



ATLANTICO

3.0

3.1. Institutional	P. 30
3.2. Innovative	P. 42
3.3. Universal	P. 46
3.4. Investment Partner	P. 50
3.5. Agile and Customer-driven	P. 58
3.6. Responsible	P. 66

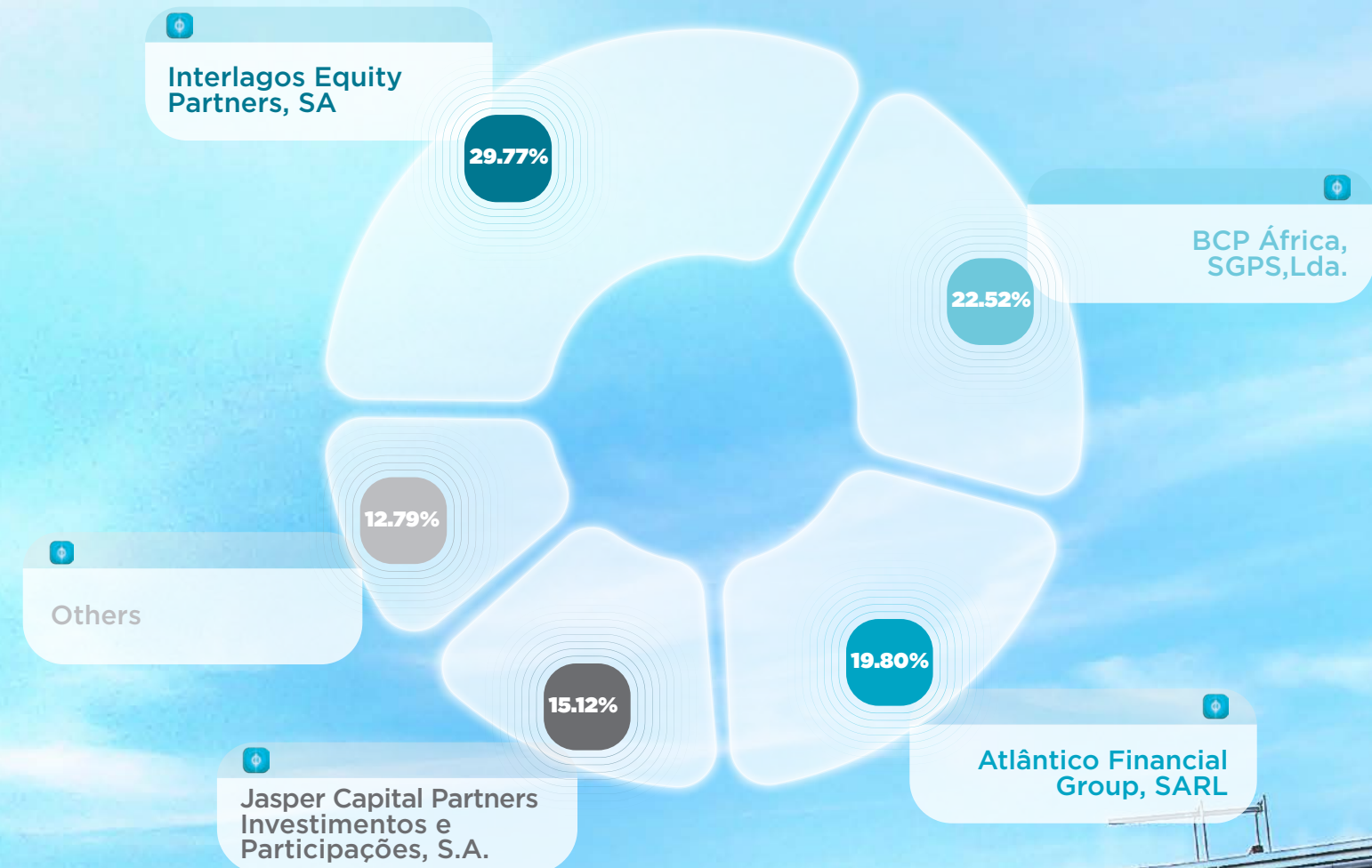


3.1 Institutional

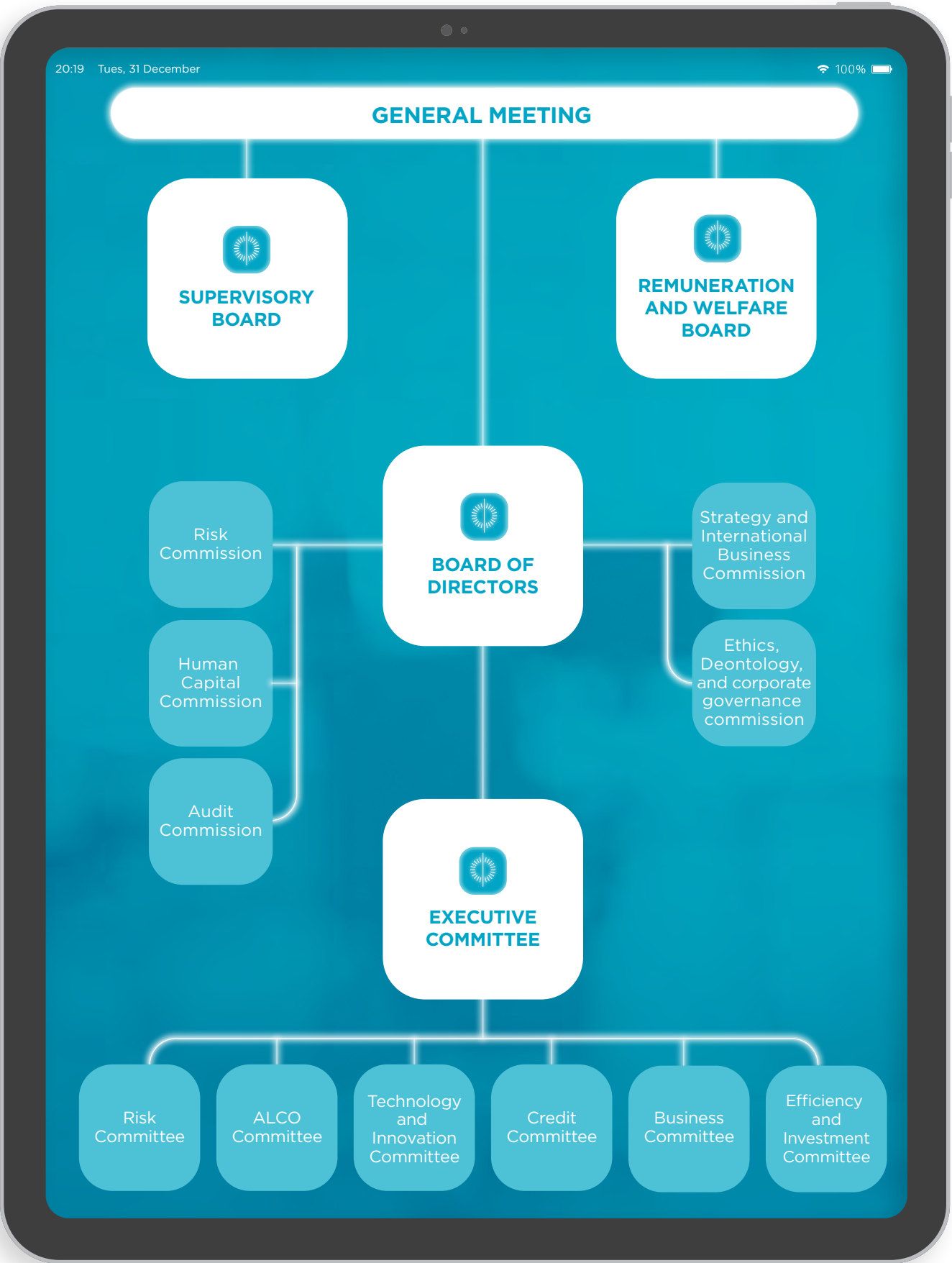
ATLANTICO was incorporated on 31 August 2006, and started its activity in November 2006, as an Angolan banking institution regulated by Angola Central Bank. On 3 May 2016, Banco Millennium Angola was merged into ATLANTICO. This merger enabled the integration of operations of both banking institutions, 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, as one of 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

