



**2020  
ANNUAL  
REPORT**

—  
BGFIBank  
Gabon

# **AGILITY BREEDS SUCCESS**



**BGFIBank**  
*Your partner for the future*

# 2020 ANNUAL REPORT

BGFIBank  
Gabon

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## COLOPHON

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BGFIBank

# FOREWORD

## A YEAR LIKE NO OTHER

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In 2020, the entire world was plunged into economic and financial uncertainty due primarily to the unprecedented scale of the Covid-19 pandemic. The impacts of this global crisis have been many and varied: from health risks stemming from the rapid spread of the disease, to economic recession, instability in financial markets, a reduction in household purchasing power, and more.

On the domestic front, the Gabonese authorities reacted quickly, holding a Presidential Council on the coronavirus on 7 March 2020 to approve measures to bolster the response strategy. These included setting up a special fund, considerably strengthening the health system, placing the Greater Libreville area under lockdown, then declaring a state of health emergency.

Yet there can be no denying the fact that, for a rentier economy seeking diversification as a way to reduce its exposure to external shocks, the extent to which the crisis has affected growth forecasts has laid bare the vulnerability of an economic model reliant on the oil industry for over half a century. The tumbling price of oil and its knock-on effects have hit the industry hard, causing output to fall back by an estimated 4.5%.

Taken together, these factors have prompted a return to a more adverse economic climate: the initial growth forecast in the Finance Act of +3.8% has been revised downwards to -0.2%, a loss of 4 percentage points. Fiscal imbalances have also worsened, with actual government revenues coming in 700 million CFA francs (1,062 million euros), or 33%, lower than forecast.

This sharp decline in government revenues illustrates how the crisis has weakened not just the hardest-hit sectors (oil and oil services), but the entire Gabonese economy, including sectors like timber and logging, construction and civil engineering, passenger transport, tourism, hotels, restaurants and non-food retail.

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# 2020 IN FOCUS



## 1.1. **A WORD** from Senior Management

*“BGFIBank Gabon has cemented its position as the leading bank in Gabon, with a market share in excess of 41%.”*



Loukoumanou Waidi, Chief Executive Officer

### **REINVENTING OURSELVES: AGILITY BREEDS SUCCESS**

The foreword to this Annual Report gives an overview of the circumstances in which we operated in 2020. It is, however, worth reflecting on another aspect of the public-health crisis: the immense opportunities it has offered for global innovation and renewal – because agility breeds success.

At BGFIBank Gabon, we reacted quickly in the very early stages of the crisis. One fundamental change came in our governance, with the creation of two key committees: the Asset Protection Committee and the Opportunity Management Committee.

The crisis also prompted us to “reinvent ourselves” in other ways, including by bolstering our client support and credit risk analysis systems and processes, expanding our digital banking offering with the launch of innovative new products and services (such as our new client on-boarding platform), and optimising our surplus cash.

As a result of these efforts, BGFIBank Gabon has cemented its position as the leading bank in Gabon, with a market share in excess of 41% – double the share held by its closest competitor. In 2020, our bank demonstrated strong resilience at a time of economic crisis.

Our success can be attributed to a number of factors. These include:

- ✓ our membership of the BGFIBank Group, which has thrown the full weight of its support behind us because of our strategic importance;
- ✓ a robust balance sheet, with assets totalling over 1,122 billion CFA francs (1.7 billion euros in 2020);
- ✓ the fact that our registered capital is the highest of any bank in the region, at 100 billion CFA francs (152 million euros);
- ✓ an enhanced governance and risk-management framework;
- ✓ a strengthened quality management system.

On the final point, the bank has been working towards quality certification for its activities in recent years.

As a result, we are now certified to the following standards: ISO 9001:2015 (quality management systems), ISO 14001:2015 (environmental management systems) and ISO 45001:2018 (occupational health and safety). These certifications, all awarded by Bureau Veritas, have been renewed since 2018.

We were therefore able to end 2020 on a high note, despite the adverse economic conditions that prevailed throughout the year, both domestically and globally.

Last year also marked the endpoint of Excellence 2020, the BGFIBank Group's strategic plan to boost performance by restructuring and refocusing its



**BGFIBank Gabon reacted quickly to deal with the circumstances of the Covid-19 pandemic, bringing in a range of measures in what was a particularly challenging year:**

- 1 Introducing special protective measures to keep clients and employees safe.
- 2 Setting up two new committees – an Asset Protection Committee and an Opportunity Management Committee – to mitigate the adverse effects of the crisis.
- 3 Working with the Ministry of the Economy and Recovery on a package of economic support measures during the pandemic.

activities around four key priorities: business excellence, employee excellence, organisational excellence and planning excellence. By delivering on our objectives across all four of these areas, we have played our part in helping the BGFIBank Group enter the top tier of African banking and financial services groups.

With the outlook for 2021 still weak and uncertain amid the ongoing global crisis, our short- and medium-term forecasts are based on the key assumption that economic activity will pick up at a steady pace as mass Covid-19 vaccination drives progress worldwide.

Both the Board of Directors and Senior Management remain confident in the ability of our bank to achieve balanced, sustainable, client-focused growth in the short and medium terms.

**Loukoumanou Waidi**  
Chief Executive Officer

4 Adding new products and services to its digital offering, including an online on-boarding platform, BGFExpress, Cash Management, several new features for the BGFIMobile app (Canal+, Canal Box, Total card top-up, money transfers within the CEMAC zone, Mobicash cardless cash withdrawal), an enhanced social media presence, and improved availability for its cash machines.

