

3.0







## ATLANTICO

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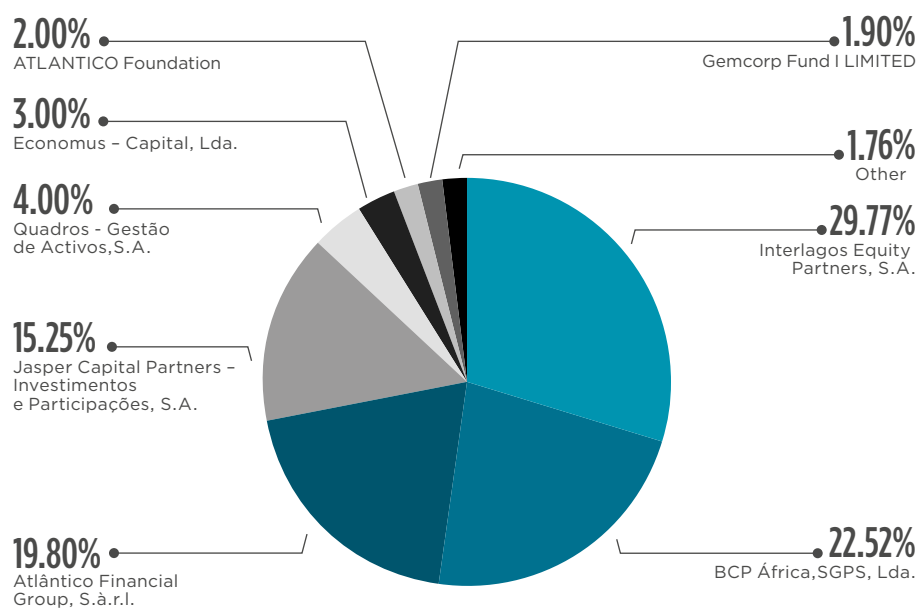
## 3.1. Institutional

ATLANTICO was incorporated on 31 August 2006, and started its activity in November 2006, as an Angolan banking institution regulated by Angola Central Bank. On 3 May 2016, Banco Millennium Angola was merged into ATLANTICO. This merger enabled the integration of operations of both banking institutions, which together have more than 20 years of experience and have been acting as partners since 2008. As a result of this merger, ATLANTICO consolidated its universal character and strengthened its position in the Angolan banking market, joining the top 5 of Angola's largest banks, becoming the largest private bank in financing Angolan Companies and Households, and strengthening its position as one of the largest banks in the banking sector.



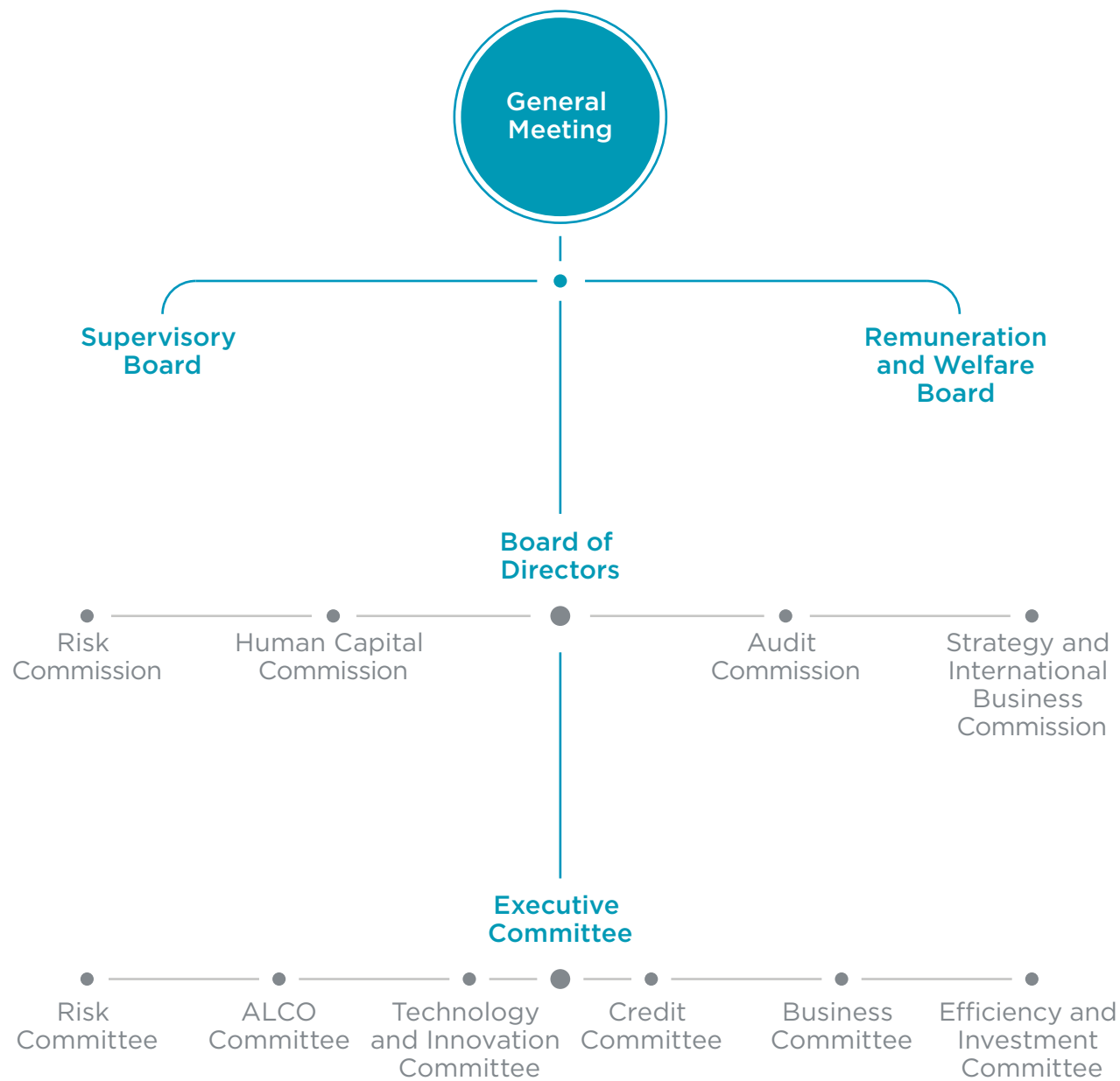
## Shareholders' Structure

Banco Millennium Atlântico is mainly held by private Angolan shareholders. As at 31 December 2018, the shareholders' structure was detailed as follows:



