

R W A N D A   B A N K I N G   S E C T O R

# FY 2025 Annual Results Sector Analysis

*A comprehensive analysis of 9 commercial banks | Balance Sheet · P&L · Prudential Ratios · Market Structure*

GDP Growth 2025

## 9.4%

vs 7.0% target — NISR/MINECOFIN

Headline Inflation Jan 2026

## 8.9%

Above 2–8% target band

CBR (Feb 2026)

## 7.25%

+50bps — MPC tightening cycle

Sector CAR (Dec 2025)

## 21.9%

Well above 15% BNR minimum

### GDP & Growth momentum

Rwanda's economy surpassed projections, recording 9.4% GDP growth in 2025 against a 7.0% target — with momentum accelerating from 6.5% in Q1 to 11.8% in Q3 and 11.2% in Q4. Services (+9%), Industry (+11%), and Agriculture (+7%) all contributed. The CIEA index rose 17.1% in Q4, confirming broad-based demand strength.

### Monetary policy pivot — rate hike

On February 18, 2026, BNR's MPC raised the CBR by 50bps to 7.25%, the first hike in the current cycle, responding to inflation reaching 8.9% in January 2026 — above the 2–8% target range. Lending rates eased slightly to 15.72% in Q4 2025, while deposit rates declined 152bps to 8.98%. BNR projects inflation to remain above 8% in H1 2026 before returning to target by end-2026.

### Financial system stability — FSC February 2026

The Financial Stability Committee confirmed Rwanda's financial sector remains well capitalised and liquid as at December 2025. Sector CAR stands at 21.9%, NPLs at 2.5%, sector LCR at 358.8% and NSFR at 149.9%. New credit by banks grew 19% to Rwf 2.7 trillion. Outstanding loans expanded 25.8% to Rwf 5.4 trillion. The FSC flagged rising attempted fraud via digital channels as an emerging supervisory focus.

## Sector Total Assets

**Rwf 8.45T**

+22.5% YoY

## Sector Gross Loans

**Rwf 4.13T**

+24.4% YoY

## Sector PAT

**Rwf 269.9B**

+18.5% YoY

## Sector Equity

**Rwf 1.22T**

+20.0% YoY

### BK — Anchor performance

Bank of Kigali holds 33.9% of sector assets and 40.9% of loans, delivering PAT of Rwf 110.3B (+22.9%). The foundational institution of Rwanda's financial system.

### BPR — Breakout expansion

BPR posts the sector's highest asset growth at +44.6%, with deposit growth of 49.2% — the most aggressive balance sheet expansion in FY 2025.

### I&M — Trillion milestone

I&M crosses Rwf 1 trillion in assets (+33.4%) with the best large-bank NPL ratio of 1.84% and an LCR of 5.99x, entering FY 2026 with strong credit quality.

### NCBA — Earnings quality note

NCBA reports +63% PAT — largely driven by ECL impairment reversals. Underlying operating performance is improving but the ECL contribution is non-recurring.

