short medium and long term) source (e.g. Government Corporates Retail) and instrument (e.g. investment securities).

There are a number of liquidity management techniques which contribute to the overall soundness of the bank's liquidity. These include:

- Ensure effective cash management in order to meet daily liquidity requirement;
- Maintain adequate diversification of funding;
- Building strong relationships with providers of funding; and
- Incorporating liquidity costs in internal pricing performance measurement and new product approval

The bank was liquid as at 31 December 2022 with a total statutory liquid asset ratio of 18.07% against the BoB required minimum of 10%.





# 7.2. Quantitative Disclosures

# Table 20 - Contractual liquidity gap analysis

	On demand	1 - 3 months	3 - 12 months	1 - 5 years	Over 5 years	TOTAL
ASSETS	P000	P000	P000	P000	P000	P000
Cash and cash equivalents	41,092	-	-	-	-	41,092
Investments with banks	221,987	229,931	-	-	-	451,918
Short term loans and advances to customers	2,235	4,439	19,447	66,905	-	93,026
Mortgage loans and advances to customers	40,325	80,400	360,349	1,833,188	3,816,485	6,130,747
Other assets	1,511	1,083	4,275	11,272	-	18,141
Total assets	307,150	315,853	384,071	1,911,365	3,816,485	6,734,924
LIABILITIES						
Customers' savings and fixed deposits accounts	406,335	407,421	821,288	688,460	86,305	2,409,809
Paid up and subscription savings	55,014	1,691	343,583	20,640	4,805	425,733
Debentures	-	-	6,828	27,329	105,658	139,815
Borrowings	78,203	12,744	253,572	317,392	21,885	683,796
Paid up and subscription savings	425,070	-	-	-	-	425,070
Lease liabilities	-	650	1,951	11,437	6,997	21,035
Other liabilities	8,985	-	-	-	-	8,985
Total Liabilities	548,537	422,506	1,427,222	1,065,258	225,650	3,689,173
Commitments	1,968	46,285	20,286	-	-	68,539
NET LIQUIDITY GAP	(243,355)	(152,938)	(1,063,437)	846,107	3,590,835	2,977,212





### 8. Remuneration

The Basel Committee on Banking Supervision's guidance to improve compensation practices and strengthen supervision in this area incorporates the Financial Stability Board's Principles for Sound Compensation Practices. In terms of this requirement the bank is required to disclose clear comprehensive and timely information about its compensation practices to facilitate constructive engagement by all stakeholders including in particular shareholders.

The requirements have been designed to be sufficiently granular and detailed to allow meaningful assessment by market participants of the bank's compensation practices while not requiring disclosure of sensitive or confidential information. As a result the Company is required to disclose qualitative and quantitative information about its remuneration practices and policies covering the following areas:

- The governance / committee structures;
- The design / operation of remuneration structure frequency of review;
- The independence of remuneration for risk / compliance staff;
- The risk adjustment methodologies;
- The link between remuneration and performance;
- The long-term performance measures; and
- The types of remuneration (cash / equity fixed / variable)

BBSBL's remuneration disclosure is set out in the table below.





# 8.1. Table 21 - Employee Remuneration

Element	Operation
Salary	BBSBL has in place a Board Sub-Committee Human Resources and Nominations
Overseeing	Committee which meets on a quarterly basis. The Committee was established to
Body	make recommendations on the compensation incentives and performance targets
	of Executive Management as well as other BBSBL staff members. In addition, the
	Committee reviews and recommends for approval by the Board the structure and
	funding levels of any bonus and incentive schemes.
	Risk Management:
	The following risks are taken into consideration during the remuneration process:
	Risk of losing employees due to remuneration that is below the market
	Unfair and skewed salary structures; and
	Succession planning for key positions.
Remuneration	The bank's remuneration policy ensures that it attracts and retains talent. The bank
Process	further participates in the local Salary reviews by external consultants with the aim
	to establish relevance to the market internal equality of remunerations for staff.
	Salaries are reviewed on an annual basis against market information in conjunction
	with the individual of performance assessment and affordability.
	Linking Performance to Remuneration
	• The bank uses a performance contract for each employee which is aligned to the
	achievement of set strategic goals; and
	• The bank's annual salary increase process is linked to individual performance and
	supported by the performance management process. The bank may also offer
	salary adjustment increases to adjust for cost of living increases.
Types of	Permanent
employees	Temporary / Short-term
	Contractual
	<ul> <li>with the individual of performance assessment and affordability.</li> <li>Linking Performance to Remuneration <ul> <li>The bank uses a performance contract for each employee which is aligned to achievement of set strategic goals; and</li> <li>The bank's annual salary increase process is linked to individual performance supported by the performance management process. The bank may also o salary adjustment increases to adjust for cost of living increases.</li> <li>Permanent</li> <li>Temporary / Short-term</li> </ul> </li> </ul>