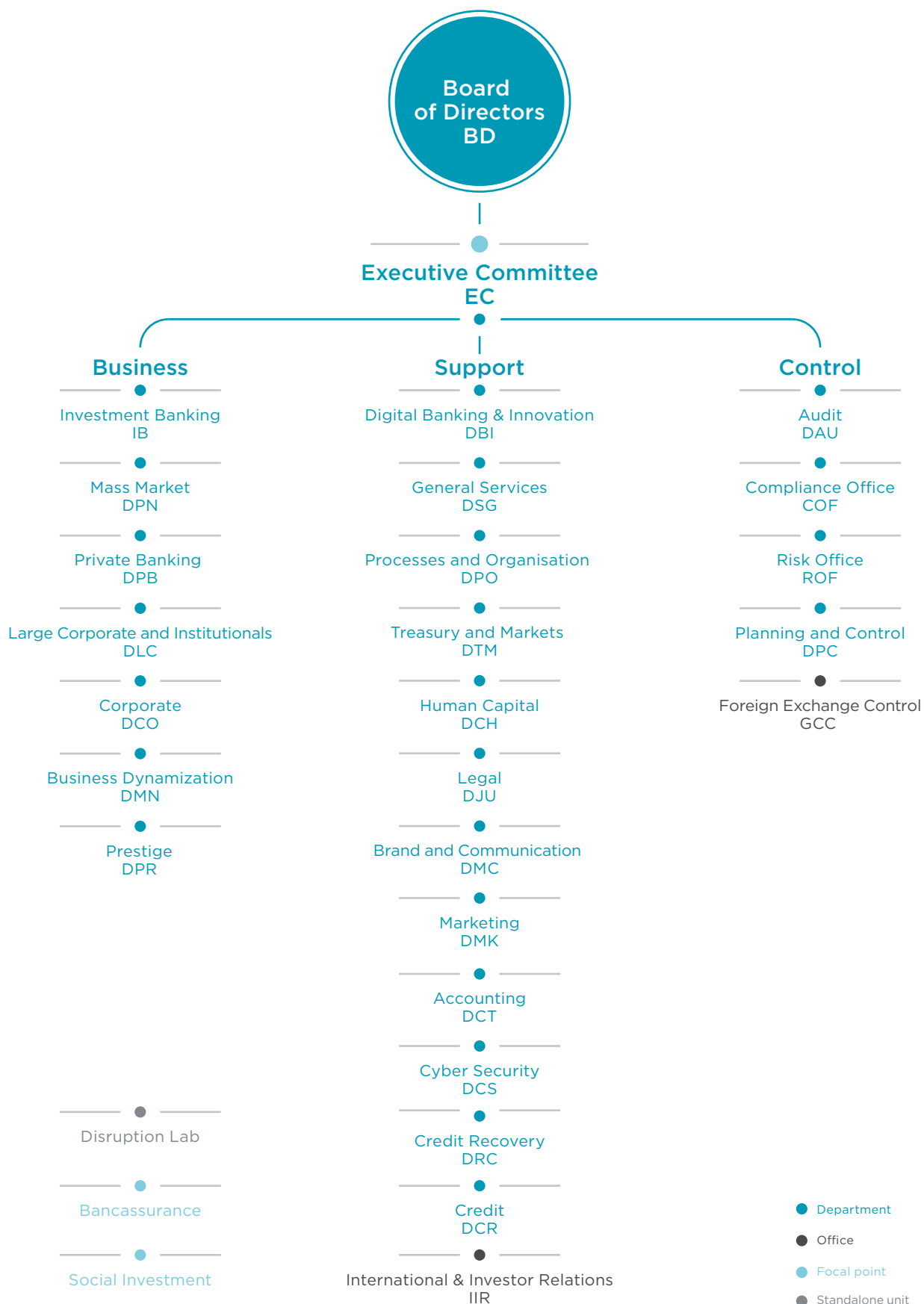


# Governance Model





## Organic Structure



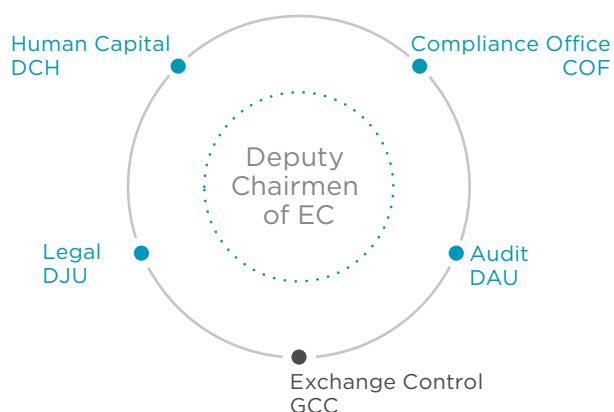


## Executive Committee – Members and Areas of Responsibility



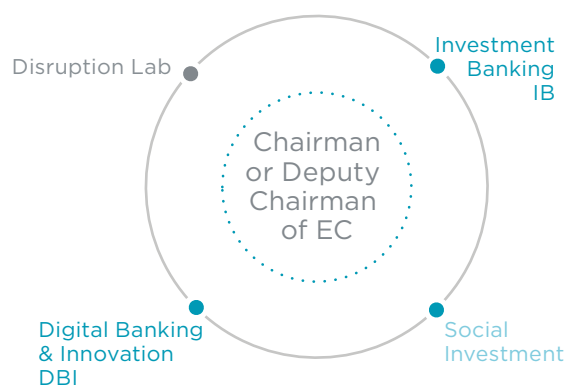
**Daniel Santos**  
Chairman of EC

Chief Executive Officer  
(CEO)



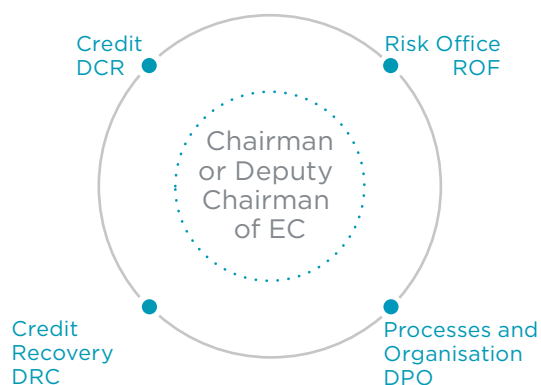
**Augusto Baptista**  
Deputy Chairman of EC

Chief Digital & Investment  
Banking Officer  
(CDIBO)



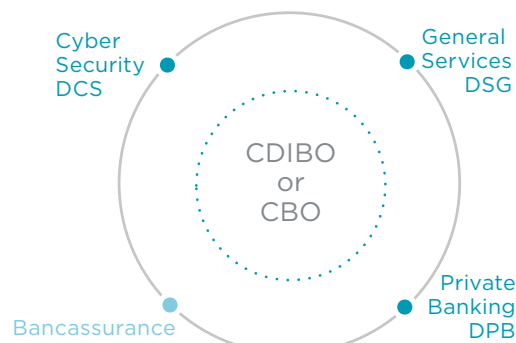
**Paulo Tomás**  
Deputy Chairman of EC

Chief Risk Officer  
(CRO)



**Patrícia Gabriel**  
Member

Chief Operating Officer  
(COO)



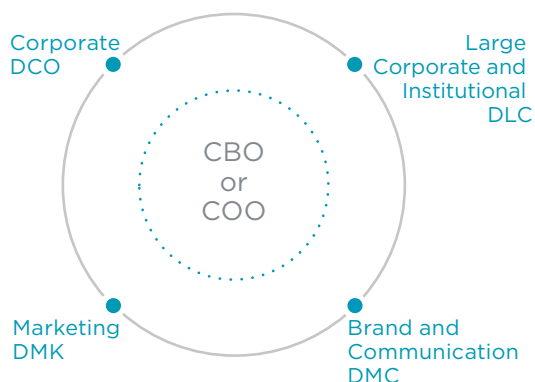
The order of replacement presented above should be applied only in cases where the absent/prevented Director has not had the opportunity to directly appoint his/her alternate, with due caution in relation to potential situations of conflict of interest.





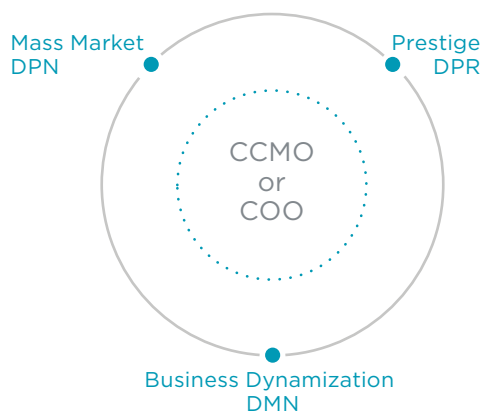
**Odyle Cardoso**  
Member

Chief Corporate & Marketing  
Officer  
(CCMO)



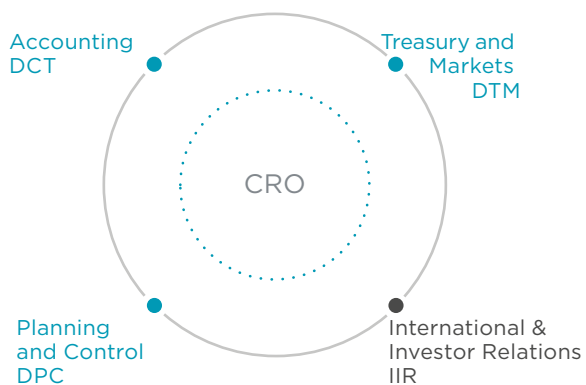
**Jorge Pena**  
Member

Chief Business Officer  
(CBO)



**Éder Sousa**  
Member

Chief Financial Officer  
(CFO)



The CEO and the Deputy CEOs can agree, among themselves, on a suitable sharing of areas of responsibility whenever one is absent/prevented from performing duties.

- Department
- Office
- Focal point
- Standalone Unit



## OUR MISSION

To be a **benchmark** institution in Angola, respected in the World, that stands out for **Customer's** experience, excellence in **transformation** of Lives, **multiplication** of Customers' Assets, committed to its **Ecosystem**, today and in the future.

## VISION TOWARDS 2.1.

To be the leading bank in **digital** transformation, being present and **close** to all, in ATLANTICO's **Ecosystem**, at all times and through different **platforms**.

Two large institutions transformed into a great strategic program

The aim of bringing digital reality to Customer's service

The agenda that will lead ATLANTICO to 2021

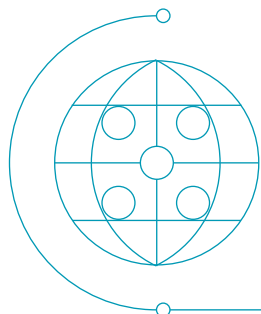
φ ATLANTICO  
**2.1**

**1 > 2 = 2.1**

THIS IS ATLANTICO's EQUATION!



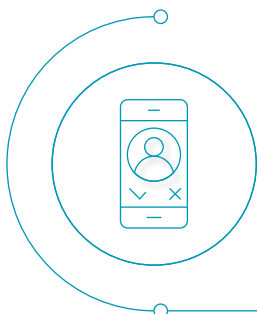
## ATLANTICO 2.1 | Our strategic agenda is based on five pillars



### Universality

**“To serve all customers, always, where and how they choose”**

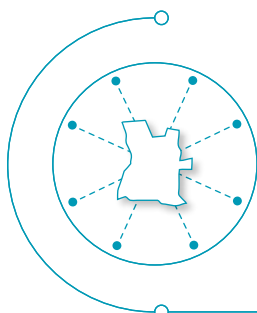
- Be the bank that best serves all Customer segments.
- Care model and differentiated proposals by segment.
- Ambition to reach more families and companies, aiming to increase our Customer base to 2 million by 2021.



### Innovation

**“Leader in digital transformation”**

- Leading through solutions at the Digital Age border.
- Use Digital Age’s technology and processes to enhance our Customers’ experience.
- Digitalize our processes in order to increase our People’s time and convert this time into more results.



### Partnerships over Angola

**“Benchmark in the investment in Angola”**

- Continue to support the diversification of our economy.
- Contribute to the employment and product generation in order for families, companies and the country to prosper.
- Strengthen the role of ATLANTICO as an Investment Bank.