5 Updating the bank's emergency financing plan.

6 Strengthening operational oversight and control.

## AWARDS IN 2020

**A+** **BGFIBank GABON**  
**RATED A+**  
(long term) by Bloomfield  
Investment Corporation

**A1+** **BGFIBank GABON**  
**RATED A1+**  
(short term) by Bloomfield  
Investment Corporation

**ISO 9001**  
**BUREAU VERITAS**  
Certification



**CERTIFICATION**  
**ISO 9001-2015**  
of BGFIBank  
Gabon  
(quality management  
systems)

**ISO 14001**  
**BUREAU VERITAS**  
Certification



**CERTIFICATION**  
**ISO 14001-2015**  
of BGFIBank  
Gabon  
(environmental  
management  
systems)

**ISO 45001**  
**BUREAU VERITAS**  
Certification



**CERTIFICATION**  
**ISO 45001-2018**  
of BGFIBank  
Gabon  
(occupational health  
and safety)

**NR**  
**CFE**  
**AFRICAN BANKER**  
**AWARDS 2020**

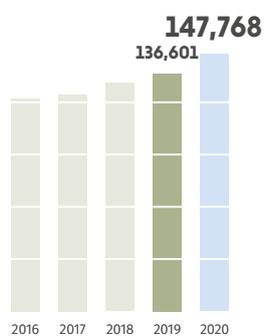
BGFIBank awarded  
**BEST REGIONAL BANK**  
**– CENTRAL AFRICA**  
by the African Banker  
Awards



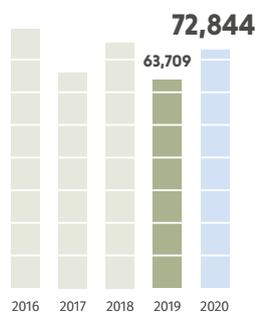
  
BGFI Bank  


## 1.2. KEY FIGURES for BGFIBank Gabon

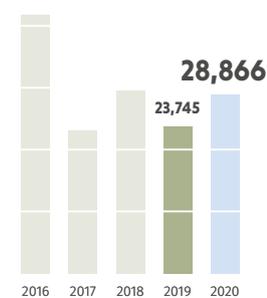
In millions of CFA francs	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Balance sheet total	1,217,941	1,086,691	1,109,130	1,131,249	1,122,071
Capital and reserves	122,299	124,594	131,126	136,601	147,768
Client deposits	939,252	865,181	914,189	923,079	870,591
Loans to clients	786,275	669,200	719,123	742,059	718,655
Net banking income	79,258	66,072	75,207	63,709	72,844
Overheads	37,765	43,190	45,864	40,715	44,192
Gross operating income	41,798	23,124	29,576	23,745	28,866
Overall cost of risk	-17,602	-11,118	-8,059	-3,917	1,764
<b>NET INCOME</b>	<b>16,028</b>	<b>8,137</b>	<b>15,234</b>	<b>15,073</b>	<b>20,602</b>
Profitability ratio	13%	7%	12%	11%	14%
Return on assets	1.3%	0.7%	1.4%	1.3%	1.8%
Net cost/income ratio	43%	58%	52%	62%	54%



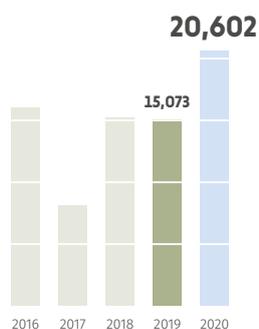
EQUITY CAPITAL



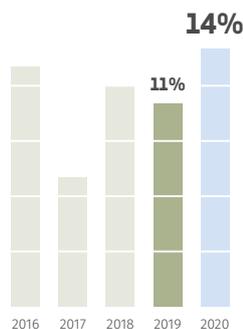
NET BANKING INCOME



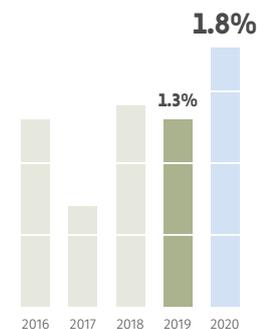
GROSS OPERATING INCOME



NET INCOME



PROFITABILITY RATIO



RETURN ON ASSETS

2

2020 IN REVIEW



## 2.1. BUSINESS overview

BGFIBank Gabon is well equipped to cater to the requirements of three client segments: corporates, high-potential SMEs & SMLs, and retail clients.

The bank provides four complementary types of banking services:

- corporate banking
- retail and business banking
- private banking and asset management
- institutional banking

### | HIGHLIGHTS OF 2020

Key highlights of the 2020 financial year include:

- launching a new client on-boarding platform;
- promoting the bank's digital offering, such as BGFIMobile (new features including Canal+, Canal Box, Total card top-up, money transfers within the CEMAC zone and Mobicash cardless cash withdrawal), BGFExpress and BGF Cash Management;
- starting work on the premises for the future private bank;
- completing an in-depth market review to improve our support for corporates and high-potential SMEs;
- opening bank accounts for civil servants;
- renewing a golfing partnership.

Last year saw a decline in business volumes with clients in the hotel, restaurant and leisure industries, which were hit hard by the government's measures to contain the spread of Covid-19.

In terms of business development, our private banking team worked hard on two fronts: launching a range of structured, diverse wealth management products (a mutual fund project and a life insurance product), and managing and promoting secondary market government-issued securities, including short-term fungible Treasury notes (BTAs) and medium- and long-term fungible Treasury bonds (OTAs).

### | DIGITAL TRANSFORMATION

With the use of remote, electronic means of payment becoming more widespread during the unprecedented circumstances of the pandemic, the bank stepped up the pace of its digital transformation in 2020 in an effort to reinvent its approach to client care.

This trend came amid a shifting competitive environment: the market is increasingly open to non-banking entrants, while clients are better informed and therefore more demanding when it comes to service standards.

*“The bank stepped up the pace of its digital transformation in 2020 in an effort to reinvent its approach to client care.”*

## "REINVENTING THE CLIENT EXPERIENCE"

This was the strategy pursued in 2020, giving clients a greater say in how they interact with the bank.



We completed work in three key areas last year:

### 1. Unveiling a new online banking offering for business clients

We launched the Cash Management platform, an improved, new-look, one-stop online portal that provides quick, convenient access to all the bank's key products and services. The platform includes a range of exclusive, efficient cash-flow optimisation tools, while clients can get directly in touch with a client relationship manager.

Among other things, the new portal lets clients:

- view their accounts;
- manage single and multiple bank transfers (domestic, CEMAC zone and international transfers, as well as standing orders);
- manage means of payment (order bank cards and chequebooks, and track their orders);
- print out their account details and IBAN code;
- manage loan applications, including the option to track progress;
- view and download financial documents;
- use trade finance features (factoring and documentary credit requests);
- use BGFISalaire (multiple payments by bank transfer);
- use BGFIClearing (cheque scanning) from the company's premises;
- use BGFIPayment (managing cash payments made by partners at BGFIBank Gabon branches).