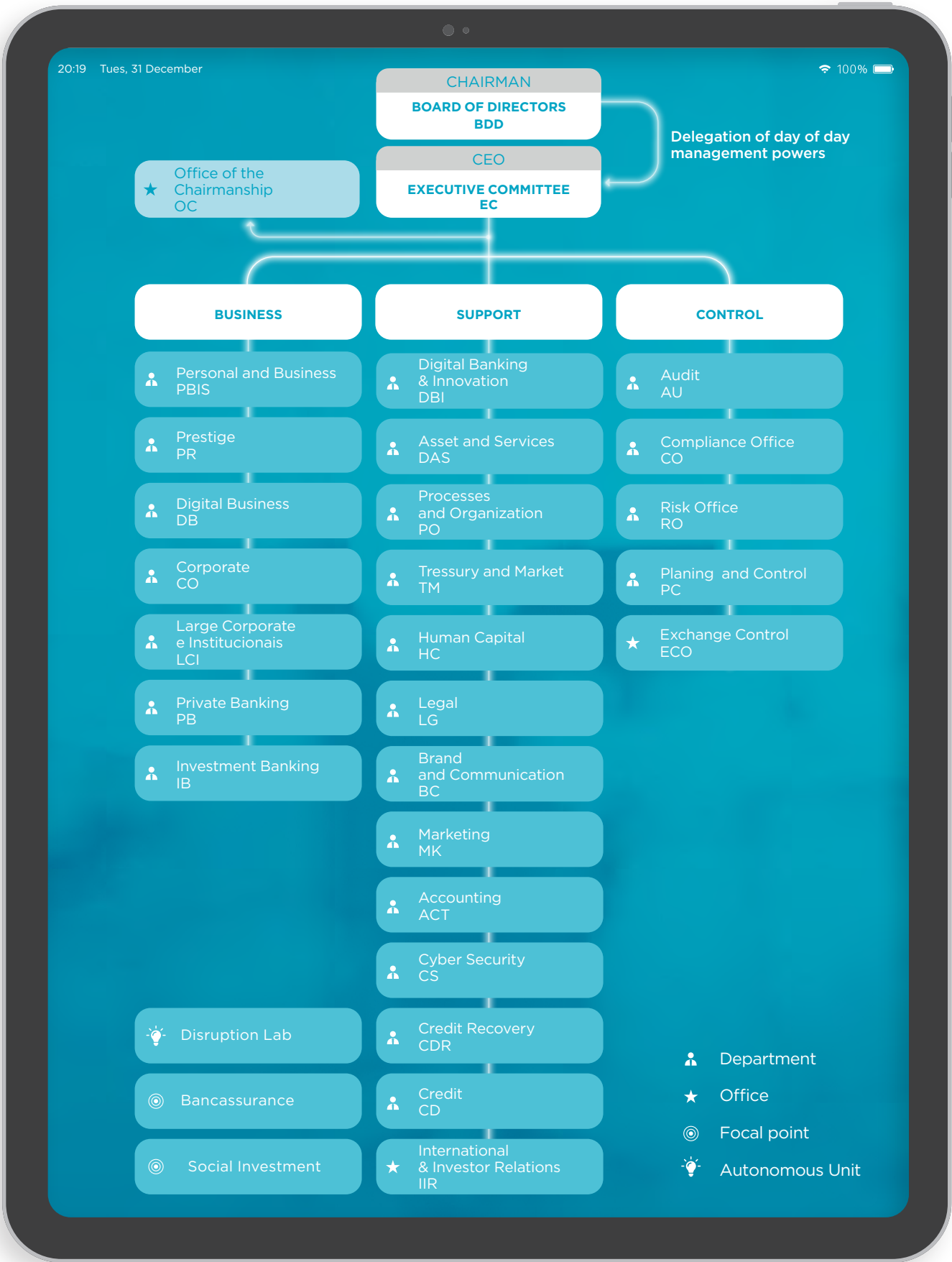
Banco Millennium Atlântico is mainly held by private Angolan shareholders. As at 31 December 2019, the shareholders' structure was detailed as follows:



Governance Model



Organic Structure



Executive Committee

Members and Areas of Responsibility



PATRÍCIA GABRIEL
MEMBER

Chief Operating Officer (COO)

- Asset and Services • DAS
- Cyber Security • CS
- Private Banking • PB

CRO or CMO*



PAULO TOMÁS
DEPUTY CHAIRMAN

Chief Risk Officer (CRO)

- Credit • CD
- Risk Office • RO
- Credit Recovery • CDR
- Processes and Organization • PO

CHAIRMAN or DEPUTY CHAIRMAN*



ÉDER SOUSA
MEMBER

Chief Financial Officer (CFO)

- Accounting • ACT
- Treasury and Market • TM
- Planning and Control • PC
- International & Investors Relations • IIR

CRO*



DANIEL SANTOS
CHAIRMAN OF EC

Chief Executive Officer (CEO)

- Human Capital • HC
- Legal • LG
- Compliance Office • CO
- Audit • AU
- Exchange Control • ECO
- Office of the Chairmanship • OC

DEPUTY CHAIRMAN*



JOÃO MENDONÇA
MEMBER

Chief Marketing Officer (CMO)

- Marketing • MK
- Brand and Communication • BC
- Digital Business • DB
- Bancassurance

CBO or COO*



AUGUSTO BAPTISTA
DEPUTY CHAIRMAN OF EC

Chief Digital & Investment Banking Officer (CDIBO)

- Investment Banking • IB
- Digital Banking & Innovation • DBI
- Large Corporate and Institutionals • DLC
- Disruption Lab • LAB
- Social Investment

CHAIRMAN or DEPUTY CHAIRMAN*



ODYLE CARDOSO
MEMBER

Chief Business Officer (CBO)

- Corporate • CO
- Personal and Business • PBIS
- Prestige • PR

CMO or COO*

* The order of replacement presented 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.

* 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.

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**.

2.1 DIFERENTES PELO CLIENTE



Innovation



Universality



Partnerships over Angola



Customer's Primacy



Values for Life



ATLANTICO

2.1

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

1 > 2 = 2.1

This is ATLANTICO's equation!

Strategic Pillars



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.



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.



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”