### Customer's Primacy

**“Best Bank in Customer service”**

- To have the Customer as the center of our existence and the reason for our future.
- Know how to capture, withhold, foster and strengthen the relationship with Customers, serving them with the highest-quality service standard.
- Organisation in multidisciplinary teams, adopting a dynamic and collaborative work methodology, based on short delivery cycles and tangible deliverables, with a focus on Customers.



### Values for Life

**“Sustainable investment in the Community”**

- Commitment to the Community and focus on sound and lasting results.
- ATLANTICO Foundation will increase investment in carefully selected projects that build on values and knowledge, without which there are no prosperous societies.



## Our commitment to ATLANTICO's Ecosystem

### Communities

"Leave a footprint in Society, contributing to the transformation of their lives in a sustainable manner, creating values for life"

**+3,500**

HOURS INVESTED  
BY ATLANTICO'S  
EMPLOYEES

**+16,000**

IMPACTED  
LIVES

**+800**

ATLANTICO'S  
VOLUNTEERS

**+70**

JOBS CREATED

### People

"Promote individual and professional development of ATLANTICO's Family by creating values for life and transforming lives"

**+30%**

CAREER  
DEVELOPMENT

**1,820**

EMPLOYEES

**+41,000**

TRAINING HOURS

**+5,000**

MEMBERS OF  
ATLANTICO'S  
FAMILY

**81%**

OVERALL  
SATISFACTION  
INDEX

### Partners

"Build and foster partnerships, where we grow and strengthen together"

**+60**

JOBS  
CREATED

BENCHMARK  
IN TRADE  
FINANCE

**10%**

MARKET  
SHARE

BUSINESS PARTNER NETWORK:  
- INSURANCE  
- ASSET MANAGEMENT  
- CORRESPONDENT BANKS  
IN 4 CONTINENTS

### Customers

"Deliver an outstanding service to Customers"

**+1.3**

MILLION  
CUSTOMERS

**3.9**

COMPLAINTS  
PER 1,000  
CUSTOMERS

**11%**

DIGITAL CUSTOMERS

**1.5**

MILLION JOBS  
CREATED

### Regulatory Agencies

"Acting strictly and in line with the best practices in the financial industry"

**41**

INTERNAL CONTROL  
IMPROVEMENT  
OPPORTUNITIES

**15.9%**

CAPITAL  
ADEQUACY  
RATIO

### Shareholders

"Protect and maximise Shareholders' equity, in a whole and sustainable way"

**23.7%**

RETURN  
ON EQUITY

**48.6%**

COST TO  
INCOME

**+135**

AOA BILLION  
EQUITY

**14%**

GROWTH  
OF RECURRING  
RESULTS



Customer  
Driven

People  
Development

Innovation

Agility

Efficiency  
and  
Accuracy









LARGE  
CORPORATE



MASS  
MARKET



PRESTIGE



PRIVATE  
BANKING



CORPORATE



## 3.2. Universal



+1.3 Million  
Customer



13.1%  
Market  
Share



136  
Service  
Points

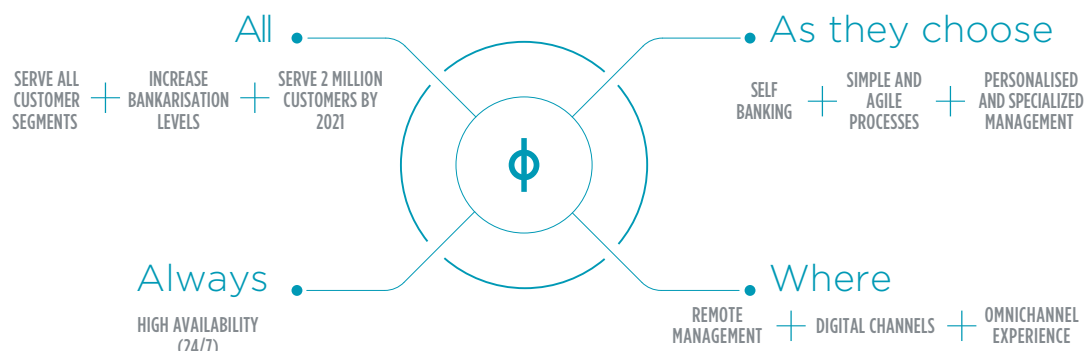


Digital  
Ecosystem

ATLANTICO'S ambition is to transform its position as universal bank, in the service to its Customers:  
"Serve all, always, where and how they choose".



The Bank's business model is based on the following fundamental principles:



In this regard, in 2018, ATLANTICO has strengthened its universal positioning through its digital vision, transforming its processes as a way to make them simpler and more agile, and innovating in the solutions made available to Customers, providing them with greater availability, autonomy and proximity to the Bank, and expanding its customer base, regardless of the segment.

The Bank also consolidated its position as a partner of Families and Companies, inspired by its needs and worthy of its trust, keeping its position as leader in financing among private banks.

## Mass Market

For the segment of private individuals and small businesses, whose **transaction** needs are greater, ATLANTICO bets on a **universal** positioning, where the Customer chooses at which service point wants to be served, and aims to be **closer** to Customers, namely through contact plans and remote sales, which are now beginning to be implemented. The Bank also aims to increase **bankarisation** and financial literacy rates, reducing the gap between the informal sector and the financial sector, through a closer positioning to this social reality and the development of solutions aligned with its needs.

Another critical success factor is the quality of the service provided, based on **digital, simple, agile and autonomous** processes for the Customer.

In 2018, the Bank concluded the expansion of the breakthrough **digital onboarding solution** to the entire network of service points in line with ATLANTICO's vision for this segment, providing fully digital and agile experience during the opening of bank accounts, assignment of debit cards (Multicaixa) and access to ATLANTICO Directo (Internet banking and App mobile), streamlining processes and significantly reducing its duration.

In the path towards process automation, ATLANTICO continued to innovate with the availability of **Direct Deposit Machines**, allowing the execution of small deposits autonomously, safely and conveniently, every day of the week and 24 hours a day, thus meeting Customer's needs. In the future, the ambition is to extend this service to more business geographies of the Bank.



- + 12,000 “numb” Customers reactivated
- + 500,000 interactions with Customers (inbound and outbound)

ATLANTICO also strengthened its position as **Bank of University students**, in line with the ambition to “Be a Bank that leaves a footprint in Society”, seeking to improve the employability of young people and contributing to the sustainability of the country’s future through knowledge and ability to undertake new businesses or projects. To this end, ATLANTICO presented students with the **University Offer**, made up of products and services tailored to their needs (University Account, University Debit Card, University Savings Plan, Students Loans and Discounts on Selected Partners).

Given the transactional needs of mass market Customers, the Bank designed **Salary Offer**. This solution allows Customers with domiciled salary in ATLANTICO to receive an advance salary payment, available for 30 days and renewable for the same period, enabling the implementation of projects or the response to specific or unforeseen situations.

In order to be closer to Customers, the Bank reinforced its **Direct Business** team, dedicated to customer service 24/7, as well as to direct contact with pre-selected Customers to present products and services tailored to their needs. In 2018, this team’s work allowed for:

- Direct reactivation of more than 12,000 “numb” customers;
- Stimulate and reactivate small business Customers;
- More than 500,000 interactions with Customers (inbound and outbound);
- Monitorisation of the entire Bank’s TPA park aiming to increase the use and recovery of inactive equipment.

Proximity to Customers was also strengthened due to the increasing proximity to front office employees, who interact directly with Customers through the **Active Business** team. This team, through SOS Network, supports the entire mass market network in the clarification of business doubts and in employees’ training.

## Prestige

ATLANTICO’s ambition is to provide a **personalised, close and priority** service to its affluent private Customers (PRESTIGE) and SME (PRESTIGE Empresas). To this end, the Bank invests in customized and specialized management and an offer targeting digital solutions that bring Customers closer and at differentiated levels of service.

Cine Atlântico and the 3<sup>rd</sup> Jazzing Festival, held in February, cleared the Prestige segment’s position for 2018. Throughout the year, a few events were also held to bring ATLANTICO closer to PRESTIGE Customers, in line with the ambition of focusing Customers’ account managers on a proactive relationship with them, using remote contacts or scheduling face-to-face visits.

This year, PRESTIGE’S challenge was to continually focus on the outstanding customer service and to consolidate the Bank’s vision of valuing and enhancing customers’ time, offering them greater autonomy and proximity by transforming the way ATLANTICO serves them in digital channels, with excellence, responsibility, secrecy and total security.



In order to be closer to private Customers, by making the most of their time, the Bank innovated with the availability of **Digital ABC**, a full digital account opening experience in the mobile phone or tablet, through ATLANTICO's mobile App, in a four-step journey, without needing to approach a service point, anytime, anywhere.

ATLANTICO was a pioneer in the provision of **Digital Prestige**, a remote personalised management service provided by a team fully dedicated to management through remote channels and digital tools and processes.

Also, in line with the ambition to provide PRESTIGE Customers with a customized value proposition, **PRESTIGE Offer** was launched, in a different and bold way to value Customers through innovative solutions and an ecosystem of partnerships geared to Customers' needs.

As to Business Customers, the challenge was the consolidation of branches and teams specialized in providing advisory services to SMEs, targeted towards better and closer follow-up of Customer projects, since its implementation, with particular emphasis on projects of the sectors covered by the Angola Investe program, in which ATLANTICO is the main funding bank.

## Private Banking

In this segment, ATLANTICO's main ambition is to provide a **personalised** service, with **financial advice** and **wealth management**.

