

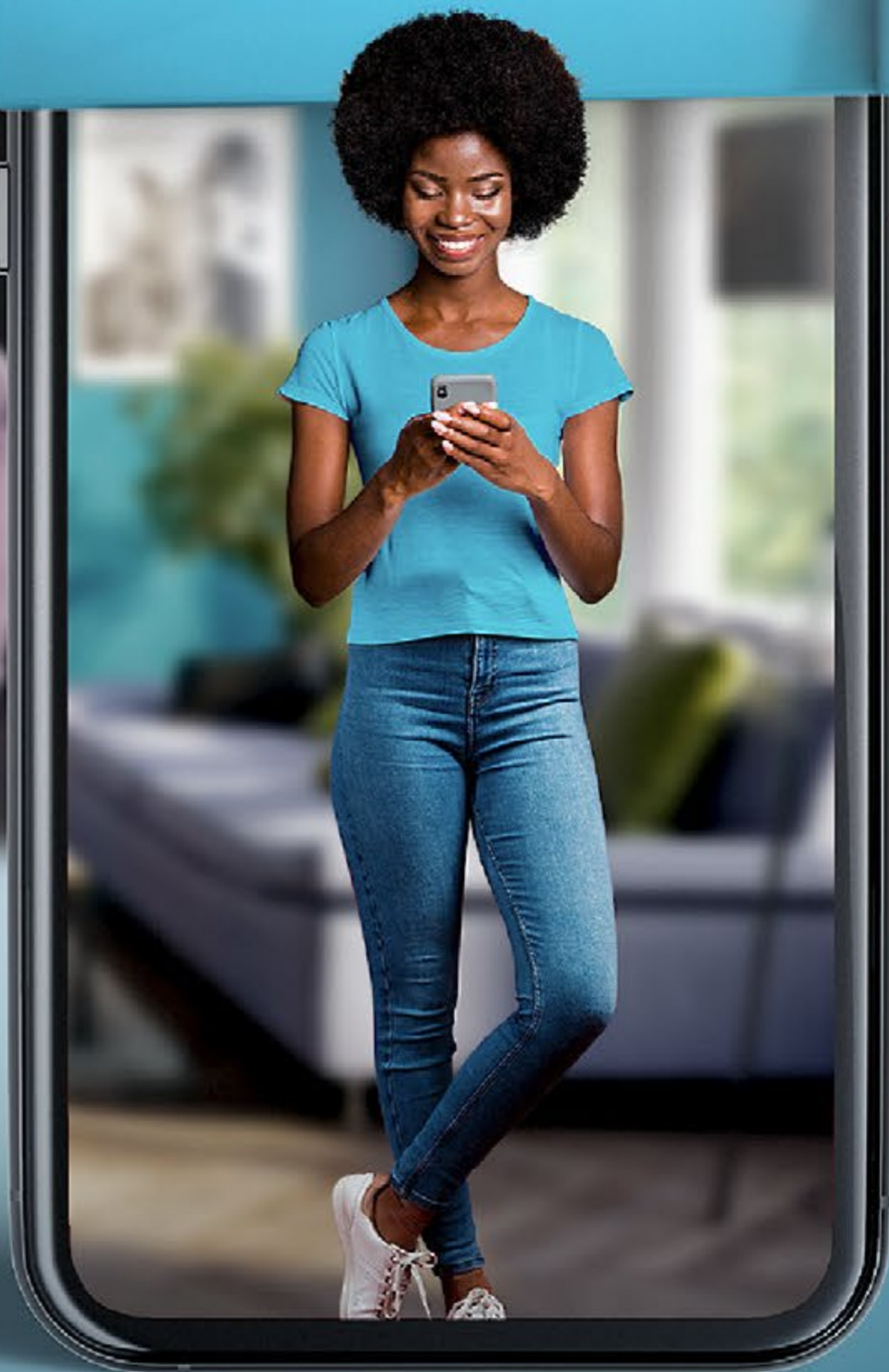
# 3

## ATLANTICO

- 3.1. Institutional
- 3.2. An experience of excellence
- 3.3. Using innovation to better serve
- 3.4. Scalable business model
- 3.5. Partnership's ecosystem
- 3.6. ESG (Environmental,  
Social and Governance)
- 3.7. Risk management culture
- 3.8. Financial resilience

BANCO

Φ ATLANTICO





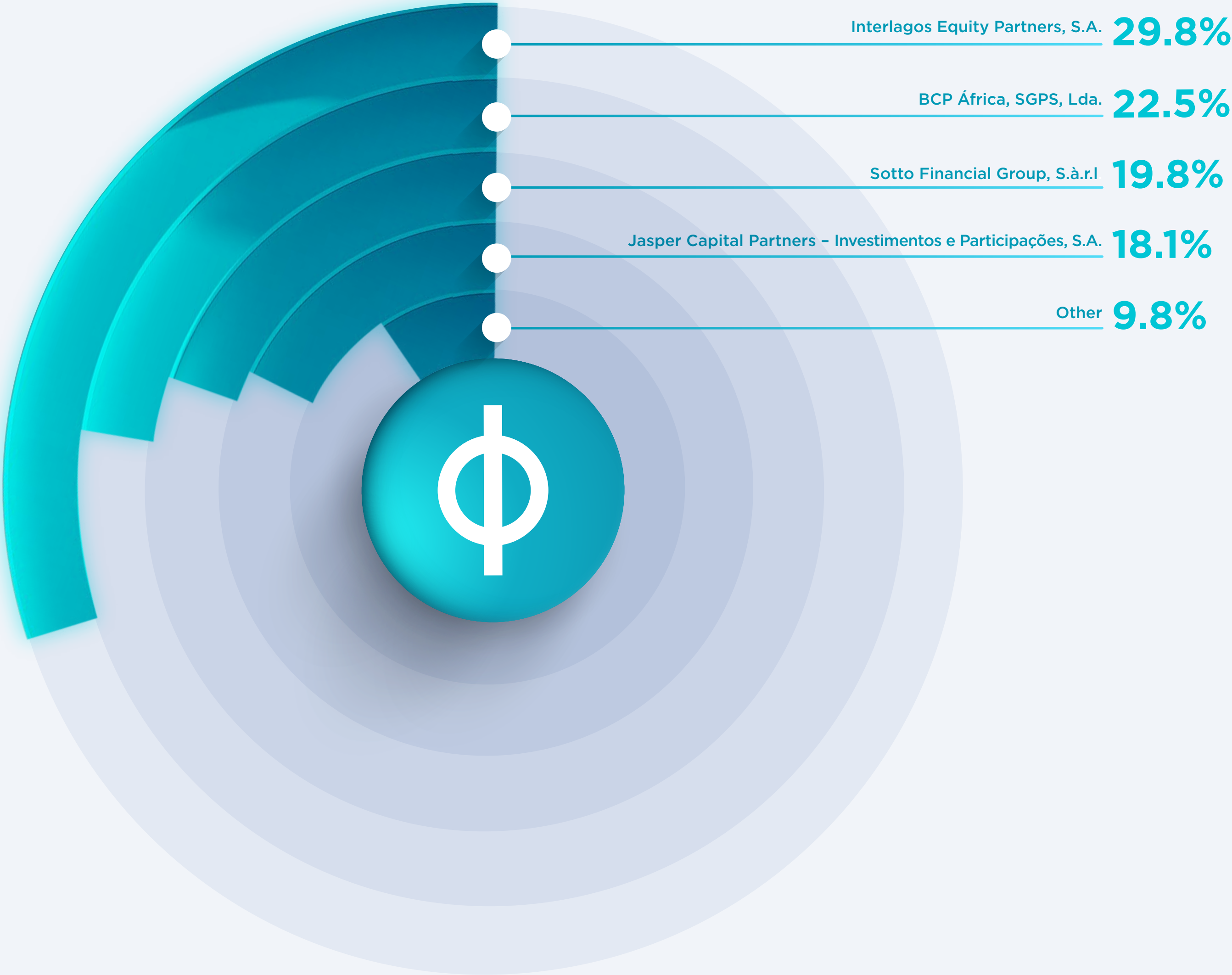


## Institutional

ATLANTICO was incorporated on 31 August 2006, and started its activity in November of the same year, 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 banks in financing Angolan Companies and Households, promoting digital innovation and focused on financial inclusion, creating a partnership’s ecosystem, including with international counterparties, and promoting a more sustainable business environment.

### Shareholders’ Structure

Banco Millennium Atlântico, S.A. is mainly held by private Angolan shareholders. As at 31 December 2023, the shareholders’ structure was detailed as follows::



3.2.

An experience of excellence

Framework

ATLANTICO acknowledges that providing an excellent customer experience requires a steadfast commitment to Customers and the continuous development and training of its Talents.

By equipping its Talents with hard and soft skills that allow them to explore new frontiers of knowledge, ATLANTICO also ensures that its Talents have the necessary tools to identify, anticipate and meet the needs of Customers, thus building trustworthy, long-term relationships.

With this goal in mind, in 2023, the Bank trained its sales network Talents in techniques and tools that enables them to perform sustainable sales with products that Customers value and that have a positive impact on their financial life and their experience with ATLANTICO.

Alongside the development of the skills of its Talents, ATLANTICO builds the customer experience by focusing on innovation with the aim of:

1. Developing products, services, and channels that correspond to Customers' concerns and objectives;
2. Better understanding our Customers' needs and providing them with the most appropriate financial solutions for their present and future;
3. Responding to their requests promptly and efficiently.

It is this unavoidable commitment to innovation and to People, namely their training and development as human beings and professionals, that sets ATLANTICO apart in providing a differentiated Customer experience from Cabinda to Cunene, 24 hours a day.

Joint message from the Chairman and the CEO	1 Strategy	2 Macroeconomic Framework	3 ATLANTICO	4 Financial Statements and Notes to the Financial Statements	5 Certificates
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Our values for life



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 this ecosystem.



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.



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 the constant search for 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 careful compliance with the legislation, standards and procedures.

The brand signature **“Values for Life”** talks about personal and financial values, that ATLANTICO shares with its Clients. It talks about the profound commitment with the Client. The better life is achieved with effort and determination and it is here to stay



## An organization that recognizes and leverages Talent

The high level of retention of Talents with great potential remains noteworthy, which is in line with the mission of being an organization that recognizes and empowers Talent.

228
High-potential Talents

93%
Retention of high-potential Talents

56%
Talents with career progression

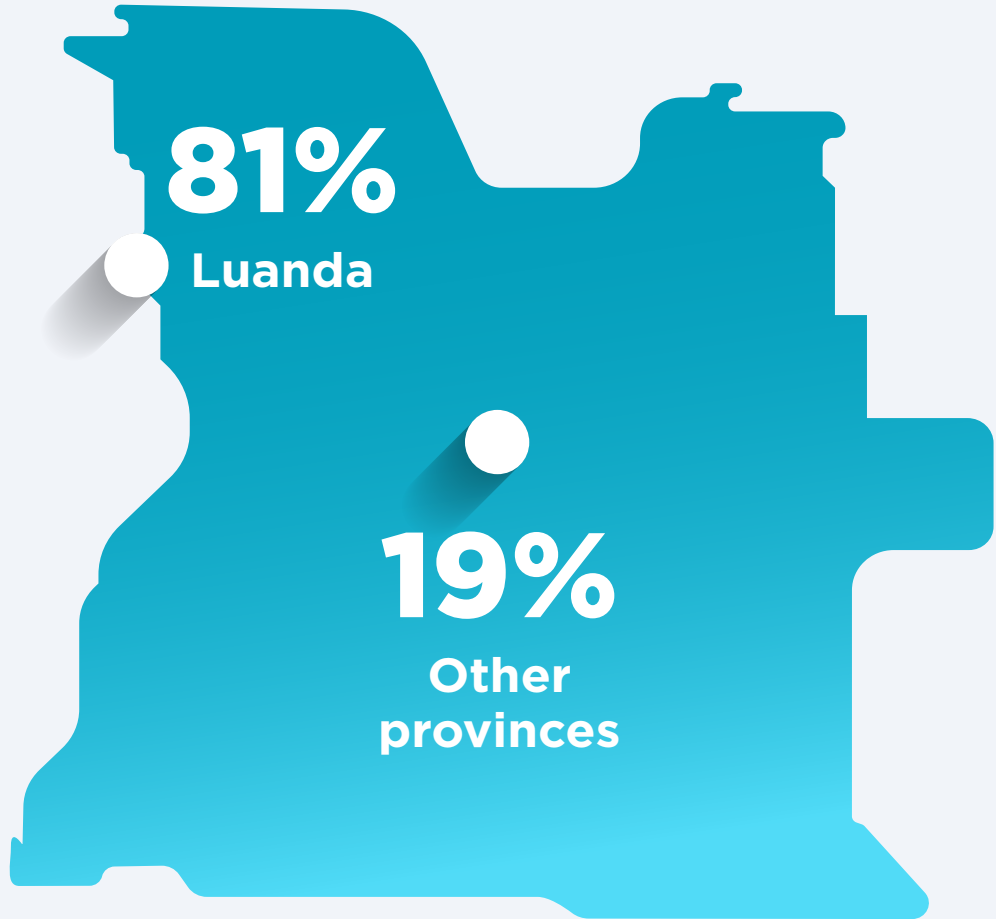
## Commitment to People

The way in which the Bank organizes and develops its teams is crucial to achieving its goals. In the period from January to December 14, 2023, the Bank had 1,496 Talents spread across the 18 provinces of Angola.

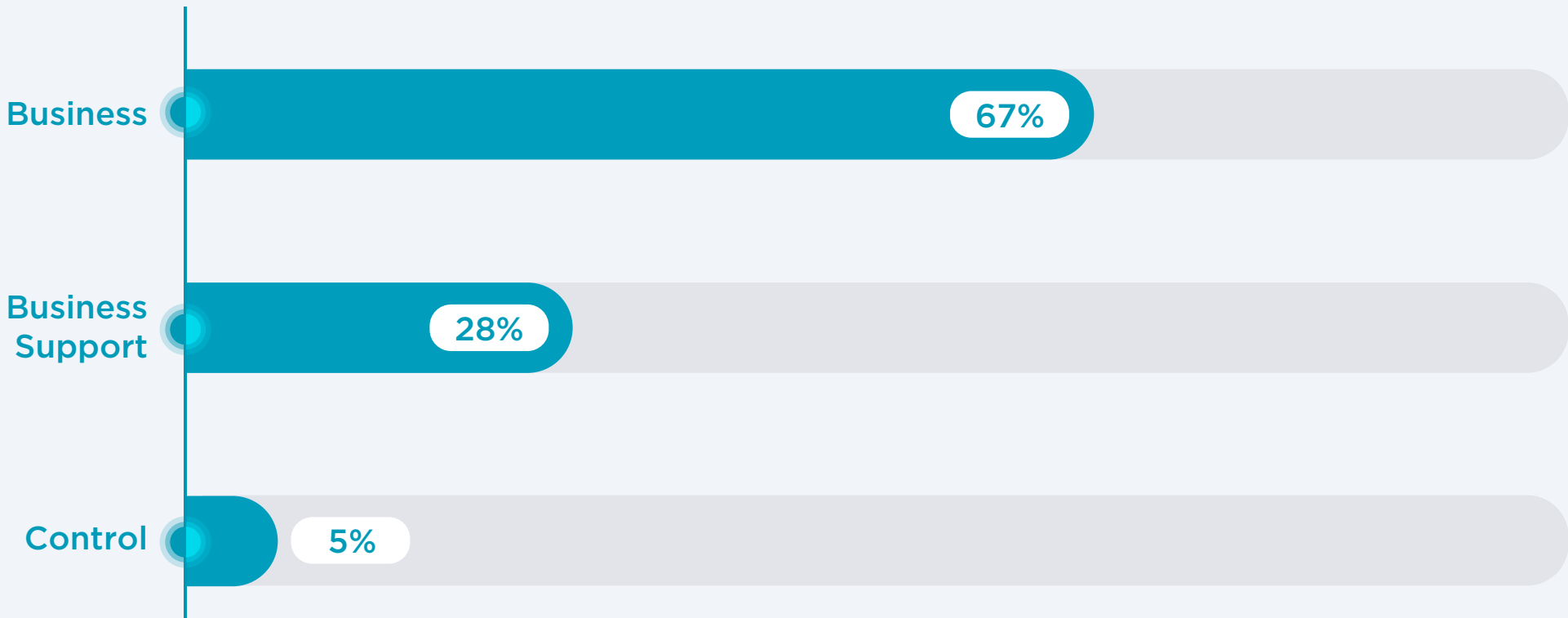
In terms of geographical dispersion, 81% of the Talents are distributed throughout Luanda and the remaining 19% are located in service points outside the capital, ensuring the mission of ATLANTICO.

With regard to the distribution of Talents, the Business areas continue to be larger than the Support and Control areas.

### Geographical dispersion



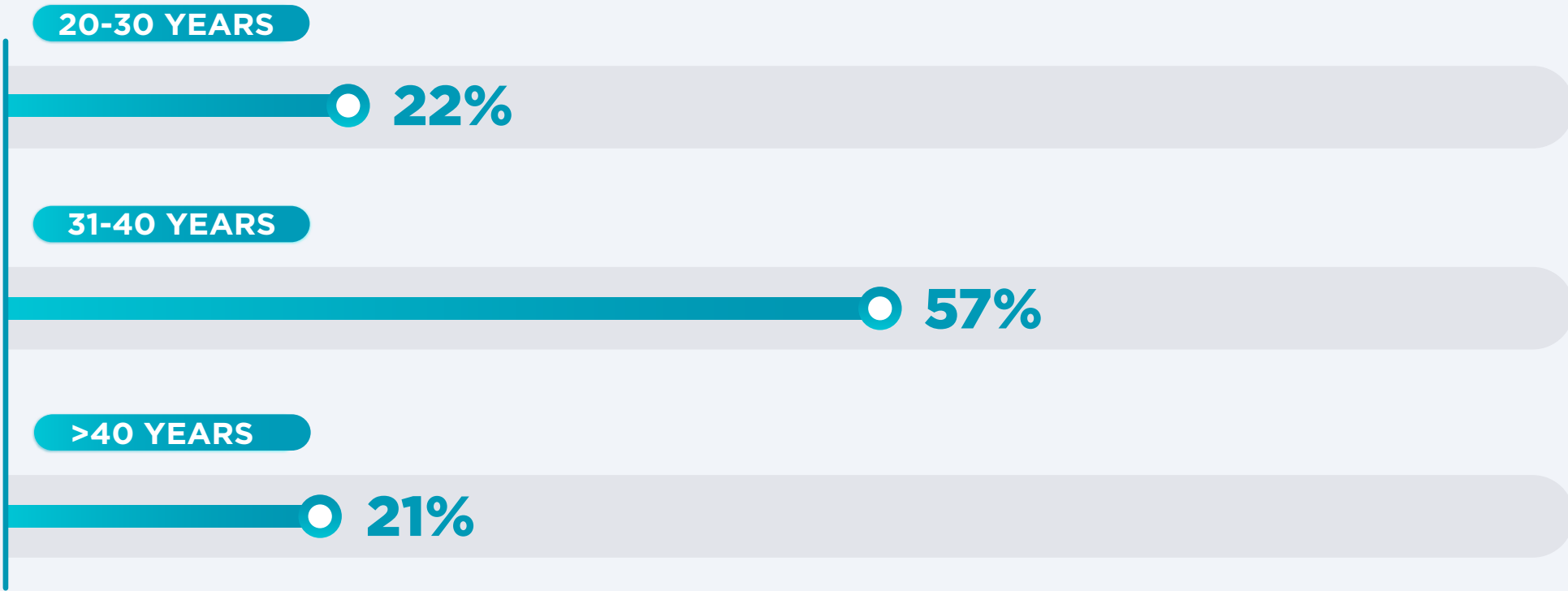
### Areas





The team is young, gender-balanced and essentially made up of Angolan employees, of whom 69% are of the Y generation. The ATLANTICO Team is therefore characterized by a strong sense of mission, restlessness, innovation, and openness to the digital world..

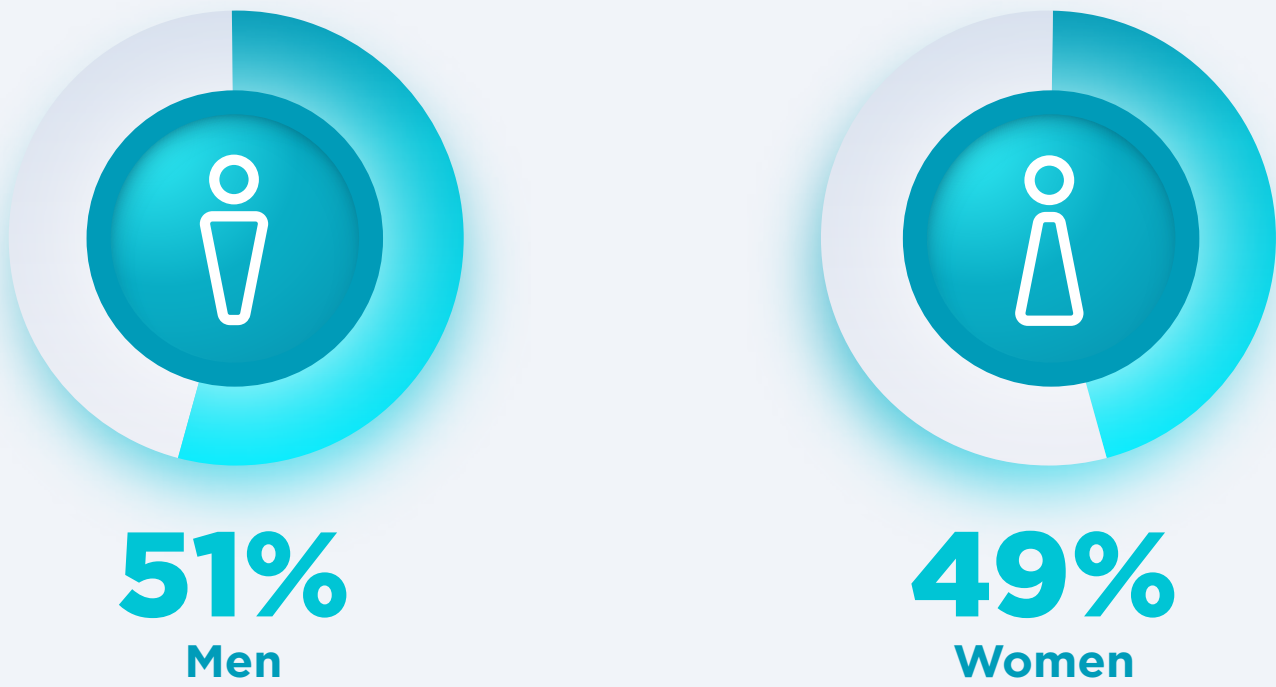
Age group



Average age



Gender



Nationalities

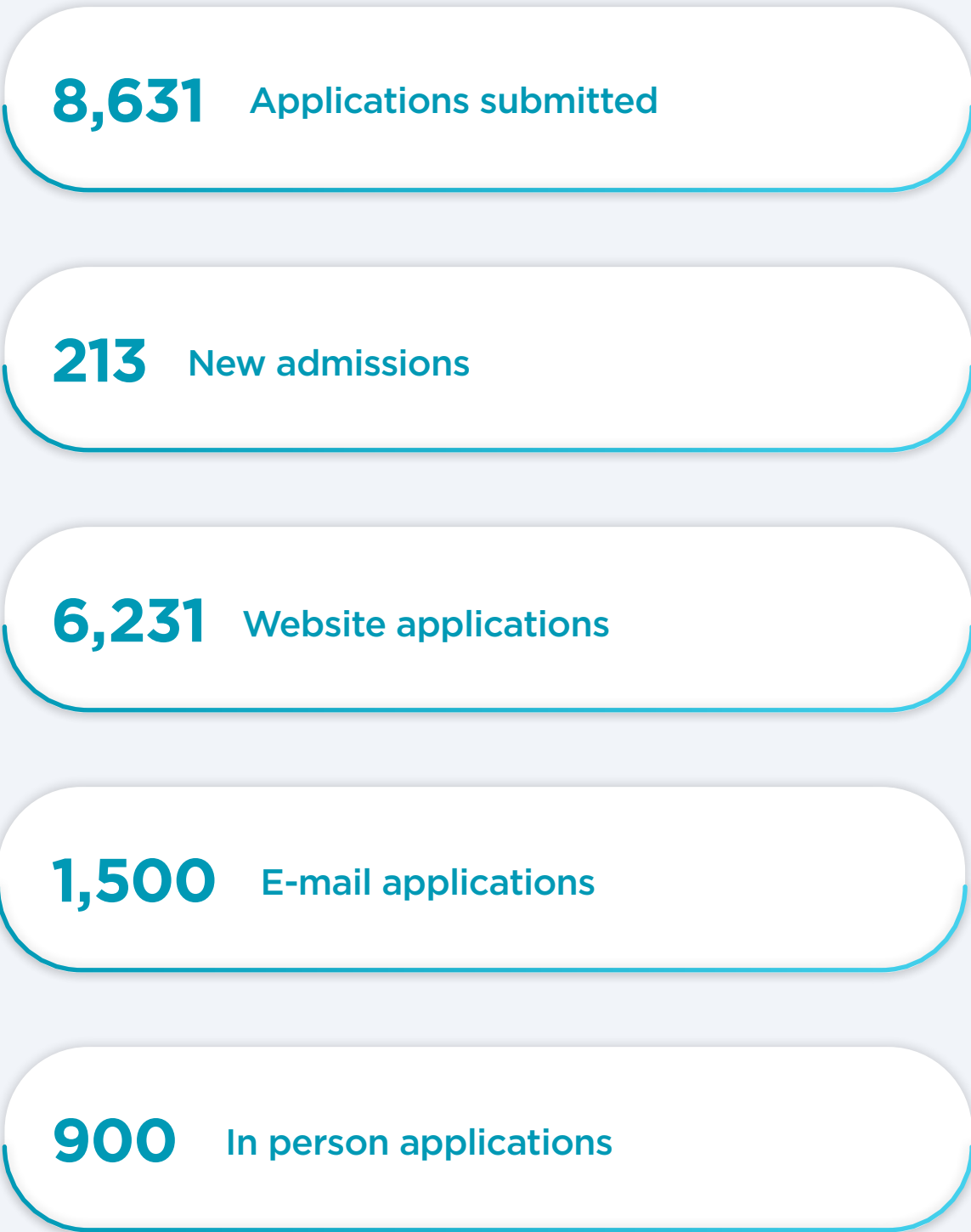




## Attracting Talent

In 2023, 212 new talents were hired from different sources:

### Recruitment in 2023



These results are the outcome of a series of initiatives that strengthen ATLANTICO’s position and commitment as a Bank that invests in Talent. The most relevant initiatives are highlighted below:

- Member Get Member:** Through this program, ATLANTICO relies on the support of its Employees and encourages them to actively contribute to the mission of recruiting the best talent, which is the basis of the Bank’s success. This initiative resulted in the hiring of 20 staff.
- Promotion on LinkedIn:** Through this platform dedicated to professional interactions, job vacancies were posted to attract potential Employees.
- Strengthening our presence in universities:** This activity made it possible to bring ATLANTICO to students and gain access to candidates with high potential, as well as providing first job opportunities for a significant number of candidates.