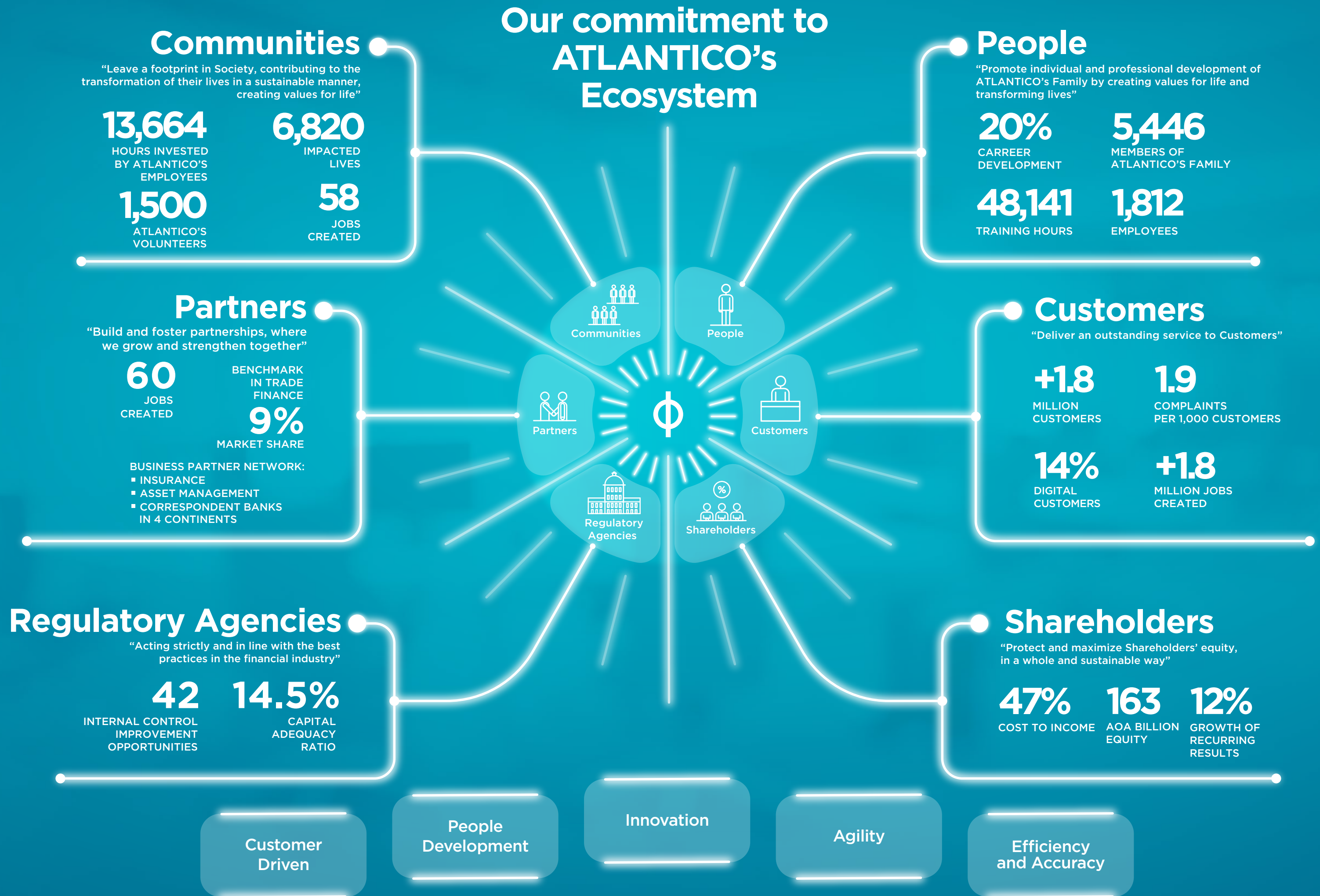
- To have the Customer as the center of our existence and the reason for our future.
- Know how to capture, withhold, foster and strengthen the relationship with Customers, serving them with the highest-quality service standard.
- Organisation in multidisciplinary teams, adopting a dynamic and collaborative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



3.2 Innovative

In line with the ambition to be a leader in digital transformation, for ATLANTICO, 2019 was another year of several deliveries in terms of digital innovation, with the development of solutions that allow to serve Customers in scale and high availability, providing them with a better experience, with simpler, more agile and more autonomous journeys.



~45%
Core processes
paperless

~40%
Core processes in
self-banking

~580
thousand
ATLANTICO
Directo users

14%
Digital
Customers

One of the critical reasons for ATLANTICO to be constantly at the forefront of digital innovation is its robust IT infrastructure and architecture. Therefore, in 2019, the critical path of ATLANTICO's digital transformation process included:

- (i) The **upgrade of our core banking system (Banka 3G)**, in order to strengthen and modernise the core of ATLANTICO's IT architecture;
- (ii) The **reorganisation of ATLANTICO's data centres** in order to optimise their performance and to ensure the necessary geographical redundancies and other security conditions of these infrastructures supporting the Bank's technology board;
- (iii) An **IT infrastructure enhancement plan**, which included, among others, the migration to a **hyperconvergence** structure, which will allow an increase in data processing scalability, and the **high availability of the main IT architecture applications**, increasing their processing capacity.

As a result of the modernisation of its IT architecture core, ATLANTICO implemented the **Repricing** module, which provided greater agility in price negotiation and was able to make available to its Customers the performance of **high availability (24/7) operations on digital channels** (Internet banking, App mobile banking and Mobile Banking Platform for traditional phones*400#), improving our Customers' experience. Moreover, as a digital bank, we are concerned with channel security. We have therefore made confirmation via **SMS Token** mandatory for operations.

The modernisation and robustness of ATLANTICO's technological board, during 2019, also allowed us to scale and grant high availability to a set of other critical digital solutions in the service rendered to Customers, providing them with a better experience in their journeys:

- (i) The experience of the Customer **Onboarding** journey was improved through the implementation of the following digital innovations:
 - a. A solution for online **external captures (out of the service points)**, providing Customers with an experience similar to the one they would have at the service point;
 - b. **Workflow to update Customer data** in a more agile and secure way, from the service points, which allowed to support the Customer data update campaign, promoted by ATLANTICO;
 - c. **ABC Digital** strengthening (mobile onboarding solution), among other updates, with the automation of the validation process for Customer identification documentation, introducing greater operational efficiency, security and improving the Customer experience.
- (ii) The experience provided by the proof of concept of the **direct deposit machine**, carried out in 2018 at the Xyami Nova Vida service point, was extended in 2019 to around one third of the ATLANTICO high availability service point network (24/7). ATLANTICO currently has a network of 35 direct deposit machines, available to receive deposits 24 hours a day, 7 days a week. In addition to the operational efficiency in processing low-value deposits enabled by this innovation, which already accounts for around 40% of total deposits processed by the Bank in 24/7 services points, the improvement in customer experience has also resulted in an increase in the volume of deposits collected by the Bank in the retail segments.

(iii) The **Abroad Transfers** journey was also subject to an improvement in the experience provided to Customers, through the implementation of an integrated and autonomous **Auction Management** model, to support the management of the allocation of currency purchased at BNA auctions to Customers' needs, allowing a decrease in the respective levels of service;

(iv) With the internal development of a **Workflow for Letters of Credit**, a first step was taken towards improving the operational efficiency and the levels of service to Customers in import operations. However, in parallel, the Bank began in 2019, and plans to complete in 2020, the implementation of a more robust solution for managing the entire journey of **Trade finance**, in which, in addition to an internal workflow, it will provide Customers with the possibility of registering their operations, with full autonomy and in high availability (24/7), from its premises;

(v) In order to improve the Customers' experience in the **Credit** journey, in 2019 we began the transformation of this journey with the implementation of a **Personal Credit Simulator**, available in the main channels of access to the Bank (Service Points, Contact Centre, Internet banking and App mobile banking), so that Customers have the autonomy to simulate, in high availability (24/7), the conditions of access to this type of credit;

(vi) In order to be increasingly closer to all types of Customers, in line with the pillar of Universality on which the ATLANTICO 2.1 Strategic Plan is based, at the end of 2019 we launched a **Mobile banking pilot platform for traditional mobile phones (*400#)**, allowing autonomous and high availability (24/7) access to mobile banking operations for low-income populations, without the need for internet access and a smartphone, in line with ATLANTICO's motto of "Simplify to bank".

In order to better support ATLANTICO's business model for the **Prestige** Customers segment, which includes the ambition to provide a customised, close and priority service to these Customers, existing solutions were scaled up and innovative digital solutions were developed:

(i) **Digital business cards** and **e-mail signatures**, with photo and contact information of the Prestige manager, as well as his/her direct superior, in order to personalise the remote interaction (Phone, Email, WhatsApp and Skype) of Customers with their manager;



In order to be increasingly closer to all types of Customers, in line with the pillar of Universality on which the ATLANTICO 2.1 Strategic Plan is based, at the end of 2019 we launched a Mobile banking pilot platform for traditional mobile phones

(ii) Broadening of the means available for **effective telephone sales** to all Prestige managers so that they are closer to their Customers;

(iii) Implementation of a tool to control **service levels in managers' responses** to customer requests via Email, which ensures that they are given priority treatment (in less than 24 hours).