For this purpose, the Bank has a highly experienced team, with relevant know-how in the main areas of personalised banking, which is based on accuracy, secrecy, innovation and operational safety.

The private bankers' team is in Luanda and has implemented a digital service model that allows to respond to the needs of Private Customers. To this end, it provides direct online access to its portfolio, namely information related to accounts, banking transactions, specialized information on products and services and information on national and international markets, through the Private Newsletter, always ensuring information security and the quality of services.

For the success of this transformation, it is the Bank's intention to increasingly become part of the ecosystem of its Customers. This initiative aims to add value to them, who value the freedom to manage their finances anywhere in the world, with the greatest convenience and security. Thus, ATLANTICO renews its commitment to remain at the forefront of its Private Customers.



## Corporate

ATLANTICO has an extensive experience and know-how in the customized management of Corporate Customers, aiming to be a leader in this segment.

2018 was a year of regulatory changes in the banking sector, with an impact on Customers' dynamics. There were profound changes in the exchange market, in which the Angola Central Bank began to sell more foreign currency to commercial banks, on a regular basis.

However, this increase in sales volume has not been matched by several Corporate companies due to the reduction of their liquidity and other macroeconomic aspects that contributed directly to the slowdown of the economy.

On the other hand, there was an increased trend and concern of companies to restructure or diversify their business, adjusting them to the "new" macroeconomic reality.

Given the facts described, in 2018 the strategy for the Corporate segment focused on the necessary adjustments of the operational and business models, with particular emphasis on the evaluation of financial assets' quality, loan to deposits ratio management and monitoring of performing and non-performing loan.

Nevertheless, the transformation scenario of Customers' businesses also provided the opportunity to explore new solutions, which led up to the structuring of the **first real estate leasing operation** and the **first confirming operation in Angola**.

At the same time, there was also a strong and positive investment in the capture and withholding of resources via the **TPA Bonus Campaign**, with bonus levels designed to reward the business Customers whose automatic payment terminals (TPA) reach the goal of their level.

## Large Corporate

Since 2015, ATLANTICO has made a strong commitment in this segment, with the objective of ensuring a **personalised management to large companies and institutional customers**.

To this end, the Bank has a team of experts in the main business sectors of the Angolan economy:

- Construction and Services – promotion of synergies between the various companies with similar activity in the market, through common suppliers;
- Distribution and Logistics – a wide range of trade finance solutions for large distributors, in which ATLANTICO has a market-valued performance and customized solutions for the entire logistics supply chain;
- Industry – support to a strategic sector for the Government in the implementation of the plan for the diversification of the economy;
- Institutional – specialized assistance to public bodies, associations, foundations, religious institutions and other institutional Customers;
- Oil and Gas – with an improved approach in this field, ATLANTICO is eligible to provide tailored solutions to the specific needs of the sector, for national and international companies that act as providers and oil operators in Angola;
- Real Estate Development and Telecommunications – with experience and tailored made solutions, the Bank works the entire value chain of the important sectors of the national economy.

With the reorganization process of the operating model being completed, with a view to procedural agility and differentiated delivery, ATLANTICO strengthened the use of best national and international practices throughout 2018. Operational improvements were made in relevant processes that provided them a greater agility, allowing to gain market share in the oil sector and to attend to strategic forums for greater interaction with partners and prospective Customers.

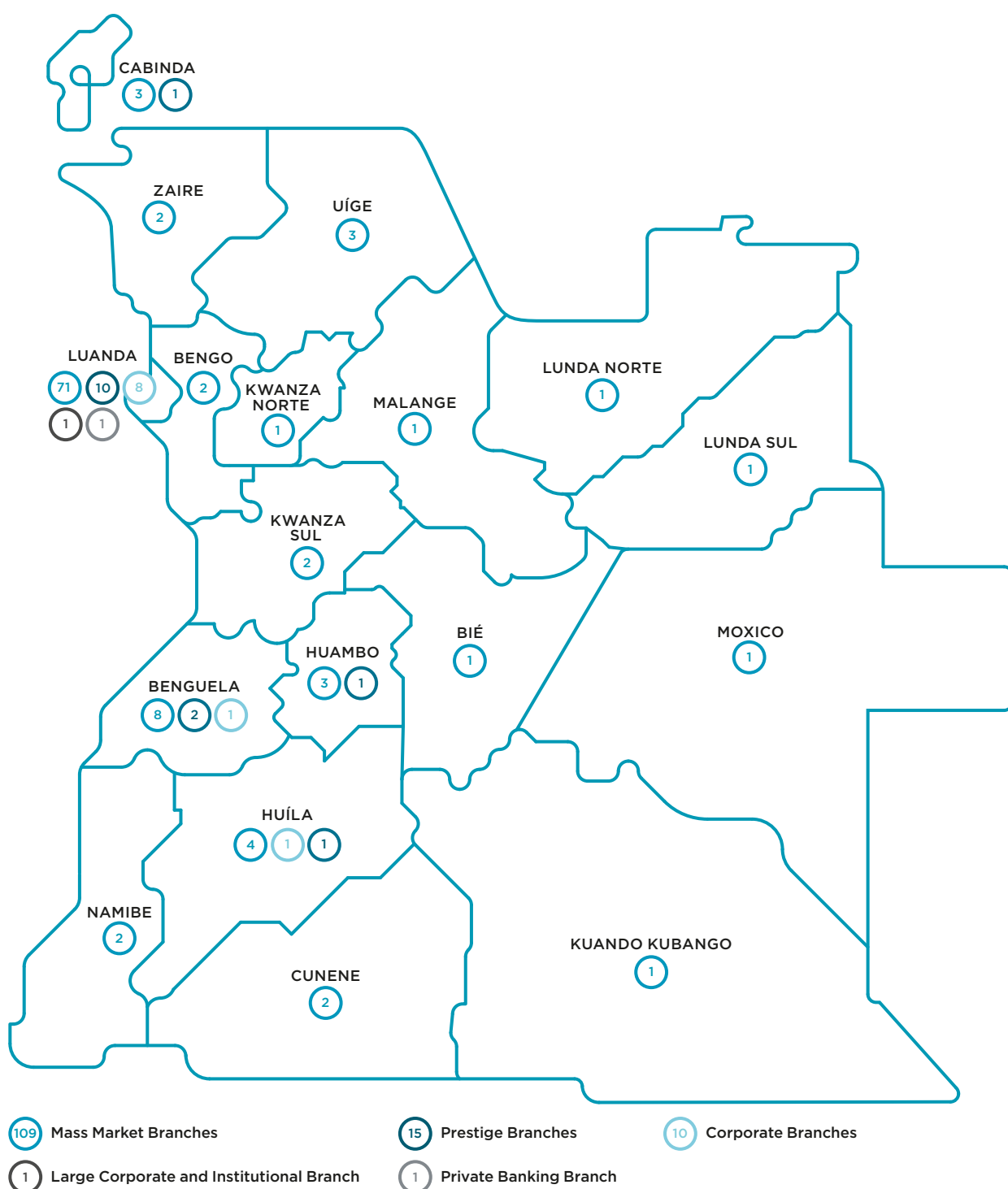


The Bank promptly ensured the implementation of the continuing changes which have shaped the financial activity, aiming to corroborate compliance of internal processes and skills around those changes. The economic challenge was impacted by the reduction in interbank liquidity, largely driven by the strategy of massive reduction of external debt, through the execution of the operating backlog, the currency

depreciation and the reduction of investment, whose impact was felt in all sectors with greater predominance for the Construction, Real Estate Development and Oil & Gas Industries.

ATLANTICO explored its ecosystem, providing the creation of strategic partnerships that empower the Customers business and, simultaneously, the Bank's profitability.

## Service points







DIGITAL BRANCH



DIGITAL ONBOARDING



DIRECT DEPOSITS  
MACHINE



DISRUPTION LAB  
(DIGITAL LABORATORY)



100% DIGITAL  
ACCOUNT OPENING



## 3.3. Innovative



~45%  
Core processes  
digitalized



~40%  
Core processes  
in self-banking



~400 thousand  
ATLANTICO  
Directo users



11%  
Digital  
Customers

ATLANTICO positions itself as an innovative and digital bank, aiming to be "Leader in digital transformation".



ATLANTICO's digital transformation footprint is already very relevant, standing out as leader in this field in the Angolan financial sector. To this end, the Bank has sought to digitize its core processes and develop innovative solutions to improve the Customer experience and, simultaneously, extend the time that ATLANTICO's People have available to add more value to Customers.

In 2017, the Bank pioneered the opening of the first **Digital service point** and the implementation of the first **Digital onboarding** solution in Angola. At the Digital service point, located at Xyami Nova Vida, Customers can experience a 100% digital onboarding journey: opening an account without any paper, with immediate delivery of a debit card and the access codes to ATLANTICO Directo (*Offer 3 in 1*).

In 2018, in order to simplify the day-to-day transactions of Customers, the implementation of the first **Direct deposit machine** backed the Digital service point journey, which allows deposits to be made autonomously, conveniently and safely, in an extended working time and the Customer's account is immediately credited.

Also in 2018, the roll out of the Digital onboarding solution for all ATLANTICO's private customer service points was completed, allowing more than **800,000 processes** to be processed throughout the year, including more than **18,000 account openings per month**, assignment of debit cards and access codes to ATLANTICO Directo. This solution allowed a significant increase in the processing capacity of this sort of operations, as well as a marked shortfall in the respective levels of service, positively impacting the Customers' experience.