### NFI under sector-wide pressure

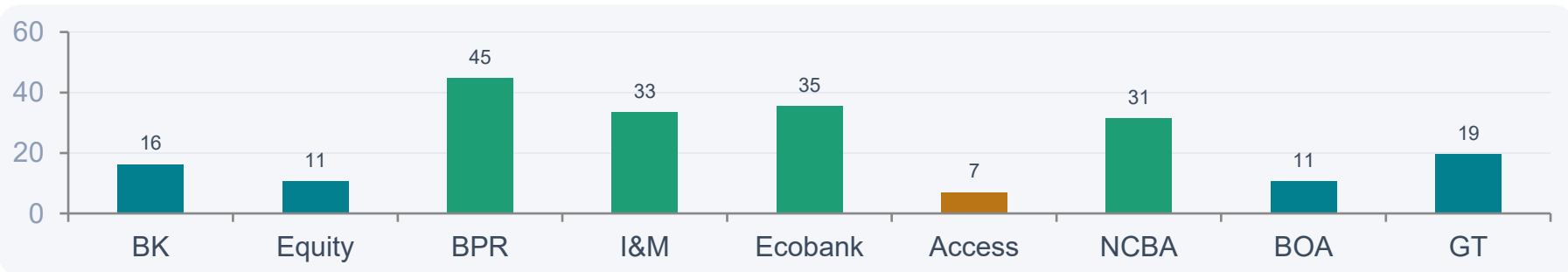
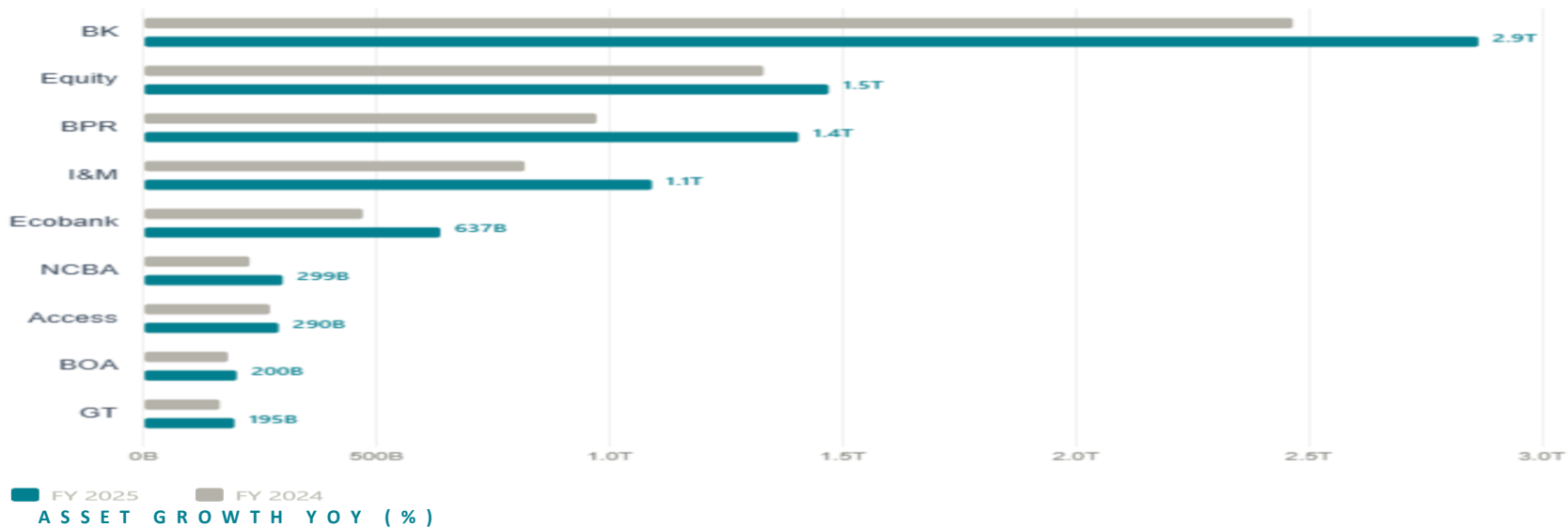
7 of 9 banks report declining non-funded income and FX revenue. A BNR FX spread regulation effective June 2025 contributed to the compression alongside digital disruption.

### GT Bank — Revenue challenge

GT Bank's PAT falls 39.2% despite the sector's best NPL ratio (0.34%) and highest Tier 1 capital ratio (37.8%) — a franchise generating insufficient revenue relative to its capital base.