Besides the journey of its Customers, ATLANTICO values the journey of all the stakeholders of the ATLANTICO Ecosystem, in their interactions with the Bank. Therefore, in 2019, the development and implementation of the **Digital Annual Report**, a platform that allows to consult the information on ATLANTICO's performance, in each economic year, in a simpler, more agile and digital way.

It is also part of ATLANTICO's strategy to be in line with national and international best practices, thus the focus in 2019 was also on delivering digital solutions to meet regulatory requirements and best practices, such as (i) the **Adoption of VAT** (Value Added Tax) in our generic billing system and (ii) the implementation of a more robust **AML** (Anti-money laundering) platform, for screening Customers and their transactions.

Launched in 2018, the Disruption Lab (Powered by ATLANTICO), continued its mission in 2019 to promote an ecosystem of entrepreneurship and digital innovation in Angola, giving it materiality with the launch of **Mercado 3.0**, a marketplace developed by the first start-up incubated by the Disruption Lab. By the end of 2019, the App Mercado 3.0 had already been downloaded 650 times, with 200 Customers and 80 suppliers registered. In addition, Disruption Lab developed a partnership with the **Founder Institute**, the world's largest start-up accelerator, present in 70 countries and over 180 cities, and has been working on mapping the national entrepreneurial ecosystem with a view to developing initiatives that can leverage it.



In 2019, ATLANTICO developed and implemented the Digital Annual Report, a platform that allows to consult the information on the Banks's performance in a simpler, more agile and digital way.

3.3 Universal

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



MASS MARKET



LARGE CORPORATE



PRIVATE BANKING



PRESTIGE



CORPORATE



+1.8
Million
customers



12.1%
Market
share



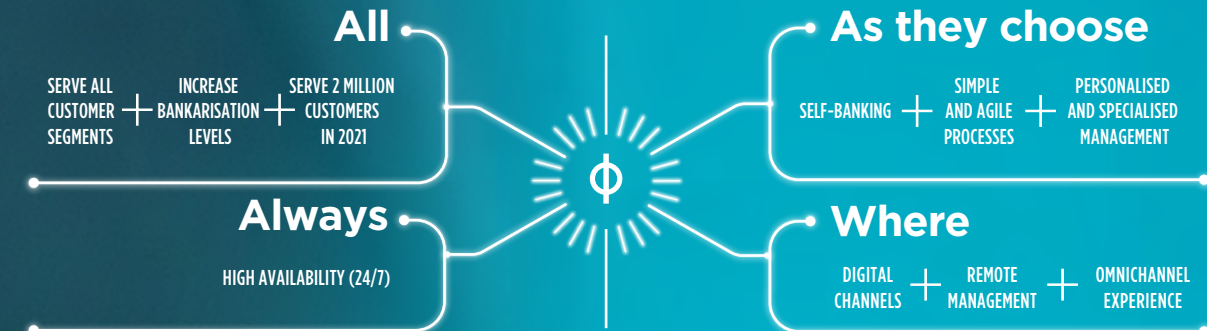
High
availability
24/7



Omnichannel
platform

In line with this universal positioning, ATLANTICO presents differentiated approaches for each type of Customer: Mass Market (Individuals and Companies), Prestige (Individuals and Companies), Private, Corporate and Large Corporate.

Our business model is based on the following fundamental principles:



In 2019, ATLANTICO kept its commitment to developing and implementing digital solutions, which, on a large scale and high availability, would allow serving Customers in a simpler, more agile and autonomous way, making us **Different for the Customer**.

These developments had as main objectives, for Personal Customers, to improve the onboarding processes of new Customers, increasing ATLANTICO's capacity to attract, and the Customers' experience, in day-to-day transactions, contributing to the increase in the levels of activation, transactionality and customer loyalty.

As far as Corporate Customers are concerned, the focus was on supporting their import, production and export financing needs, thus contributing to the Government's strategy of diversifying the economy through the operation of the financing lines made available by the Government's programmes, as well as attracting specific financing lines from correspondent banks and multilateral entities.

For the **Personal Customer** segment, with more **transactional** needs in its day-to-day operations, ATLANTICO's focus has been on:

(i) Capitalising on the installed capacity of its **digital Onboarding** tool (which provides Personal Customers with a simple, agile and totally digital experience when opening an account, assigning a Debit Card and accessing ATLANTICO's digital channels), to record numbers when capturing new Customers (335,000) and improve Customer levels with a Debit Cards (74%) and access to digital channels (580,000 ATL Direct Users). In addition to the optimised service levels enabled by this tool, which allows an account to be opened in 15 minutes, other critical success factors include the method adopted for external customer captures, in line with the principle of proximity in customer service, according to ATLANTICO's business model.

(ii) Optimise and digitalise processes, which allow to serve Customers in scale, high availability and remotely, providing them with simple, agile and digital journeys in their day-to-day transactions, namely through:

a. Availability of products and services in **High availability (24/7)**, in ATLANTICO Directo (Internet banking, Mobile App, *400# and Contact Center) and in the service points. At the service points, in addition to the implementation of an extended time-table for face-to-face service (from 7 a.m. to 5 p.m.) in five locations in Luanda and Lubango area, the pioneering concept of ATLANTICO 24 horas was also launched, which consists of the provision of a set of products and services, on a self-banking basis, 24 hours a day. This way, in May 2019, was launched in Sagrada Família the

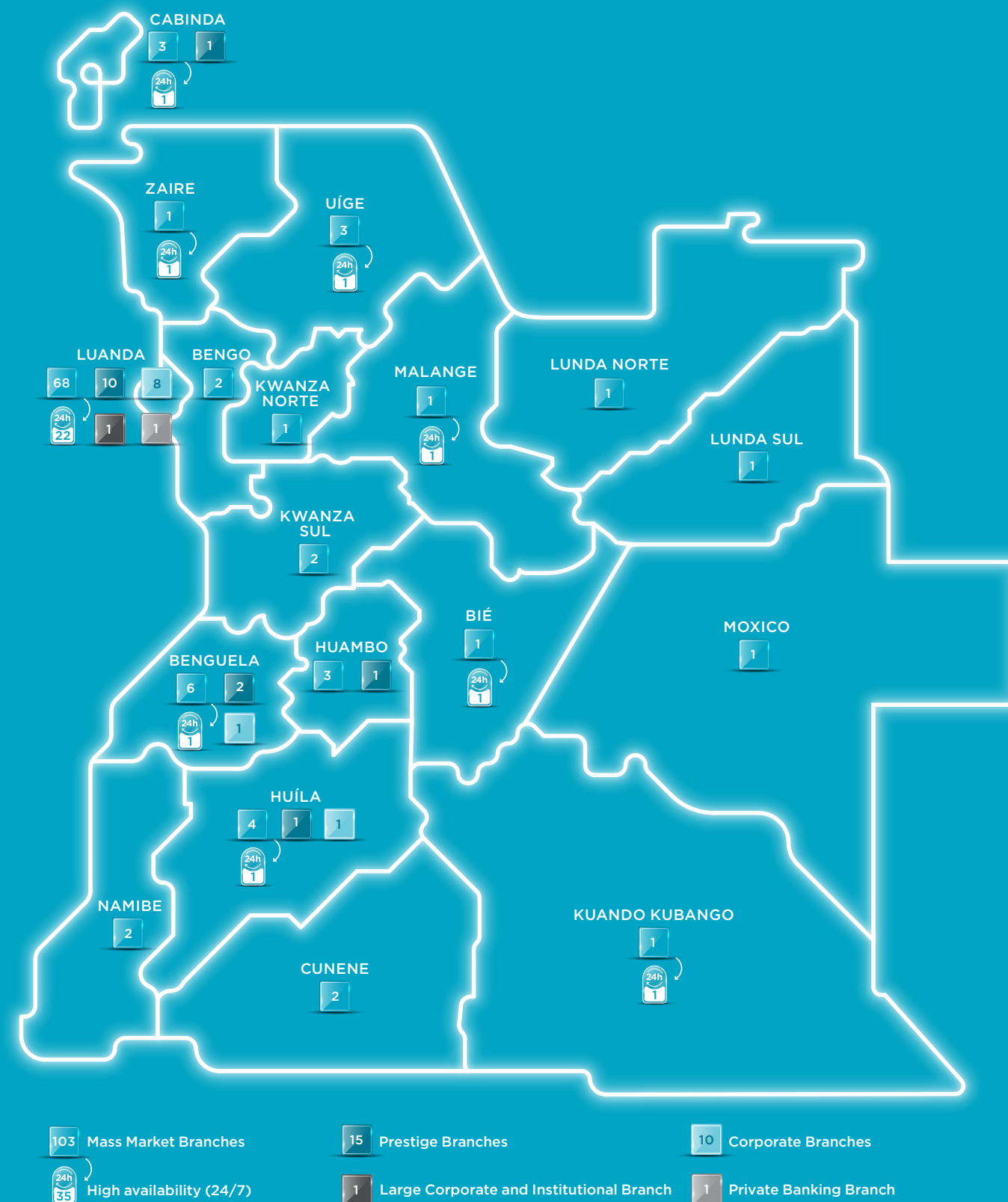
first service point operating exclusively on a self-banking basis, 24 hours a day, without the physical presence of Employees;