## 2. Improving and expanding online banking services for retail clients

BGFIBank Gabon launched its new version of the BGFIMobile mobile app, with a fresh look, an intuitive design, enhancements for existing services and a range of new services. Now, clients can use the app to:

- renew their Canal+ and Canal Box subscription;
- top up their Total fuel card;
- make cardless cash withdrawals from cash machines (a service operated in partnership with Airtel Money and Moov Africa Gabon Telecom).

Amid exponential growth in the use of mobile money and money transfer services, we also completed work on integrating the BGFIMobile mobile app into the Interbank Electronic Banking Group of Central Africa (GIMAC) ecosystem. This move has a dual purpose: to reflect the changing landscape in terms of new payment instruments in the subregion and, more importantly, to accelerate the shift to paperless means of payment by bringing the benefits of electronic payment instruments to all sections of the population across the CEMAC zone.

As part of this process, the GIMACPAY services have been finalised. These include:

- incoming and outgoing transfers between virtual accounts, as well as to other mobile money operators in the CEMAC zone;
- issue of a payable cash machine withdrawal code for cash machines operated by banks in the CEMAC zone;
- the ability to receive incoming payments from money transfer operators connected to the GIMAC ecosystem;
- incoming and outgoing merchant payments to and from other mobile money operators in the CEMAC zone.

## 3. Online client on-boarding platform

BGFIBank Gabon clients can now open accounts online.

As a leading player in the national economy, the bank is consistently on the front line of innovation in its sector. This innovation drive is part of our keen focus on digital transformation – an essential move as we look to capture, satisfy and retain new business among today's increasingly demanding and digitally savvy clients.

The platform is designed to reduce the red tape associated with the traditional process for opening a bank account.

Now, clients can open an account from any Internet-enabled smartphone, tablet or PC by going to <https://leclient.bgfi.com> or scanning the QR code.

With this innovative new platform, almost all of the steps involved in opening an account can be completed online, thereby limiting the need for clients to visit a branch in person and making the whole process considerably quicker.

### | SUCCESS STORIES

BGFIBank Gabon offers over 60 products and services. As consumer habits evolve, clients are showing a growing interest in our online banking and e-money offering.

The **PREPAID VISA CARD** remains highly popular as a way to make secure online purchases, as a gift for friends and family, and as an option for giving students greater financial independence.

The standalone card, which is not linked to a bank account, can be topped up at BGFIBank Gabon outlets and via the BGFIMobile app.

More and more people are using the **VISA MOTION CODE** card, which is one of our flagship products, with a penetration rate of 85%.

The card, which features a dynamic three-digit security number for added protection of clients' banking data, is the only product of its type on the market.

Turning to our e-money offering, the **BGFIMOBILE** app has been a resounding success since its launch in 2016, with upgrades and new features added on a regular basis. To date, "cash machine transfer" has proven to be the most popular feature, allowing clients to withdraw cash using a special code – and with no need for a physical card.

## FIVE NEW PRODUCTS AND SERVICES

In 2020, the bank launched five digital products and services:

1. new features for the BGFIMobile app to make everyday life easier for clients and help them maintain social distancing during the Covid-19 crisis;
2. the online client on-boarding platform (described above), a secure portal for quickly and easily opening an account;
3. BGFICash Management, an innovative cash-flow monitoring tool for SMEs, SMIs and corporates, with over a dozen services all available via a single platform;
4. BGFIEExpress, the BGFIBank intra-group money transfer service, which was re-launched initially in Gabon, Cameroon, Congo and Equatorial Guinea;
5. cardless cash withdrawal, a service operated in partnership with two mobile operators (Airtel Money and Moov Africa Gabon Telecom), which allows users of the Airtel Money and Mobicash products to withdraw money from their e-wallet at BGFIBank Gabon cash machines.



BGFI Cash Management, an innovative platform for SMEs, SMIs and corporates.



## 2.2. WORKFORCE overview

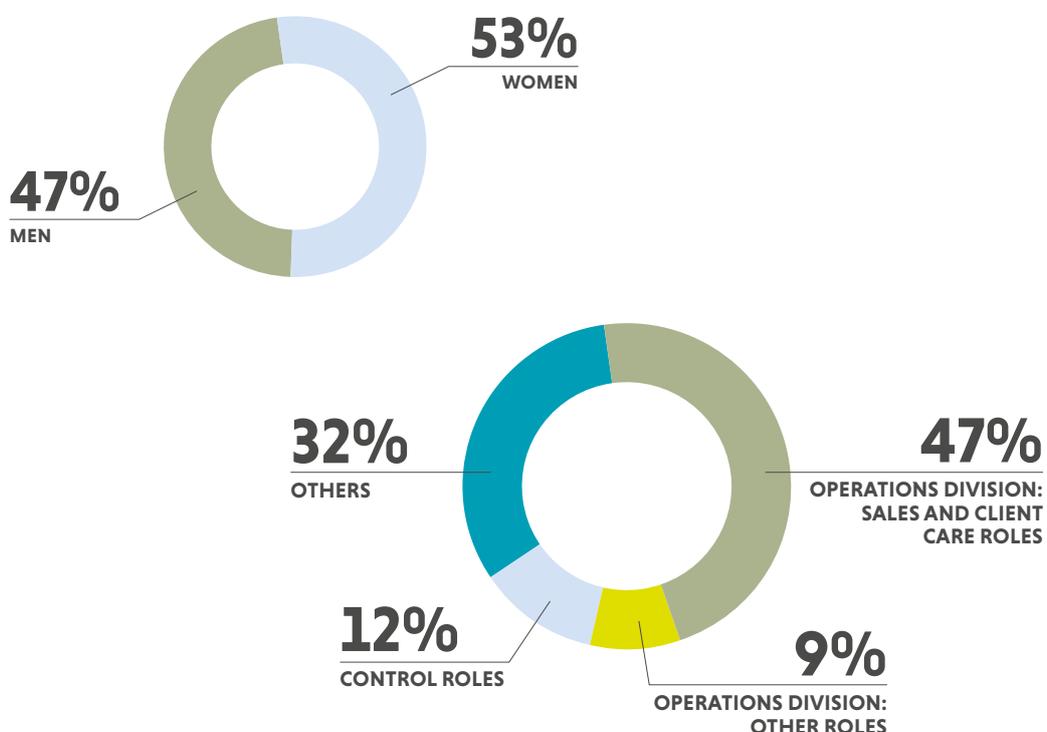
### 527 EMPLOYEES WITH AN AVERAGE AGE OF 40

Amid the economically and socially challenging circumstances of last year, the bank gained two new employees, which was well below the initial forecast of 20 new hires. At end-2020, the bank had 527 employees, with an even gender balance (53% women and 47% men).