### Commitment to knowledge

Skills are increasingly valued and considered to be the key factor in talent management within organizations. In this sense, ATLANTICO has been analyzing how to strengthen the importance of skills in the people management function and at the level of training policy, consolidating the training strategy according to groups of skills.

In 2023, we continued to expand and adapt our internal skills, while strengthening ATLANTICO’s values and culture through training. This commitment will be reflected in our daily results, ensuring delivery with value.

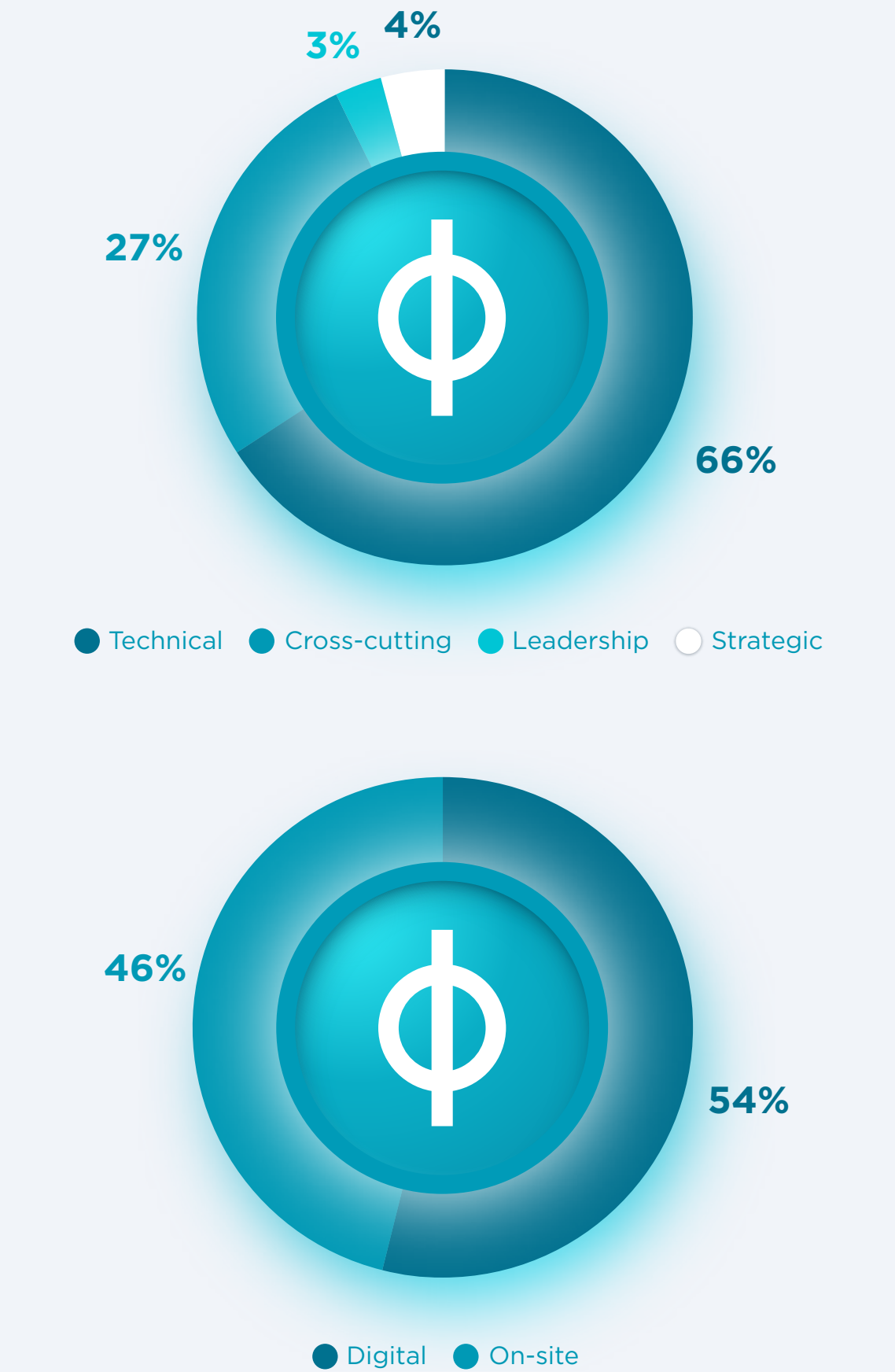
In accordance with the Bank’s strategy, we have developed initiatives to enhance and develop skills in various areas, such as leadership, internal control, and customer service. These areas are directly related to the Bank’s activities and contribute to improving the lives of our Customers, ensuring long-term relationships, and generating economic value.

The ‘Sintonia ATLANTICO’ events provided an opportunity to share news, knowledge, and experiences essential for skill development among Employees and guests. The events were conducted in a relaxed manner, utilizing both digital and face-to-face communication channels.

### Investment in training



### Type of Training





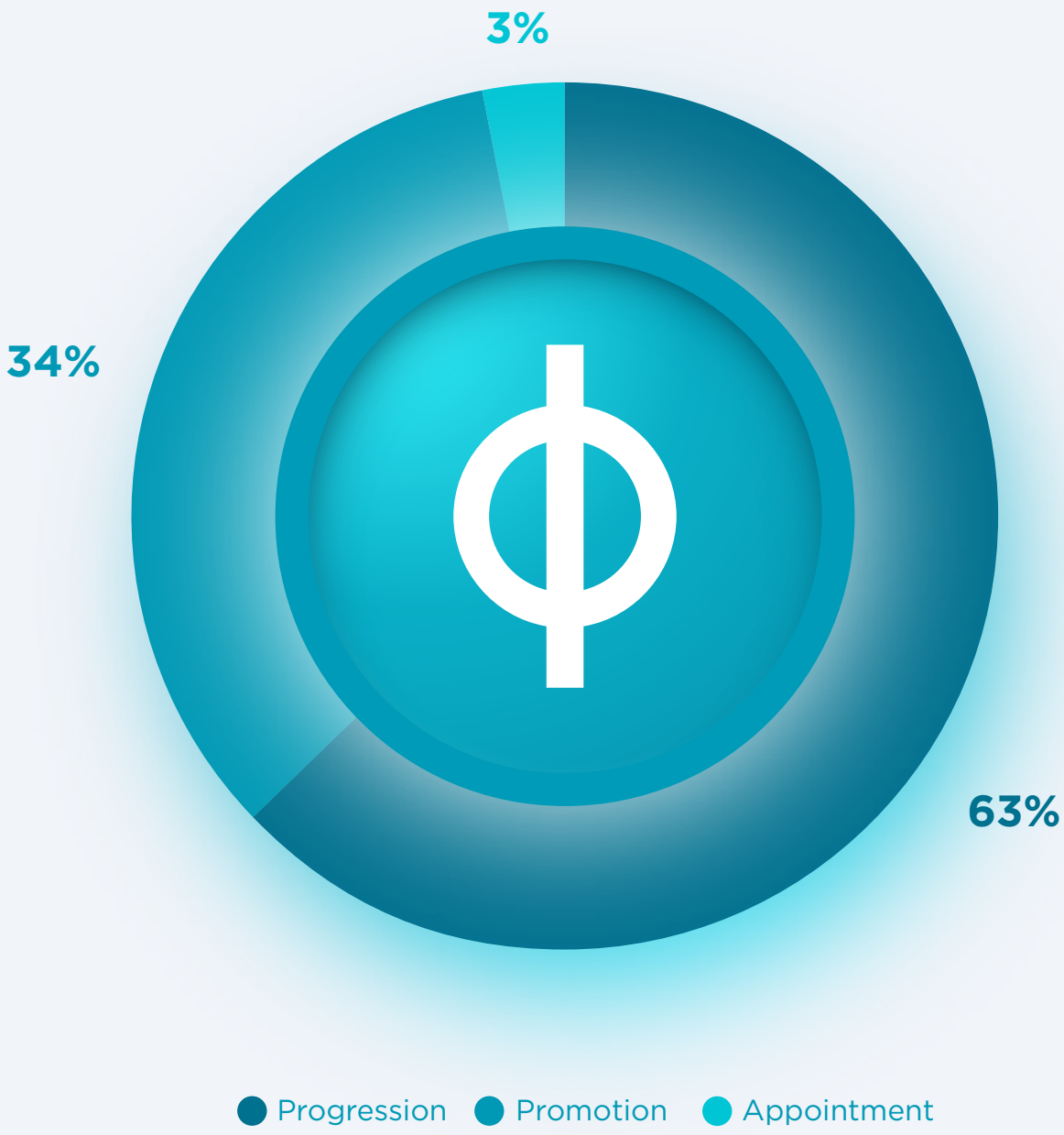
Commitment to the future

In a culture guided by meritocracy, ATLANTICO continued to recognize the differentiated deliveries of its teams and promoted the career development of 833 Talents.

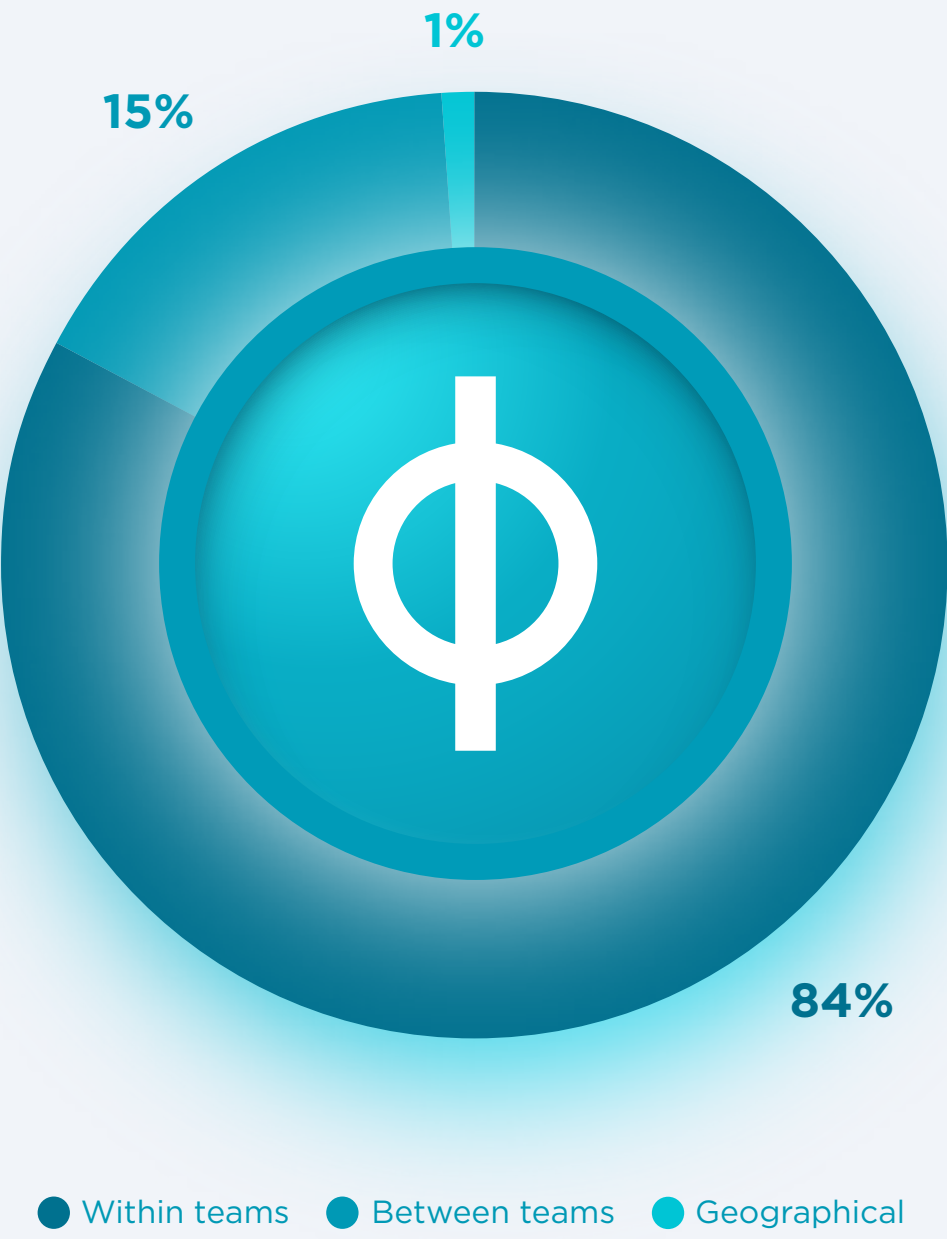
Talent mobility (between teams and across geographies) is encouraged in order to foster multidirectional career development opportunities, sharing of knowledge, experiences, cultural diversity and the creation of synergies. In the period from January to December 14, 2023, 411 Talents entered mobility processes, of which 84% intra-team, 15% inter-team and 1% geographical.

Talent mobility is encouraged in order to foster multidirectional career development opportunities,, **sharing of knowledge, experiences, cultural diversity and the creation of synergies**

Career development



Type of Mobility





Commitment to ATLANTICO families

To strengthen corporate identity and foster a sense of belonging, the Bank created the Happiness and Corporate Identity Unit. This involved several initiatives for approximately 800 ATLANTICO Talents, including internal and external tournaments for Futsal, Basketball, Chess, and Volleyball. ATLANTICO also organized cultural activities to celebrate Africa Day, the Bank's 17<sup>th</sup> anniversary, and Bank Workers' Day. Additionally, it took part in environmental protection activities to mark Environment Day and World Oceans Day.

The Bank has strengthened its commitment to the well-being and quality of life of its Employees by raising awareness and screening for diseases, as well as taking care of their mental and physical health. This is achieved through its monthly CUIDA ("CARE") Lecture Cycle, which covers topics such as hypertension, diabetes, depression, and anxiety.



ATLANTICO´s 17<sup>th</sup> anniversary



Africa Day

ATLANTICO created the Happiness and Corporate Identity Unit to strengthen corporate identity and a sense of belonging. This involved several initiatives for approximately 800 Talents



FIT Festival



Futsal tournaments



3.3.

Using innovation to better serve

Innovation is a fundamental principle of ATLANTICO's operations and is present in the organization's day-to-day activities. This ensures that the Company can serve its Customers better.

Customer Experience vs. Digital Innovation

DIGITAL BRANCH

BANKING AGENTS

Liga \*400# e abre já a tua Conta!

INCLUSION ACCOUNT OPENING

MOBILE BANKING

DIGITAL CREDIT

DIGITAL ONBOARDING

100% DIGITAL ACCOUNT OPENING

NEW INSTITUTIONAL WEBSITE

DIRECT DEPOSITS MACHINE

KITADI

HIGH AVAILABILITY

PERSONAL INTERNATIONAL PAYMENT ORDERS ATLANTICO DIRECTO

PRESTIGE DIGITAL

iOLA DIGITAL ASSISTANT

DISRUPTION LAB

ATLANTICO 24H SELF-BANKING SPACES

ATLANTICO CARD MACHINE

4.5 Complaints/1,000 Customers (Dec. 2017)

Customer Experience

0.2 Complaints/1,000 Customers (Dec. 2023)



To accelerate its innovation processes, ATLANTICO has made several changes to its organizational structure. This includes introducing new management practices that promote more agile models in the creation and delivery of new products and services.

To achieve this goal, the Bank has established new units with a focus on: strengthening sustainability principles in its operations; forming strategic partnerships to provide greater value to Customers; creating new models for data and information management to better understand the needs of Customers and partners; and formalizing its innovation and transformation processes.

In 2023, the Bank reaffirmed its commitment to the self-banking model by expanding the 24/7 network with Automatic Cash Deposit Machines and recently launched Automatic Card Issuing Machines. This solution enables ATLANTICO to promote the renewal process of debit cards (Multicaixa) in an innovative and autonomous manner. By doing so, it establishes itself as the first bank in Angola to offer this service, consolidating its position as a customer-focused institution that prioritizes safety, practicality, and speed.

ATLANTICO intends to continue paying special attention to the transformation of processes with the aim of increasing satisfaction, independence, and speed in the main needs of customers and banking offers. In 2023, the focus remained on analyzing and transforming processes

**ATLANTICO was the first bank in Angola to offer a completely autonomous and innovative way to deliver a debit card (Multicaixa) renewal journey**

in the branch network with efficient and agile operating models. The goal was to ensure faster and more efficient main operations.

ATLANTICO is in the process of being certified to participate in KWiK (Instant Kwanza) as an aggregator of payment service providers, demonstrating its alignment with the latest developments in innovative banking services. ATLANTICO launched this new electronic payment platform in 2023 to promote financial inclusion among the unbanked population, which is in keeping with ATLANTICO's focus.

Within the regulatory scope, the focus should be on certifying the Direct Debit System (DDS), which now includes creditor entities, and responding to SPTR 24/7, Instruction no. 03/2023, and Notice no. 03/2023 (regarding the financial capacity of private Customers) issued by Banco Nacional de Angola.

Regarding technology, it is important to emphasize the evolution of the application portfolio, especially Business Process Management (BPM) and Enterprise Service Bus (ESB), which are necessary as an operational foundation for process transformation and digitalization.

In 2023, the Bank maintained the technological and operational reinforcement and implementation of the Business Continuity Plan (BCP) to effectively anticipate and respond to incidents.

ATLANTICO  
INAUGURA HOJE A  
PRIMEIRA MÁQUINA  
DE CARTÕES  
ATLANTICO DO  
MERCADO  
ANGOLANO




ATLANTICO Card Machine, the new innovative solution for Customers

3.4.

Scalable business model

ATLANTICO is committed to a scalable business model that allows it to provide its Clients with an excellent banking experience. Its business model is based on the following fundamental principles:





The transformation operated in the Retail business has been decisive for the consolidation of ATLANTICO as a commercial and digital bank, allowing it to achieve the following milestones with quality:

INITIATIVES	MILESTONES	31 DECEMBER 2023
<div><b>“5-IN-1” DIGITAL ONBOARDING</b> Simple, flexible and digital experience for opening an account,assigning multicaixa codes and accessing digital channels.</div>	<div>+ Customers &gt; activity &gt; satisfaction</div>	<div>+ 3.1 million Customers 96% new active Customers 0.2 Complaints per thousand active Custom</div>
<div><b>ATLANTICO 24H</b> Availability of self-banking and high-availability banking services (ATM and cash deposit machines).</div>	<div>&gt; coverage + self-banking processes + autonomy</div>	<div>68% of branches on 24/7 53% of core processes in self-banking 87% of deposits in self-banking</div>
<div><b>*400# AGILIZA</b> Scalable digital platform and capillary network of banking agents, providing financial services.</div>	<div>+ digital Customers + service points + mobile onboarding</div>	<div>32% of digital active Customers 3,854 Customer service points + 661 thousand mobile account openings</div>
<div><b>REMOTE MANAGEMENT AND SALES MODEL</b> Remote tailored management that allows the Bank to serve at scale and with greater proximity.</div>	<div>+ remote management Customers</div>	<div>+ 25 thousand Prestige Digital Customers</div>
<div><b>DIFFERENTIATING MODEL FOR SME</b> Specific and differentiated approach and value proposition for SME.</div>	<div>+ active SMEs &gt; engagement</div>	<div>~20 thousand active SMEs + 29 billion SME resources</div>
<div><b>DIGITALISATION OF CORE PROCESSES</b> Automated, paperless and self-banking processes.</div>	<div>+ digital processes</div>	<div>62% of core processes</div>
<div><b>BANCASSURANCE</b> Universal offer of Fortaleza insurance available through banking channels</div>	<div>&gt; turnover + insurance policies</div>	<div>AOA 3.2 billion in insurance premiums 190 thousand insurance policies</div>

### 3.4.1. \*400# Agiliza

\*400# Agiliza platform is geared towards financial inclusion and allows anyone, whether an ATLANTICO Customer or not, to autonomously join or open a bank account in less than two minutes, via a feature phone (push-button/2G phone) or smartphone. To do so, simply dial \*400#, no need to install applications or consume voice, data, or SMS balance.