- b. Expansion of the **Direct Deposit Machines** network to 35 machines, covering one third of our network of service points, at high availability (24/7). One of these machines was installed in the stand-alone mode, in one of the stores of a reference partner, with the double objective of serving the partner, in its current cash management, as well as the community where it is inserted. At the end of 2019, this network of machines received + 45,470 deposits/month (27% after working hours), which represented about 40 % of the total deposits made by our Customers in 24/7 service points;
- c. Reinforcement of the means available for **effective sales by telephone**, with the objective of getting closer and closer to our Customers;
- d. Launch of a pilot **mobile banking platform for traditional mobile phones (*400#)**, allowing to carry out banking operations on the telephone, to Customers without access to smartphones and mobile data, in a simple, secure and digital way. Under the motto “Simplify to bank”, this solution, a pioneer in our market, has as its main objective the simplification and digitalisation of the main journeys of the day-to-day life of low income Customers, contributing to the increase of their banking levels (+14 thousand memberships in less than 2 months);
- e. Launch of **Kitadi** a credit product pilot, which consists of a bank overdraft solution, with a pre-approved limit, based on an analysis of the historical evolution of cash flows and recurring balances of Personal Customers, which allows the availability of solutions more in line with Customer needs (79% use).

With regard to **Personalised Management Personal Customers (Prestige)**, ATLANTICO bets on providing them with a **personalised, close** and **priority** service, maintaining its focus on specialisation and differentiation of its value proposition, on digital solutions that bring the Bank closer to the Customers and on differentiated service levels. In this context, the following stand out in 2019:

- (i) The implementation of a set of tools (e.g., **digital business cards** and **e-mail signatures**, with photo and contact details of the Prestige manager, as well as his/her direct manager) that facilitate and make the interaction of Customers with their manager in remote interactions (telephone, e-mail, WhatsApp and Skype) more personal;
- (ii) The significant increase in the penetration rate of the **Prestige Offer** (68% of Prestige Private Customers), an integrated solution that enhances customer loyalty by providing a predefined set of products and services in line with the profile of this customer typology;
- (iii) The migration of more Private Customers to **Prestige Digital**, a pilot service of personalised digital management. By the end of 2019, more than 20% of Prestige Individual Customers were already being tracked by their custom manager, in a completely remote and digital way;
- (iv) The implementation of a tool to control **service levels in managers' responses** to customer requests via e-mail, which ensures that they are handled in less than 24 hours..

Service points



20:19 Tues, 31 December

100%

3.4 Investment partner

For the Corporate segments, the focus continued to be on providing trade finance and investment solutions. In order to ensure greater proximity to these Customers, to know their challenges and identify their needs, since 2015 ATLANTICO has been carrying out “CE Fora de Portas” (“Outside Doors Executive Commissions”), visiting various provinces of the country. These sessions are held quarterly and also include meetings with local authorities with the aim of identifying projects that contribute to the development of the region.

In 2019, “CE Fora de Portas” were held with the following geographical coverage: Cabinda, Malanje, Luanda (Cacuaco, Viana), Bengo (Ícolo, Dande).

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, having achieved and exceeded the target set by the Government of Credit under the Credit Support Programme and Notice no. 4/2019. By exceeding its objectives, ATLANTICO has positioned itself as one of the leading private banks in financing the economy.



9%
Market share
for Trade
finance



33 Correspondent
banks in
4 continents



AOA 28 B
Economic
diversification
financing in 2019



Intermediary with
**largest stock
exchange**
transaction

Φ DIVERSIFICATION CREDIT

Credit under the Government's Credit Support Programme (PAC) and Notice 4/2019, for the production of essential goods and the promotion of national production.

ATLANTICO has met and exceeded the defined objective of granting credit to promote diversification of the economy by more than 2% (AOA 27,583 M) of its total assets.



In view of the challenges of the Angolan market and in order to continue supporting Customers, the Bank has defined a strategy for the growth of its international correspondent banks network and the establishment of relations with multilateral development financial institutions, with the aim of accessing external financing lines to support investment and trade finance activity.

“
The Bank has established relationships with multilateral development financial institutions to attract foreign currency financing lines

It currently has a network of around **127 correspondent banks** with active RMA (Relationship Management Application), **and transactions with 33 banks**, with a presence in the main geographies of the world, particularly those where there is a greater commercial relationship with Angola, which allows it to carry out international transactions tailored to the needs of its Customers and in the main currencies.

The Bank has established relationships with multilateral development financial institutions to attract foreign currency financing lines and support investment in order to meet the needs of its Customers in the implementation of investment projects.

Φ FINANCING LINES

COMMERZBANK



EUR 30,000,000 Financing Line with ECA Guarantees



International Finance Corporation
 WORLD BANK GROUP

USD 50,000,000 Financing Line for small and medium-sized enterprises

USD 50,000 Financing Line for Trade Finance Operations

In 2019, ATLANTICO was accepted as Issuer Bank in IFC's Global Trade Finance Programme (GTFP), with a limit amount of USD 50M, to support the Trade Finance activity.

ATLANTICO accumulates experience in the development of solutions for the Trade Finance business and has teams specialised in identifying opportunities to leverage Customers' business. During 2019, the Bank started the transformation of Trade Finance process, making it simpler, more agile and digital, in order to improve the service levels in these operations.

In 2019, ATLANTICO maintained a relevant market share in terms of import letter of credit (ILC) issuing, although there was a decrease compared to 2018. The increase in export-related operations should also be noted, with a relevant growth in the record of export letters of credit (ELC) as a result of initiatives implemented to support Customers with export potential.

In order to boost these financing lines and encourage investment, ATLANTICO, through its Investment Banking solutions, is positioned as a reference in this business segment, with a track record of supporting investment in Angola and Angolan investment in international markets.

Through Investment Banking, the Bank has been supporting its Customers in three major areas: Corporate Finance, Structured Finance and Capital Markets.

“

During 2019, the Bank started the transformation of Trade Finance process, making it simpler, more agile and digital, in order to improve the service levels in these operations.