Director	Board	Finance & Audit Committee	HR & Remuneration Committee	Nominations & Governance Committee	Tender Committee	Audit Committee	Stakeholder Sessions + Induction + Interviews
B. Mzizi	18/18	-	1/7	11/11	-	-	5/5
V.B. Mogano*	16/18	6/7	6/7	10/11		1/1	5/5
G.B. Bakwena	18/18	7/7	1/7	-	4/4	1/1	-
K. Sedimo**	16/18	6/7	6/7	10/11			4/5
D. Kalyanaraman	18/18	6/7	-	1/11	4/4	1/1	-
V. Ramalepa	17/18	1/7	7/7	2/11	4/4		-
C. Patterson***	-	-	-	-	-	-	-
P.K. Molefe****	3/18	1/7	1/7	1/11	1/4	-	-
S. Ntsima*****	13/18	6/7	4/7	7/11	3/4	1/1	4/5

### 8.2. Table 21 – Board and Committee Meeting Attendance

\*V.B. Mogano was appointed to the Board on 29 April 2022.

\*\*K. Sedimo was appointed to the Board on 29 April 2022.

\*\*\*C. Patterson resigned from the Board on 1 January 2022 and did not attend any meetings.

\*\*\*\*P.K. Molefe retired as Managing Director and Executive Director on 31 May 2022.

\*\*\*\*\*S. Ntsima was appointed Acting Managing Director and Executive Director on 1 June 2022.

As part of its governance planning the Board with the assistance of the Company Secretary and Managing Director develop a meeting calendar for the financial year, and a forward plan which details out key matters to be considered at each quarter. During the financial year, the board and committees held an aggregate of 49 meetings, 33 of which were cumulative special meetings, relative to a total of 14 meetings in the 2021 financial year.

### 8.3. Table 22 - Human Resource Remuneration Committee Compensation

Member	2022	2021
Mr. Bernard Mzizi	491,000	190,230
Mr. Geoffrey Bakwena	277,000	203,500
Mr. Victor Ramalepa	272,500	120,584
Mr. Vincent Bino Mogano	326,500	-
Ms. Koziba N. Moloyi-Sedimo	303,000	-
Mr. Duraiswamy Kalyanaraman	259,000	114,584
Resigned & Other Directors Expenses	219,756	600,168
	2,148,756	1,229,066





The remuneration of directors is governed by the Directors Remunerations and Expenses Policy that is approved by the board, which seeks to attract and retain skilled individuals that will help increase shareholder value, subject to affordability. The fees are aligned to the size and operations of the Company and are required to be reviewed biennially to determine their relevance and competitiveness. During the year under review, a total of P1,929,000 was paid towards Board fees compared to P1,229,066.00 in 2021. This excludes related or incidental expenses. The structure of the fees for the reporting period is as per Table 22.

	Executive	Remainder	
	management	of staff	Total P'000
	P'000	P'000	
Salaries and wages	13,932	51,459	65,391
Pension fund contributions	-	6,187	6,187
Leave pay accrual	-	2,215	2,215
Fair value adjustments – off market staff loan	-	(4,448)	(4,448)
Sub total	13,932	55,413	69,345
Post-employment benefits	4,256	-	4,256
Total	18,188	55,413	73,601
Staff complement	9	195	204

8.4. Table 23 - Quantitative disclosure of remuneration: Remuneration breakdown





### 9. Conclusion

This disclosure document, was prepared in accordance with the Basel II Framework's criteria on market disclosures and aims to give background information on the bank's approach to risk management in relation to upholding and protecting the bank's capital position. Additionally, it provides detailed information about Pillar 1 asset and capital calculations.





# 10. Glossary of abbreviations

ALCO	Asset and Liability Committee
ALM	Asset and Liability Management
BIA	Basic Indicator Approach
BOB	Bank of Botswana
BBSBL	BBS Bank Limited
BWP	Botswana Pula
CAR	Capital Adequacy Requirement/Ratio
ERM	Enterprise Risk Management
ERMF	Enterprise Risk Management Framework
ICAAP	Internal Capital Adequacy Assessment Process
IFRS	International Financial Reporting Standards
IRRBB	Interest Rate Risk in the Banking Book
KPI	Key Performance Indicator
KRI	Key Risk Indicator
MIS	Management Information System
MTP	Medium Term Plan
RC	Regulatory Capital
RCSA	Risk and Control Self-Assessment
RSA	Rate Sensitive Assets
RSL	Rate Sensitive Liabilities
RWAs	Risk Weighted Assets