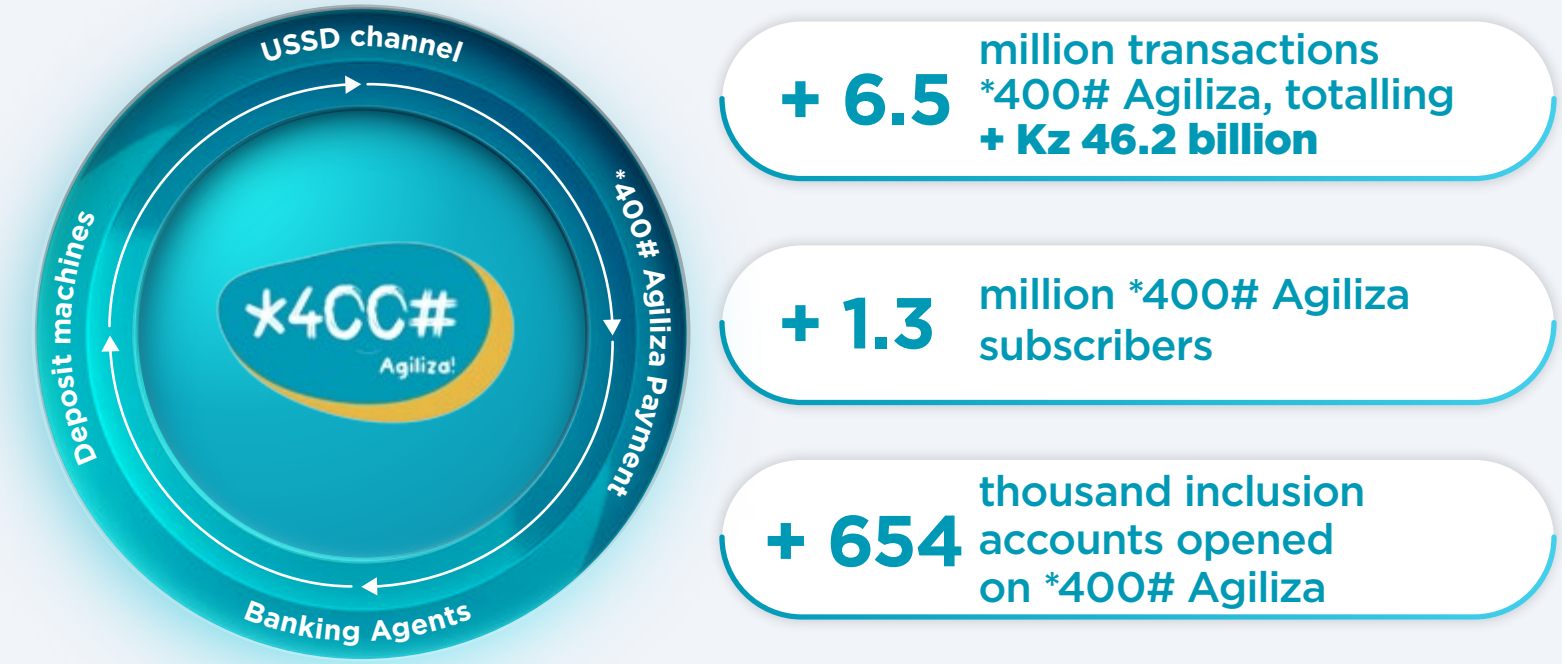
This platform is composed of three channels: USSD (Unstructured Supplementary Service Data), Banking Agents and the \*400# Agiliza Payment Terminal, through which customers can carry out their daily banking transactions.

#### USSD

With \*400# Agiliza, the cell phone becomes a customized, safe, and ever-present Bank, where the Customer can, in a simple and accessible way, perform the main banking operations, such as balance and transaction inquiries, transfers, top-ups, service payments, among others.

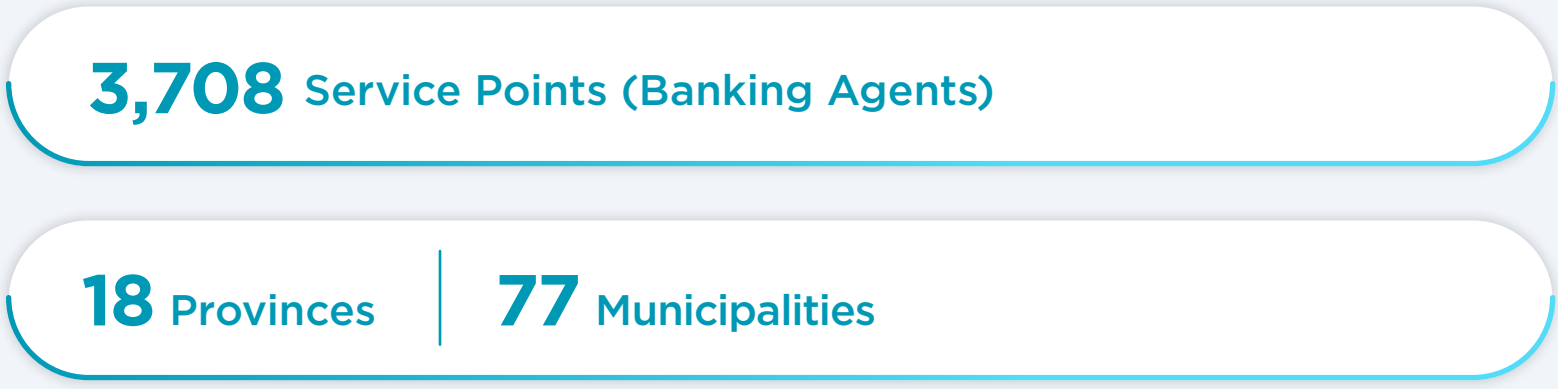
The USSD channel of \*400# Agiliza has been instrumental in growing ATLANTICO’s Customer portfolio, increasing the number of Customers carrying out transactions through digital channels and enabling more people to have access to structured financial services, thereby enhancing financial inclusion and economic growth.

In 2023, USSD was the main inbound channel for retail Customers who opened their account remotely, via cell phones without Internet access. This milestone underscores the ease of use and trust that the USSD channel provides and enabled \*400# Agiliza to surpass the one million user mark.



### Banking Agents

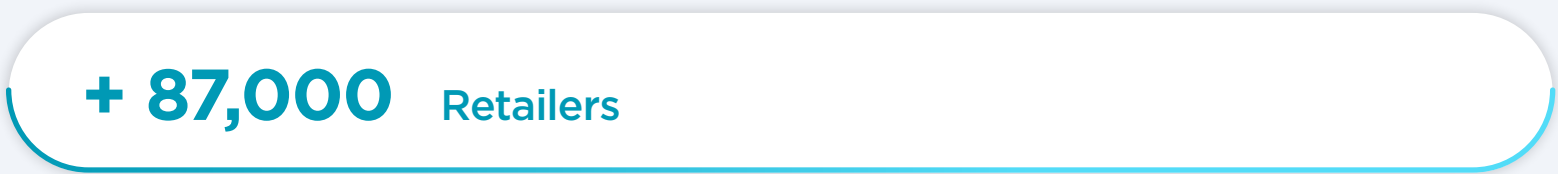
The Banking Agents channel has been key in enabling ATLANTICO to reach remote areas, such as the city outskirts and rural areas where access to banking services is limited. Through partnerships with local agents, the Bank brings core financial services such as deposits and withdrawals to a growing number of communities and individuals. This high capillarity approach has allowed ATLANTICO to strengthen its presence in previously unserved areas and conclude the year of 2023 with 3,708 Agiliza Banking Agents \*400# service points, with geographical coverage in Angola’s 18 provinces and 77 municipalities.



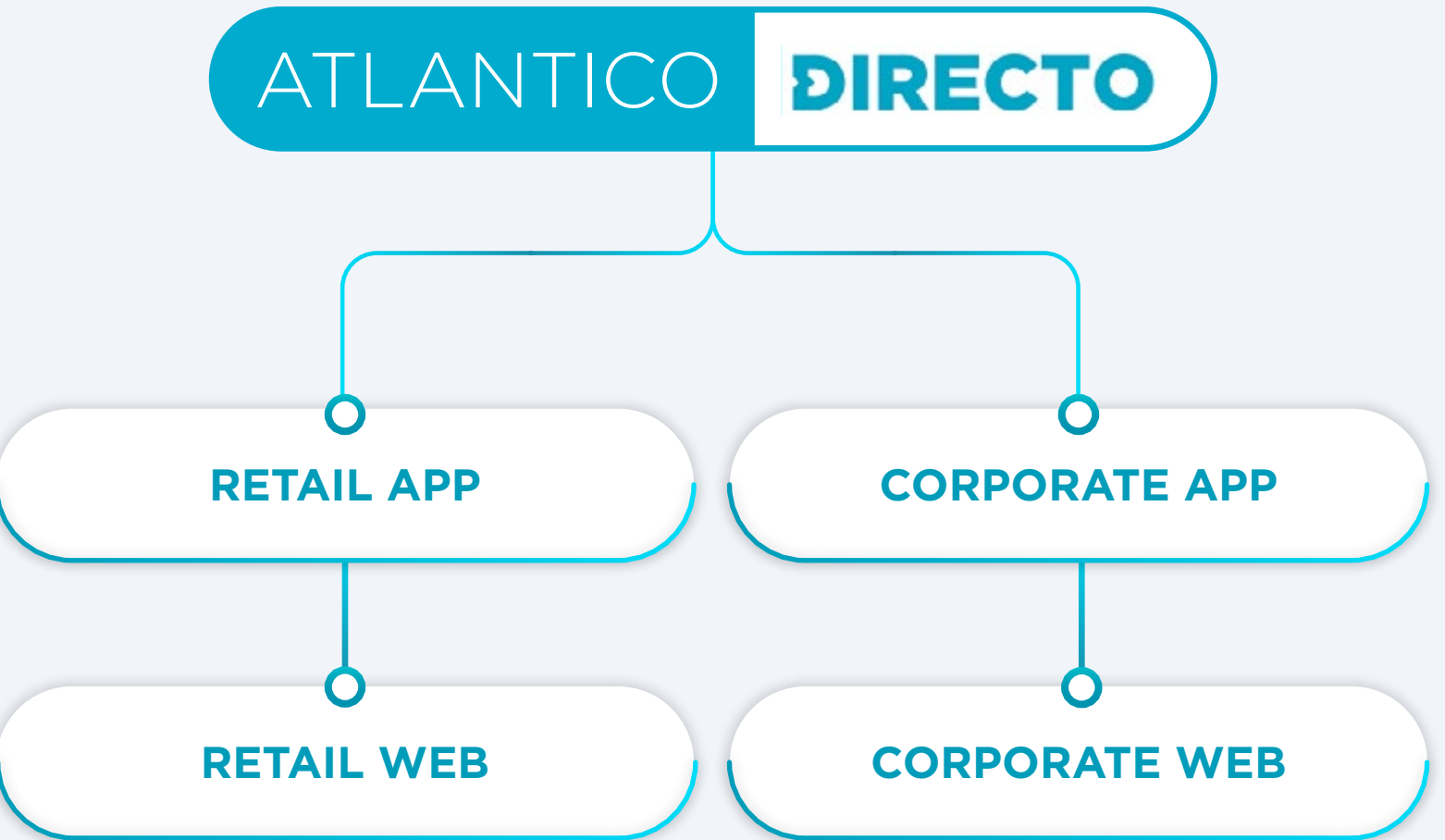
### \*400# Agiliza Payment Terminal

In order to ease payments between Customers and traders, \*400# Agiliza offers the opportunity to activate the \*400# Agiliza Payment option, which turns the cell phone into a mobile payment terminal. The platform assigns a numeric code to the trader, who can share it with Customers to receive mobile payments in a fast, secure, and hygienic way. The \*400# Agiliza Payment Terminal has currently more than 87,000 retailers, including taxi drivers, neighborhood stores, market vendors, among others.

As a way of strengthening the proximity that distinguishes \*400# Agiliza and the network of Banking Agents, the Bank carried out more than 250 actions of inclusion and financial and digital literacy, through a team of promoters, who are present daily in the markets, neighborhoods, and communities, nationwide.



### 3.4.2. ATLANTICO Directo



The ATLANTICO Directo platform continues to play a key role in delivering convenient financial services, in particular to private Customers with personalised management and companies, whether through the App available for cell phones with Android or iOS operating system, or through the web version, which continues to be the preference of businesses.

In line with Customers’ growing appetite for remote and self-service channels, there was an 8.7% year-on-year growth in the number of active users, where national and international transfers, payroll processing and top-ups have been the Customers’ transactional preferences. Also noteworthy was the 42% growth in the number of new Customers who opened their bank account through ATLANTICO Directo compared to the previous year.





### 3.4.3. Self-banking

Providing a network of self-banking equipment (ATMs and Cash Deposit Machines) with high availability (24/7) – enabling Clients to carry out the most demanded banking operations in branches, autonomously, conveniently and at any time with a view to scalability and a focus on the Client – has been one of ATLANTICO’s main strategic focuses through the development and implementation of the “ATLANTICO 24 horas” concept.

For this purpose, ATLANTICO has been investing in the reinforcement of self-banking equipment, both in its branch network and in partner facilities, thus increasing the capillarity and geographical coverage of its network.

In 2023 the Bank gave another important step towards the development of its self-banking business model, making available the ATLANTICO Card Machine whose purpose is to provide Customers with complete autonomy in the process of replacing/renewing multicaixa debit cards.

With a simple but agile interaction journey, through a friendly interface which includes advanced technology, it has been possible to provide a quick, easy and intuitive experience for Customers. Security is guaranteed in each transaction thanks to the use of a high and asser-tive level of authentication. The Card Machine is available 24 hours a day, 7 days a week, initially at the Cidade Financei-ra branches, in Talatona, and in Viana Vila, Luanda’s most populous municipality.

In addition, the Bank has been developing and testing, on a pilot basis, a new branch concept: The ATLANTICO 24 Horas Spaces, which focus mainly on providing equipment that allows Clients to carry out their transactions in a self-service logic (self-banking), with the support of commercial assistants. The Bank currently has seven ATLANTICO 24 horas spaces, located in highly transactional areas in the provinces of Luanda, Huambo and Namibe, which allow it to cover the majority of daily operations required by Customers who seek out a bank branch, with greater availability and high level of service.

317 ATM

98 Direct deposit machines

87% Self-banking deposits

67% Branches 24/7 (ATLANTICO 24H)

18 Provinces



Opening of the ATLANTICO Card Machine



ATLANTICO 24 Horas Space



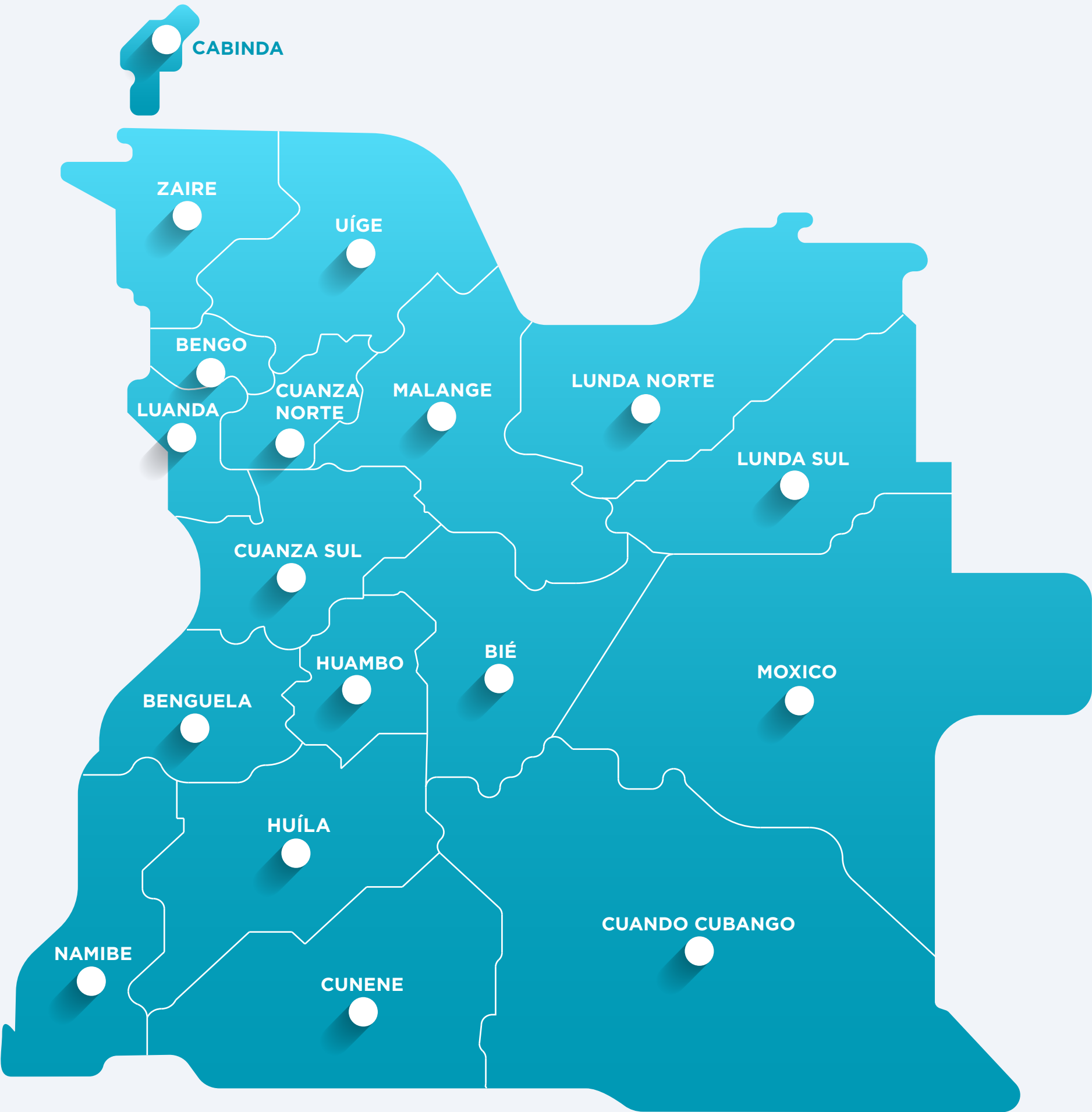
ATLANTICO 24 Horas Space



ATLANTICO 24 Horas Space



3.4.4. Customer service points

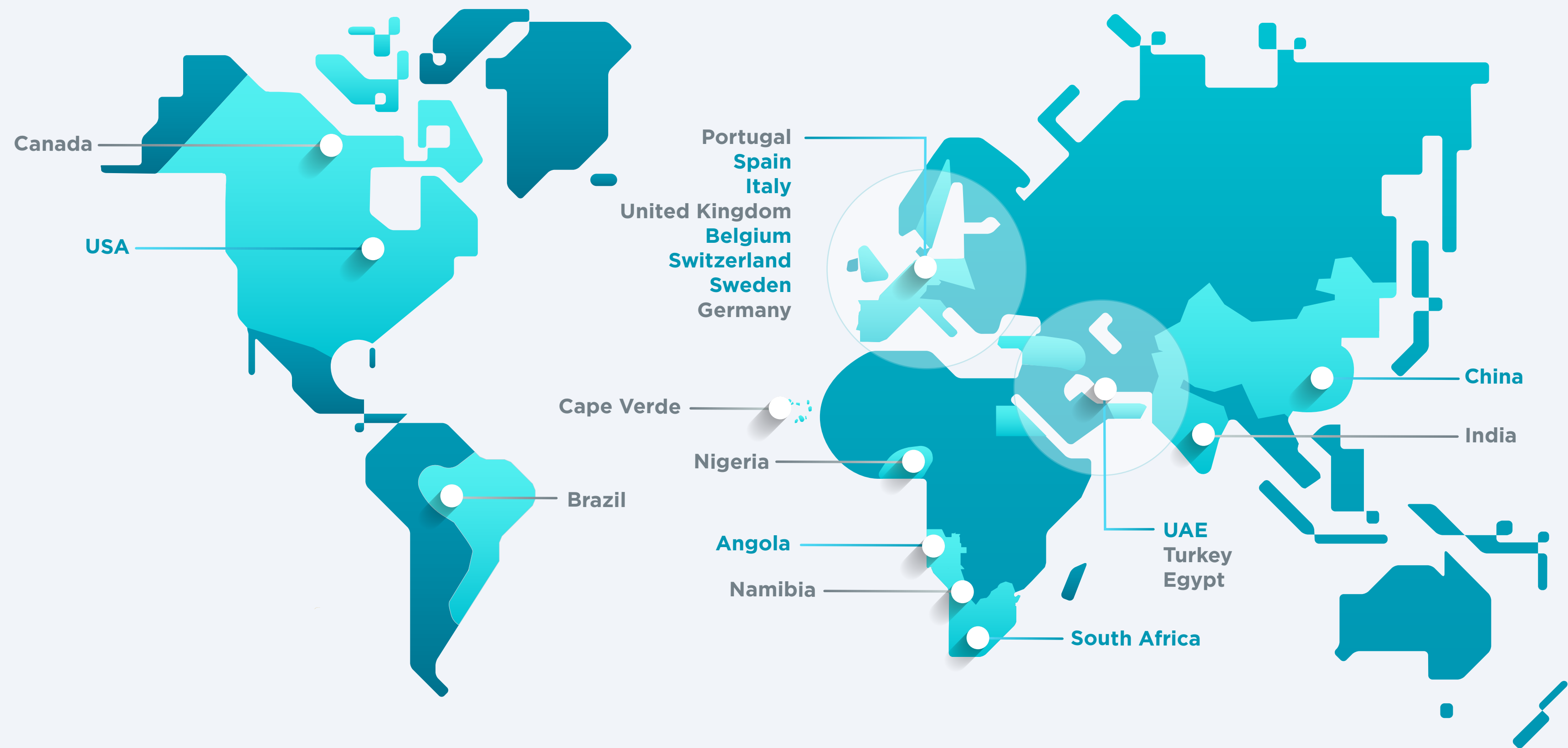




3.5.

Partnership's ecosystem

Worldwide coverage of ATLANTICO Customers' transactions



26 correspondent banks in 4 continents

Correspondent banks

COMMERZBANK

BYBLOS BANK

Millennium bcp

novobanco

mashreq

aktif bank

NEDBANK

中國銀行  
BANK OF CHINA

UniCredit

ATLANTICO EUROPA

Santander

Deutsche Bank

RAND MERCHANT BANK  
A division of FirstRand Bank Limited

Standard Bank

Partners

HEMERA CAPITAL PARTNERS

FORTALEZA SEGUROS

ATLAS SECURITIES

In 2023, the international macroeconomic context was affected by several changes, including increased inflationary pressures and a more restrictive stance by major Central Banks. These changes had a direct impact on economies, companies, and families, resulting in a loss of purchasing power and increased financing costs.

As part of its PHIT 2.4 strategic plan, ATLANTICO has worked to strengthen its international partnerships concerning external financing lines, such as the AGF Credit Guarantee Facility and IFC Financing Settlement, as well as diversify trade finance and treasury lines, aiming to enhance its positioning in both domestic and international markets with products and services that drive the industrialization process and sustainable development.

Regarding international business, ATLANTICO maintains its focus on its correspondent banking network, which consists of 125 banks (26 of which have active relationships). This network guarantees the consolidation of business through solutions such as the clearing service in various currencies, particularly the US dollar. The service is currently carried out by two correspondent banks.





Regarding trade finance, ATLANTICO maintains its position as a major player in import support instruments, with a 16% market share (MS) in the issuance of Documentary Credits. The MS achieved in 2023 for Documentary Import Collections was over 63%.

Export documentary transactions accounted for 18% of MS trade finance, with particular emphasis on documentary collections, which recorded a MS of 37%.

Commercial payments made by the market decreased by almost 31% compared to the same period last year, with a total of USD 45.5 billion in transactions issued and received. This reduction is associated with the short supply of foreign currency resulting from the negative performance of the oil sector.

During the year, the Bank issued Payment Orders amounting to USD 2.8 billion, maintaining the usual MS of 10% with a 0.7 p.p. reduction compared to the previous period. The amount of Payments Received was USD 2.6 billion, resulting in a MS of 14.4%, which represents a growth of 2.5 p.p. compared to the same period last year, due to a lower reduction than the market.

Financing facilities

Entities	Country	Negotiated amount	Facility
	USA	USD 30,000,000	Facility for trade finance transactions
	Germany	EUR 30,000,000	Specific financing facility to support import operations covered by Export Credit Agencies
	Kenya	USD 5,000,000	Guarantee facility to cover credit risk for SMEs
	Zimbabwe	USD 10,000,000	Trade finance facility for confirming Documentary Credits, Guarantees and Irrevocable Reimbursement Undertaking (IRU)





## Intermediation, custody, and custodian bank

In the capital market, specifically the intermediation of securities on the secondary market, the volume traded by ATLANTICO amounted to AOA 675 billion over the course of 2023, a year-on-year increase of more than 195%, or a MS of 5%. This performance allowed the Bank to maintain its presence in the top 5 of the largest traders in the market.