The Operations Division (see organisation chart on page 27) accounts for 56% of the total workforce, including 247 people (47% of all employees) working in the client care team. The bank's control bodies, meanwhile, employ 63 people (12% of the total workforce).

The bank has a mature, experienced workforce, with an average age of 40. Given this high average figure, and with the future in mind, we will launch a new strategy from 2021 onwards to rebalance the age pyramid. This will involve hiring young talent, under the age of 30, to replace older staff members who have reached retirement age.

Moreover, in keeping with the bank's organisational and business development needs, our recruitment policy focuses primarily on roles related directly and indirectly to our front-line business operations, such as account managers, credit analysts, banking law experts and compliance officers.



## | TAKING CARE OF OUR EMPLOYEES

In 2020, the bank introduced a number of new measures and benefits for its employees, including:

- the establishment of a company restaurant at the Libreville headquarters and a food allowance for staff members nationwide;
- Covid-19 protection kits for employees, voluntary tests, and healthcare for employees, their family members and domestic staff;
- extensive assistance for employees looking to purchase a home, through mortgage loans and partnerships with property developers;
- discounts and offers for employees with various companies and service providers;
- the allocation of to employees.

## | DEVELOPING OUR WORKFORCE

On the staff development front, last year we:

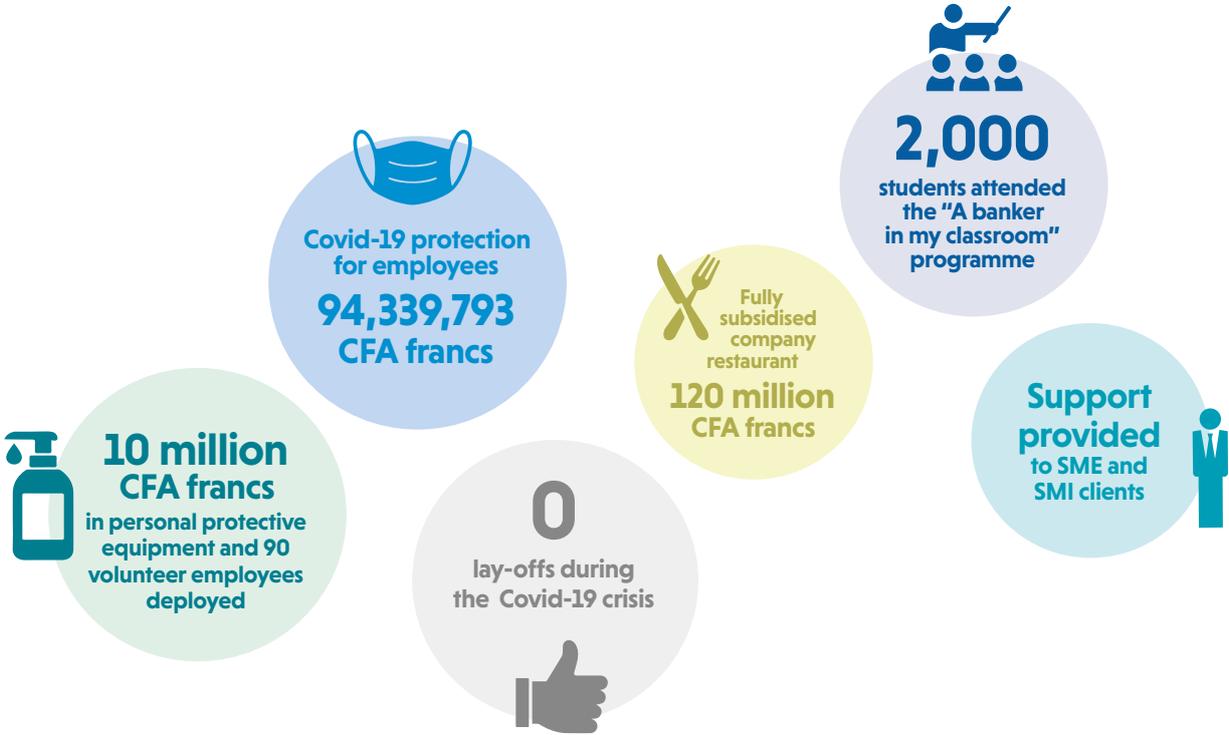
- provided training for 317 employees, in line with the bank's ever-changing needs;
- gave pay rises to 417 staff members;
- retained 82% of our workforce, demonstrating our commitment to stability.

The Human Resources Department focused on three priorities: offering more online training opportunities, revising employee performance indicators, and maintaining close ties with staff by listening closely to employee feedback and providing workforce management support to managers.



*“The bank provided training for 317 employees, in line with its ever-changing needs.”*

## 2.3. CSR overview



Corporate social responsibility (CSR) refers to the way in which an organisation factors environmental, social, economic and ethical considerations into its business operations.

In 2020, the public-health crisis brought about by the Covid-19 pandemic had a significant impact on the economic and social situation in Gabon.

This unprecedented crisis demonstrated BGFIBank Gabon’s resilience in upholding its CSR commitments to employees, clients and local communities, as well as its adaptability and its ability to manage risk.

The circumstances of last year further cemented our role as an essential service provider – and as a responsible corporate citizen committed to working with and for its stakeholders.

### | SUPPORTING OUR EMPLOYEES

Last year, we stepped in to keep our staff protected and provide all-important job stability during the crisis. We set up a crisis committee to ensure all employees maintained their benefits and were able to keep working safely. Measures included:

- providing comprehensive physical protection against Covid-19, costing a total of 94,339,793 CFA francs (143,843 euros);
- maintaining employees’ existing benefits, with no redundancies, salary decreases or lay-offs taking place during the period.

In addition, we:

- delivered 70% of planned employee training;
- allocated 24 “Car Plan” allowances, at a total cost of 526 million CFA francs (802,000 euros);



By voluntarily adhering to the United Nations Global Compact in 2006, the BGFIBank Group, through all of its subsidiaries including BGFIBank Gabon, has made commitments to modify its operations in the areas of human rights, labor standards, the environment and the fight against corruption. The Group has integrated the Global Compact and its ten principles into its strategy, culture and day-to-day activities.