During the same year, the PoC (Proof of Concept) of the **100% digital account opening** was initiated, which gives ATLANTICO Private Customers the chance to open an account 100% digital, through their mobile phone or tablet, in only four steps, anytime, anywhere. This is the first account opening process on smartphone or tablet, with facial recognition and document validation.

In order to leverage the use of digital channels by Customers, the Bank made available in 2018, at ATLANTICO Directo, the fast pay feature

**"Paga Rápido"**, which allows the carrying out of low value transactions without inserting a confirmation key, thus giving greater agility and easiness to Customers in performing this sort of transactions.

In order to enhance the innovative positioning of ATLANTICO and promote an ecosystem of fostering entrepreneurship and digital innovation in Angola, the Bank launched the Disruption Lab (Powered by ATLANTICO) in 2018.

This digital lab aims to be an aggregator and generator of digital innovation in Angola and to lead the efforts of technological disruption of ATLANTICO's Ecosystem, through the incubation and acceleration of ideas with significant potential to create value, to ensure that Customers, People, Partners, Communities and, often, competitors – coopetitors – benefit from the knowledge and experience provided by the latest technological innovations, with a significant number of skills arising from startechs, universities and financial institutions, both national and international.

"The business environment and large financial institutions are changing due to factors coupled with new technologies, new strategies and new services. If banks and companies wish to remain relevant, they should follow the duty of suitability. This involves fostering the spirit of intrapreneur and entrepreneur, within and with organizations, respectively. ATLANTICO's digital lab is committed to actively promote this spirit, traditionally characterized by passion, conviction and drive."

The purpose of the Disruption Lab is to:

- Develop digital and analytics skills;
- Integrate a critical mass of talent into a multidisciplinary team (combination of internal and external resources, including but not limited to new recruitments);
- Ensure the creation of know-how and expertise for the long term through training and certification programs;
- Implement consistent methodologies across the organization.

In order to achieve this purpose, the Disruption Lab is organized in multidisciplinary teams, comprised of Employees and Partners of the startech ecosystem, adopting and training teams in agile work methodologies.





## 3.4. Investment Partner



**10%**  
Market share  
Trade finance



**25%**  
Growth in Trade  
finance business



**1<sup>st</sup>** Private bank in  
financing Households  
and Companies



**29** correspondent  
banks on  
4 continents

ATLANTICO aims to be a benchmark partner in the investment to and from Angola, in order to continue to support Angola's affirmation in the world and the diversification of the Angolan economy. To this end, it has focused on consolidating the network of international partners and strengthening the leading role in investment banking.



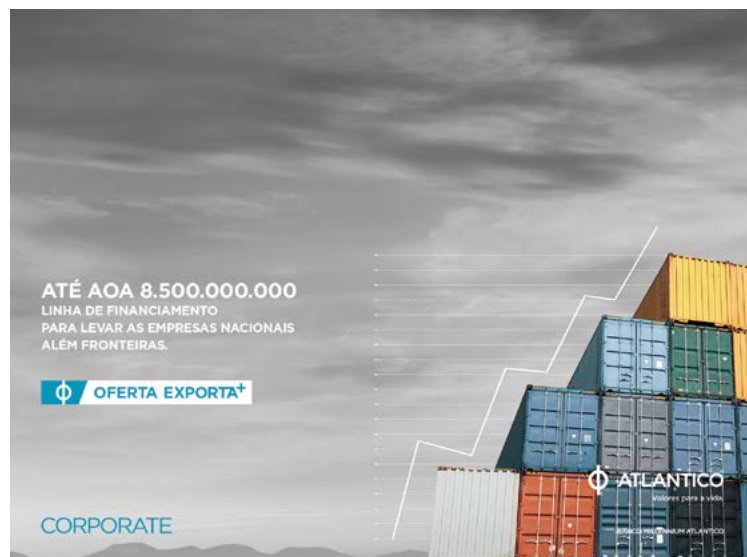
The Bank has outlined a strategy for the growth of its network of international correspondent banks and the establishment of relations with multilateral development financial institutions with the objective of accessing external credit facilities to support investment and the trade finance activity, in order to respond to Customers' needs, namely at the level of international transactions and implementation of investment projects (greenfield, brownfield).

Currently, ATLANTICO has a network of **correspondent banks with presence in four continents**, in the main geographies of commercial and investment relations with Angola, allowing high geographical coverage for the execution of international payments.

In this context, in 2018 ATLANTICO recorded a **25% growth in the trade finance business** (issuance of Letters of Credit), in line with the implementation of Notice 05/2018, from the Angola Central Bank (BNA – Banco Nacional de Angola), that defines the obligation to settle goods' import and export operations through remittances or documentary credit.

### Export + Offer

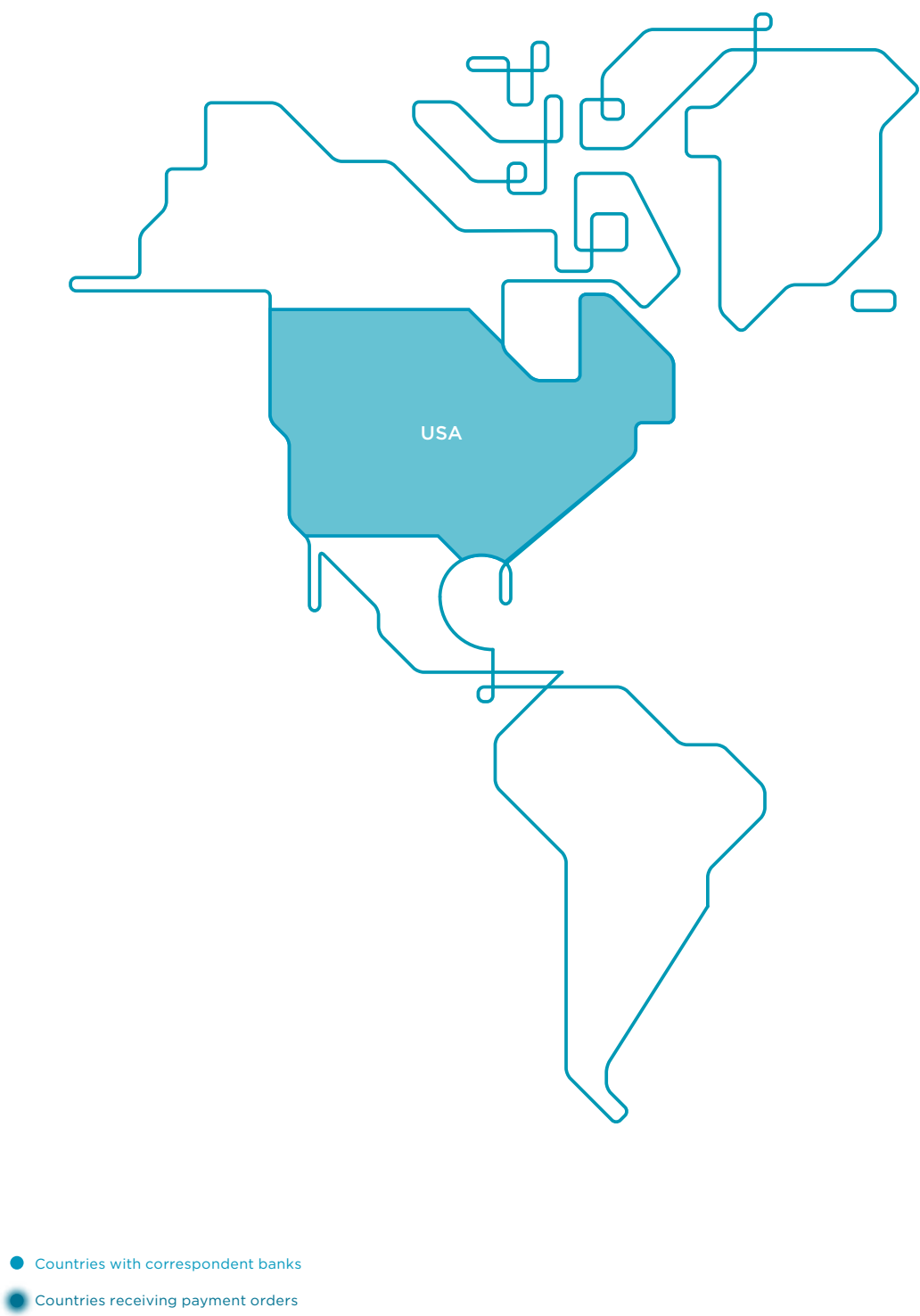
- Credit facility addressed to Corporate Corporate Customers in the agricultural, livestock, food, beverage, steel, minerals, timber, saline and coffee industries;
- Flexible financing, multi-purpose, as it allows access to credit for:
  - Payment of imports to ensure production for export;
  - Payment of expenses in national territory generated by the export activity;
  - Payment of current treasury expenses from the anticipation of 100% of the export revenue.