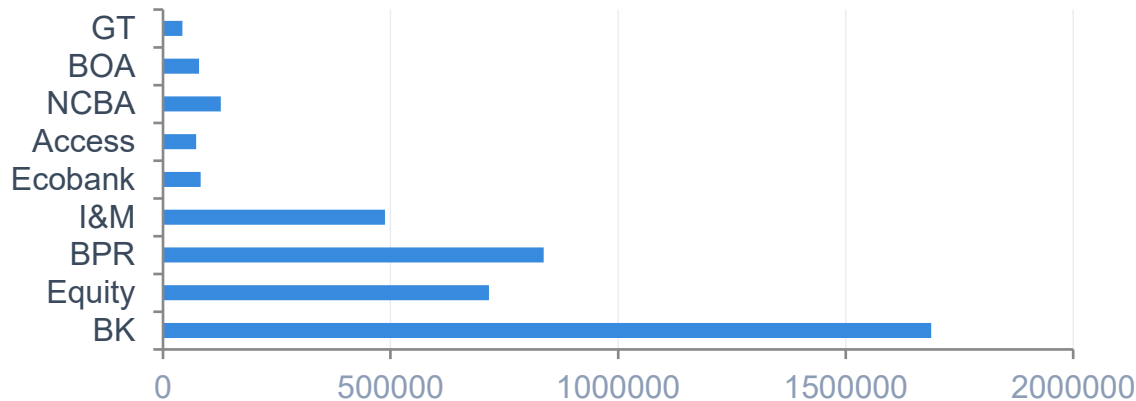
# BALANCE SHEET OVERVIEW

Total Assets — FY 2025 vs FY 2024 (Rwf millions)



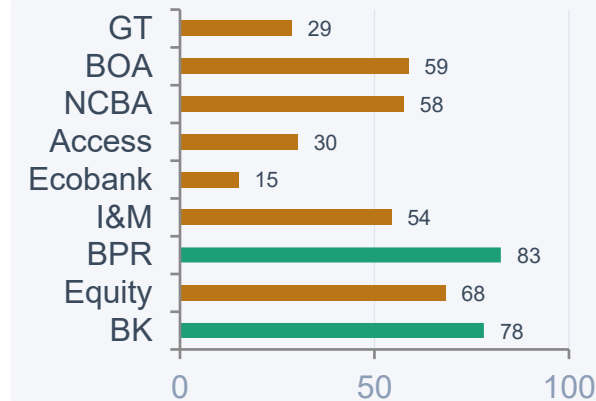
# LOANS & DEPOSITS

LOANS & ADVANCES — FY 2025 (RWF MILLIONS)