The BGFIBank Foundation drives the membership of the BGFIBank Group to the United Nations Global Compact and its ten principles.

- granted loans totalling 7.3 billion CFA francs (11 million euros);
- reclassified 427 of our 527 employees at a cost of 367 million CFA francs (560,000 euros);
- awarded a 2020 end-of-year bonus to all employees;

- opened an employee shareholding scheme, with 50 shares awarded to all staff members;
- opened a company restaurant fully subsidised by the bank, at a cost of CFA 120 million (183,000 euros).

## | STANDING BY OUR CLIENTS

Last year, BGFIBank Gabon put a number of exceptional, urgent measures in place to support businesses in coping with the adverse effects of the pandemic.

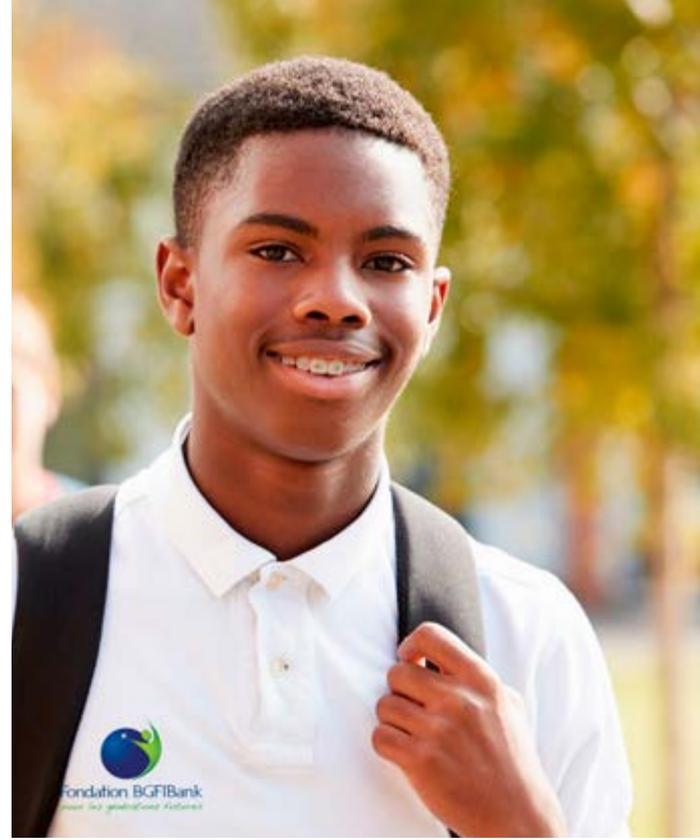
One way we did that was by providing government-initiated support measures to assist SMEs and SMIs facing cash-flow difficulties. We wrote to all affected SMEs and very small enterprises (VSEs) to let them know about the range of support available.

For retail clients facing hardship after losing their job, we offered extended loan repayment terms, reviewing each case on its merits.



© David Greyo WCS

Aware of its eco-responsibility, the bank actively contributes to minimising the consumption of resources by establishing sustainable consumption patterns and raising staff awareness.



The 2nd edition of the "A banker in my class" programme mobilised 12 volunteer employees of BGFIBank Gabon who exchanged for a month (period before the health crisis) with nearly 2,000 students.

The bank also introduced systems and measures to keep clients safe from Covid-19 at all branches and contact points, including installing tents and chairs in branches to maintain social distancing, providing hand sanitiser dispensers at cash machines and at the entrances to all branches, regularly cleaning cash machines, and putting up posters to remind clients of the safety guidance.

The bank reviewed its client care provision to keep clients better informed and limit the need to come into branch in person.

For instance, we encouraged clients to use our digital services for their day-to-day banking needs, including our online client on-boarding platform (<https://leclient.bgfi.com>), BGFIMobile, BGFIOne and our network of cash machines. We also used digital channels as a way to keep in touch with clients and put their minds at ease.

## DOING OUR BIT FOR THE ENVIRONMENT

In 2020, we recorded year-on-year decreases in our consumption of water and electricity (down 0.6%), office supplies (down 30%) and computer consumables (ink) (down 32%).

This downward trend between 2019 and 2020 underscores our proactive efforts to use fewer resources – by making our consumption practices more sustainable and by educating employees about ways they can act more responsibly in their day-to-day work.

It also reflects various changes we made to employees' working hours during the partial national lockdown, as more of our people worked remotely and we brought in an exceptional staff rotation system.



The bank funds the BGFIBank Foundation's social scholarships programme, which each year supports around 20 students.

## BEING A GOOD CORPORATE CITIZEN

In 2020, BGFIBank Gabon made a positive difference to society by supporting the BGFIBank Foundation's citizen engagement programmes.

### The sixth BGFIDay event

BGFIDay is an annual community-focused initiative run by the BGFIBank Group, where group entities spend a day supporting good causes. As part of last year's event, entitled "Reinventing ourselves to continue fulfilling our responsibility", we donated equipment to prevent the spread of Covid-19 to three schools: Lycée Paul Indjendet Gondjout in Libreville, Lycée Thriaf Bantsantsa in Port-Gentil, and Lycée de l'Excellence in Franceville.

We donated 20,000 packs of surgical masks, 300 bottles of hand sanitiser and over a dozen ThermoFlash thermometers to these three public and private institutions, which together have around 10,000 students on roll, at a total cost of

10 million CFA francs (15,000 euros). In addition, 90 BGFIBank Gabon employees visited the schools in person, helping to stress the importance of concerted action as a way to tackle the pandemic.

### The second "A banker in my classroom" programme

This concept returned for its second year in 2020, as 12 BGFIBank Gabon employees volunteered their time to talk to young people about career opportunities in banking. The month-long programme, which ran before the outbreak of the Covid-19 crisis, reached close to 2,000 sixth-form students at Lycée National Léon Mba in Libreville.

### The sixth social scholarships programme

In February 2020, the bank pledged funding for the BGFIBank Foundation's social scholarships programme, which each year supports around 20 students who demonstrate outstanding academic ability but are unable to afford the cost of studying at a prestigious institution.