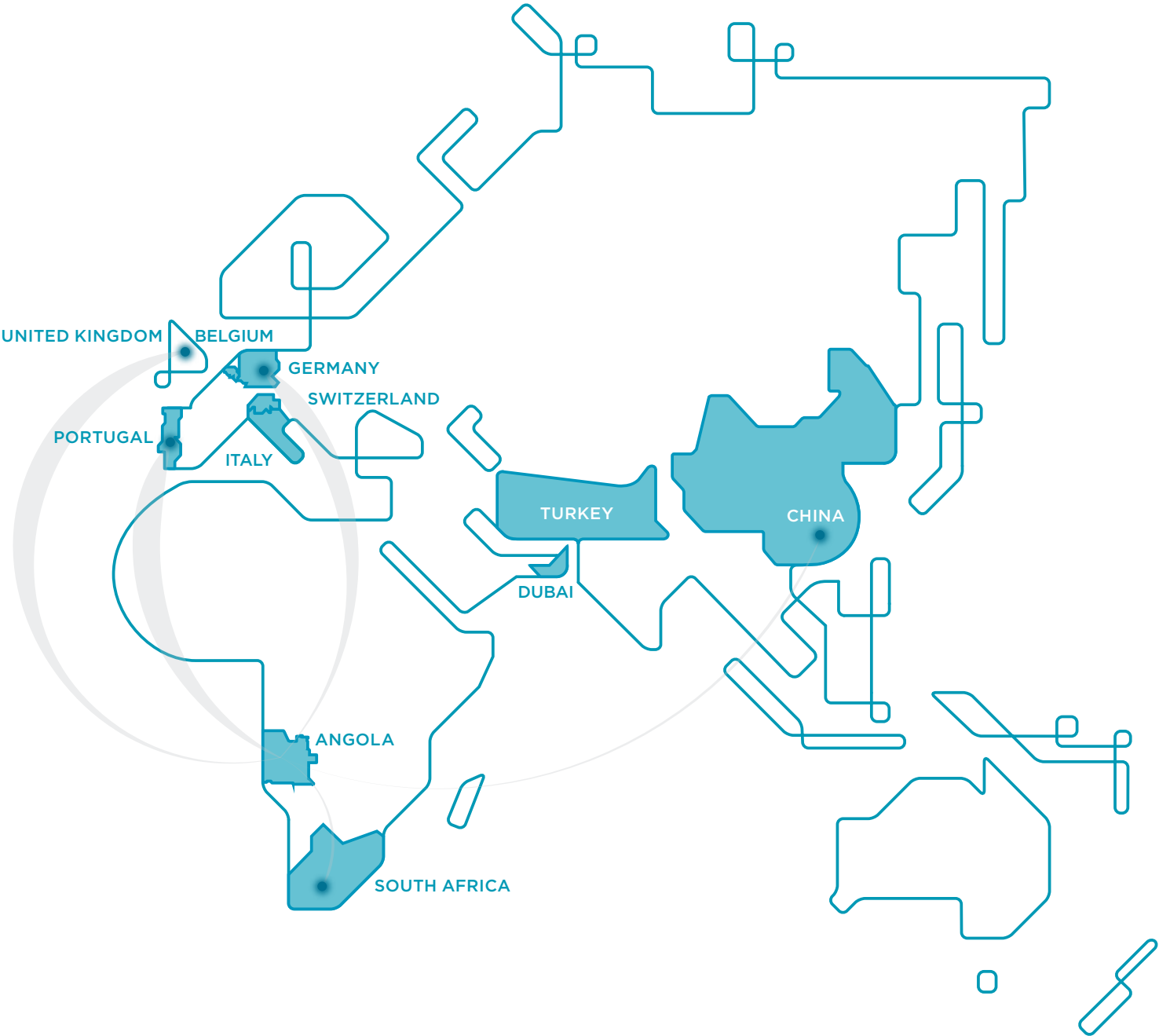
In addition, the Bank recorded a **65% annual increase in the volume of foreign payment orders** for countries such as Portugal, Germany, China, the United Kingdom and South Africa.



# Multi-geographic positioning









In 2018, ATLANTICO also started a negotiation process of credit facilities with multilateral development financial institutions, with the objective of increasing the lending capacity to the economy, contributing to the process of economic diversification and development of internal production capacity.

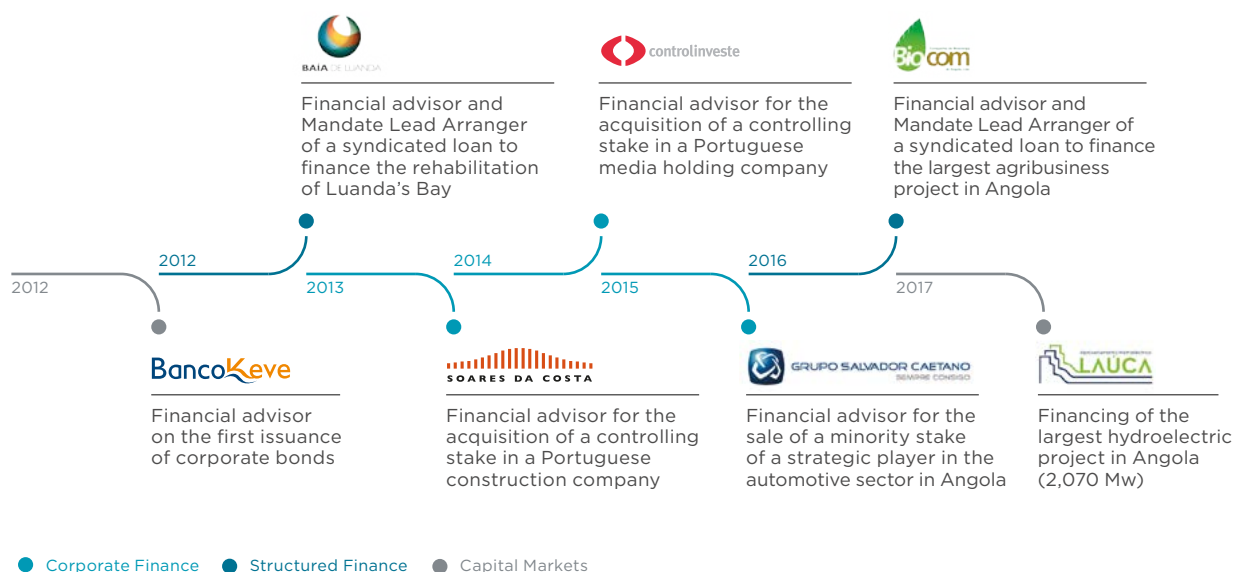
In November, ATLANTICO held a business forum in which it brought together public and private entities, and in which some Angolan companies presented their experiences and projects, with a view to supporting domestic production and its distribution to international markets.



### Produce + Offer

- Credit facility to support national production, targeted to Corporate Customers operating in the manufacturing industry, support to the productive sector, agriculture, livestock and fishery sectors;
- Financing up to the amount in AOA equivalent to USD 140,000 per project, with grace period up to 6 months;
- In addition to allowing access to credit for business optimization, it also allows the Customer to obtain a reduction up to 10% of the standard commission;
- Includes a 30% discount on partnerships with local training companies to train company management staff.

On the other hand, in order to streamline these credit facilities and foster investment, ATLANTICO, through its **Investment Banking** solutions, has a leading position as a benchmark in this business segment, with a track record of supporting investment in Angola and investment in international markets.





Through the Investment Banking services, ATLANTICO offers innovative products and services that are suitable to the development stage of the Angolan and African investment banking market, based on international benchmarks, serving as a driving force for the development of the Angolan financial sector.

The improvements in the business environment and investors' trust in the Angolan economy in 2018, as well as the capture of credit facilities from ATLANTICO's network of international partners, generated Investment Banking opportunities, especially in terms of solutions offering for projects with foreign currency needs, and is currently in the pipeline for implementation in 2019.

In 2018, work has been carried out to flag to the market our interest in continuing to be the benchmark partner for national development in the three major areas of Investment Banking: **Corporate finance, Structured finance and Capital markets**.

Regarding **Corporate finance**, the Bank provided support to companies in the food & beverage industry, in their capital opening processes and a telecommunications company, in the acquisition of a majority stake in another company in the same industry, which should be completed in 2019.

Concerning **Structured finance**, the Bank was involved in the structuring of financing operations and made significant progress towards the restructuring processes of two important agro-industrial and beverage companies.

Taking advantage of the new business environment and of a further market opening, the Bank dedicated 2018 to the study and development of **Capital markets** financing solutions, which will help companies with financing needs, in following years, while at the same time providing an excellent investment opportunity for economic surplus agents.

The Bank was also focused on monitoring the privatizations process that is expected to be one of 2019's milestones, of which ATLANTICO wants to be part of.



## 3.5. Agile and Customer-driven



**1,820**  
Employees



**81%**  
Overall  
satisfaction index



**+41,000**  
Training hours



**+30%**  
Career  
growth

ATLANTICO's plan is to be an agile and Customer-driven organization with the ambition to be the “Best Bank in Customer Service”.

Guided by the Customer's primacy, ATLANTICO believes that its plan is achieved through its largest intangible asset: ATLANTICO's Culture. A unique culture made of, by and for People. In 2017, ATLANTICO renewed its commitment to each element of its ecosystem, rebuilding its mission and the corporate values that sustain its culture: Our Values for Life.

The Organizational Satisfaction Study conducted in 2018 reveals an Overall Satisfaction Index of 81%, with emphasis on Commitment, Ambition, Leadership and Culture as the main reasons for the satisfaction of the ATLANTICO's People.



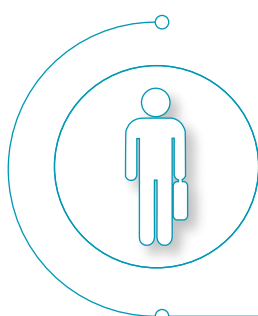
## Our Values for Life



### Customer driven

**“To think, live and feel the Customer”**

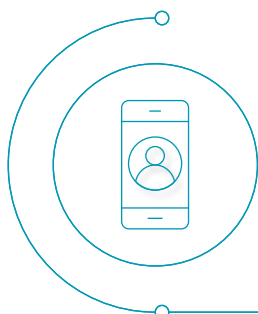
- Anticipate, understand and satisfy the real needs of Customers, adding value and being a Partner in achieving their dreams and life projects.