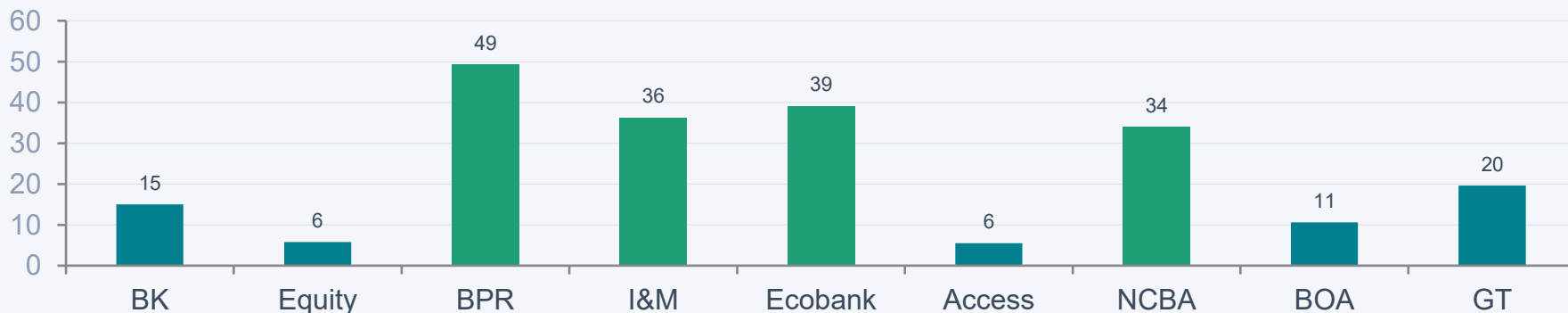


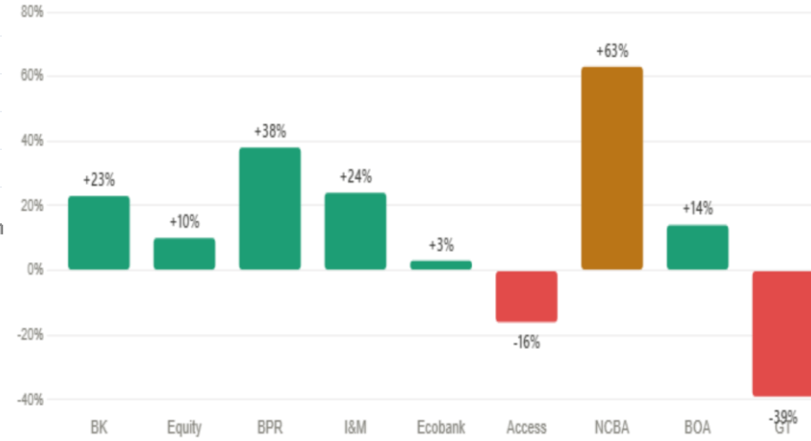
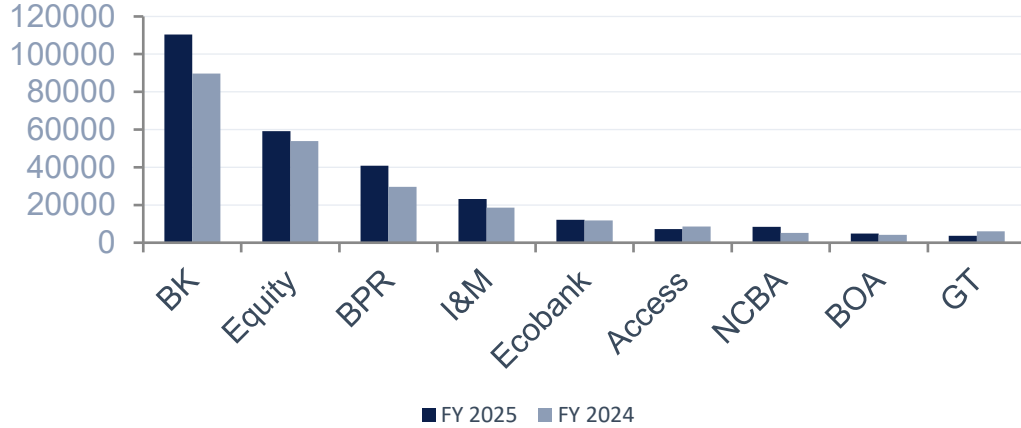
Credit deployment & funding structure

LOAN-TO-DEPOSIT RATIO (%)