Under the terms of Law no. 14/21, of May 19, on the General Regime of Financial Institutions, the rendering of services and the activity of investment in securities and derivative instruments (intermediation in the purchase and sale of securities, as well as the opening of custody accounts) must be carried out by Non-Banking Financial Institutions (NBFIs) linked to the Capital Market and Investment, subject to supervision by the Capital Market Commission (CMC).

ATLANTICO, acting in accordance with the regulations, informed Customers in advance in order to ensure the transfer of securities from Banking Financial Institutions to duly licensed Securities Brokers and Distributors, complying with the stipulated deadlines, namely:

- Until June 30, 2023, securities of a corporate nature (Shares and Bonds);
- Until December 31, 2023, government securities (Treasury Bonds and Treasury Bills).

To ensure the continuity and adjustment of securities and derivatives intermediation services, ATLANTICO has identified a strategic partner with a team that has vast experience in the capital markets, ATLAS SECURITIES SDVM. The total transfer of Government Securities was ensured after ex-

press indication by the Customers and the opening of new custody accounts during the second half of the year.

From July 1 to December 31, 2023, ATLANTICO maintained its position as the third largest bank in terms of the number of active individualized registration accounts, with a MS of 6.8%, holding securities instruments worth more than AOA 13 billion, segmented by private and corporate investors.

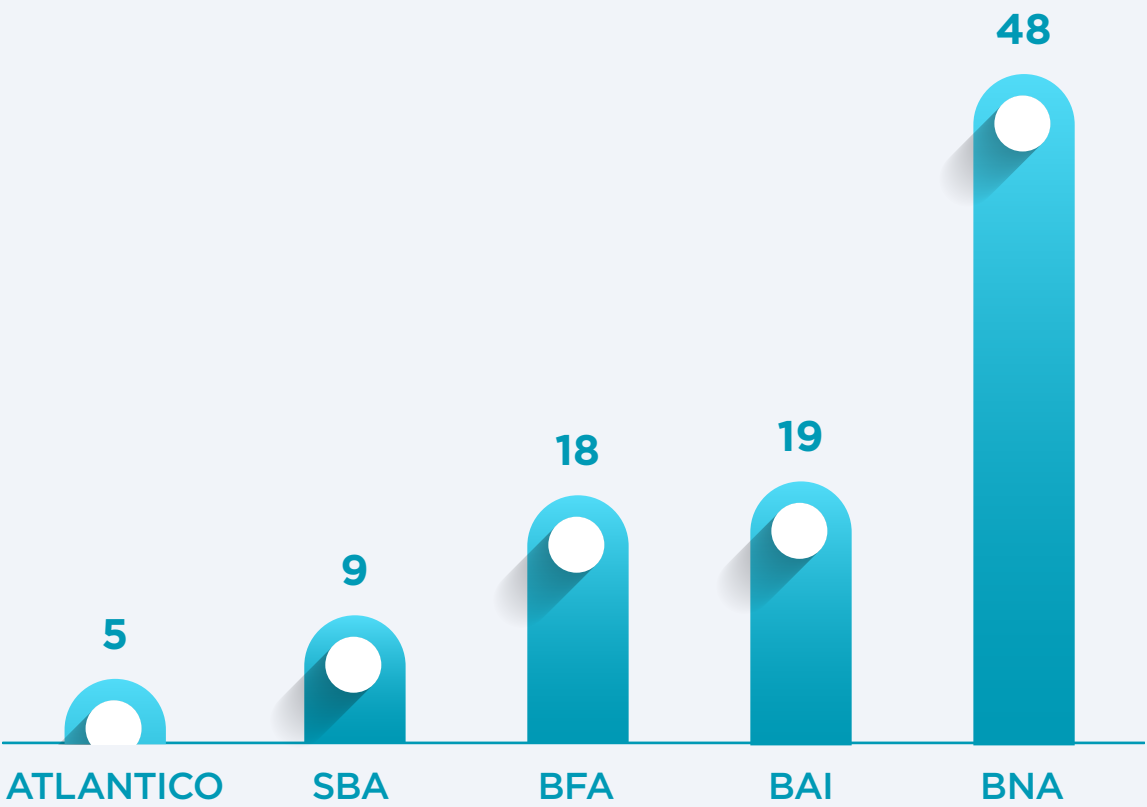
For the next period, ATLANTICO intends to increase the involvement of non-resident Customers in this market, while continuing to advertise and promote the custody service.

With the regular adjustment of the Capital Market, the Bank has implemented rules and procedures associated with the financial settlement service to enable adequate

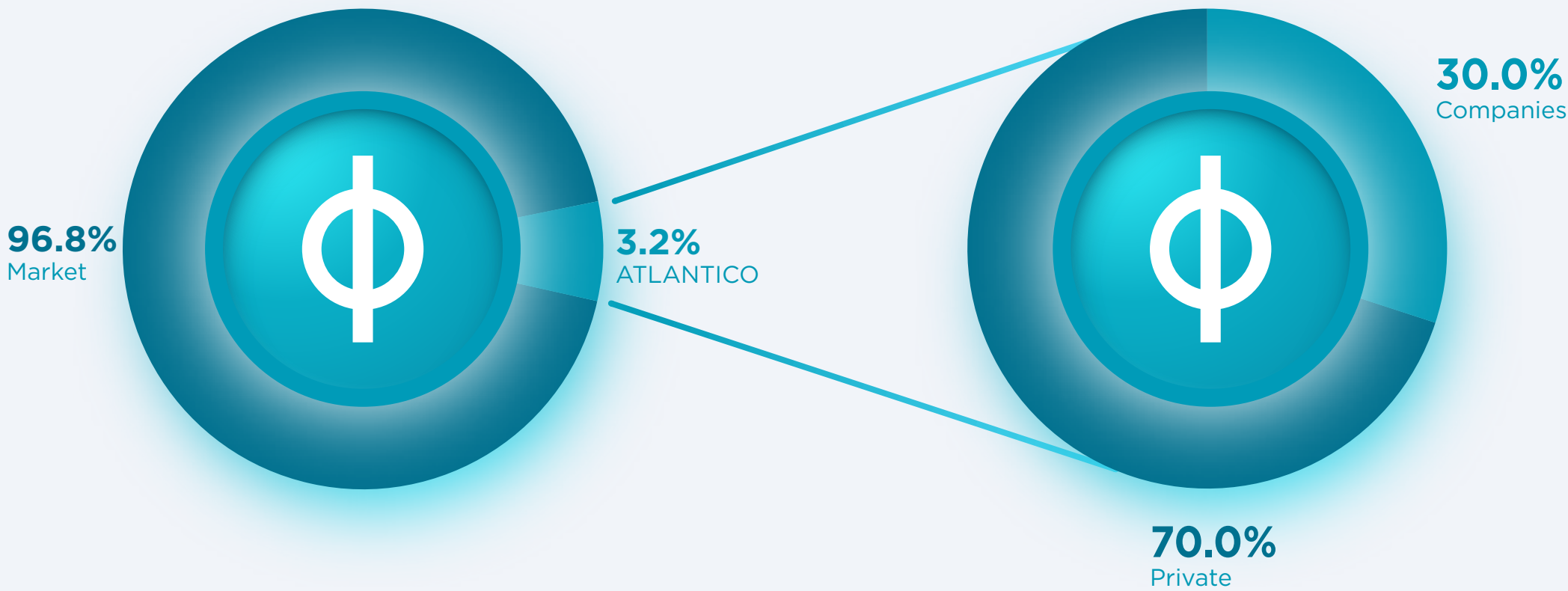
support for duly licensed Brokerage Firms and Distributors. Moreover, it maintains its strategy of boosting the Custodian Bank service, ensuring visibility, information, and the opportunity to diversify the portfolio.

As a depositary bank, ATLANTICO has under its custody the following Collective Investment Undertakings, in the amount of 320 billion kwanzas: an open-ended fund; three closed-end funds; and a closed-end investment company. The Bank also provides custody of a Pension Fund.

Top 5 BODIVA intermediaries (%)



MS custodial accounts – until 30-06-2023



MS custodial accounts – from 01-07 to 31-12-2023





3.6.

ESG (Environmental, Social and Governance)

3.6.1. ATLANTICO's Transformation Journey

Sustainability has been a priority for governments, institutions, and companies worldwide. Today's challenges, which include environmental, social, and economic concerns, prompt concerns and questions around the current development model and society's way of life. ATLANTICO is aware of these challenges and seeks to align its business with best ESG (Environmental, Social and Governance) practices to increase its resilience and ensure more sustainable growth.

At ATLANTICO, we strive to make sustainability part of our daily routine and operations, and to progressively guide the vision and future decisions of the company. For the Bank, sustainability is considered an opportunity and an integral part of its management and success in the short, medium, and long term. Therefore, in recent years, ATLANTICO has implemented several measures and actions to enhance its sustainability performance.

As part of this journey, in 2023, the Bank began to develop its 2030 Sustainability Strategy, aligned with its vision, mission and values, and able to leverage the Organization's unique characteristics to boost resilience in the face of fu-

ture challenges. The strategy was developed after conducting a thorough analysis of the key drivers and trends in ESG matters, conducting a comprehensive assessment of the Bank's environmental, social, and governance performance, and benchmarking against similar institutions working in these areas.

Commitments, certifications, and recognition in the field of sustainability

The rise in global awareness around sustainability issues has been fueled by various initiatives that have played a crucial role not only in shaping public opinion but also in informing decision-making. The 2030 Agenda for Sustainable Development, consisting of 17 goals and 169 targets, was launched as one of the most significant international initiatives in this area. It was approved and adopted by all Member States of the United Nations. The 2030 Agenda for Sustainable Development is a comprehensive and ambitious plan that tackles different aspects of Sustainable Development – including social, economic, and environmental dimensions – while also promoting peace, justice, and effective institutions.

1
NO POVERTY


2
ZERO HUNGER


3
GOOD HEALTH AND WELL-BEING


4
QUALITY EDUCATION


5
GENDER EQUALITY


6
CLEAN WATER AND SANITATION


7
AFFORDABLE AND CLEAN ENERGY


8
DECENT WORK AND ECONOMIC GROWTH


9
INDUSTRY, INNOVATION AND INFRASTRUCTURE


10
REDUCED INEQUALITIES


11
SUSTAINABLE CITIES AND COMMUNITIES


12
RESPONSIBLE CONSUMPTION AND PRODUCTION


13
CLIMATE ACTION


14
LIFE BELOW WATER


15
LIFE ON LAND


16
PEACE, JUSTICE AND STRONG INSTITUTIONS


17
PARTNERSHIPS FOR THE GOALS


SUSTAINABLE DEVELOPMENT
GOALS





To ensure a prosperous future for the Organization, it is essential to create a positive impact on society and the Bank's stakeholders. ATLANTICO is committed to contributing to the achievement of the United Nations 2030 Agenda and its SDGs by adopting solutions that extend to its entire value chain. The Bank acknowledges that a sustainable future presents numerous challenges. However, it also offers opportunities for business, innovation, evolution, and resilience. Adopting the 2030 Agenda and its SDGs will contribute to the greater good of the Organization and the Planet.

In addition to its contribution to the SDGs, ATLANTICO has made several other commitments in the area of sustainability, subscribing to national and international initiatives, including the UN Global Compact and the International Finance Corporation's (IFC) Performance Standards on Environmental and Social Sustainability. The approach includes not only the analysis of the environmental and social impact of projects, but also active engagement with Customers. ATLANTICO thus seeks to encourage the adoption of best practices, promoting awareness and providing support for the implementation of sustainable solutions throughout the value chain.

The ATLANTICO's approach includes not only the analysis of the environmental and social impact of projects, but also **active engagement with Customers** by providing support for the implementation of sustainable solutions throughout the value chain



United Nations  
Global Compact

### UN Global Compact

A voluntary initiative for businesses to align their strategies and operations with universal principles in the areas of human rights, labor, the environment and anti-corruption, and to develop policies to address societal challenges.



### IFC Social and Environmental Sustainability Performance Standards

Through ATLANTICO's Environmental and Social Management System, the Bank has promoted alignment with IFC standards in this area. This alignment creates a financing agreement with environmental and social covenants, the performance of which is reported annually to the IFC, with the goal of improving the Bank's development opportunities.

### Adherence to and commitment to the Principles of the United Nations Global Compact



### Environmental and Social Management System (ESMS) for the credit function - in line with IFC's eight Performance Standards

1. Assessment and Management of Environmental and Social Risks and Impacts
2. Labor and Working Conditions
3. Resource Efficiency and Pollution Prevention
4. Community Health, Safety, and Security
5. Land Acquisition and Involuntary Resettlement
6. Biodiversity Conservation and Sustainable Management of Living Natural Resources
7. Indigenous Peoples
8. Cultural Heritage



### 3.6.2. Environmental Dimension

#### Sustainable Financing

ATLANTICO is aware that all human activities have an impact on the environment and recognizes that excellence in environmental performance is a differentiating factor and a fundamental condition for sustainable development. For this reason, it has made efforts to improve the environmental performance of its (direct and indirect) activity.

The activities of the ESMS project were divided into phases, which are summarized as follows:

- An initial diagnosis was carried out, which identified a series of actions to be taken in order to implement the ESMS;
- These actions included training sessions for all the teams involved in the credit process or cycle, as well as senior management, the Executive Commission and the Board of Directors;
- The environmental and social roles and responsibilities to be considered for the effective implementation of the ESMS have been defined;
- Documentation has been created/designed to support the training of the teams, as well as all the guidance procedures and tools to support the teams' actions;
- A pilot/test was conducted, which proved to be an asset, with the participation of the IFC team throughout the process, from the site visit to the environmental and social due diligence and respective action plan.

Moreover, ATLANTICO wishes to set an example in terms of raising awareness of the importance of environmental management and the decarbonization of the economy. As such, it has sought to invest in innovative and more efficient solutions that optimize resources.

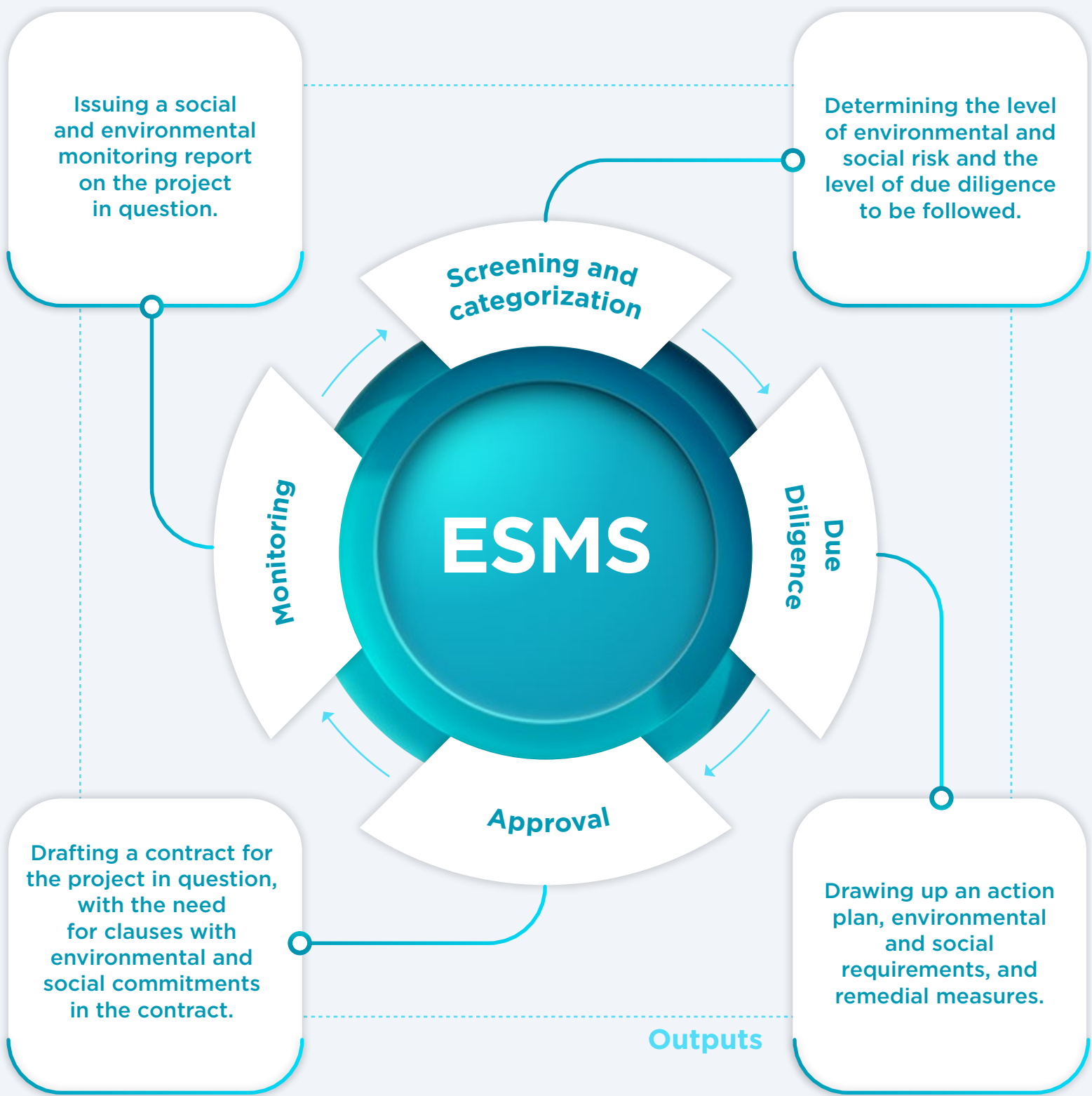
#### ESMS – Environmental and Social Management System

ATLANTICO acknowledges that environmental concerns play a crucial role in establishing a robust and well-balanced organizational position. Effective management of these concerns can enhance efficiency and resilience. Thus, in line with its commitment to sustainability, the Bank has an Environmental and Social Management System (ESMS) in place to ensure that its activities comply with ESG requirements. As a result, the ESMS not only promotes transparency and awareness of environmental and social best practices, contributing to active engagement with customers, but also enables the implementation of sustainable solutions in relations with stakeholders throughout the value chain.

With the implementation of the ESMS, ATLANTICO seeks to strengthen the management and mitigation of environmental and social risks associated with its loan portfolio. By means of meticulous analysis, the ESMS establishes unambiguous guidelines and rules to select and evaluate projects, updating them as needed. The ultimate goal is to foster the most sustainable and responsible practices.

The ESMS ensures that the Bank’s investments and financing adhere to established guidelines and international and national legislation related to the environment, health, safety, and social issues. Thus, by implementing procedures and workflows that consider the impacts and opportunities across all sectors of the Institution, it is possible to enhance the management and mitigation of environmental and social risks associated with ATLANTICO’s credit portfolio.

Although the ESMS was developed a few years ago, in 2023 it underwent significant improvements due to the Bank’s investment in sustainability. During the year, the Bank received technical support from IFC to implement the ESMS. A team of three specialists, including one of the most renowned environmentalists in Angola, was entirely dedicated to the project. Through this investment, at the end of the year, ATLANTICO’s credit processes underwent an environmental and social assessment. The evaluation criteria used were aligned with the IFC’s eight Performance Standards.



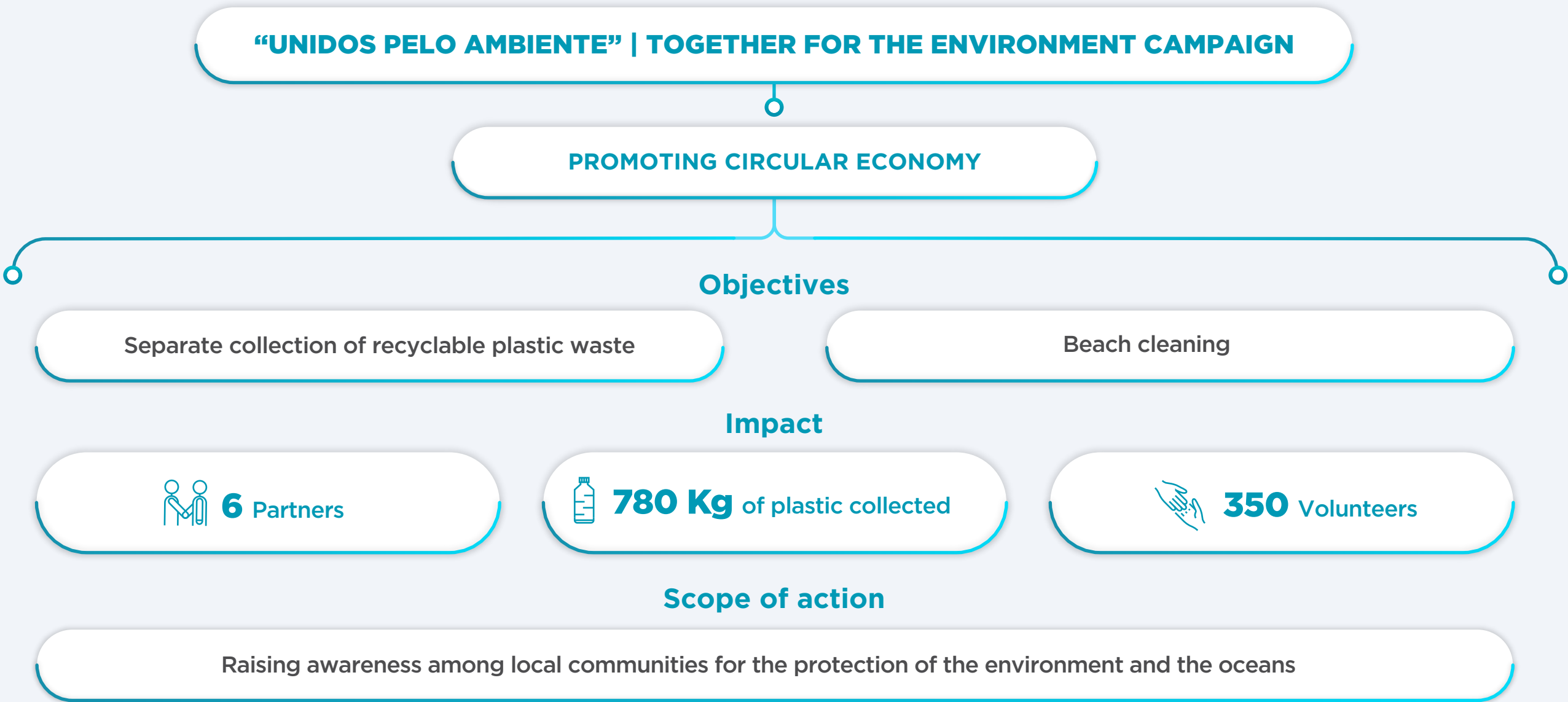


Social and Environmental Awareness Initiatives

ATLANTICO acknowledges that it still has a long way to go to meet its environmental commitments. However, as a young and innovative institution, it has taken initial steps towards this goal by implementing various environmental initiatives to contribute to a more sustainable Planet. These initiatives comprise the “Unidos

Pelo Ambiente” (Together for the Environment) campaign, a beach clean-up aimed at collecting recyclable plastic waste and raising awareness among local communities about protecting the environment and oceans, and Sustainability Research, which aims to increase the environmental literacy of the Bank’s stakeholders.

ATLANTICO has taken environmental initiatives to contribute to a more sustainable Planet



IMPACTO – Research on Sustainability

The *IMPACTO* initiative is a project that started in late 2022. It involves producing and publishing a quarterly Sustainability Research article to enhance literacy and knowledge on sustainability issues. This initiative aims to enhance the Bank’s position in society and with its stakeholders regarding sustainability. In 2023, five editions of *IMPACTO* were published, covering topics such as sustainable finance, the circular economy, and the blue economy.