In terms of **Corporate Finance**, ATLANTICO provides support in the following areas: Mergers & Acquisitions, Valuations, Business Plans, Feasibility Studies, among others.

In 2019, the Bank concluded the advisory of a pioneering operation in the automotive sector, which will bring diversified solutions to the Angolan market.

ATLANTICO offers **Structured Finance** solutions, supporting Customers in structuring financing operations and in restructuring processes.

In 2019, the Bank advised two relevant players in the Consumer Goods sector on structuring and raising debt for integrated food production projects. In addition, the Bank followed the restructuring processes of three important companies in the agro-industrial, beverage and construction sectors.

Regarding the **Capital Markets** area, in 2019, ATLANTICO strengthened its position in the BODIVA markets ranking, closing the year as the third intermediary with the highest trading volume. This position in the Top 3 corresponds to a market share of around 16% and an increase of around 150% in the amount traded, compared with the previous year. This year, ATLANTICO was distinguished by BODIVA with the award corresponding to the “Largest amount traded in a single session of the Public Debt market” since 2015.



One of the factors contributing to this increase was the internal initiative to create a specialised unit focused exclusively on providing trading services in regulated markets. This initiative has made it possible to achieve an improvement in the services provided, especially at the level of institutional Customers (corporate, insurance companies, investment funds, etc.).

In addition, at the Advisory level, diversified and alternative products to traditional debt raising were developed.

As part of the reduction of the State's role in the economy, ATLANTICO created a multidisciplinary international consortium, which may support the State in the privatisation process in a wide range of areas. This consortium comprises a renowned international investment bank, legal and financial advisors qualified to assist the State or a customer in the completion of one or more transactions.

Finally, in November the Bank had an active presence at the Africa Investment Forum in Johannesburg, standing out as the only Angolan Bank, as Transaction Advisor, to present a project to international investors.

It is estimated that the projects structured and supported by ATLANTICO in 2019 will have the following impact on the economy:



150
Jobs created
in the project start-up year



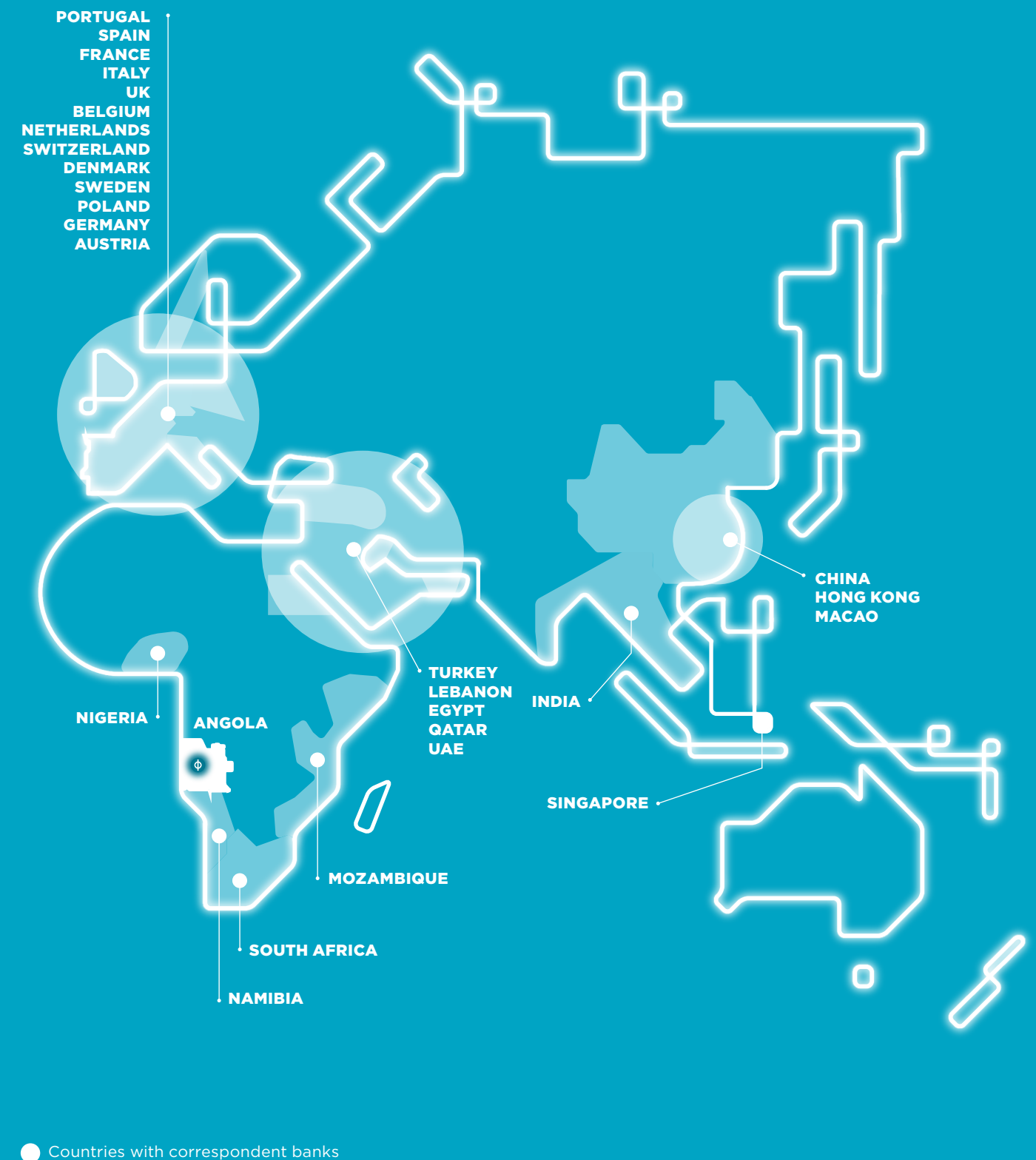
100 Tons/year
Annual production (start-up year)
that will replace imports in Angola



18 M USD
Tax collection
(start-up year)

Global coverage of our clients' operations

33 correspondent banks in 4 continents



20:19 Teus, 31 December

100%

3.15 Agile and Customer-driven



ATLANTICO's plan to be the "Best Bank in Customer Service" is based on pillars such as Universality, Efficiency and Agility and represents a challenge of internal transformation, training and recycling of skills, introduction of new and different work methodologies.

Guided by the Customer's primacy, ATLANTICO believes that its plan is achieved through its largest intangible asset: ATLANTICO's Culture, sustained by our Values for Life.



1,812
Employees



33 Years
Average age



+48
thousand
training hours



+20%
Career
growth

Our Values for Life



CUSTOMER-DRIVEN

"Think, live and feel the Customer"

Anticipate, understand and satisfy the true needs of Customers, adding value and being a Partner in the achievement of 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 ongoing 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.

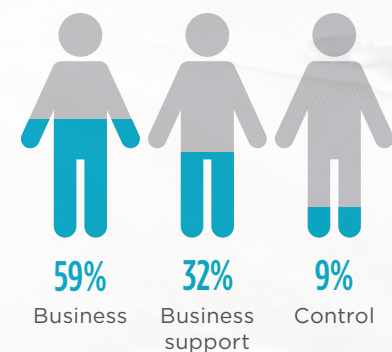


EFFICIENCY AND ACCURACY

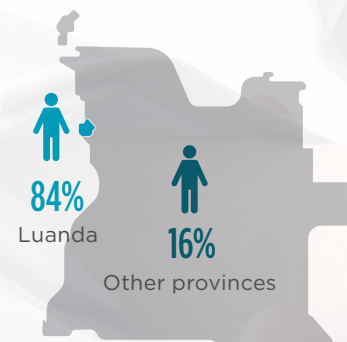
"With responsibility, we create more value"

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.