### People Development

**“People are ATLANTICO’s greatest asset”**

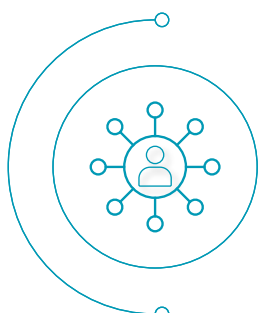
- People are a priority for ATLANTICO. They embody our culture and deliver our commitment to ATLANTICO’s Ecosystem, generating “Attitude with Value” with their skills. ATLANTICO transforms their lives, compromising them as agents of the development of People in ATLANTICO’s Ecosystem.



### Innovation

**“Thinking different, simple and digital, anticipating the future”**

- The on-going concern, the boldness to go beyond, the ambition to anticipate the future, which leads us to be pioneers in creating disruptive solutions to improve customer’s experience, by simplifying it.



### Agility

**“Harmony of skills in delivering value”**

- Agility, in ATLANTICO, represents a proper way of being and thinking, detached from status quo. A constant availability and flexibility to work, in a multidisciplinary way, with new variables and methodologies, contributing for the creation of solutions for Customers’ equations.



### Efficiency and Accuracy

**“With Responsibility, We create more Value”**

- Ability to achieve goals within the agreed deadlines, with the highest quality, optimizing available resources and ensuring the careful compliance with the legislation, standards and procedures.



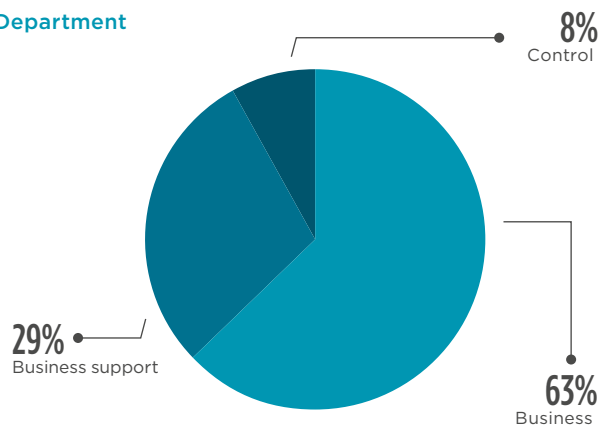
People are an undeniable differentiating factor. They increase the service quality, positioning ATLANTICO as the benchmark institution, totally **Customer Driven**, which better understands and anticipates their needs, adding unequivocal value to their lives. ATLANTICO thinks, lives and feels Customer.

For the achievement of this commitment to the Customer, ATLANTICO acts in an integrated way, through a strong commitment to **Innovation**, promoting the creation of innovative solutions and the investment in digitization; the implementation of new organizational formats and work methodologies that give greater **Agility** to the entire organization; the structuring of mechanisms that consolidate Institutional **Efficiency and Accuracy**; and the **Development of People**.

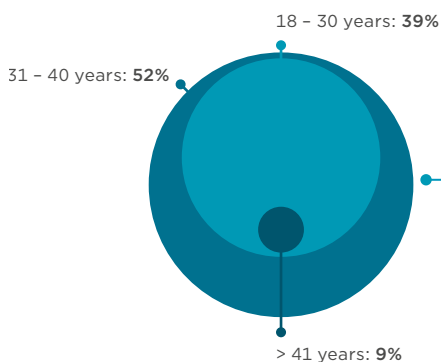
In 2018, ATLANTICO's Team maintained its structure of 1,820 Employees, more than 60% integrated in business areas, in line with international best practices.

### Team's distribution

Department

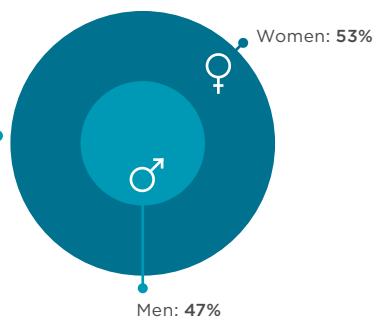


Age

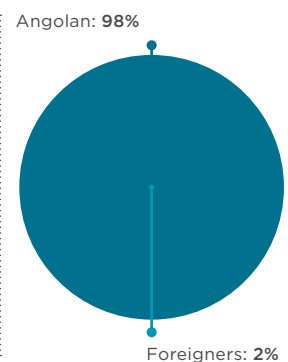


Gender

Average age  
**33 YEARS**



Nationality





**A total investment of AOA 200 million in training, the equivalent to 41,323 hours of training.**

The Team is young, mainly comprised of Angolan Employees, 74% of whom belong to generation Y. ATLANTICO's Team is characterized by a strong sense of restlessness, innovation, openness to the world and propensity for digital experiences.

It was precisely on the digital platforms that ATLANTICO received more than 4,900 applications, an increase of 24% compared to 2017, which resulted in 74 new admissions.

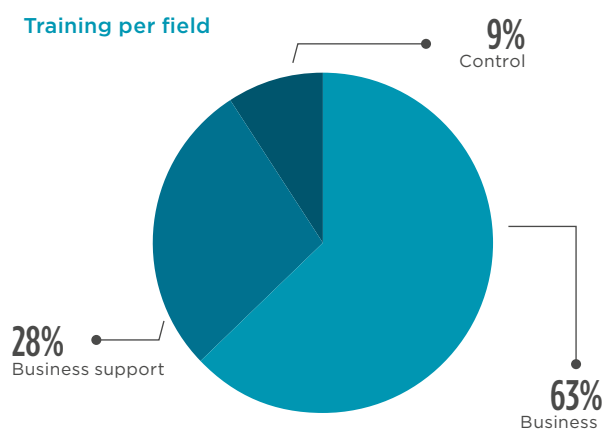
In line with the strategic ambition of "Leave a footprint in Society", the investment in the development of People requires the training of young talents. As such, ATLANTICO streamlined a set of protocols with local universities, which resulted in an internship program involving 15 students and newly graduates. For a six-month period, they met and went through several ATLANTICO teams, interconnecting knowledge with experience. **ATLANTICO's Internship Program** creates synergies with the academic environment and will continue in 2019.

Also in 2018, the **Internal Scholarship Program** was launched, giving six ATLANTICO Employees the opportunity to have the academic year, at the undergraduate and post-graduate level, borne by ATLANTICO. This was an investment of over AOA 8 million.

The **training** strategy was reviewed, to be more customized to the function and activity performed, and therefore training was given in an on-job context. This strategic reset led to an optimization of the financial investment carried out, at approximately 49%.

The total investment in training was AOA 200 million, the equivalent to 41,323 hours of training.

Besides the technical component, there was a great focus on ensuring ATLANTICO's service quality, in particular in the Sales and Servicing fields, which is why the business area represents more than 60% of the training proportional to the distribution of ATLANTICO's Team.



The investment in people's knowledge has a catalytic effect on internal agility and of its positive impact on the entire ATLANTICO's Ecosystem. Qualifying people and contributing to the development of the Angolan economy and Society is, and will always be, a commitment of ATLANTICO. As a result of the investment made in People, in 2018, more than 30% of the Employees had a **career growth**.



2018 was also a year dedicated to building a more agile, innovative and efficient ATLANTICO. It was a year of consolidating best practices, redefining internal processes and creating synergies for a delivery with value. A delivery based on pioneering and disruptive solutions that anticipate the future.

Agility is a strategic pillar and is inherent to ATLANTICO's culture, rooted in all Employees, visible every day. It is reflected in the restlessness and the willingness to go beyond, of challenging assumptions, learning from experiences and acknowledging achievements.

It is based on this culture that ATLANTICO is achieving its transformation process on different levels, namely through the setting-up of **multidisciplinary teams**, guided by specific project management methodologies, to address strategic and cross-cutting themes for ATLANTICO.

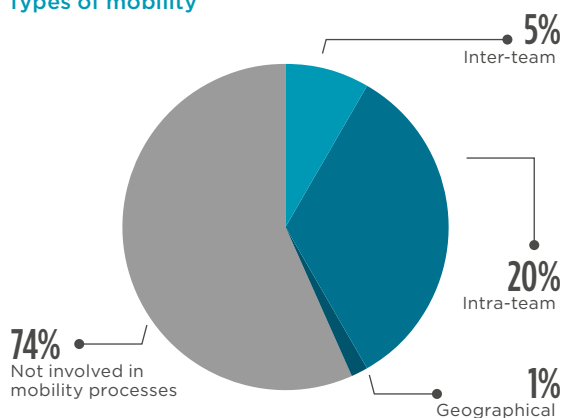
The **Disruption Lab**, an organic unit independent of ATLANTICO, created in 2018 with the goal of implementing and promoting digital innovation, through the incubation and acceleration of ideas with significant potential to create value, is set-up by multidisciplinary project teams, characterized by a start-up and authoring environment. This laboratory is a result of the investment made by ATLANTICO in innovation, digitization and also in agility; it is an example of a unique culture that challenges what has already been set and that believes in the potential for complementarity of different thoughts and resources.