Agenda – 2023	Edition
Sustainability and Sustainable Development	1 <sup>st</sup> Edition
The Role of Sustainable Finance in the Implementation of the SDGs and the 2030 Agenda – ESG Applied in the Context of Banking	2 <sup>nd</sup> Edition
The Circular Economy and its importance	3 <sup>rd</sup> Edition
Blue Economy and Blue Bonds	4 <sup>th</sup> Edition



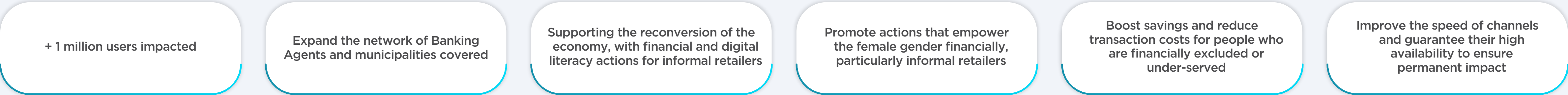


Literacy, Financial Inclusion and Innovation – \*400# Agiliza

The \*400# Agiliza is ATLANTICO’s platform for creating value and prosperity through financial literacy and inclusion. With the motto, “Your cell phone is your bank”, \*400# Agiliza puts financial potential in the hands of the entire population, with particular impact on low-income families living in remote areas and/or where access to structured financial services is non-existent or insufficient.



2023 Objectives



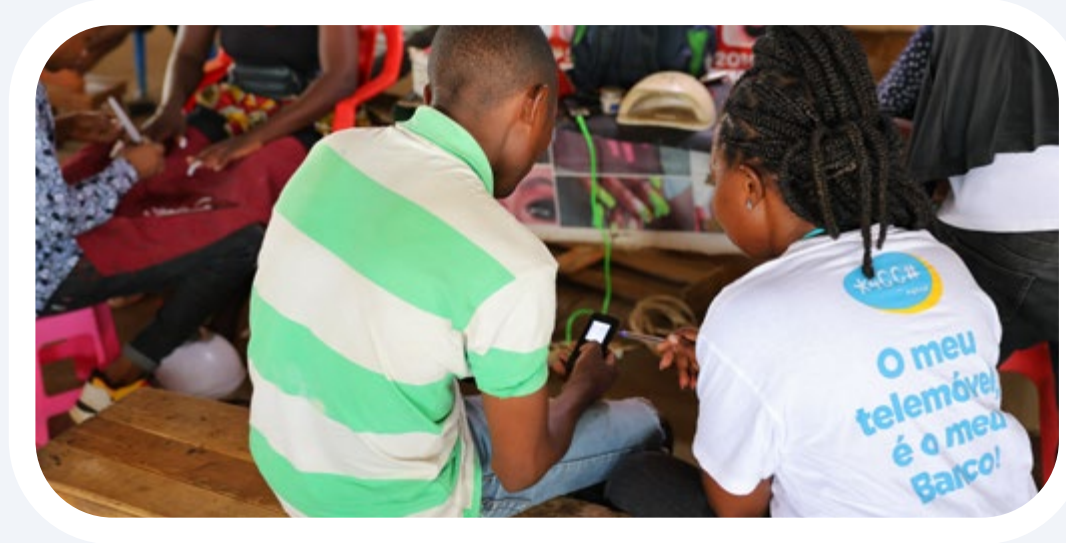
Impact



Scope of action



It operates in the 18 provinces of Angola, focusing on the low-income population living in remote areas and/or where access to structured financial services is non-existent or insufficient.





3.6.4. Initiatives and Projects for Social Transformation

Social transformation is a foundational pillar of ATLANTICO, and it is in its DNA to share the results of its activity with the communities in which it operates, leaving a relevant mark on society. The Founders created an Institution based on

creating Values for Life. An institution that generates value for its Customers, Shareholders, People and, above all, for the Communities.

Atlantico’s social transformation strategy



Knowledge



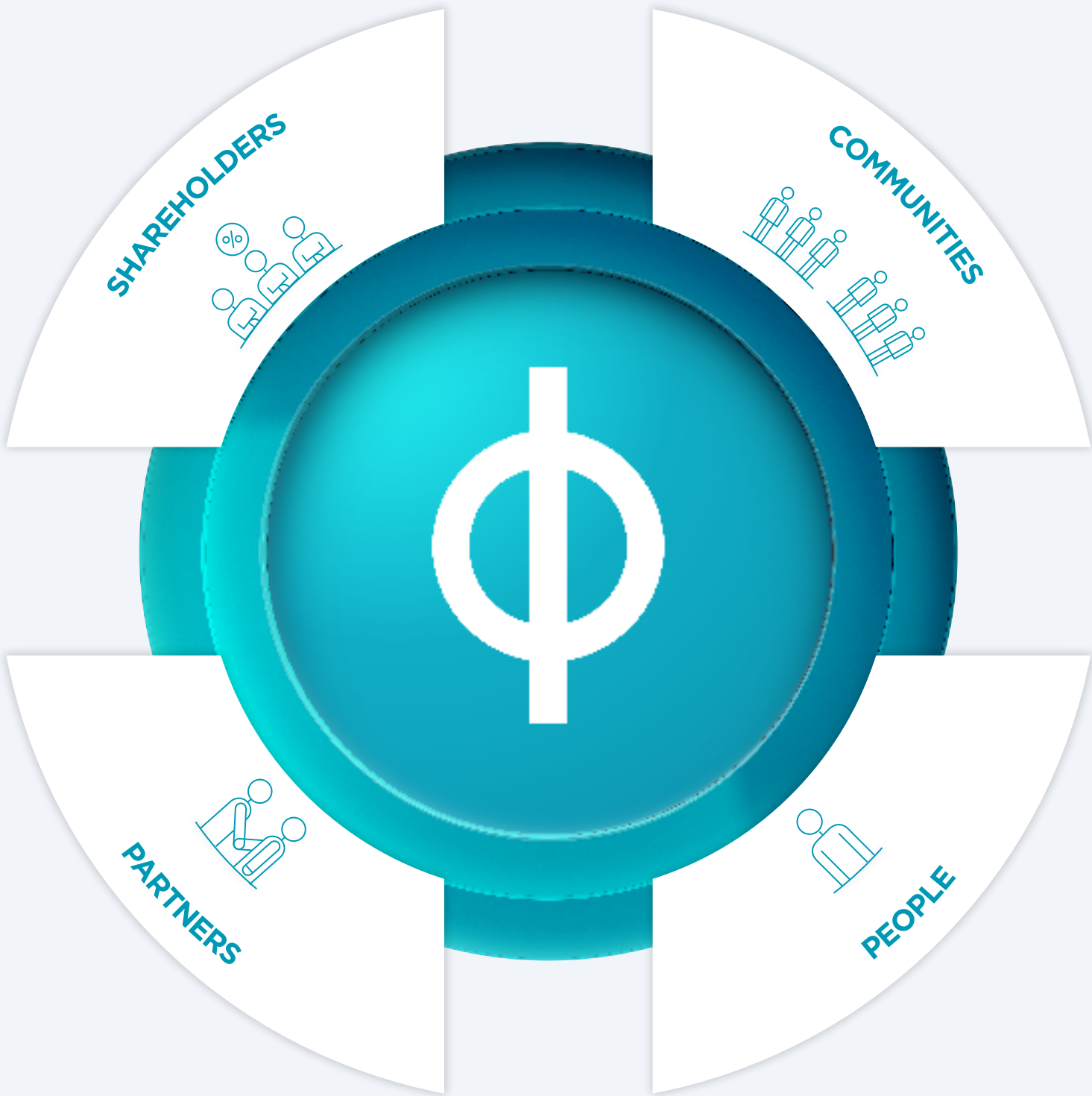
Entrepreneurship



Health and Wellness

An institution that generates value for its Customers, Shareholders, People and, above all, for the Communities

ATLANTICO’s Social Transformation Ecosystem

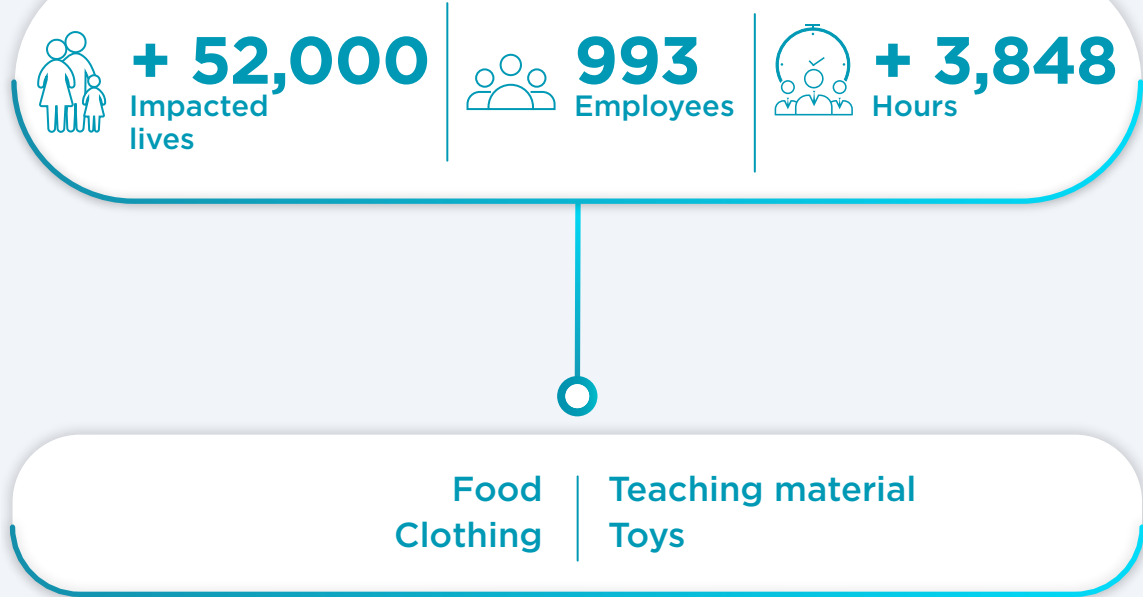




ATLANTICO is continuously and increasingly committed to social transformation, impacting the lives of communities. Through the “Partilhamos Valores para a Vida” (“We Share Values for Life”) Programme, each Employee, with their gesture of solidarity, commitment, empathy, and love for others, has the opportunity to impact society positively and in a responsible and innovative way, inspiring dreams, helping to achieve goals and sustainable projects.

Against this background, a set of activities were carried out in 2023, which demonstrate and strengthen our strong sense of responsibility towards People. Committed to providing support to charitable institutions, around 993 Employees invested more than 3,848 hours in volunteer actions, impacting more than 1,600 people (children, young people, and the elderly). A Goods Collection Campaign was also held in favour of the institutions the Bank supports.

These figures reflect the strong sense of mission of ATLANTICO volunteers. It is with these integrated, consistent, strong, and continuous actions that the Bank daily honors its commitment to the future and to the transformation of society, with a view to building and strengthening an informed and sustainable society with “Values for Life”.



Foster home Consoladora dos Aflitos



Nutrition Centre



Foster home Lar de Nazaré



Foster home Lar do Beiral



Charity of Criança Santa Isabel



El Betel Centre, Benguela



Huambo, SOS Home for Children



Foster home Lar de Nazaré



Christmas Solidarity




Actions have also been developed to support institutions, selected in line with ATLANTICO’s social transformation strategy, with a focus on knowledge and entrepreneurship, namely through initiatives to boost agri-business, in partnership with SEIVA, and to support inclusive, equitable and quality education, with the Fundação Ulwazi and the Lar de Nazaré.

Under this strategy, ATLANTICO aims to impact on communities far beyond financial contributions, but equally through knowledge sharing and financial inclusion, targeting high levels of banking and tradability, through \*400# Agiliza.

In the pillar of entrepreneurship, ATLANTICO also has a partnership with Hemera Capital Partners, and is an initial investor in the Dual Impact Fund, the first impact fund in Angola. This is a specialized vehicle to support startups and SMEs that focuses on investing in projects that offer potential financial return allied with the resolution of social problems.

Entrepreneurship



MISSION

Fostering the development of families in rural areas through initiatives with economic and social impact, supporting an following the principles of the Sustainable Development Goals (SDGs) as a measurement and barometer of the impact generated.

SCOPE OF ACTION

ATER (TECHNICAL ASSISTANCE AND RURAL EXTENSION)

Support for the sustainable development of agricultural production by rural families.

CAPACITY BUILDING


Development of technical and institutional skills of local partners.

RESEARCH & INNOVATION

Conceptualization, testing and development of local solutions and challenges.

LOGISTICS AND FAIRTRADE

Creating agri-food value chain linkages, with a rural focus.



MISSION

Contribute to the development of the Angolan business system, supporting companies to incorporate sustainability and impact criteria into their mission


Be a source of funding for startups and SMEs

Create impact with financial, social and environmental return

SCOPE OF ACTION

Affordable Housing | Agriculture | Logistics | Financial Services | Industry | Energy & Utilities | Health Care | Education

Knowledge



MISSION

Fostering the construction of the Knowledge Society as a criterion and pillar for sustainable social and economic development.

SCOPE OF ACTION

THE PURSUIT OF EXCELLENCE

Ulwazi contributes to Angola and Africa being at the frontier of Knowledge in the Education sector.

STRUCTURING ACTION


Ulwazi is an active partner in defining and implementing education policies and strategies.

A CATALYST FOR INNOVATION

Ulwazi is an accelerator of innovation and new teaching models.

A SKILLS FACTORY FOR EDUCATION

Education plays a key role in preparing the future. But we also need to prepare for the future of Educat



MISSION

Helping orphaned children in extreme poverty, aged 3-14 and out of the education system, by providing better living and educational conditions.

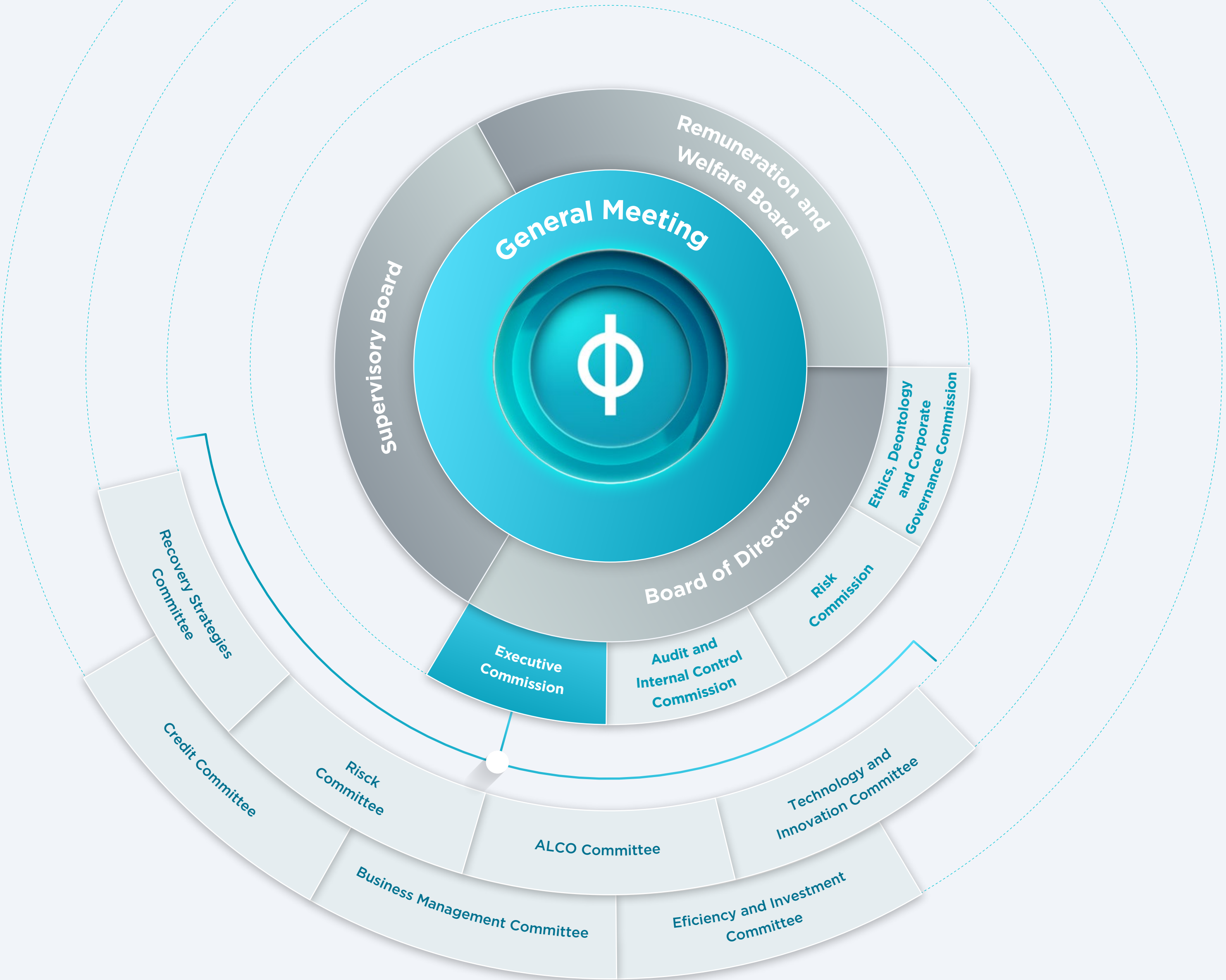
Permanent shelter for girls at risk.
















































### 3.6.5. Governance

Governance model






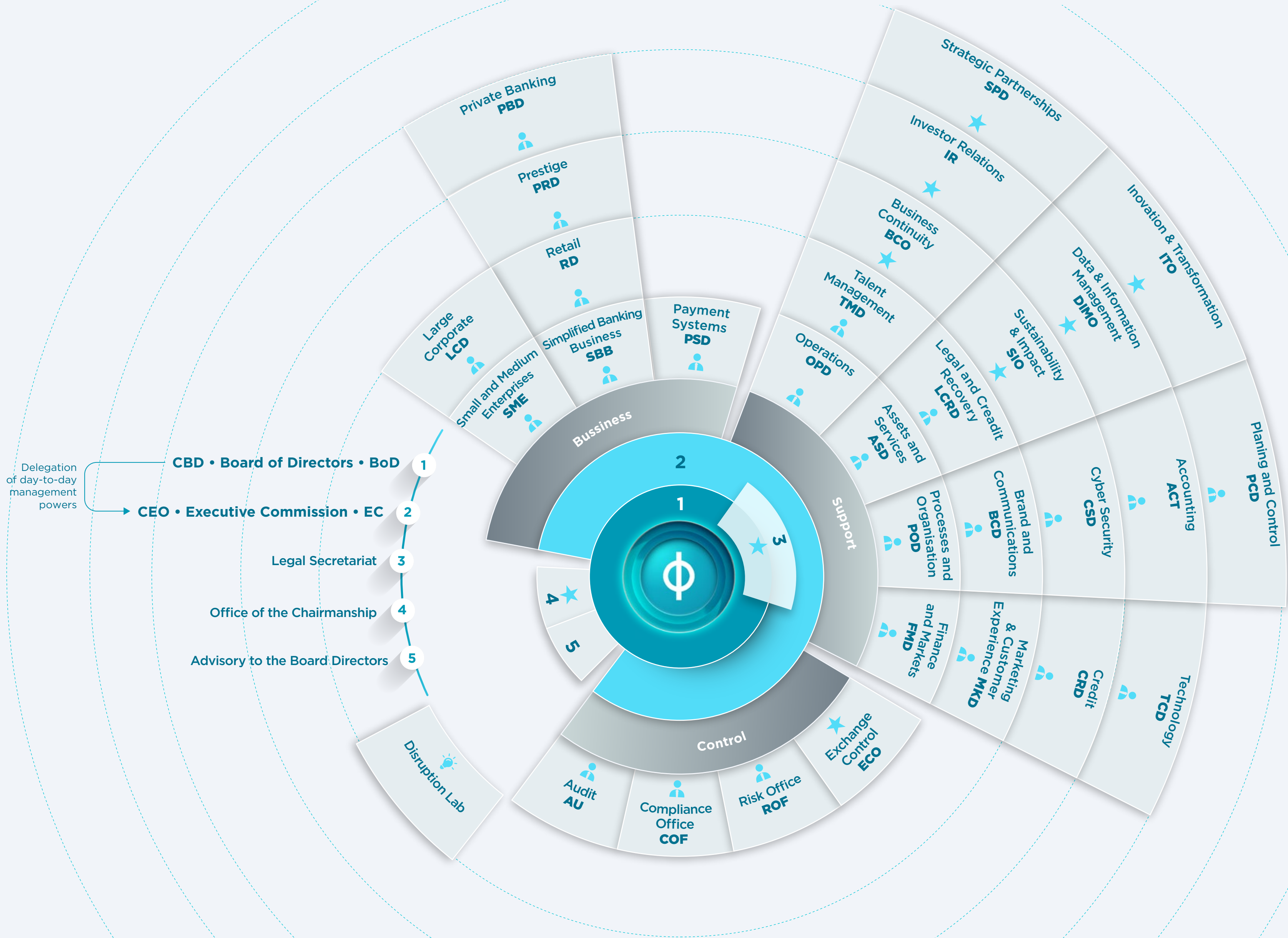
Composition of the governing bodies

	Board of Directors	Executive Commission	Audit and Internal Control Commission	Risk Commission	Ethics, Deontology and Corporate Governance Commission	Supervisory Board	Remuneration and Welfare Board	General Meeting Board
António Assis de Almeida								
Daniel Santos								
Miguel Pessanha								
Elpídio Neto								
Paulo Tomás								
José Carlos Burity								
Madalena Neto								
Vanessa Mendonça								
Miguel Alves								
Éder Sousa								
Patrícia Gabriel								
João Mendonça								
Isabel Espírito Santo								
Mauro Neves								
Catarina Souza								
António Frutuoso de Melo								
José Wanassi								
Manuel Aguiar								
Nuno Teodósio de Oliveira								
Nélson Teixeira								
Guilherme Frutuoso de Melo								
José Dordio								
Cristina Ferreira								
João Manuel Pedro								
Fernando Magarreiro								
Patrícia Dias								



Organic struture

-  Department
-  Office
-  Autonomus Unit





# Executive Commission

## Members and Areas of Responsibility

\* The replacement order presented should only be applied in cases where the absent/prevented Board Member has not had the opportunity to directly appoint his replacement, with due caution regarding potential conflict of interest situations.

The CEO and the Deputy Chairman may adjust the appropriate division of areas of responsibility among themselves whenever one of them is absent/prevented from performing duties.

\*\* Hierarchical reporting, with functional reporting to the Chairman of the Audit and Internal Control Commission for Compliance Office and Internal Audit, and to the Chairman of the Risk Committee for Risk Office.




 João Mendonça • Member  
Chief Marketing Officer (CMO)


 Marketing & Customer Experience • DMK


 Brand and Communications • BCD


 Credit • CRD


 Strategic Partnerships • SPO


 COO and CBO-R\*


 Isabel Espírito Santo • Member  
Chief Business Officer (CBO) - Retail


 Retail • RD


 Prestige • PRD


 Simplified Banking Business • SBB


 Small and Medium Enterprises • SME


 CBO-C and CMO


 Patrícia Gabriel • Member  
Chief Operating Officer (COO)


 Assets and Services • ASD


 Cyber Security • CSD


 Operations • OPD


 Technology • TCD


 Business Continuity • BCO


 CMO and CBO-C\*


 Miguel Raposo Alves  
Chairman of EC  
Chief Executive Officer (CEO)


 Talent Management • TMD


 Innovation & Transformation • ITO


 Sustainability & Impact • SIO


 Investor Relations • IR


 Disruption Lab • LAB


 CRO and CFO\*


 Éder Sousa  
Deputy Chairman of EC  
Chief Financial Officer (CFO)


 Legal and Credit Recovery • LCRD


 Accounting • ACT


 Planning and Control • PCD


 Finance and Markets • FMD


 CRO and CEO\*


 Catarina Souza • Member  
Chief Risk Officer (CRO)


 Compliance Office • COF\*\*


 Audit • AU\*\*


 Risk Office • ROF\*\*


 Processes and Organisation • POD


 Data & Information Management • DIMO


 Exchange Control • ECO


 CEO and CFO\*


 Mauro Neves • Member  
Chief Business Officer (CBO) - Corporate


 Large Corporate • LCD


 Private Banking • PBD


 Payment Systems • PSD


 CBO-R and CMO\*


 Department


 Office


 Autonomus unit


 Replacement





< 45 >





## Risk management culture

ATLANTICO sees risk management as a central element of its strategic vision, supporting this area through a structure of collegiate bodies composed of Committees and Commissions independent from the other governance structures. Thus, the area of risk management is independent of the risk-generating areas and provides decision-making and control mechanisms directly dependent on the Bank’s Board of Directors.