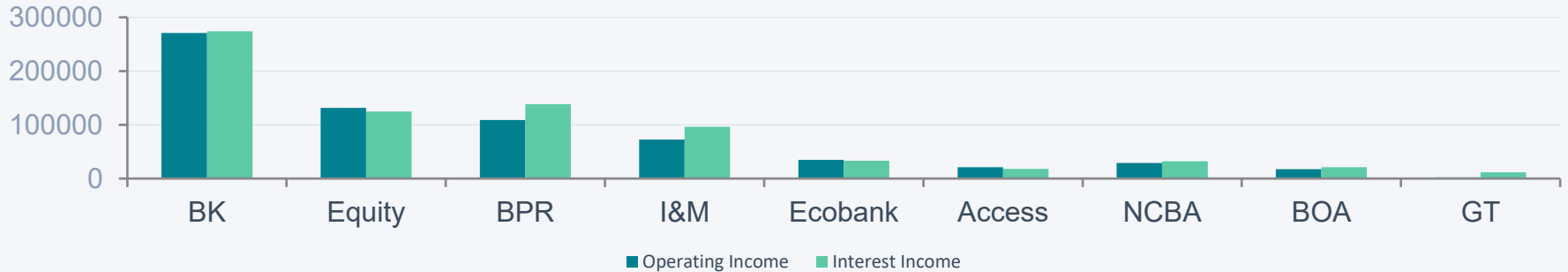


DEPOSIT GROWTH YOY (%) — FY 2025





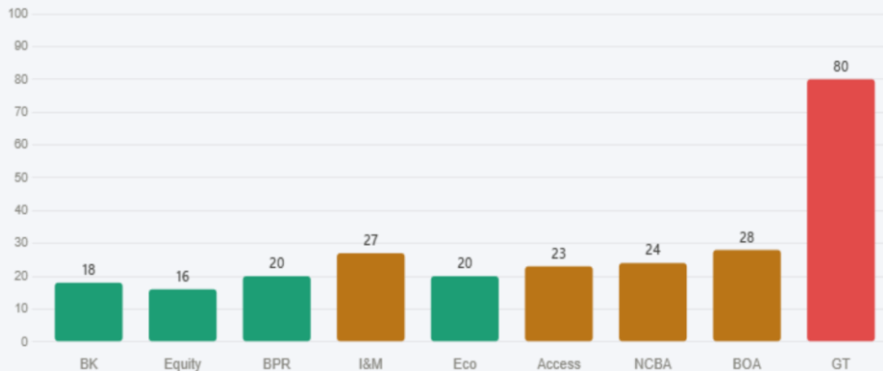
OPERATING INCOME & INTEREST INCOME — FY 2025



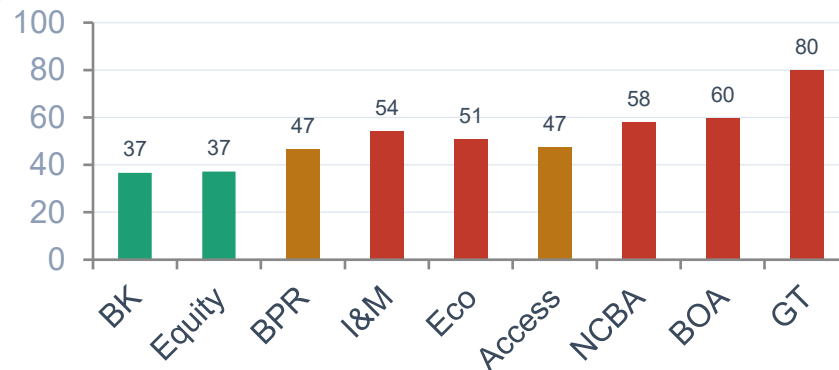
# PROFITABILITY DEEP DIVE

Cost efficiency · Revenue quality · Margin analysis

## STAFF COSTS AS % OF OPERATING INCOME



## OPEX AS % OF OPERATING INCOME



### Equity Bank — efficiency benchmark

Staff cost ratio of ~15.8% is among the lowest in the peer group, reflecting Equity's digitally-enabled distribution model and lean operational structure.

### NFI & FX — the BNR FX spread effect

A BNR regulation fixing the FX spread, effective June 2025, compressed FX trading margins across the sector. This, combined with digital payment growth, contributed to the broad-based NFI decline observed at 7 of 9 banks.

### NCBA — quality behind the headline

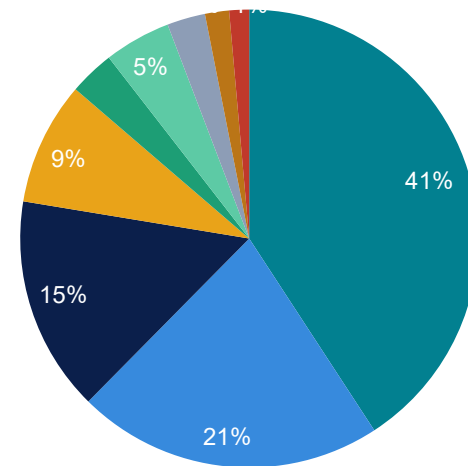
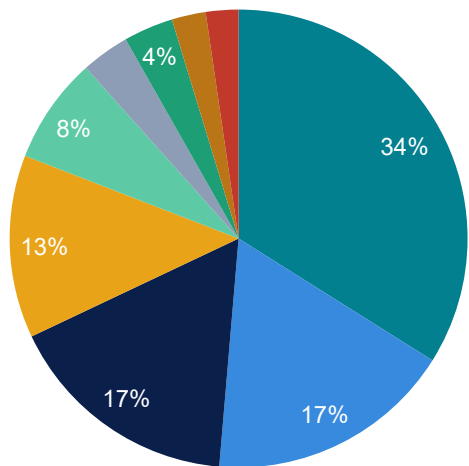
PAT of Rwf 8.5B reflects a Rwf 6.5B swing in ECL impairment (reversal vs prior year charge). Operating income growth of 53.5% is real but from a low base.