In a culture guided by meritocracy, ATLANTICO promoted, in 2018, the **first cross exercise of identification and recognition of its potential**, a process of decisive importance for the construction of the future. 275 Employees were identified, representing 15% of the total universe, whose capacity, attitude and performance are differentiated and positively influence the transformation process. The identified Employees have been involved in a specific monitoring, development and retention program that works on complementary vectors such as knowledge, welfare and career.

At ATLANTICO, career growth opportunities are multidirectional, sharing knowledge and experiences, cultural diversity and creating synergies.

In 2018, 26% of Employees were involved in **mobility** processes, promoting a cross vision and knowledge of ATLANTICO's activity, positively impacting the Bank's skills development, dynamics and agility.

#### Types of mobility



For ATLANTICO, agility means a way of life, to make it happen for a future in which the harmony of skills contributes for a delivery with value.



## Angolan Women's Day



## Heart Day – Basket Tournament



## Annual Meeting



## Open Day with universities







## 3.6. Responsible



**+16,000**  
Lives  
impacted



**+800**  
ATLANTICO's  
volunteers



**+3,500**  
Hours invested  
in Communities



**+ AOA 2 billion**  
Expected investment  
by 2021

ATLANTICO aims to “Leave a footprint in Society, contributing to the transformation of their lives in a sustainable manner, creating values for life”

**Social Transformation** is a foundational pillar of ATLANTICO. Its Founders have created not only a Bank but also an Institution based on the creation of Values for Life. A new generation Institution, creating more value for Customers, for its People, for Shareholders and, above all, for Society, striving for the transformation of lives and committed to its Ecosystem.



ATLANTICO honors its commitment to the development of Angola on a daily basis through the generation of results to achieve its ambition of transforming the lives of People and Communities.

This transforming impact begins in the lives of Employees and their Families, ATLANTICO's People, in their welfare, stability and sustainability, extending to the Communities and the entire ATLANTICO Ecosystem.

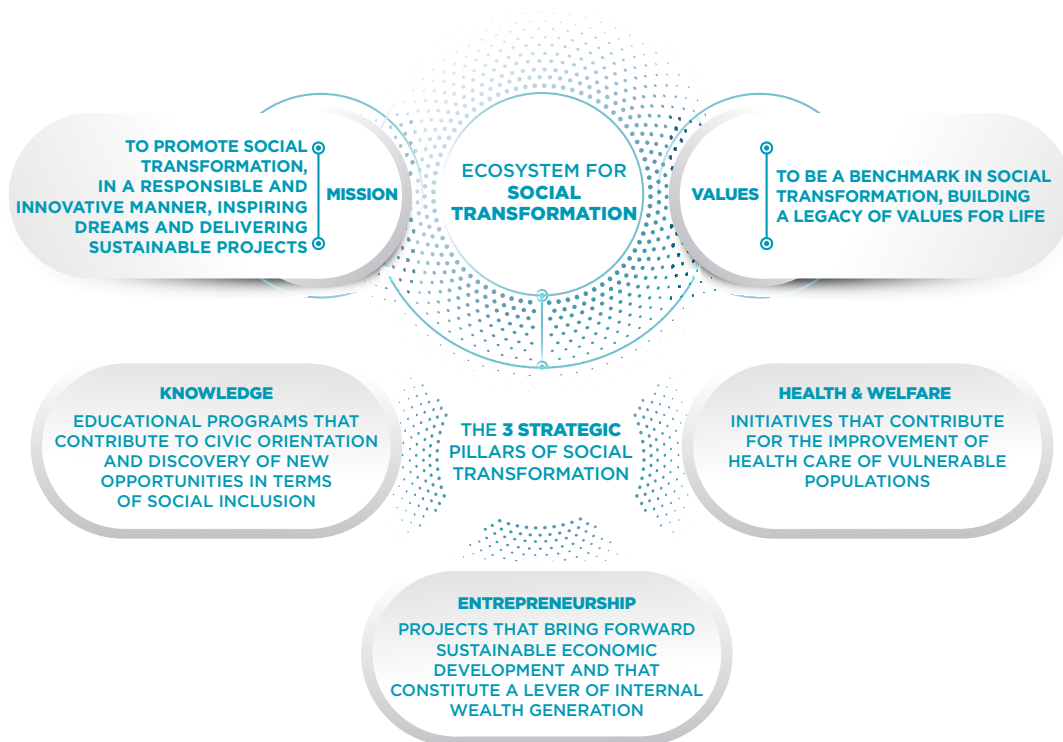
For the past 12 years, ATLANTICO's People and Partners were essential links in this chain. In 2018, over 800 ATLANTICO's volunteers invested more than 3,500 hours in Communities. Their commitment, sense of mission and humanism allowed us to impact more than 16,000 lives and create more than 70 direct and indirect jobs.

#### Ecosystem of Social Transformation





In 2018, ATLANTICO rebuilt its **Social Transformation Strategy**, with a clear mission and vision focused on three very specific pillars of action.



**ATLANTICO Foundation** will be the entity, within ATLANTICO's Ecosystem, responsible for the achievement of this Social Transformation Strategy. This commitment will always be guided by the principle of being discerning in the projects to support, as a way to cause greater social impact. The engagement and mobilization of ATLANTICO's People and Partners is vital for the delivery of this commitment, as it is through People and with the support of Partners that ATLANTICO reaches Communities, endowing them with tools that promote Social Transformation.



**LOGOS - Generation with Value**, a program of Social Transformation that aims to empower young people to make life-affirming choices.



**LOGOS in 2018:**

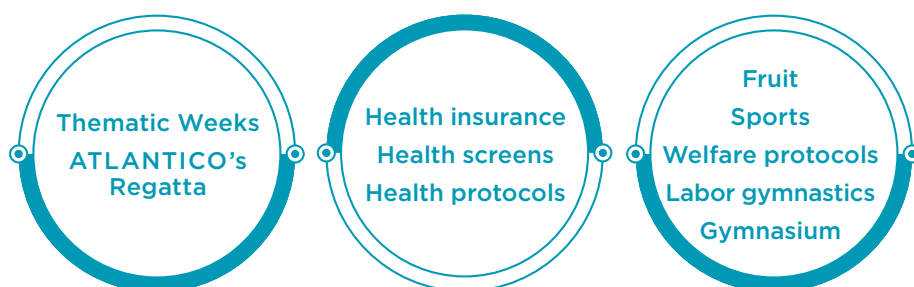
- 2,000 young people
- 70 monitors
- 14 centers

One of the examples of the criterion guiding ATLANTICO's performance in terms of Social Transformation is **LOGOS – Generation with Value**, a program of social transformation whose objective is to empower young people to make life-affirming choices, granting criterion through sports, an educational vehicle to pass on knowledge and values that will empower them forever.

2018 marked the 10<sup>th</sup> anniversary of the program, in which over 2,000 young people have participated, aged between 6 and 18 years, employing more than 70 monitors in its 14 centers located in Luanda, Benguela, Huíla, Namibe, Huambo, Cunene, Cabinda, Bié, Kuanza Sul and Uíge.

With this sense of responsibility and mission, ATLANTICO strengthens on a daily basis its culture of respect, challenge and overcoming, awareness and continuous improvement. It is through professional development, career opportunities, internal challenges, communication and work environment that ATLANTICO touches and transforms the lives of Employees. Each Employee is an ambassador of ATLANTICO's Culture and it is through it that their families and social environment are influenced.

In 2018, following the **Health and Welfare Program**, started in 2016, several activities were promoted, such as physical condition screenings and awareness campaigns for a variety of subjects, which, together with the daily distribution of fruit and the labor gymnastics program, have contributed to the balance and welfare of our people.



In 2018, **ATLANTICO's Volunteer Program** continued, through which ATLANTICO's volunteers shared important skills for the future of children and young people, namely by teaching values such as reading and stimulating educational activities and raising awareness on various subjects, such as hygiene and financial literacy. Over the year, donations were also delivered, such as teaching material, food, clothes and toys, resulting from internal donation campaigns.



## Over 21 tons of food donated as part of the 9<sup>th</sup> food campaign of the Food Bank in Angola

Also in 2018, ATLANTICO joined the **9<sup>th</sup> food campaign of the Food Bank of Angola**, having contributed with over 21 tons of food, which were distributed by social welfare associations and needy-families.

For 2019, ATLANTICO reaffirms the commitment and engagement of all its People with the Communities, through projects promoted by ATLANTICO Foundation.

Within the welfare scope of Communities, ATLANTICO also strengthens its **socio-environmental commitment**. The Bank believes that an outstanding socio-environmental performance represents an important differentiating factor and a fundamental condition for sustainable development.

Thus, in 2018, ATLANTICO (i) strengthened its position as a **partner for the sustainable enhancement of the Angolan economy**, providing support to the development of small and medium-sized enterprises (SMEs), which mainly benefit the poorest communities; and (ii) started the development of the **Socio-environmental risk management policy**, creating conditions for the future implementation of the Socio-environmental Management System (SGAS), taking the international socio-environmental standard into account (Equator Principles).

This policy will aim to ensure sustainability, environmental balance, social impact and the prevention of road accidents that may cause constraints in projects, also reducing the risk of non-compliance with the commitment made.

The Bank is aware that all human activities may cause impact to the environment and recognizes the environmental performance of its business activities (direct and indirect). It also seeks to streamline available resources, as well as to continuously improve the incorporation of ethical and environmental concerns with a view to gradually and sustainably mitigate negative impacts on the environment.



Nazaré's children's home



Reforestation



Consoladora dos Aflitos children's home



Food Bank in Angola