ATLANTICO’s risk management is carried out in accordance with strategies and policies defined by the Board of Directors, with the respective delegation of powers to the Executive Commission and the Risk Office (ROF), which is responsible for implementing the strategies and policies defined.



Unit	No. Employees
Management	2
Credit Risk	4
Market and Liquidity Risk	5
Operating Risk	3
Rating	6
	20

ROF reports functionally to the Risk Commission, appointed by the Board of Directors for Risk management, thus giving greater independence and authority to the risk management function. It is complemented by hierarchical/administrative reporting to the Executive Commission, on operational matters and/or practical relations with other areas, in order to improve the efficiency and effectiveness of the daily management of activities, thereby ensuring that the assignment of other areas to the same executive director, to whom the control functions report, respects the principle of segregation.

In order to strengthen the independence of the control functions, a Risk Committee has also been set up, with powers delegated directly by the Board of Directors and independent from the Executive Commission. This Committee is presented with various information on risk management, and on the planning and results of the main activities carried out. It is responsible for monitoring the general level of risk assumed by ATLANTICO and ontrolling its management process.

Moreover, the Bank’s risk management is articulated with the actions of other bodies, namely with the main committees.



Main committees

<div> Risk Management Committee </div> <div> <p>Responsible for the supervision of financial risks (credit risk, foreign exchange risk, interest rate risk of the banking portfolio and liquidity risk) and non-financial risks (namely strategy risk, operational risk, information systems (IT) risk, compliance risk, reputational risk, and others). Responsible for monitoring, assessing, and proposing measures to correct deviations from financial and non-financial risk policies.</p> </div> <div> Frequency: quarterly </div>	<div> Assets and Liabilities Committee (ALCO) </div> <div> <p>Responsible for monitoring and taking decisions to ensure a sustainable evolution of the balance sheet and optimize the Bank’s profitability. It also ensures that the objectives relating to the review and monitoring of ALCO’s financial reporting are met, with recommendations for the implementation and monitoring of measures to ensure the maintenance of a sustainable capital/funding structure, as well as ensuring that asset and liability management processes are in place to contribute to the appropriate use of the balance sheet.</p> </div> <div> Frequency: bi-monthly </div>	<div> Credit Committee </div> <div> <p>Responsible for the monitoring and careful management of the Bank’s credit portfolio, by assessing and deciding on proposals for granting credit in accordance with the credit policy in force and monitoring the evolution of the risk associated with customers/ business (portfolio concentration, exposure, default, etc.).</p> </div> <div> Frequency: weekly </div>	<div> Recovery Strategies Committee </div> <div> <p>Responsible for monitoring the credit portfolio, the largest exposures and non-performing exposures (NPE), with the aim of determining the recovery strategy for these exposures.</p> </div> <div> Frequency: monthly </div>
<div> Technology and Innovation Committee </div> <div> <p>Responsible for monitoring the development and operation of the Bank’s IT support systems.</p> </div> <div> Frequency: monthly </div>	<div> Business Management Committee </div> <div> <p>Responsible for monitoring the evolution of commercial activity and proposing decisions that guide the business vis-à-vis the strategic guidelines approved by the Board of Directors.</p> </div> <div> Frequency: monthly </div>	<div> Efficiency and Investment Committee </div> <div> <p>Responsible for monitoring budget execution in terms of costs and investments, including the monitoring of tenders for the contracting of suppliers.</p> </div> <div> Frequency: fortnightly </div>	<div> <p>On the organizational side, it is important to stress the relevance of the Risk Management Committee, in which two Directors participate, as well as those responsible for the Departments that manage and control financial (credit, interest rate, exchange rate, liquidity and solvency) and non-financial risks (namely operational risk, compliance risk, reputational risk and information systems risk).</p> </div>

## Main Events in 2023

We would like to highlight the main areas of focus in 2023, which consequently mobilized significant resources in their implementation, in line with the activities carried out by the Risk Office:

1. Preparing the response to the SREP 2021 letter and coordinating the definition of the action plan for the recommendations of the Banco Nacional de Angola. Monitoring the implementation of the action plan and reporting to the supervisor;
2. Reporting of the results of the Internal Capital Adequacy Assessment Process (ICAAP) and the Internal Liquidity Adequacy Assessment Process (ILAAP) as established in Instruction no. 10/2021 and no. 11/2021:
  - a) Quantifying material risks in the ICAAP, in the baseline and adverse scenarios, and reporting to the supervisor on May 2, 2023, incorporating the regulatory changes contained in Notice no. 08/2021, in particular with respect to Instruction no. 03/2022 on Stress Testing and Directive no. 02/2022 on Standardized Stress Testing, in relation to the determination of the credit risk requirement for sovereign debt (forecast of weights for sovereign exposures in Foreign Currency), as well as the incorporation of corrections resulting from the independent assessment of the exercise by the Audit Department;
  - b) Quantifying the liquidity risk assessment indicators in the ILAAP and reporting to the supervisor on May 2, 2023, incorporating the regulatory changes set forth in Directive no. 02/2022 on Standardized Stress Testing, specifically with respect to the assumptions for cash flow inflows and outflows in the calculation of the survival period, the redefinition of the discounts to be applied to securities when determining the liquidity buffer (in a stress scenario), as well as the incorporation of the liquidity buffer indicated in the SREP 2021 letter.
3. First draft of the Market Discipline Report 2022, published on May 30, 2023, as part of the public disclosure of prudential information by banking financial institutions under the provisions of Notice no. 08/2021 of July 5 on prudential requirements and Instruction no. 05/2022 of June 13 on Public Disclosure of Prudential Information, provided for in Pillar 3 of the SREP process (Supervisory Review and Evaluation Process);

4. Conducting annual stress tests as at December 31, 2022, including scenario analysis and reverse stress tests, in accordance with Instruction no. 03/2022;
5. Compliance with the guidelines set forth in Letter 757DSB/2023, of February 17, regarding the submission of reports under Instruction no. 08/2021 in a test environment at the SSIF;
6. Monitoring the evolution of the limits approved for the 2023 Risk Profile, in accordance with the governance model in place;
7. Mid-term review of the Risk Profile, in the context of the SREP 2021 letter, and definition of the main risk management guidelines for the period of 2023-2026, in order to adjust the limits of the Core Tier 1 capital ratio, the Tier 1 capital ratio and the Global Regulatory Capital ratio, as well as the new liquidity buffer defined in the strategic planning exercise conducted by the Bank, and review of the business plan for the period in question;
8. Annual review of the impairment model for financial assets with the following activities:
  - a) Review of the haircuts applicable to credit guarantees with State risk;
  - b) Annual update of the risk parameters of the collective impairment model, including the values of the macroeconomic variables and correlation studies used in the forward-looking approach incorporated in the model;
  - c) Review and maintenance of the materiality criteria for individual analyses;
9. Updating and adapting the support tool for individual credit impairment analyses, taking into account the requirements of the regulations in force;
10. Implementing the technical specifications for reports under Notice 08/2021 in the Bank's IT systems, with greater emphasis on redefining the periodicity of reports on capital requirements, as well as the Global Regulatory Capital ratio and reports on standardized stress tests;
11. Monitoring of compliance with Notice no. 10/2020 – Lending to the Real Sector of the Economy and its impact on the reserve requirements to be constituted in national currency, within the scope of liquidity risk management;

12. Monitoring the implementation of Directive no. 01/DSB/2020 on Property Valuation, strengthening the valuation of mortgage guarantees with valuations of more than two years, as well as those with valuations in foreign currency;
13. Monitoring and reporting to BNA on the credits granted to the Holders of Qualified Shareholdings within the scope of the provisions of Directive no. 05/DSB/DRO/2022;
14. Monitoring and reporting to BNA and ATLANTICOS's management on the evolution of the credit exposures of customers intervened by the State or subject to seizure of assets and shareholdings;
15. Monthly monitoring with quarterly reporting to the BNA of the non-performing exposure report;
16. Implementing the actions planned for compliance with Directive 02/DSB/DRO/2020 – Guide on Recommendations for the Management of Non-Productive and Restructured Exposures and Assets in Delivery for Payment and start of periodic regulatory reporting;
17. Regarding the Non-Productive Exposure Management Strategy, the objectives associated with the strategy were revised in April 2023 and communicated to the BNA;
18. Preparing and sharing with the BNA in November 2023 a progress report on the results of the Non-Productive Exposures Strategy, with clarifications on the main deviation observed, which is related to the exchange rate impact due to the devaluation of the domestic currency by around 65% in 2023;
19. Preparing and sharing with the BNA, in December 2023, the Self-Assessment on the Internal Capability to Execute the Non-Productive Exposure Strategy, presenting the actions that support the strategy, focusing on the actions that the Bank has implemented and their results, as well as details on the main constraints and external dependencies, such as those of the courts, in the closure of cases and recovery through litigation, in cases with an average age of five years, with cases lasting more than seven years;



20. Monitoring and review of exposure limits for National and International Counterparties;
21. Continuous monitoring of the recording and revaluation of collaterals in credit operations, supporting and promoting the continuous improvement of the quality of the recording of collaterals and its allocation to operations, with a view to optimizing capital consumption;
22. Continuous improvement processes with a focus on reconciliation and information quality and automation of integrations between critical systems for credit risk, liquidity, solvency and interest rate assessment and automation of the production of critical reports in the month-end closing process, as well as implementation and automation of the changes resulting from the new regulations of Notice no. 08, of June 18, 2021, with a view to continuous improvement of the reporting processes in the area of information quality and reduction of the time to maturity;
23. Calibrating the scoring models developed by the Bank specifically to support automatic credit decisions, considering the transactional profile and financial behavior of the private Customer base;
24. Participating in multilateral bank due diligence processes and management of covenants for facilities already approved, namely through the preparation of periodic reports on credit, liquidity and solvency information and explanations on the quality of assets in line with the risk profile defined for the Bank;
25. Cross monitoring of the Operational Risk management model in all representative processes of the Bank's activity through operationalization of all management instruments (process mapping, risk self-assessment, loss capture and key risk indicators) in the 41 catalogued processes.
26. Developing a project to implement the cybersecurity risk management model and integrate it into the operational risk management model approved by the Bank;
27. Implementing a communication plan within the scope of Operational Risk Management, promoting a risk culture and a more active participation of the first line of defense in the management model.

28. Preparing and holding ordinary and extraordinary working sessions to monitor risk indicators, among which we would like to highlight the following ordinary working sessions:
- a) The Risk Management Committee, which held six ordinary working sessions in 2023, including the Financial Risk, Operational Risk and Aggregate Risk Committees, thus fulfilling the minimum number of meetings established for this Committee, with the corresponding documentation of work orders, supporting documents and minutes with the work findings. As part of the continuous improvement process, and with the aim of creating a greater focus on the issues dealt with by this committee, the content of the committee and the list of participants were revised by revising the Risk Management Committee Regulation;

b) The Risk Committee, which held five (5) working meetings in 2023, thus complying with the required minimum of four (4) meetings established for this Committee, with the corresponding documentation of work orders, supporting documents and minutes with the findings of the work;

c) As part of the process of strengthening Credit Risk management, the Recovery Strategies Committee was established in 2023, making it possible to identify and implement recovery strategies for the clients supervised by this body. Since May, the month in which this committee was implemented, eight (8) ordinary working meetings and seventeen (17) extraordinary meetings have been held.

### 3.7.1. Risk Profile Statement

The definition of Risk Appetite is part of a broader Risk Profile management and allows to translate the risk strategy into operational limits or objectives.

The Risk Office is responsible for monitoring the risk profile, communicating the main results and conclusions, dvising the Executive Commission and the Bank's Board of Directors on the review and periodic updating of the risk profile, and assessing the corrective actions or measures to be taken in the event of non-compliance with the established limits that may condition or adversely affect the Bank's operations.

The limits that make up the Bank's risk profile are established on three levels, deriving from them the responsibilities for communication and the development of corrective measures in accordance with the table below.

The Risk Appetite (green) reflects the level of risk that the Bank is willing to accept. The definition of a tolerance zone (yellow) makes it possible to establish a timely warning system and trigger previous corrective measures before the Bank reaches its maximum risk-taking capacity (pink). The risk tolerance refers to the maximum amount of risk that the Bank is prepared to accept in the course of its business without undermining its stability, positioning and/or solvency.

#### Risk Appetite

Metrics	Limit levels		
	Risk Appetite	Risk Tolerance	Risk Capacity
Metric status vs. defined risk appetite	Framed within the defined risk appetite	• Framed within defined risk appetite but close to exceeding it	• Risk appetite exceeded
Level of risk appetite metric	Above tolerance limit	• Below tolerance limit	• Below capacity limit
Communication	No reporting required	• ROF communicates to the OUs responsible for managing the metric with the exceeded limit, the respective Directors and the CRO • Reporting to the Risk Commission and the Risk Management Committee	• ROF communicates to the Risk Management Committee and the Executive Commission
Follow-up actions (non-exhaustive)	No actions required	• Definition of action plan by OUs to return to the defined risk appetite level • ROF monitoring reinforcement	• Definition of an action plan by the Executive Commission to return to the defined risk appetite level • Reinforcing the intensive monitoring of the evolution of the metrics and implementation of the action plan

Tolerance limit

Capacity limit

Monitoring level

Furthermore, the Risk Appetite Framework (RAF) is the main element of the Bank’s risk management system, consisting of an overall approach whereby the risk appetite and strategy are set, communicated and monitored including the necessary policies, processes, controls and systems. The risk limits, which support the risk management strategy and the maintenance of an adequate level of capital and liquidity, are broadly reflected in a Risk Appetite Statement (RAS) whose final approval is the responsibility of the Board of Directors.

Formal reporting to monitor the risk profile is done at least quarterly by the Risk Commission and the Risk Management Committee, with monthly presentation of the results to the Executive Commission and the Board of Directors. Whenever any of the indicators calculated at a lower frequency are outside the established limits, it is duly communicated so that the mitigating actions may be established and implemented in a timely manner.

The ICAAP and ILAAP are key risk management tools and their processes are a consequence of the Bank’s business and risk management strategy. Moreover, they have consequences that may lead to the amendment of the strategy defined by the Bank, through the indication of weaknesses, the analysis of impacts in the consideration of various scenarios or the balance and interconnection between risk management processes. Thus, in its business decision-making and risk management process, the Bank takes into account the ICAAP and ILAAP findings.

### 3.7.2. Key Risks

#### 3.7.2.1. Solvency Risk

The determination of regulatory own funds and the solvency ratio is carried out and reported by the Bank in accordance with the new regulatory package, with emphasis on Notice No. 08/2021, and proceeds with the review of Pillar 1 Requirements, Pillar 2 Requirements and the Agreed Reserve Requirement. As a result, new methods have been adopted to determine regulatory own funds and the global own fund ratio.

The Bank has a preventive approach to solvency risk management, namely:

- The Risk Profile defines minimum limits for the solvency ratio from which the Risk Office performs interim calculations to measure the impact of the evolution, during the month, of the main balance sheet items on the value of the ratio, reconciling it with events detected in the management of other risks, namely credit, foreign exchange rate, liquidity and operational risks.
- Investment or disinvestment operations, as well as credit granting or settlement operations, which have significant volumes are previously assessed by the Risk Office for their impact on the Bank’s solvency - through profit or loss and capital consumption.

The final amount and detail of the Regulatory Own Funds and Regulatory Solvency Ratio calculation performed by the Risk Office are reported to the Risk Commission and the Risk Management Committee at least quarterly, as well as in the monthly earnings presentation to the Executive Commission and the Board of Directors.

#### (i) ICAAP (Internal Capital Adequacy Assessment Process)

The Internal Capital Adequacy Assessment Process aims to review the evolution of the qualitative and quantitative risk assessment practices to which the Bank is exposed in its activity, the measurement of internal controls and effects that mitigate risk exposure and the simulation of adverse situations with impacts on its solvency, as well as the assessment of the adequacy of internal capital. The Bank performs this process on a consolidated basis and in accordance with the provisions of BNA Instruction No.12/2021 of 21 June 2021. This process should be carried out at least annually, or when there is a reason to do so, as indicated by the Board of Directors.

The last ICAAP was carried out by the Bank with reference to 31 December 2022 and reported as at 30 April 2023 at a consolidated level (Bank and investment funds in which it is the majority shareholder) and will have as its main objectives:

- Promote ICAAP as a tool to support strategic decision-making;
- Promote a risk culture that encourages the participation of the entire organization in the management of internal capital (Board of Directors, Executive Commission, Business Areas and Internal Control functions);
- Ensure the adequacy of internal capital in relation to the risk profile and business and risk strategies;
- Ensure the proper identification, quantification, control and mitigation of the material risks to which ATLANTICO is exposed;
- Ensure adequate documentation of demonstrated results by strengthening the integration of risk management processes into ATLANTICO's risk culture and decision-making processes; and,
- Provide for a contingency plan to ensure the management of the business and the adequacy of internal capital in the event of a recession or crisis.

#### (ii) Strategy and ESG risk

The Strategy Risk measures the probability of a negative impact occurring on income or capital resulting from the inability to fully implement the business strategy and to dynamize and adapt to market changes. Strategic risk includes the Environmental, Social and Governance (ESG) sub-risk arising from climate change and its impact on society, government, regions of the planet and ecosystems.

The ESG risk was identified in ATLANTICO’s risk taxonomy in 2020 and recognized as material, being currently quantified in ICAAP under Pillar 2, in a capital buffer, taking into account its growing relevance and economic impact. The Bank considers that ESG is not an isolated risk, being interconnected with other financial risks to which the Institution is exposed, and may be a factor of increased risk, namely in credit risk. Given that there are still no standardized metrics for the identification, measurement and control of ESG risk, the Bank has not yet defined indicators in its risk profile, but as it evolves towards the ESG paradigm (as foreseen in the strategic plan) it will follow this evolution with the definition of metrics and risk appetite.



### 3.7.2.2. Credit Risk

Credit Risk is the likelihood of negative impacts on profit or loss or capital due to the inability of a Customer or counterparty to meet its financial commitments to the Institution, including possible restrictions on the transfer of payments from abroad. Credit risk exists primarily in exposures to loans (including securitized), credit facilities, guarantees provided, letters of credit and derivatives with underlying assets composed of credit.

Credit risk management is based on a set of policies and guidelines established according to the business strategies and risk profile of the Institution. It is reviewed regularly and whenever necessary.

In addition to the regulations and standards, the granting of credit is supported by the assessment and classification of the Customer's risk with the support of scoring and rating models, and the assessment of the level of collateral coverage of operations. For the most significant exposures, capital consumption and the impact it may have on aggregate exposure limits are also reviewed. It is the responsibility of all those involved in the credit process, and in particular the commercial areas to monitor the credit, ensuring the provision of any information from the Customer that may reflect a change in their solvency conditions.

### 3.7.2.3. Market Risk

Market risk is the probability of negative impacts on profit or loss or capital as a result of unfavorable movements in the market price of instruments in the investment portfolio, caused by fluctuations in security, commodity, interest rate and exchange rate quotations. This risk is mainly associated with the holding of positions in debt and equity securities in currencies, commodities and derivatives with the above as underlying assets.

The main market risks to which the Bank is exposed arise from changes in interest rates, exchange rates and the market quotations underlying securities.

#### (i) Interest Rate Risk

The assessment of interest rate risk is carried out through a risk sensitivity analysis process carried out for the operations comprising the Bank's balance sheet. The interest rate risk is calculated by classifying all assets, liabilities and off-balance-sheet items in the banking book which are sensitive to interest rate movements, by marginal maturity bands of interest rate reset. The Bank analyses daily the main reference rates of the national and international markets, namely LUIBOR, EURIBOR and LIBOR, in order to assess the risk inherent to assets and liabilities sensitive to interest rate changes.

#### (ii) Foreign Exchange Risk

The Bank monitors its exposure to foreign exchange risk by monitoring and revaluing on a daily basis the exposure of the global open positions taken in the various currencies and adopts global hedging strategies to ensure that these positions remain within the limits approved by the Board. The Bank's assessment of exchange rate risk is based on the definition and control of limits established for short- and long-term foreign exchange exposure and its relationship with Own Funds. In addition to monitoring exchange position and exposure and comparing it with the limits established by the Bank, the Risk Office is responsible for preparing stress tests in which it assesses the impact of any exchange rate appreciation or devaluation on the Bank's asset structure, results, and solvency ratio.

### 3.7.2.4. Liquidity Risk

The main players involved in the daily management of the liquidity risk are the Finance and Markets Department (DFM) and the Risk Office (ROF). The DFM is responsible for selecting and carrying out transactions with the market and for the daily management of liquidity, within the limits defined in the Bank's risk profile. The Risk Office is responsible for identifying, measuring, and monitoring risk, ensuring that the defined limits are followed.

The Risk Management Committee and the ALCO Committee are the bodies responsible for overseeing these risks and are responsible for monitoring, assessing, and proposing measures to correct deviations from management policies and limits set for liquidity risks.

The assessment of liquidity risk is based on the calculation and analysis of indicators that allow the Bank's liquidity position to be identified for short-term horizons. The monitoring of current and structural liquidity levels, according to the amounts and deadlines of commitments and resources in the portfolio, is carried out through the identification of liquidity gaps, for which exposure limits are defined. These indicators are based on the distribution by time bands of the flows of existing liabilities and assets at the date of the analysis, according to pre-established assumptions.

#### ILAAP (Internal Liquidity Adequacy Assessment Process)

In accordance with Instruction No. 11/2021, published by Banco Nacional de Angola on 21 June 2021, banking financial institutions that carry out credit activities must ensure and be able to demonstrate that they have an internal process that allows them to identify, measure, manage and monitor their liquidity risk.

The purpose of the internal liquidity adequacy assessment process (ILAAP) is to provide a risk management tool for the Bank to ensure that internally defined limits on liquidity risk are met, and that the operational and governance processes for managing and controlling these limits are adequate.

The ILAAP reporting performed on 30 April 2023, with reference to 31 December 2022, demonstrates compliance with the above limits and summarizes the main outcomes of the self-assessment carried out, including the Bank's opinion on its current liquidity positions on an individual basis, and its ability to cover the risk to which it is or may be exposed, as well as the measures to be used to ensure that adequate liquidity levels are maintained or restored.

3.7.2.5. Operational Risk

The operational risk management model is based on a process-based approach, with an end-to-end perspective of the product and service value chain in operational risk management and allows the identification of potential risks and assessment of the impact of improvements.

Aware of the importance of effective monitoring and control of operational risk and in order to achieve the proposed objectives, ATLANTICO has designated persons in charge of operational risk management for each process – the process owners. The profile of these persons in charge includes a strong command of the themes of their area of intervention, namely in terms of knowledge of business processes and capacity to suggest risk mitigation measures and increase efficiency, ensuring the recording and monitoring of all events that may lead to financial losses.

The responsibility of the Organic Units and process owners in the identification and active management of operational risk is key to the methodology.

ATLANTICO’s operational risk management model is based on three main instruments:

- Gathering information on losses resulting from operational risk events;
- Risk self-assessment meetings which allow the Bank to take a qualitative approach to identifying potential risks through an analysis of the materialization of losses in the process, considering the worst scenarios in each category of risk and defining the strategy and action plans for reducing the risk inherent in each process to the maximum acceptable level of risk;
- Identification and quantification of Key Risk Indicators (KRI) – metrics that alert to changes in the risk profile or effectiveness of process controls, allowing the preventive launch of corrective measures.

The three operational risk management instruments are developed on the basis of twenty risk categories, defined by the Bank in accordance with the recommendations of the BNA in Instruction no. 28/2016 and the guidelines of the Basel Committee, and grouped into the following categories:

- People risks;
- Information systems risks;
- Process risks;
- External risks;
- Organizational risks.