AREAS

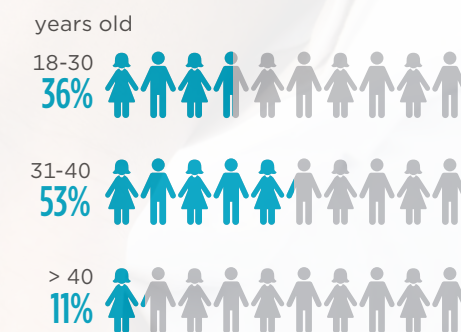


GEOGRAPHIES

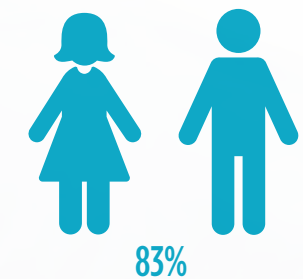


In 2019, the ATLANTICO team remained stable and almost unchanged from the previous year, with **1,812 employees**, spread over the **18 provinces**, mostly integrated into the business areas.

AGE

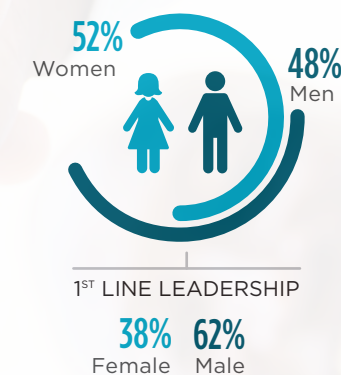


Y AND Z GENERATIONS¹

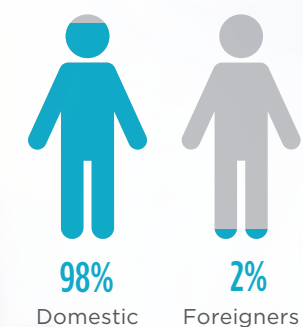


¹Born between 1981 and 1996.

GENDER



NATIONALITY



On the Bank's Human Capital side, 2019 was dedicated to building the foundations of the future for a **more agile, innovative and efficient Team**. It was a year of reframing internal processes and creating synergies for a value delivery based on pioneering and disruptive solutions that set ATLANTICO as a benchmark institution.

The structure and characteristics of the Team are, therefore, inseparable factors to achieve ATLANTICO's plan.

In 2019, the ATLANTICO team remained stable and almost unchanged from the previous

year, with 1,812 employees, spread over the 18 provinces, mostly integrated into the business areas.

With an average age of 33 and 83% of employees belonging to the Y and Z generations (born between 1981 and 1996), ATLANTICO is characterised by a young team, with a strong sense of purpose and involvement, restlessness, environmental and social concerns, with the need to feel they are making a difference for the future, a **Team open to new life experiences** and with an almost natural ability for new and digital tools.

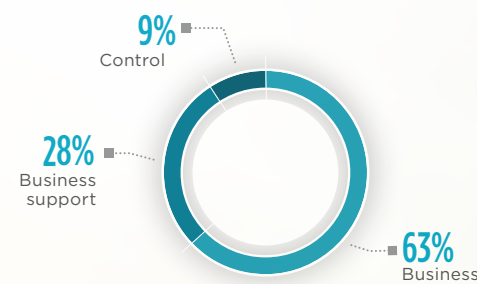
These characteristics are well present in the day-to-day and increasingly agile and multi-disciplinary way of working of the ATLANTICO Team. The agility has been enhanced by the investment in digital tools, which generate synergies and efficiencies, and it was precisely through **digital means** that ATLANTICO received about **17,500 applications**, an increase by over 250% compared to 2018.

Despite the macroeconomic environment, 175 new Employees joined ATLANTICO, more than doubled the number in 2018. Of these, 62% strengthened the business areas, a ratio in line with good management practices.

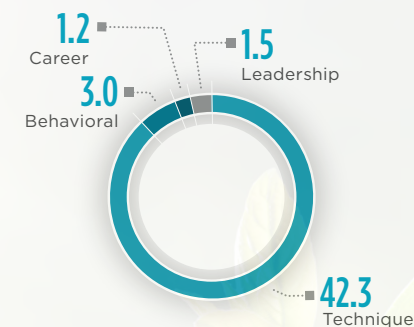
ADMISSION OF EMPLOYEES BY AREA



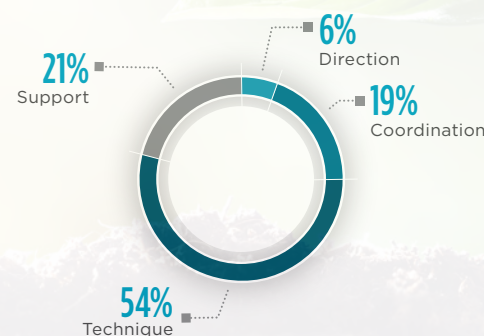
TRAINING PER AREA



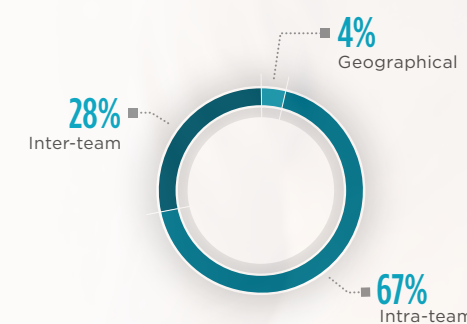
TRAINING HOURS (THOUSANDS)



TRAINING PER CAREER



TYPES OF MOBILITY



CAREER GROWTH



Train people, acknowledge their worth and contribute to the development of the Angolan economy and society is, and always will be, a commitment of ATLANTICO.

In 2019, ATLANTICO also promoted the second edition of the **ATLANTICO Internship Programme**, which involved 14 students and recent graduates from leading national educational institutions. Within a **6-month period**, these trainees went through several ATLANTICO Teams, connecting knowledge and experience.

Investing in People is a reflection of ATLANTICO's commitment to Angola and to social transformation, which begins internally with the empowerment and well-being of Employees.

With the main objective of continuing to leverage the employees' knowledge development, together with the annual training plan, ATLANTICO continued the **Internal Scholarship Programme**, which provides Employees with **financial support** to attend degree, post-graduate and master's courses. This second edition awarded scholarships to **10 Employees**, an investment of **over 5 million kwanzas**.

In 2019, the training strategy followed a more consistent investment line, resulting from

the reframing that took place in 2018. The employees therefore benefited from greater customisation of training programmes according to their function and activity. The Bank also focused on e-learning and on-the-job learning.

Investment in training exceeded 470 million kwanzas, **more than double that of 2018**, resulting in **48,141 hours of training**, distributed on a proportional basis across the different areas of the ATLANTICO Team.

The main focus was on the acquisition and updating of behavioural as well as technical knowledge and skills, in terms of products and services, focused on the excellence in care quality and service provided to the Customer.

In building the future, the leadership functions have a decisive role, due to the component of strategic guidance, reading of the context, adaptability, guidance and motivation of the Teams, as well as the training of its succession.

In 2019, the leadership functions had 78% more training hours than in 2018.

Also in 2019, ATLANTICO promoted the second cross-cutting exercise of identification and recognition of its potential, a process of great importance for building the future. A total of 300 Employees were identified representing 17% of the total universe whose potential, attitude and performance are differentiated and positively influence the transformation process. The Employees identified were involved in a specific monitoring, development and retention programme that acts on supportive vectors such as knowledge, well-being and career.

Train people, acknowledge their worth and contribute to the development of the Angolan economy and society is, and always will be, a commitment of ATLANTICO.

As a result of this investment and commitment, there were **631 mobilities**, Employees who embraced new challenges within ATLANTICO, and **648 career developments** through progression and promotion.

It is on the basis of this culture of knowledge, dynamism and agility, with a focus

on delivery and development, which the process of organizational transformation, started in 2018, is becoming increasingly significant. The introduction of agile work methodologies and the setting-up of multidisciplinary teams, guided by specific project management methodologies, is a reality today.