## 2.4. REAL ESTATE overview



At end-2020, construction work on BGFIBank Gabon's new head office in Libreville was close to completion. This prestigious new building will further strengthen the bank's position as a leader in the domestic market, cement its reputation for outstanding client care, and help streamline organisational processes.

The bank also pressed ahead with five other real-estate projects last year:

1. moving the existing Léonis branch to Lambaréné in order to provide clients and employees with a more comfortable and welcoming environment in which to work and manage their affairs (scheduled delivery date: 31/12/2021);
2. the acquisition of the former Postbank site in Libreville for the upcoming opening of the Gros Bouquet agency;
3. opening the new third-party branch in the Oloumi industrial zone of Libreville (delivery date: 30/09/2021);
4. moving our private banking arm to new premises (delivery date: end-2021).

These branches and contact points add to the bank's existing footprint, helping us maintain closer ties with our retail clients and better cater to their needs.

At end-2020, BGFIBank Gabon had 19 branches and contact points, including 3 business centres for corporate clients and 16 branches for premium business and retail clients.

The bank's footprint spans Libreville, Port-Gentil, Franceville, Moanda, Lambaréné and Oyem.

In addition to its branch network, BGFIBank Gabon also operates 89 cash machines nationwide.



BGFI Bank



The architectural style of BGFIBank Gabon's new head office cements the bank's identity and reinforces its reputation for excellence.

## 2.5. GOVERNANCE overview

In 2020, BGFIBank Gabon adopted a number of new principles, although the scope of its governance and the underlying rules remained unchanged.

### | DEATH OF A DIRECTOR

BGFI Holding Corporation, BGFIBank Gabon and its Board of Directors were saddened to learn of the passing of Professor Daniel Gahouma, who died in Libreville on 18 May 2020. He was appointed as a director on 4 April 2014, by resolution AGO/04-04-2014/008 of the general meeting of BGFIBank Bank S.A., for a four-year term. This term was subsequently renewed. Having paid tribute to Professor Gahouma, the Board of Directors, at its meeting of 18 June 2020, noted in accordance with the applicable rules that his seat as an independent director was vacant.

### | RESIGNATION OF TWO DIRECTORS

Ms Emma Maisonneuf and Mr Thierry Pascault resigned from their positions as directors for personal reasons. Ms Maisonneuf was a member of the Corporate Governance, Human Capital, Appointments and Remuneration Committee, while Mr Pascault served as chair of the Loans Committee and was a member of the Risk Management Committee.

The bank's directors and Chief Executive Officer spoke with emotion about how honoured they were to have worked with both Ms Maisonneuf and Mr Pascault for many years.

### | NEW GOVERNANCE PRINCIPLES ADOPTED

The Board of Directors of BGFIBank Gabon adopted the following new governance principles:

1. at least half of directors must be resident in Gabon;
2. at least one-third of directors must be independent;
3. at least 25% of directors must be women;
4. in subsidiaries, directors' seats reserved for BGFI Holding Corporation S.A. under its shareholding can only be held by members of its Board of Directors;
5. a director cannot serve on more than two committees;
6. at least one independent director must sit on each committee;
7. at least two independent directors must sit on the Risk and Compliance Committee and on the Audit and Internal Control Committee;
8. a maximum of four directors may sit on each committee;
9. the chair of the Risk Management Committee is automatically a member of the Audit and Internal Control Committee;
10. the chair of the Audit Committee is automatically a member of the Risk Management Committee;
11. committee chairs serve a maximum term of three years;
12. committee members must be replaced every four years at most.

## CO-OPTATIONS AND APPOINTMENTS OF NEW DIRECTORS

The co-optations and appointments below were voted on by the Board of Directors on December 11, 2020 and approved by the General Assembly closing the accounts for the 2020 financial year in order to strengthen the composition of the deliberative body subject to the assent of the Central African Banking Commission:

- co-optation of BGFI Holding Corporation as director to replace Professor Daniel Gahouma, deceased, and appointment of Ms Huguette Oyini as representative;
- co-optation of Mr Loukoumanou Waidi as director to replace Mr Thierry Pascault;
- appointment of Ms Brenda Amandine Boukoubi as director;
- appointment of Ms Gina Léonie Eyama Ondo as independent director;
- appointment of Mr Jean-Marie Ogandaga-Ndinga as independent director;
- appointment of Mr Denis Meporewa as independent director.

## COMPOSITION OF THE BOARD OF DIRECTORS\*

AT THE END OF THE 2020 FINANCIAL YEAR

<b>CHAIR</b>	Henri-Claude Oyima
<b>EXECUTIVE DIRECTORS</b>	BGFI Holding Corporation – <i>represented by Huguette Oyini</i> Loukoumanou Waidi
<b>NON-EXECUTIVE DIRECTORS</b>	Francis Gérard Caze Claude Le Monnier Brenda Amandine Boukoubi
<b>INDEPENDENT DIRECTORS</b>	Côme Tienta Gina Leonie Eyama Ondo Jean-Marie Ogandaga Ndinga Denis Meporewa

\* subject to the assent of the Central African Banking Commission

## TWO TRAINING SESSIONS FOR DIRECTORS

The directors of BGFIBank Gabon and of other BGFIBank Group companies attended two virtual training sessions via Microsoft Teams in 2020 (on 9 September 2020 and 12 December 2020). The sessions covered the following subjects:

- 9 September and 12 December: directors' responsibilities;
- 9 September: compliance, anti-money laundering and combating the financing of terrorism;
- 12 December: risk appetite.

## MEETINGS

The Board of Directors and its specialist committees met 38 times in total in the 2020 financial year:

- Board of Directors: 5 meetings (27 March, 18 June, 14 August, 22 September, 11 Dec.);
- Risk Management Committee: 4 meetings (25 March, 15 June, 12 August, 9 December);
- Audit Committee: 4 meetings (25 March, 15 June, 12 August, 9 December);
- Corporate Governance, Human Capital, Appointments and Remuneration Committee: 2 meetings (25 March, 9 Dec.);
- Loans Committee: 23 meetings.

The meetings were attended by all serving directors.

At its meeting of 22 September 2020, the Board of Directors focused on corporate governance matters, following its decision to make permanent changes to governance rules.