It is evident from the categories presented that ATLANTICO’s operational risk management also covers compliance and information systems risks, including cyber threats. Reputational risk is assessed in the annual self-assessment exercises and is also included in the management model.

3.7.2.6. Cyber Risk

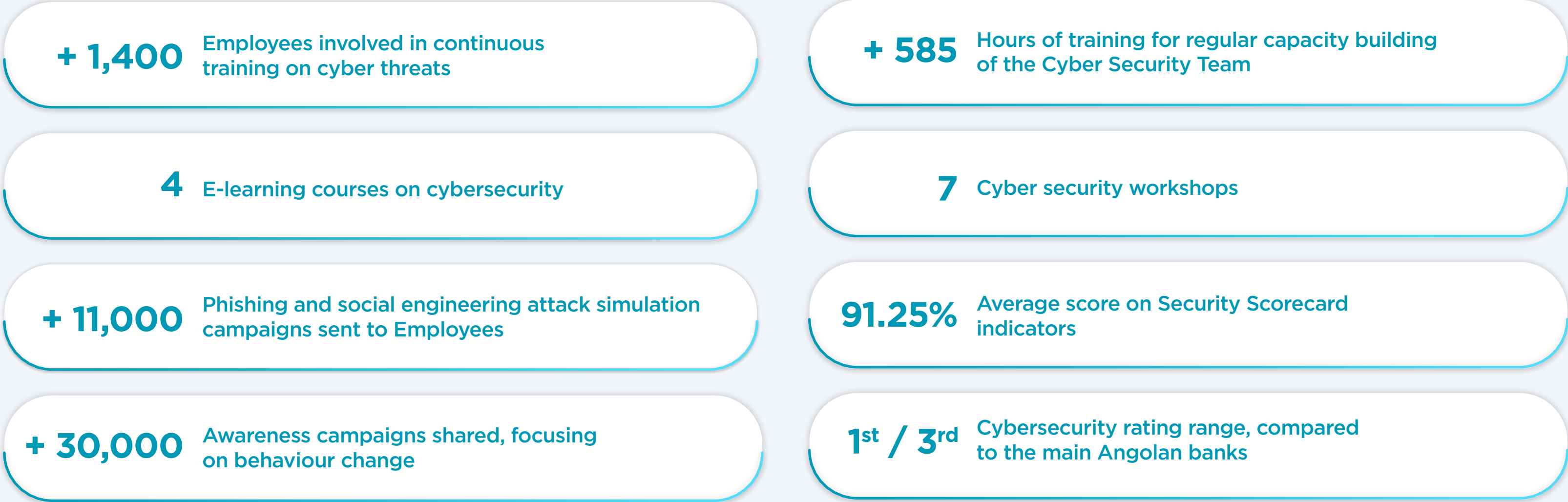
Cybercrime is growing exponentially and, according to Cybersecurity Ventures, is expected to cost USD 10.5 trillion by 2025. In 2023, there was a significant increase in the number and sophistication of cyber-attacks, including through the use of AI (Artificial Intelligence) technology, posing an increasing threat to the stability and security of the financial sector worldwide. With the continuous advancement of technology and the increasing interconnectedness of financial systems, financial institutions have become increasingly attractive targets for cyber criminals. Cyber-attacks have taken many forms, including theft of confidential data, financial fraud, denial-of-service (DDoS) attacks and compromise of institutions’ IT infrastructure.

ATLANTICO has been strengthening its resilience against cyber threats and ensuring Customer trust in an increasingly complex digital environment. The efforts made aim to ensure the implementation of adequate and comprehensive security measures embodied in a “Zero Trust” model

Cyber risk is a growing concern for financial institutions worldwide. The constant evolution of cyber threats requires a proactive approach from institutions to protect their systems, data and customers. ATLANTICO has been strengthening its resilience against cyber threats and ensuring Customer trust in an increasingly complex digital environment. In this sense, the efforts made aim to ensure the implementation of adequate and comprehensive security measures embodied in a “Zero Trust” model, which includes secure authentication in systems, based on a rigorous process of using multiple factors, context-based access, i.e. based on data such as user location, type of device, access time, in order to guarantee legitimacy in access and continuous monitoring. The Bank has been implementing processes based on security operations centre models, with internal teams and supported by local and international cooperation, to strengthen threat detection processes. Improvements in these processes will contribute to the establishment of a rapid response to security incidents and a proactive approach to the protection of ATLANTICO’s resources.



Main results achieved:



Governance model for cybersecurity risk management

A cyberattack can affect the ability to operate and bring high financial costs and short and long-term consequences, thus affecting the reputation of brands for a long time, even after the breach has been resolved.

Considering the technical specificity of the cybersecurity risks and the control mechanisms assessed, the Risk Office works in collaboration with the Cyber Security Directorate (DCS), subject-matter expert, in assessing and monitoring cybersecurity risks and defining a governance model of the cybersecurity risk management framework that includes:

1. Organisation, roles and responsibilities over the framework, namely considering the involvement of the Risk Office, as owner of the operational risk management system, and of DCS, as Subject Matter Expert;
2. Communication of a cybersecurity risk culture;
3. Risk-based control procedures and mechanisms for periodic review of the Organisation's risk framework and/or assessment.



### 3.7.3. Compliance

The compliance activities focus on the promotion, definition, approval and implementation of policies and processes aimed at ensuring that management bodies, functional structures and all Employees comply with the legislation, rules and regulations (internal and external) that guide the Bank’s activities.

These standards make it possible to carry out appropriate compliance risk management at the strategic and operational levels and avoid the risk of the Institution incurring legal or regulatory sanctions and financial or reputational losses arising from failure to comply with laws, codes of conduct and rules of good business practice and duties to which it is subject.

Compliance performs its functions autonomously, independently and permanently, with total and free access to the Bank’s internal information.

ATLANTICO’s management model is based on the Policy on Prevention and Detection of Money Laundering and the Terrorist Financing and the Proliferation of Weapons of Mass Destruction, the Policy on Identification and Acceptance of Customers and the Policy on Sanctions, which define the activities aimed at carrying out of operations and the identification and acceptance of their players, as well as the control activities carried out by the areas of execution, Compliance and Internal Audit.

The Compliance function is based on two major units that complement each other: AML and Compliance.

**AML (Anti Money Laundering):** responsible for monitoring all anti-money laundering and terrorist financing activities on a national and international basis with Correspondent Banks.

The key functions in the performance of this activity are:

- Ensure response to AML questionnaires for the purpose of accepting and updating the corresponding banking relationship;
- Ensure interaction with Correspondent Banks regarding Customer and foreign exchange transactions;
- Defining rules, procedures and criteria for action in accordance with the legal standards associated with the processes of opening accounts;
- Strengthening the filtering process of Customers and operations;
- Ensuring an assertive Customer monitoring and acceptance process;
- Comply with the legal requirements associated with the closure of accounts;
- Ensuring the implementation of tools capable of identifying suspicious operations under the terms of the legislation;
- Parameterise a Customer risk matrix that guarantees the respective classification of the Customer risk level;
- Comply with the obligation to report to the relevant authorities; and
- Ensuring compliance and updating of KYC (Know Your Customer), KYT (Know Your Transaction), KYB (Know Your Business) and KYCC (Know Your Customer’s Customer) policies and processes within the corresponding banking relationship.

In this context, the AML Unit took due care of 1,720 high-risk Customers, with no true positives or Customers who, due to their complexity, could jeopardise the Bank’s reputation.

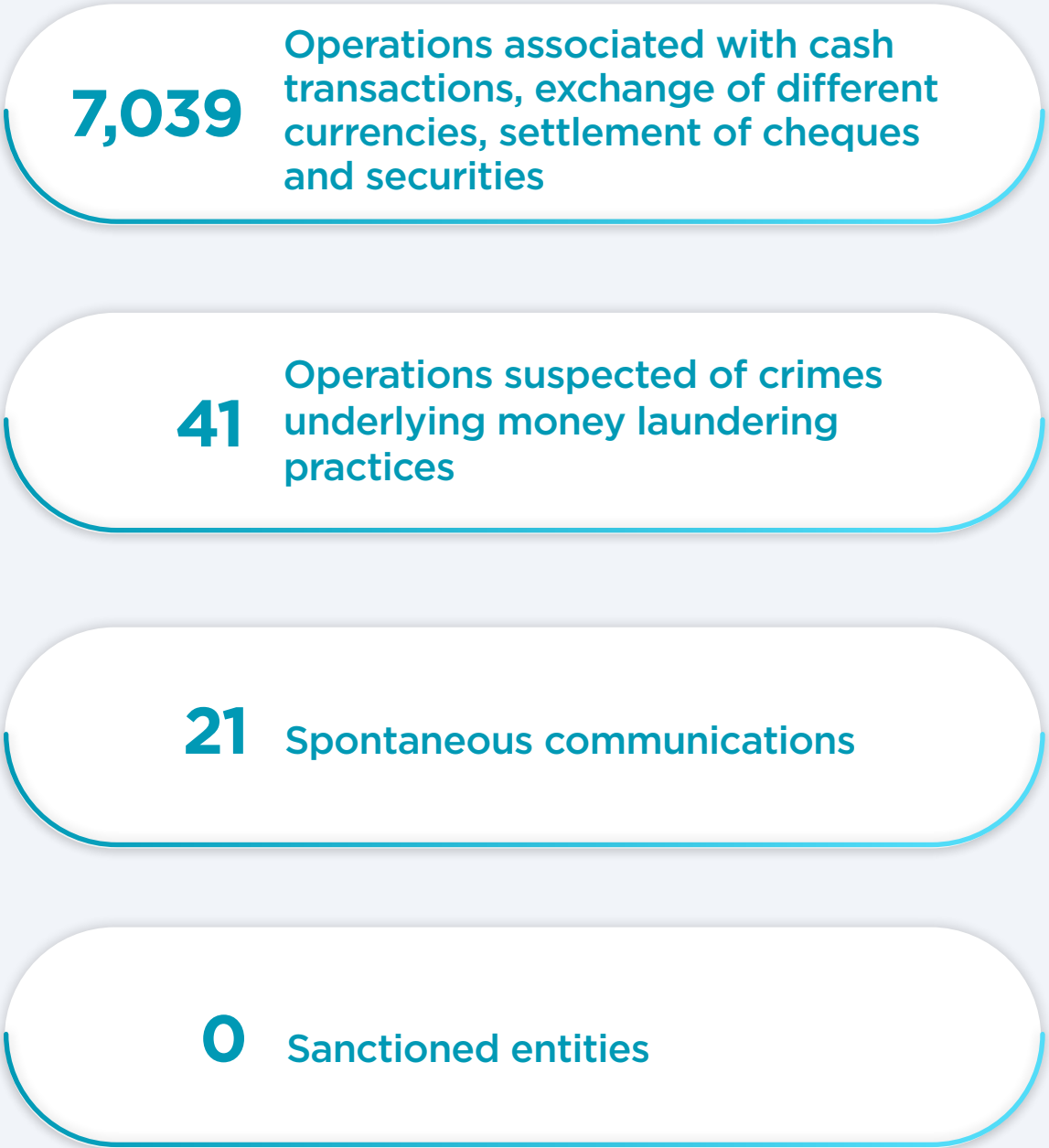
For the purposes of analysis, assessment and rating of the Customer’s risk level, ATLANTICO has robust and au-

tomated tools that guarantee the daily rating of the risk, screening of its Customer database against sanction lists and PEP (Politically Exposed Person), namely: OFAC – Office of Foreign Assets Control, BOE (Official State Gazette – Spain), EU (European Union), PEP, UN (United Nations), HM Treasury (UK’s Economic and Finance Ministry). These lists are incorporated in Dow Jones Risk & Compliance, Firco Continuity and Trust.

Taking a 360º view of the process of research, analysis and monitoring of Customers and operations, the Bank has implemented the following tools to prudently mitigate the risk of Money Laundering, Terrorist Financing and the Proliferation of Weapons of Mass Destruction:

- **EAGLE** – it’s an AML tool, which has three modules, which provide a 360º view of the Customer profile in terms of KYC, KYT, KYCC and KYB. These modules are: risk matrix, Customer screening and AML rules for transactions. EAGLE also allows us to collect all the documentation we deem important to include in the analysed alert or Customer profile.
- **FIRCO TRUST** – daily screening tool of the Bank’s database for existing and pre-existing customers, which includes Accuity’s sanctions lists in an online database, such as: OFAC, PEP, HMT, BOE, UN and EU.
- **FIRCO CONTINUITY** – Transaction screening tool, based on the logic of checking the originator of the transaction, the jurisdiction of origin and destination of the transaction and the recipient of the transaction. It includes ACCUITY’s listings.

With regard to the collaboration and communication obligation, the Bank reported to the Financial Intelligence Unit during the year of 2023:





**Compliance:** responsible for ensuring legal compliance of the Bank’s processes, procedures and policies in line with legal standards, identification of internal and external factors with operational and reputational impact; preparation of the Compliance and AML training programme and management of KYE (Know Your Employee) processes.

In the year 2023, as part of its responsibility to align processes and ensure full compliance with standards, Compliance participated in the updating, drafting and approval of:

62 Processes across the Bank

It has also disseminated and ensured the implementation of the necessary measures in relation to the publication of regulatory and legislative bodies’ regulations.

Under the licensing of banking products and services in accordance with the provisions of BNA Circular Letter No. 01/DCF/2020 of 23 April, combined with Notice No. 03/2015, Compliance participated in the preparation and licensing of nine products, carried out the submission of seven subscription forms and nine technical information sheets for financial products and services and four advertisement with the Regulator in the reporting period. It also monitored compliance with regulatory reports and took actions to mitigate the risk of non-compliance with regulatory deadlines.

### 3.7.4. Internal Audit

Internal Audit maintained a continuous focus on delivering an independent and objective service, aimed at adding value, improving operations and advising the Bank’s Management on the achievement of objectives, as determined by Article 37 of Notice no. 01/2022 of January 28, 2022, and ratified in its Internal Regulation, approved by the Board of Directors, which defines its mission, powers and responsibilities.

The definition of the strategic guidelines of the internal audit function is the responsibility of the Board of Directors, under the supervision and monitoring of the Audit and Internal Control Committee (CACI).

The Audit Department (AU) remains attentive to each phase of the Bank’s and the market’s growth and development, always considering the several economic, political, and global uncertainties and expectations, considering their impact on the daily routines of all the Bank’s stakeholders, as well as constantly changing cyber threats and regulatory developments. Although the challenges are increasing, the AU’s operating model provides a positive scope in forecasting and diagnostic actions, to which the accelerated learning that has been established in the understanding of current and emerging risks–driven by opportunities for improvement in work methodology, the use of systems and the performance of increasingly remote activities, supported by comprehensive, model-based information analysis.

The work carried out has enabled the AU’s role and participation to be highlighted as ATLANTICO’s third line of de-

Joint message from the Chairman and the CEO	1 Strategy	2 Macroeconomic Framework	3 ATLANTICO	4 Financial Statements and Notes to the Financial Statements	5 Certificates
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fense and a permanent partner in monitoring and strengthening the Internal Control System.

According to the approved 2023 plan, the AU achieved an overall completion level of 102%, taking into account all planned actions.

The audit reports prepared throughout the year were particularly noteworthy, with a quantitative execution degree of 99% (223 reports), which is 4 percentage points higher than in 2022.

The AU designed and optimized 52 preventive and detective alerts and controls and developed nine (9) projects to support and reinforce its actions. Additionally, it carried out 8,490 continuous monitors (by analyzing alerts).

This was also a year in which we saw greater autonomy in access to the documentation needed to conduct audits (especially in the business units), further increasing remote audits and reducing direct interaction with those being audited.

For the implementation of the plan, the AU kept in mind the perspective of promoting the development of work supported by more skills, held, and reinforced through specific training in technology, compliance, accounting/financial, regulatory obligations and information analysis, with a view to strengthening an Audit Department more focused on mitigating the several types of risk.

Based on this operating approach, the AU intends to maximize the value it provides to the Bank, maintaining the

### The Bank has not limited itself to viewing the Audit function as a legal requirement, but as a management ally and a guarantor of its fundamental pillars

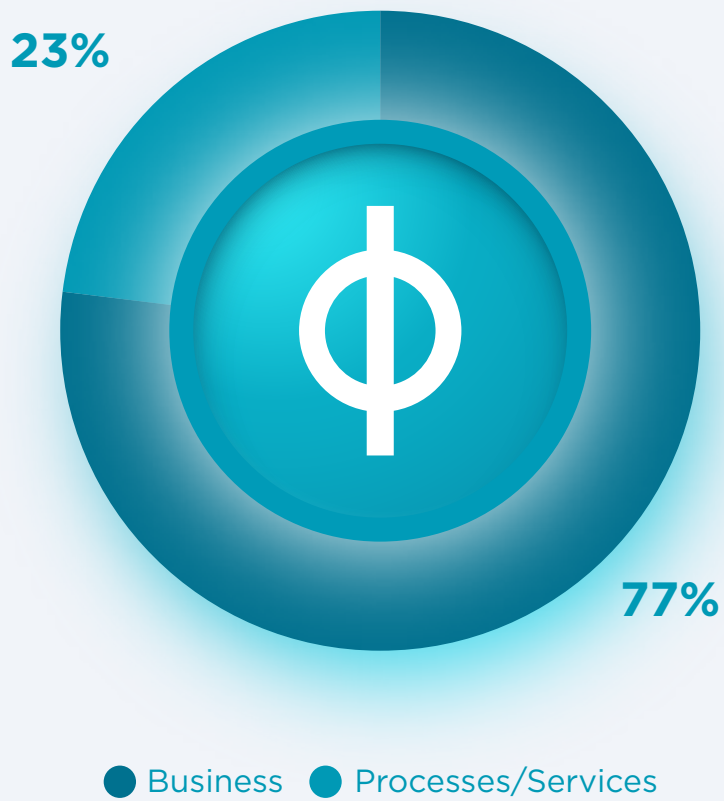
focus on the main risk areas and an intervention aligned with the Strategic Plan for the 2021-2024 cycle – called “PHIT 2.4” –, in line with the Bank’s ambition to define a vision that is more adapted to the current context and aligned with the ability to transform itself, remaining faithful to its DNA and anticipating the future.

The regulations in force, which derive from Notices no. 08/2021 of June 18, no. 01/2022 of January 28 and Directive no. 05 DSB/DRO/2022 of June 2, all from the BNA, continue to guide the Audit Department to ensure the implementation of an Internal Control System appropriate to the nature, dimension and complexity of its activity, with the objectives of efficiency in the execution of operations, risk control, reliability of information and compliance with applicable legal regulations and internal guidelines.

Aware of this importance, the Bank has not limited itself to viewing the Audit function as a legal requirement, but as a management ally and a guarantor of its fundamental pillars, reinforced by the Internal Audit Function Regulation, as well as by its Annual Training Plan with specific actions, with a view to creating greater skills and ensuring greater consistency in the actions carried out.

Type of actions/audits undertaken

Weight distribution of actions/audits undertaken by segmentation



Description of actions undertaken

Description of deliverables	#
<b>1. TRANSVERSAL</b>	
Projects implemented	9
New preventive/detective controls/alerts implemented/created	52
Training provided	20
Opinions issued (products, processes, and projects)	94
Participation in the operational risk self-assessment process	57
Monitoring of external audits and inspections (BNA/External Auditor)	13
<b>2. AUDIT AND CONTINUOUS MONITORING</b>	
<b>Activities undertaken</b>	<b>223</b>
Points of responses	1,160
Improvement recommendations/opportunities	137
Implementation/correction (average)	71%
<b>Control actions and continuous monitoring</b>	<b>8,490</b>
Operations reviewed	15,859
Analyzed alerts	8,490
Shortcomings identified/operational errors or failures	167
Improvement recommendations/opportunities	4
Prevented situations	30
Deployment/correction	97%
<b>3. FRAUD AND COMPLAINTS</b>	
<b>Cases and/or complaints received with indication of fraud</b>	<b>361</b>
<b>Whistleblowing channel (with materiality)</b>	<b>55</b>
Closure – cases and/or complaints*	74%
Closure – complaints (received through the Whistleblowing channel)**	89%
<b>Opinions issued</b>	<b>94</b>

(\*) The organization received 50 complaints/occurrences via the Whistleblowing Channel (“Canal Denúncia”) and five complaints/occurrences via other channels.

(\*\*) Out of the (6) open complaints at the time of this report, 2 were forwarded to the Fraud and Complaints Unit (“Unidade de Fraudes e Reclamações”), 2 were in the process of being closed, and 2 were being monitored.



Highlight activities and actions undertaken

**Maintenance of actions that allow the design, implementation and optimisation** of projects (9) and new controls/alerts (52), with a view to ensuring greater suitability, review and reinforcement of the Internal Audit function, as well as providing greater efficiency and agility in the daily activities and tasks performed.

**Differentiated and closer monitoring** of high-risk Agencies, as well as holding feedback meetings with Managers and Regional Deputy Directors.

**Participation in first dive (20) training courses**, in order to share its mission, scope and action with the Bank’s new employees, as well as to reinforce the need to safeguard the adequate control environment.

**Identification of recommendations/opportunities for improvement** with financial impacts, with a view to mitigating loss events so as to contribute to the Bank’s profitability.

**Conducting of new transversal and comprehensive audit** actions, by a multidisciplinary team involving the various internal areas of the AU, in order to add more value in the analyses and results.

**Participation in the operational risk self-assessment sessions**, in order to strengthen the risk assessment process and provide scenarios based on the experience of audits already carried out.

**Monitoring the external audits** carried out by the BNA, the Capital Markets Commission (CMC) and the External Auditor, as well as strengthening the follow-up of the recommendations made to the Bank by these bodies.

**Maintenance of routines/controls at the operational level**, with a view to promoting solutions for monitoring and preventing negative events, whether reported or not by other units, mainly the Fraud Unit.

**Focus on monitoring the implementation** of internal and external recommendations (External Auditor and Regulator) with reinforcement of the AU’s action on the audited departments.

**Employee training** in COBIT (Control Objectives for Information and Related Technologies), ISO 27001 (Information Security Management), ICAAP (Internal Capital Adequacy Assessment Process) and ILAAP (Internal Liquidity Adequacy Assessment Process), IFRS (International Financial Reporting Standards), ITIL (Information Technology Infrastructure Library), ESMS (Environmental and Social Management System), Impairment Model and reinforcement of Internal Control in Banking (Internal Audit, Compliance and Risk Management), allowing the Internal Audit function to be properly exercised in the face of current challenges and emerging risks.

**Maintenance of the implementation of remote verification actions** (audit by evidence), on a systematic basis, using selected and processed information, with a view to ensuring the adequacy of the internal control system, as well as mitigating negative events that may jeopardize the image or reputation of the Bank.

**Dynamization of an educational activity** related to the detection and communication of risk of fraud events for all the Bank’s Employees.





## Financial resilience

### 3.8.1. Table of indicators

<div> </div> <div> <p>Net profit/(loss)</p> <p>AOA <b>9.1</b> billion</p> <p>+ <b>160.3%</b> vs. Dec. 22</p> </div>	<div> </div> <div> <p>Return on equity</p> <p><b>4.7%</b></p> <p>+ <b>2.9 p.p.</b> vs. Dec. 22</p> </div>	<div> </div> <div> <p>Return on assets</p> <p><b>0.5%</b></p> <p>+ <b>0.3 p.p.</b> vs. Dec. 22</p> </div>	<div> </div> <div> <p>Solvency ratio</p> <p><b>18.4%</b></p> <p>- <b>0.7 p.p.</b> vs. Dec. 22</p> </div>
<div> </div> <div> <p>Operating income</p> <p>AOA <b>83.6</b> billion</p> <p>+ <b>30.7%</b> vs. Dec. 22</p> </div>	<div> </div> <div> <p>Operating costs</p> <p>AOA <b>57.2</b> billion</p> <p>+ <b>2.9%</b> vs. Dec. 22</p> </div>	<div> </div> <div> <p>Operating costs on total assets</p> <p><b>2.7%</b></p> <p>- <b>0.8 p.p.</b> vs. Dec. 22</p> </div>	<div> </div> <div> <p>Assets</p> <p>AOA <b>2,087.7</b> billion</p> <p>+ <b>31.8%</b> vs. Dec. 22</p> </div>
<div> </div> <div> <p>Net credit</p> <p>AOA <b>479.1</b> billion</p> <p>+ <b>5.6%</b> vs. Dec. 22</p> </div>	<div> </div> <div> <p>Credit at risk</p> <p><b>24.6%</b></p> <p>+ <b>4.5 p.p.</b> vs. Dec. 22</p> </div>	<div> </div> <div> <p>Coverage of credit at risk</p> <p><b>114.6%</b></p> <p>- <b>12.7 p.p.</b> vs. Dec. 22</p> </div>	<div> </div> <div> <p>Customer resources</p> <p>AOA <b>1,849.0</b> billion</p> <p>+ <b>35.5%</b> vs. Dec. 22</p> </div>





3.8.3.1.1. Assets

a) Cash and deposits at central banks

The caption “Cash and Deposits at central banks” stood at AOA 356,926,890 thousand, an increase of AOA 142,696,390 thousand compared to 2022. This increase is mainly due to the growth in foreign currency deposits at the central bank as a result of the exchange rate depreciation.