In addition to the Disruption Lab – an independent laboratory for promoting digital innovation – an ATLANTICO pilot team was set up in 2019, which works using agile and innovative methodologies that reduce time-to-market, increase functional flexibility, autonomy and the degree of accountability of each employee. This new team contributes to efficiency and to the further development of internal skills.

The future of ATLANTICO is settled on its strategy, on its capacity for technological innovation and on its People, professionals of and for the knowledge, People who materialise every day a unique culture, which triggers a contagious positive effect throughout the ATLANTICO ecosystem.

20:19 Tues, 31 December

100%

Years Months Days Photos

March 2019



May 2019



September 2019



3.0 Responsible

Social Transformation is a foundational pillar of ATLANTICO, with the sharing of the results of its activity with the Community in which it operates in its DNA, leaving a relevant mark on society. Its Founders have created an Institution based on the creation of Values for Life. An Institution that generates values for Customers, for Shareholders, for its People and, above all, for Society.



ATLANTICO's Social Transformation strategy defines the following areas of action: **Knowledge, Entrepreneurship and Health & Wellness.** In January 2019, Fundação Atlântico was formally mandated by ATLANTICO to materialise this strategy.



Φ KNOWLEDGE LOGOS PROJECT

Object With the help of sports, social and cultural programmes, enable young people between the ages of 6 and 14 to make positive choices for their lives and to be more socially responsible.

Scope of action 5 provinces, 6 centres, 724 participants, 48 monitors.

Values Team Spirit, Sharing, Discipline, Commitment and Determination.

Φ ENTREPRENEURSHIPS DOMBE 4.0

Object Develop models of inclusive development based on rural property, namely, to support farming families through training programmes, technical assistance and agricultural management aiming to make them self-sustainable and to professionalise as to promote the integration of their production and the community in the Angolan formal market –, as well as to attract young Angolans to the primary sectors.

Scope of action 161 families in Dombe Grande Commune, Benguela province. The objective is to replicate the model to other regions of the country.

Results achieved

- Technical monitoring in the cultivation of about 120 ha of the following products: 100 tons of beans, 3 tons of potatoes and 4 tons of peanuts. An outflow of about 40% to the formal market (Maxi national network).
- Improving living conditions of households (direct beneficiaries 161, indirect beneficiaries 805).
- The project already has 8 young agricultural engineers (from the Faculty of Agricultural Sciences) who accompany the families daily in the field.

On the other hand, the impact on the lives of Employees and their families, ATLANTICO People, on their well-being, stability and sustainability materialises through the ATLANTICO Welfare Programme, with direct impact on ATLANTICO families and the Volunteer Programme “We Share Values for Life”.

The Health and Welfare Programme, started in 2016, has allowed ATLANTICO to continue to promote a range of activities, of involvement and awareness of various issues that contribute to the balance and health of employees and their families.

“
**The ATLANTICO
Volunteer Program
“We Share Values for
Life” has been gaining
greater acceptance, with
more than 1,500 volunteer
Employees who have
invested more than
13,600 hours in the service
of the Community.**

Throughout 2019, with an investment of over AOA 34 million, specific dates were celebrated, such as the Angolan Women’s Day and the Africa Day - with activities to promote African culture, events dedicated to sport and health, including physical condition screening, as well as awareness-raising actions on various topics which, in parallel with the practice of daily fruit distribution and workplace exercise, have contributed to the balance and well-being of our People.

The ATLANTICO Volunteer Program “We Share Values for Life” emerged in 2017 and has been gaining greater acceptance, with more than 1,500 volunteer Employees who have invested more than 13,600 hours in the service of the Community.

Commitment to development

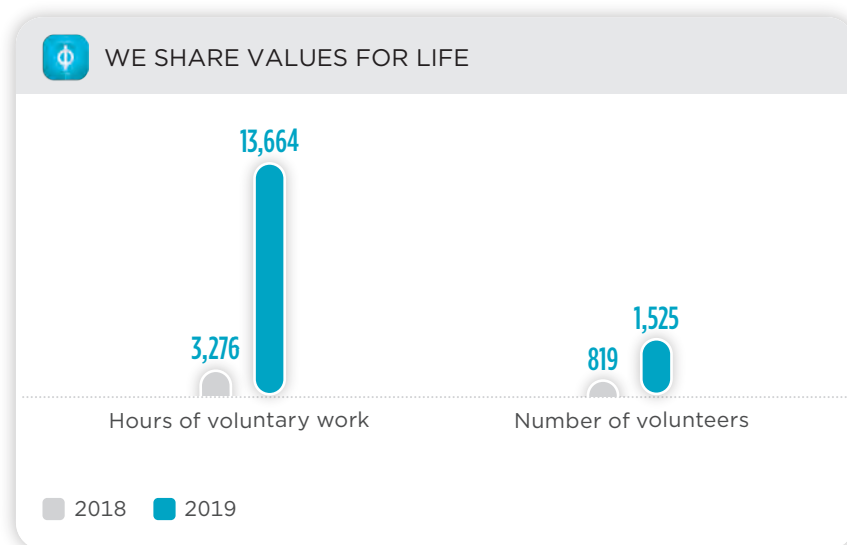


“Knowing that as a financial institution we do our best to make Angolans committed, active and entrepreneurial citizens in their communities is something that ATLANTICO considers extremely important in terms of their performance. On our behalf, the commitment to development and the future is constant and permanent.”

Mr. António Assis de Almeida,
Chairman



These numbers reflect the strong sense of mission of ATLANTICO volunteers and the positive contagion effect that has an integrated and continued programme over time.



The level and scope of the “Sharing Values for Life” programme has also been gradually extended. Along with fortnightly volunteering and various donation campaigns throughout the year, the Bank has joined causes with a noble purpose and a strong impact on society.



Through integrated and continuous actions, ATLANTICO honours its commitment to the future and the transformation of society on a daily basis, pursuing the ambition to transform the lives of People and the Community.

In 2019, **ATLANTICO joined UNICEF** under the Social Cash Transfers pilot project in Bié Province, providing volunteers, knowledge and means to operationalise the entire **financial literacy and banking project for families** supported by UNICEF.

It should also be noted that, continuing the work begun in 2018, ATLANTICO once again joined the food collection campaigns of the Food Bank of Angola. The 748 ATLANTICO volunteers, together with their families, contributed to the collection of more than **32 tons of food**, channelled to charities and families properly referenced.

In addition to the social component, through the Foundation on sustainable investment in communities and the voluntary actions of ATLANTICO People, the Bank has also been strengthening its commitment to environmental responsibility.

In 2019, ATLANTICO completed the development of the Socio-environmental Management System (SGAS), and began implementing it in the Bank’s daily operations, maintaining the Socio-environmental international standard (Equator Principles). In 2020, via SGAS, it intends on continuing the plan to support projects of sustainability, environmental balance, social impact and the prevention of accidents along the way that negatively influence the materialisation of projects.

In addition, also in 2020, we intend on developing a set of activities, such as:

- Hold awareness-raising sessions for Employees, Suppliers and Customers;
- Reinforce the socio-environmental concern with Customers in the credit portfolio;
- Perform ergonomic assessment sessions;
- Establish partnerships for studies and socio-environmental assessments;
- Improve the parameters of socio-environmental analysis in credit processes.

Through these integrated and continuous actions, ATLANTICO honours its commitment to the future and the transformation of society on a daily basis. Pursuing the ambition to transform the lives of People and the Community, the Bank will continue to invest in social action projects that contribute to building and strengthening a knowledge-based, sustainable society with Values for Life.



20:19 Tues, 31 December

100%

Years

Months

Days

Photos

January 2019



June 2019



July 2019



August 2019



Decembre 2019