# MARKET SHARE & COMPETITIVE STRUCTURE

FY 2025 — 9 commercial banks

ASSET MARKET SHARE — FY 2025

PBT MARKET SHARE — FY 2025



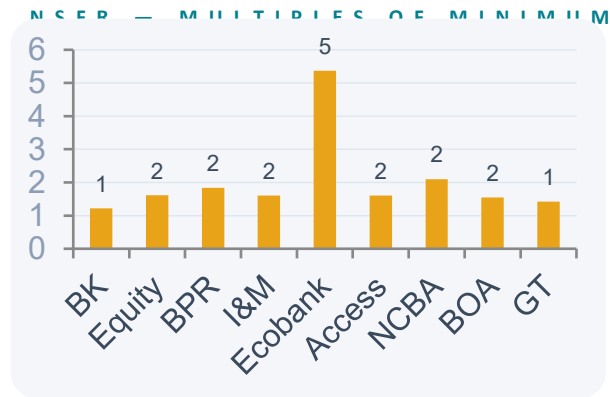
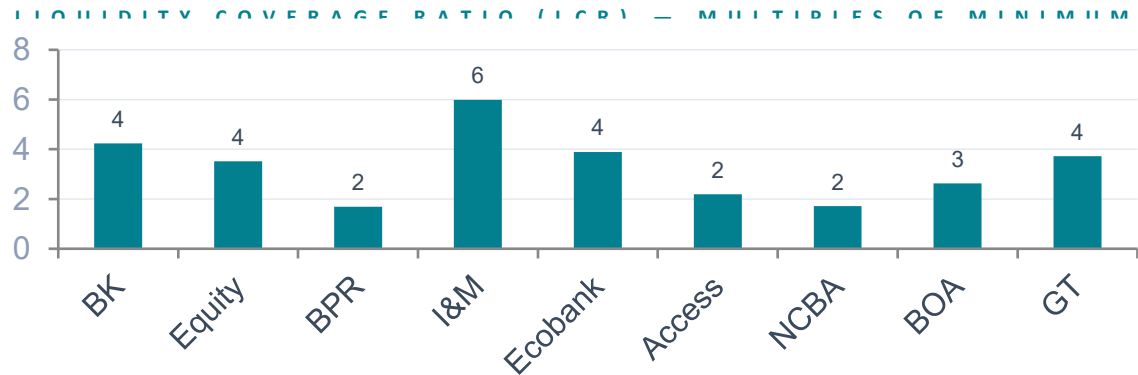
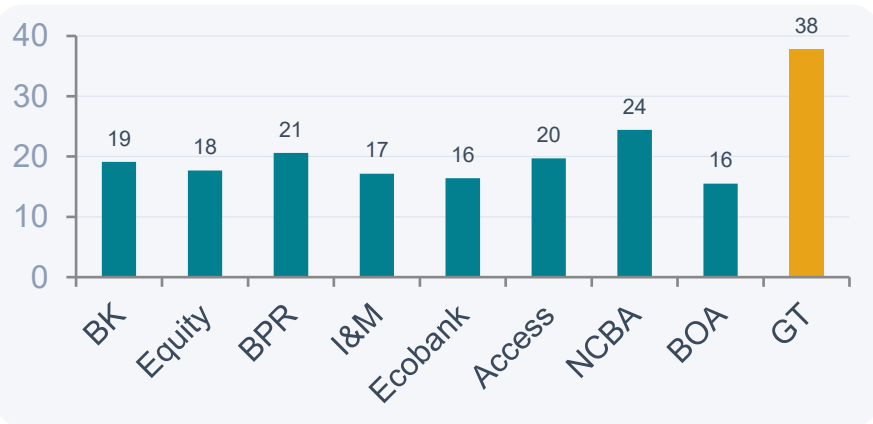
■ BK ■ Equity ■ BPR ■ I&M ■ Ecobank ■ Access ■ NCBA ■ BOA ■ GT