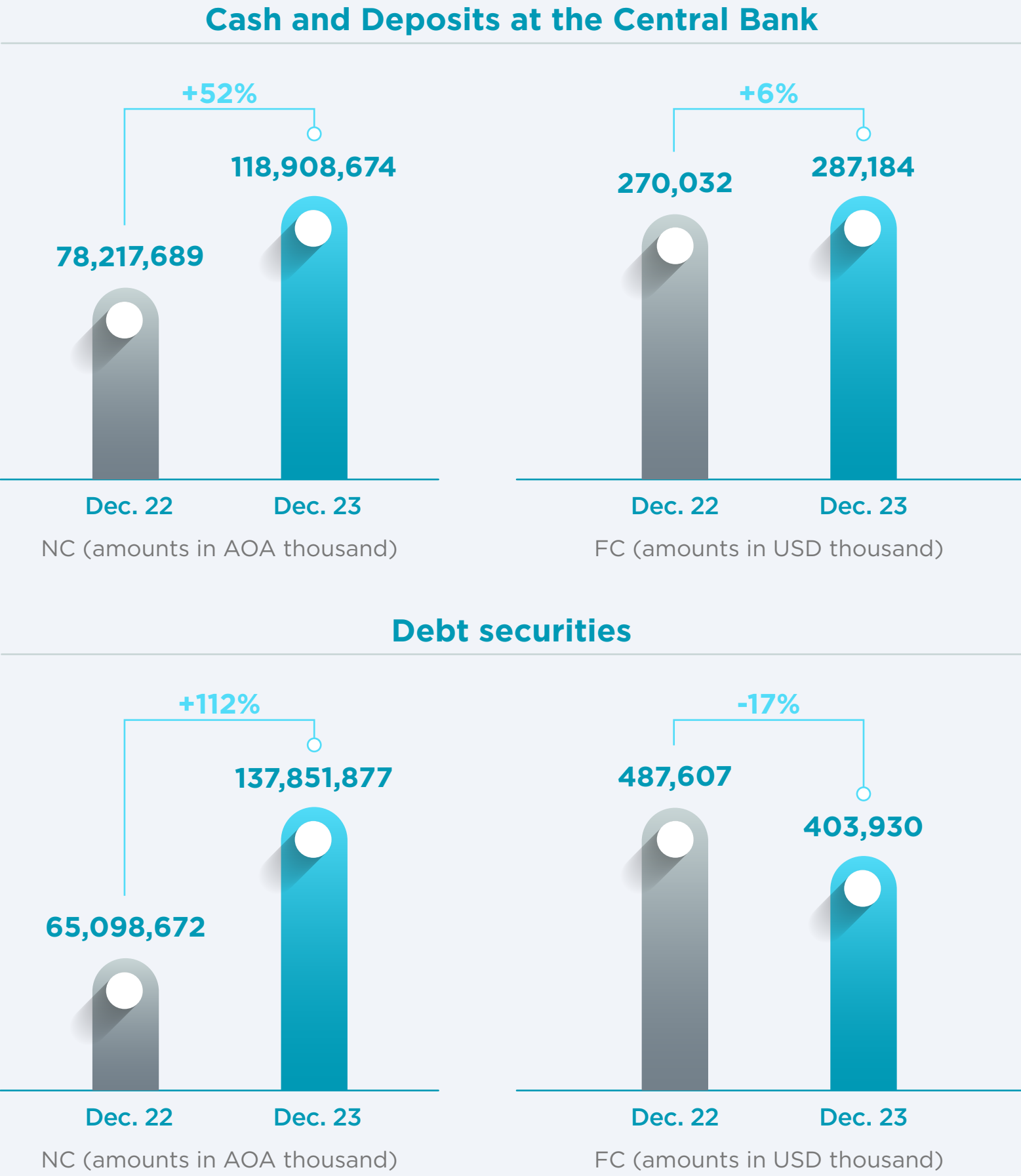
Cash and deposits at the central bank	Dec. 23	Dec. 22	AOA thousand	
			Δ	
			ABS	%
Cash				
National currency	17,167,938	22,866,722	(5,698,784)	(24.9)
Foreign currency	4,233,371	4,314,340	(80,969)	(1.9)
Total Cash	21,401,309	27,181,062	(5,779,753)	(21.3)
Deposits at Central Banks				
National currency	101,740,736	55,350,966	46,389,770	83.8
Foreign currency	233,784,845	131,698,471	102,086,374	77.5
Total demand deposits in BNA	335,525,581	187,049,438	148,476,143	79.4
Cash and deposits at BNA	356,926,890	214,230,500	142,696,390	66.6
National currency	118,908,674	78,217,689	40,690,985	52.0
Foreign currency translated to AOA	238,018,216	136,012,812	102,005,404	75.0
Foreign currency translated to USD	287,184	270,032	17,152	6.4

Isolating the exchange rate effect, there was an increase of USD 17,152 thousand in deposits in “Cash and Deposits at central banks”.

b) Debt securities

In December 2023, debt securities amounted to AOA 467,315,333 thousand, an increase of AOA 161,017,895 thousand (+ 52.6%) compared to December 2022. The evolution of the portfolio was influenced by the acquisition of new units of securities in national currency, within the framework of the defined budgetary strategy. Isolating the exchange rate effect on the foreign currency portfolio, as at December 31, 2023, the mix of currencies has changed, with the result that securities in national currency have grown in their overall representation.

Debt securities	Dec. 23	Dec. 22	AOA thousand	
			Δ	
			ABS	%
National currency	137,851,877	65,098,672	72,753,205	111.8
Foreign currency	263,587,038	202,194,207	61,392,831	30.4
Indexed	71,139,180	43,409,044	27,730,136	63.9
Total Debt Securities (gross)	472,578,095	310,701,923	161,876,172	52.1
Impairment	(5,262,762)	(4,404,485)	(858,277)	19.5
Total Debt Securities	467,315,333	306,297,438	161,017,895	52.6





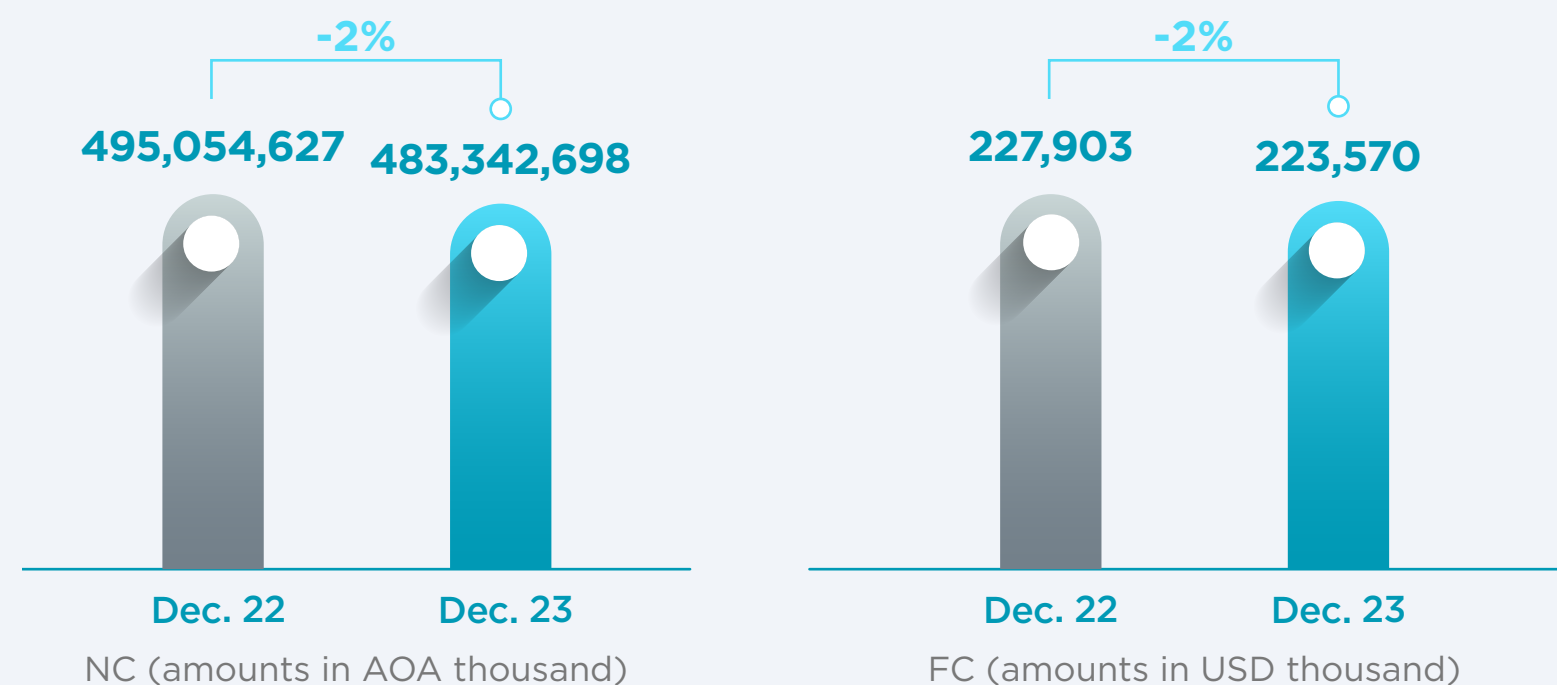
### c) Loans and advances to customers

The loan portfolio stood at AOA 668,637,557 thousand (gross amount), representing an absolute increase of AOA 58,790,341 thousand compared to December 2022. This result was influenced by the exchange rate change.

				AOA thousand
Loans and advances to customers (gross)	Dec. 23	Dec. 22	Δ	
			ABS	%
National currency	483,342,698	495,054,627	(11,711,929)	(2.4)
Foreign currency	166,166,832	103,644,864	62,521,968	60.3
Indexed	19,128,026	11,147,724	7,980,302	71.6
	<b>668,637,557</b>	<b>609,847,216</b>	<b>58,790,341</b>	<b>9.6</b>

The portfolio of loans granted in national currency fell by 2.4% compared to December 2022. This reduction is explained by the recovery of credits through payment in full and partial payments, highlighting the teams' commitment to recovering overdue loans, as well as the implementation of a credit policy more focused on developing operations in the individual segment, as well as institutional programmes to support housing and the productive sector, in line with the guidelines of the Banco Nacional de Angola and the Angolan Government.

## Loans and advances to customers (gross)



#### d) Other loans and advances to credit institutions

In 2023, ATLANTICO's liquidity investments amounted to around AOA 81,193,455 thousand. The increase in investments, of AOA 50,646,157 thousand, compared to the same period last year, is due to national currency and foreign currency as a result of the budgetary strategy defined.

			AOA thousand	
Other loans and advances to credit institutions	Dec. 23	Dec. 22	Δ	
			ABS	%
National currency	42,954,188	19,109,793	23,844,396	124.8
Foreign currency	38,239,267	11,437,506	26,801,761	234.3
	<b>81,193,455</b>	<b>30,547,298</b>	<b>50,646,157</b>	<b>165.8</b>

e) Property, plant and equipment

Property, plant and equipment fell by 11.1%, influenced by the sale of assets under construction, as a result of the strategic alignment to improve operational efficiency and the mix of more liquid assets.

Furthermore, on 31 December 2023, the Bank changed its accounting policy for valuing the asset class.

Property, plant and equipment	Dec. 23	Dec. 22	AOA thousand	
			Δ	
			ABS	%
Properties	77,653,932	63,714,689	13,939,243	21.9
Equipment	10,140,612	9,313,320	827,291	8.9
Right of use assets	4,303,992	4,635,158	(331,166)	(7.1)
Assets under construction	273,940	26,196,525	(25,922,585)	(99.0)
Other	-	3	(3)	(100.0)
	<b>92,372,476</b>	<b>103,859,695</b>	<b>(11,487,219)</b>	<b>(11.1)</b>

### 3.8.3.1.2. Liabilities

In 2023, ATLANTICO's liabilities amounted to AOA 1,875,740,751 thousand, representing an increase of AOA 481,171,519 thousand (+ 34.5%) compared to December 2022. The change is due to the impact of exchange rate depreciation on customer funds in foreign currency.

a) Deposits from customers and other loans

In 2023, the customer funds portfolio reached AOA 1,849,007,508 thousand, compared to AOA 1,364,668,411 thousand on December 31, 2022, corresponding to growth of AOA 484,339,097 thousand (+35.5%).

			AOA thousand	
Resources	Dec. 23	Dec. 22	Δ	
			ABS	%
National currency	1,032,757,970	818,012,816	214,745,154	26.3
Foreign currency	816,249,538	546,655,594	269,593,944	49.3
	<b>1,849,007,508</b>	<b>1,364,668,411</b>	<b>484,339,097</b>	<b>35.5</b>

The portfolio of deposits in national currency grew by 26.3% year on year, influenced by customer fundraising in the different business segments.

With regard to foreign currency, isolating the exchange rate effect, the portfolio showed a reduction in deposits influenced by institutional Customers with payment needs in foreign currency.

**b) Deposits from central banks and other credit institutions**

The total resources of central banks and other credit institutions fell by AOA 5,998,855 thousand to a total of AOA 1,323,068 thousand as at December 31, 2023.

3.8.3.2. Changes in the income statement

The Bank recorded a net profit/(loss) of AOA 9,106,196 thousand, which corresponds to an increase of 160.3% compared to December 2022, as a result of the growth in operating income and the control of expenses, despite the rise in impairment costs as a result of the portfolio's loss ratio and the exchange rate effect.

The Bank recorded a net profit/(loss) of AOA 9,106,196 thousand, which corresponds to an increase of 160.3% compared to December 2022

	AOA thousand			
Income statement	Dec. 23	Dec. 22	Δ	
			ABS	%
Interest and similar income	89,341,877	95,773,570	(6,431,693)	(6.7)
Interest and similar expenses	(73,014,331)	(63,319,084)	(9,695,247)	15.3
<b>Net interest income</b>	<b>16,327,546</b>	<b>32,454,486</b>	<b>(16,126,940)</b>	<b>(49.7)</b>
Fees and commissions income	28,272,728	27,291,483	981,245	3.6
Fees and commissions expense	(6,814,391)	(6,877,822)	63,431	(0.9)
<b>Profit/(loss) from fees and commissions</b>	<b>21,458,337</b>	<b>20,413,661</b>	<b>1,044,676</b>	<b>(5.1)</b>
Profit/(loss) from other financial assets and liabilities at fair value through profit or loss	38,504,385	(3,093,397)	41,597,782	(1 344.7)
Profit/(loss) from investments at amortized cost	417,836	134,431	283,405	210.8
Resultados cambiais	32,490,097	22,451,332	10,038,765	44.7
Profit/(loss) from foreign exchange differences	(16,002,681)	(883,728)	(15,118,953)	1 710.8
Profit/(loss) from the sale of other assets	(9,558,600)	(7,506,367)	(2,052,233)	27.3
<b>Profit/(loss) from financial operations</b>	<b>45,851,037</b>	<b>11,102,271</b>	<b>34,748,766</b>	<b>313.0</b>
<b>Operating income</b>	<b>83,636,920</b>	<b>63,970,418</b>	<b>19,666,502</b>	<b>30.7</b>
Staff costs	(28,495,834)	(26,994,278)	(1,501,556)	5.6
Supplies and services	(19,109,419)	(18,433,543)	(675,876)	3.7
Depreciation and amortization for the period	(9,580,382)	(10,139,056)	558,674	(5.5)
Provisions and impairment of other assets net of reversals	(7,744,577)	6,830,761	(14,575,338)	(213.4)
Impairment of other financial assets	(6,364)	3,838	(10,202)	(265.8)
Impairment for financial assets at amortized cost	(9,762,011)	(11,341,301)	1,579,290	(13.9)
Impairment of financial assets at fair value through other comprehensive income	260,568	(731,416)	991,984	(135.6)
<b>Profit/(loss) before tax from continuing operations</b>	<b>9,198,901</b>	<b>3,165,423</b>	<b>6,033,478</b>	<b>190.6</b>
<b>Income tax</b>	<b>92,705</b>	<b>332,691</b>	<b>425,396</b>	<b>127.9</b>
Deferred Tax	(92,705)	332,691	(425,396)	(127.9)
<b>Profit/(loss) after tax from continuing operations</b>	<b>9,106,196</b>	<b>3,498,114</b>	<b>5,608,082</b>	<b>160.3</b>
<b>Individual net profit/(loss) for the year</b>	<b>9,106,196</b>	<b>3,498,114</b>	<b>5,608,082</b>	<b>160.3</b>



a) Net interest income

Net interest income stood at AOA 16,327,546 thousand, representing a decrease of AOA 16,126,940 thousand, around 49.7% compared to the same period last year, as a result of a 6.7% reduction in interest and similar income and a 15.3% increase in Interest and Similar Expenses.

The reduction in average benchmark interest rates, as well as the worsening of stage 3 Customer defaults, had a strong impact on the decrease in net interest income, with the performance of interest on loans standing out with a decrease of 41.7% compared to the same period in the previous year.

The magnitude of the drop in interest on loans was not offset by the better performance or the upturn in Interest on debt securities, which represented growth of 79.7% compared to the same period last year.

With regard to Interest and Similar Expenses, the 15.3% increase is mainly explained by the increase in the term deposits portfolio.

AOA thousand				
Net interest income	Dec. 23	Dec. 22	Δ	
			ABS	%
Interest on debt securities	45,425,708	25,277,230	20,148,478	79.7
Interest on loans and advances to customers	40,683,951	69,808,073	(29,124,122)	(41.7)
Interest on loans and advances to central banks and credit institutions	3,232,218	688,267	2,543,951	369.6
<b>Interest and similar income</b>	<b>89,341,877</b>	<b>95,773,570</b>	<b>(6,431,693)</b>	<b>(6.7)</b>
Term deposits	67,265,400	58,633,541	8,631,859	14.7
Funding	4,339,802	3,324,101	1,015,701	30.6
Lease	1,409,129	1,361,442	47,687	3.5
<b>Interest and similar expenses</b>	<b>73,014,331</b>	<b>63,319,084</b>	<b>9,695,247</b>	<b>15.3</b>
	<b>16,327,546</b>	<b>32,454,486</b>	<b>(16,126,940)</b>	<b>(49.7)</b>

b) Complementary margin

The complementary margin amounted to AOA 67,309,374 thousand, representing an increase of 113.6%, around AOA 35,793,442 thousand more than in the same period last year. This evolution is supported by the increase in foreign exchange results, as well as the capital gains on real estate transactions and the increase in net commissioning compared to the same period last year.

AOA thousand				
Complementary margin	Dec. 23	Dec. 22	Δ	
			ABS	%
Profit/(Loss) from financial assets and liabilities at fair value through profit or loss	38,504,385	(3,093,397)	41,597,782	(1,344.7)
Profit/(Loss) arising from foreign exchange differences	32,490,097	22,451,332	10,038,765	44.7
Profit/(Loss) from Commissions	21,458,337	20,413,661	1,044,676	5.1
Profit/(Loss) from investments at amortised cost	417,836	134,431	283,405	210.8
Profit/(Loss) from the sale of other assets	(16,002,681)	(883,728)	(15,118,953)	1,710.8
<b>Other operating income</b>	<b>(9,558,600)</b>	<b>(7,506,367)</b>	<b>(2,052,233)</b>	<b>27.3</b>
	<b>67,309,374</b>	<b>31,515,932</b>	<b>35,793,442</b>	<b>113.6</b>

The complementary margin increased by 113.6%, compared to the same period last year, mainly supported by capital gains on real estate transactions and the increase in net commissioning

In 2023, net commission income grew by a moderate 5.1%, impacted by the strategy of transformation and diversification of revenue sources with a focus on means of payment. There was a slowdown in some lines of commissioning as a result of the economic and regulatory context, such as the trade finance business, financial advisory services, securities custody and account maintenance.

AOA thousand				
Net commission	Dec.-23	Dec.-22	Δ	%
<b>Fees and commissions income</b>	<b>28,272,728</b>	<b>27,291,483</b>	<b>981,245</b>	<b>3.6</b>
Electronic transactions	11,710,781	10,354,908	1,355,873	13.1
Transfers	6,195,865	4,356,277	1,839,588	42.2
VISA	3,249,728	3,155,079	94,649	3.0
Guarantees provided	1,163,582	1,160,415	3,167	0.3
Credit	906,089	771,784	134,305	17.4
Maintenance of current account	680,863	1,277,112	(596,249)	(46.7)
Custody and market transactions	654,432	279,967	374,465	133.8
Withdrawing	229,431	455,316	(225,885)	(49.6)
Opening documentary credits	73,854	1,360,684	(1,286,830)	(94.6)
Foreign exchange transactions	3,437	45,927	(42,490)	(92.5)
Other commissions	3,404,666	4,074,014	(669,348)	(16.4)
<b>Fees and commissions expenses</b>	<b>(6,814,391)</b>	<b>(6,877,822)</b>	<b>63,431</b>	<b>(0.9)</b>
	<b>21,458,337</b>	<b>20,413,661</b>	<b>1,044,676</b>	<b>5.1%</b>

c) Operating costs

In terms of operating costs, there was an increase of 2.9% year-on-year, as a result of the challenges of inflation and currency depreciation. Optimizing costs and investments during this period was fundamental to the strategy of operational efficiency and sustainability, with a focus on prudent financial management. It is important to note that factors related to business growth and exchange rate fluctuations contributed to growth in other cost lines, as shown below.

AOA thousand				
Operating costs	Dec.-23	Dec.-22	Δ	%
Wages and salaries	18,272,106	17,435,827	836,279	4.8
Mandatory social charges	3,619,978	3,474,336	145,642	4.2
Other staff costs	6,603,750	6,084,116	519,634	8.5
<b>Staff costs</b>	<b>28,495,834</b>	<b>26,994,278</b>	<b>1,501,556</b>	<b>5.6</b>
Communications and shipping	6,767,812	5,540,165	1,227,647	22.2
Audit and advisory	4,718,999	5,938,030	(1,219,031)	(20.6)
Maintenance and repair	2,014,731	1,139,814	874,917	76.8
Security and surveillance	1,870,960	1,898,996	(28,036)	(1.5)
Travel and representation	1,420,036	998,924	421,112	42.2
IT services	1,038,599	642,018	396,581	61.8
Advertising and publications	406,086	303,252	102,834	33.9
Water, energy and fuel	242,132	225,037	17,095	7.6
Consumables	237,526	1,460,867	(1,223,341)	(83.7)
Rents and leases	110,908	48,214	62,694	130.0
Other	281,630	238,228	43,402	(18.2)
<b>Supplies and third-party services</b>	<b>19,109,419</b>	<b>18,433,543</b>	<b>675,876</b>	<b>3.7</b>
<b>Depreciation and amortisation for the period</b>	<b>9,580,382</b>	<b>10,139,056</b>	<b>(558,674)</b>	<b>(5.5)</b>
<b>Total operating costs</b>	<b>57,185,635</b>	<b>55,566,877</b>	<b>1,618,758</b>	<b>2.9</b>