## CHANGES IN THE MEMBERSHIP OF THE SPECIALIST COMMITTEES OF THE BOARD OF DIRECTORS

subject to the assent of the Central African Banking Commission

Following changes in the membership of the Board of Directors, the four specialist committees that support the Board in its work were reconfigured. This composition will be effective with the reception of the non-objection of the COBAC. Their new composition is detailed below:

### Risk Management Committee

**CHAIR:** Francis Gérard Cazé  
**MEMBERS:** Claude Le Monnier  
Huguette Oyini  
Jean-Marie Ogandaga-Ndinga

### Audit Committee

**CHAIR:** Claude Le Monnier  
**MEMBERS:** Francis Gérard Cazé  
Côme Tienta  
Brenda Boukoubi

### Corporate Governance, Human Capital, Appointments and Remuneration Committee

**CHAIR:** Huguette Oyini  
**MEMBERS:** Brenda Boukoubi  
Gina Eyama Ondo  
Denis Meporewa

### Loans Committee

**CHAIR:** Denis Meporewa  
**MEMBERS:** Claude Le Monnier  
Brenda Boukoubi  
Jean-Marie Ogandaga-Ndinga

These changes reflect the new governance principles set out by BGFI Holding Corporation and adopted by the Board of Directors on 22 September 2020. The new composition is subject to the assent of the new directors co-opted and appointed in 2020.

### COMPOSITION OF THE SENIOR MANAGEMENT OF BGFIBank GABON AT THE END OF THE 2020 FINANCIAL YEAR

Mr Loukoumanou Waidi was appointed Chief Executive Officer of BGFIBank Gabon S.A. on 6 August 2019. His appointment received regulatory approval on 28 October 2019.

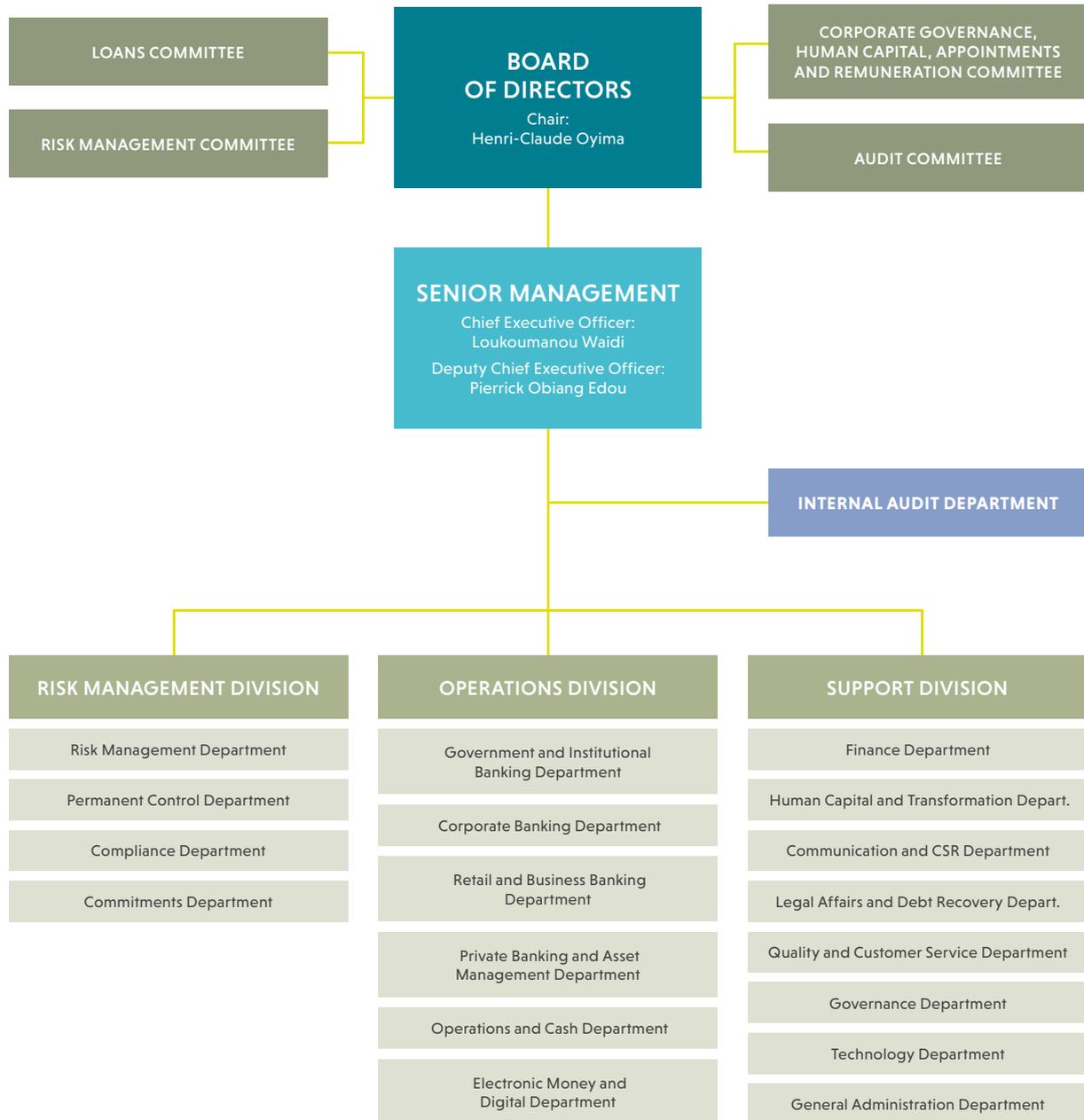
Mr Pierrick Obiang-Edou was appointed Deputy Chief Executive Officer on 5 April 2019. His appointment received regulatory approval on 7 January 2020.

Before the close of the 2020 financial year, the executive mandates of Messrs Waidi and Obiang Edou were respectively renewed for a period of 4 and 3 years.



**BGFI Bank**

## BGFIBank GABON'S ORGANISATION CHART IN 2020



## 2.6. RISK MANAGEMENT overview

At BGFIBank Gabon, the Risk Management scope extends from operations to the board of directors, including general management.

Risks arise at the business level and can impact the entire organisation. BGFIBank Gabon has thus set up an integrated risk management system in all of the banking activities.

Employees and their superiors are primarily responsible for controlling the risks generated in the course of their activities. The operational and support businesses are assisted on a daily basis by the independent internal control functions dedicated to risk management: the Permanent Control department, the Compliance department, the Risk department and the Internal Audit department.