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Bank	Assets %	Loans %	Deposits %	Op. Income %	PBT %
Bank of Kigali	33.9%	40.9%	33.7%	39.3%	40.8%
Equity Bank	17.4%	17.3%	16.3%	19.1%	21.6%
BPR Bank	16.6%	20.2%	15.8%	15.8%	15.2%
I&M Bank	12.9%	11.8%	14.0%	10.5%	8.7%
Other 5 banks	19.2%	9.8%	20.2%	15.3%	13.7%

# PRUDENTIAL & REGULATORY RATIOS

PRUDENTIAL & REGULATORY RATIOS — FY2025. 0% — Capital adequacy Asset quality Liquidity



01

### Systemic concentration — Domestically Systemically Important Bank

BK controls 33.9% of assets, 40.9% of loans, and 40.8% of sector profit. Any credit shock to BK propagates directly into Rwanda's real economy. The D-SIB surcharge framework must remain robustly calibrated.

02

### ECL management — earnings quality beneath PAT

BK (-52.5% impairment), BPR (-84.6%), I&M (reversal), and NCBA (reversal) all benefited from ECL tailwinds in FY 2025. IFRS 9 Stage 2/3 migration risk is the key credit variable for FY 2026.

03

### NFI decline — regulatory and digital forces combined

7 of 9 banks report declining NFI or FX income. A BNR FX spread regulation effective June 2025 compressed trading margins across the sector; digital payment growth has independently compressed fee income. Both trends are structural.

04

### Revenue model challenges at smaller institutions

GT Bank (PAT -39.2%), Access (-15.9%), and BOA (+14.3% from a small base) face insufficient revenue generation relative to their capital and cost structures. Parent group decisions on capital, strategy, and product mix will be decisive in FY 2026.

05

### Funding mix & credit deployment divergence

BPR's 49.2% deposit growth raises liability concentration questions as the loan book seasons. Ecobank's 5.37x NSFR signals excess liquidity and under-deployment. Sector LDR ranges from 29% to 78% — a wide gap reflecting starkly different balance sheet strategies.

# FY 2025 BANK SCORECARD

Summary performance across key dimensions

Bank	PAT (Rwf M)	PAT YoY	Asset Gr.	Loan Gr.	NPL	Tier 1	LCR	NSFR	Signal
Bank of Kigali	110,349	+22.9%	+16.2%	+16.1%	2.90%	19.1%	4.24x	1.22x	Strong
Equity Bank	59,191	+9.7%	+10.5%	+28.6%	3.09%	17.7%	3.51x	1.61x	Efficient
BPR Bank	40,891	+37.8%	+44.6%	+34.8%	2.74%	20.6%	1.69x	1.84x	Breakout
I&M Bank	23,150	+24.4%	+33.4%	+37.0%	1.84%	17.15	5.99x	1.60x	Challenger
Ecobank	12,096	+3.0%	+35.4%	+19.3%	1.61%	16.4%	3.89x	5.37x	Watchlist
NCBA	8,483	+275.1%	+31.4%	+33.8%	2.40%	24.4%	1.71x	2.10x	ECL-driven
Access Bank	7,191	-15.9%	+6.9%	+9.2%	3.99%	19.7%	2.19x	1.60x	Watchlist
BOA	4,852	+14.3%	+10.5%	+6.3%	1.09%	15.5%	2.63x	1.55x	Steady
GT Bank	3,705	-39.2%	+19.4%	+39.4%	0.34%	37.8%	3.72x	1.42x	Revenue gap

# What to watch in the year ahead

- 1 BNR CBR trajectory — the 50bps rate hike (Feb 2026) to 7.25% will push lending rates higher, pressuring borrower affordability and NIM management across the sector.
- 2 BPR & I&M credit seasoning — aggressive FY 2025 loan books enter their NPL test period. Vintage analysis of 2024–2025 disbursements is the key credit risk variable.
- 3 ECL cycle normalisation — NCBA, BPR, and I&M must demonstrate organic earnings power as impairment reversal headroom reduces.
- 4 Smaller bank revenue models — GT Bank, Access, and BOA face structural revenue challenges; parent group decisions on capital and strategy will be pivotal.
- 5 Digital NFI monetisation — banks that build non-interest income from embedded finance, bancassurance, and digital corridors will outperform on revenue diversification.