- ✓ The **PERMANENT CONTROL** function examines the regularity and compliance of transactions carried out within the bank on a daily basis and ensures compliance with ethics within the organisation.
- ✓ The **COMPLIANCE** function ensures that the bank's activities comply with the laws and regulations in force. Likewise, it supervises the financial security of operations in the context of the fight against money laundering and the financing of terrorism.

- ✓ The **RISK MANAGEMENT** Department, for its part, coordinates the risk management system and oversees it through risk mapping, incident management, monitoring of improvement plans as well as the monthly measurement of risk indicators and awareness campaigns on the dissemination of risk culture.

### | RISK MANAGEMENT STRATEGY

BGFIBank Gabon's risk management strategy revolves around the main risks likely to affect the activity, results or financial situation of the bank.

The Board of Directors has thus defined and validated 21 main risks related to the activities. These risks, presented hereafter, are monitored and compared on a monthly basis to the risk appetite framework, and reported quarterly to the internal control committee on the one hand, and to the risk committee on the other.

In the organisation of BGFIBank Gabon, each risk is subject to operational management within a specific department. In 2020, the risk monitoring indicators and the risk appetite framework, consistent with the budgetary objectives, were updated

Among these 21 risk families defined by the BGFIBank Group and validated by the board of directors, 10 key risks have been the subject of increased monitoring given the context of the economic crisis following the health crisis. These are the following risks: credit, concentration, commercial, human resources, accounting and financial, IT, non-compliance, operational, physical security, internal control.

*“Given the context of the economic crisis, the following risks have been the subject of increased monitoring: credit, concentration, commercial, human resources, accounting and financial, IT, non-compliance, operational, physical security and internal control.”*

To coordinate and optimize the effectiveness of the risk management system, BGFIBank Gabon has deployed an automated risk management tool called “ATHENA”, which makes it possible, among other things, to:

- ✓ define the processes and their activities;
- ✓ develop and update risk frameworks;
- ✓ monitor and measure the 21 risk families via key risk indicators;
- ✓ declare and manage incidents;
- ✓ monitor the implementation of the improvement plans resulting from the work of the control bodies;
- ✓ define control programs and monitor the execution of permanent controls.

In terms of risk management, the year 2020 was marked by the management of the COVID 19 health crisis. Since the declaration of the COVID-19 pandemic in Gabon in March 2020, BGFIBank Gabon has put in place organisational and operational measures in order to ensure the continuity of its activities and limit the risk of contagion for customers and employees. Thus, at the organisational level, two committees have been set up: the asset protection committee and the opportunities management committee.

#### THE ASSET PROTECTION COMMITTEE (COSAUVACT)

This committee is in charge of:

- ✓ monitoring the security of information systems;
- ✓ ensuring increased control of the processing of national, international, electronic payment and telematic transactions;
- ✓ guaranteeing the control and the fairness of the accounts;
- ✓ ensuring the proper use of cash;
- ✓ monitoring the loan portfolio in accordance with the Covid-19 credit management directive n/hco/pdg/dn/mb/0059/03/2020 of March 25, 2020;
- ✓ ensuring the efficiency of expenditure by reducing overheads;
- ✓ revising investment expenses.

This committee, whose secretariat is provided by the Risk Department and the Internal Audit Department, meets once a week and reviews the situation and the effectiveness of the deployment of the measures taken.

*“The opportunities management committee is in charge of preparing for the post-Covid-19 period. It ensures the performance necessary to guarantee the sustainability of BGFIBank Gabon.”*

#### THE OPPORTUNITIES MANAGEMENT COMMITTEE

This committee is in charge of preparing for the post-Covid-19 period. It ensures the performance necessary to guarantee the sustainability of BGFIBank Gabon. The committee meets once a week.

The business continuity strategies implemented by the bank, as well as the adjustments made, made it possible to ensure the operational continuity of activities, the availability of the information system as well as the availability of remote banking and ATMs for withdrawals, and this until today.

The implementation of preventive actions against Covid-19 and the activation of the PCA have enabled BGFIBank Gabon to ensure the continuity of services and maintain customer satisfaction.

The 2020 financial year ends with a consistent measurement of risks in line with expected objectives. With a level of risk deemed moderate, the bank's risk control system contributed to its budgetary performance.

## | OUTLOOK

For 2021, the ambition is to stay the course. The following actions are planned to strengthen the bank's resilience:

- ✓ increasing awareness of the culture of risk and control;
- ✓ the establishment of risk monitoring matrices;
- ✓ the bank's AML 30,000 certification project;
- ✓ follow-up of divisions causing operational losses;
- ✓ better handling of incidents (resolution, drafting of reports and implementation of improvement plans);
- ✓ the planned acquisition of the Reis Risk & Compliance Suite software from Vneuron, a certified platform that helps institutions comply with anti-money laundering regulations;
- ✓ better handling of recommendations from inspection bodies.

# 3

## FINANCIAL STATEMENTS



## 3.1. BALANCE SHEET and PROFIT AND LOSS ACCOUNT

### ASSETS

In millions of CFA francs	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Difference A20/A19	Difference A20/F20
<b>Capitalised assets</b>	<b>62,038</b>	<b>85,753</b>	<b>66,590</b>	<b>66,449</b>	<b>69,805</b>	<b>5%</b>	<b>104%</b>
<b>Transactions with clients</b>	<b>786,275</b>	<b>669,200</b>	<b>719,123</b>	<b>742,059</b>	<b>718,655</b>	<b>-3%</b>	<b>83%</b>
Long-term loans	20,165	13,651	10,432	8,117	6,970	-14%	44%
Medium-term loans	458,915	409,232	488,277	586,402	608,185	4%	101%
Short-term loans	179,657	130,188	114,514	39,104	11,098	-72%	8%
Net outstanding receivables	31,487	41,731	39,658	18,205	6,105	-66%	31%
Client accounts receivables	80,456	63,094	40,924	39,034	49,790	28%	77%
Other amounts due by clients	9,780	4,731	18,843	45,458	30,561	-33%	162%
Unattributed assets	708	933	722	129	270	110%	
Receivables – loans to clients	5,108	5,640	5,753	5,610	5,676	1%	68%
<b>Miscellaneous transactions</b>	<b>2,673</b>	<b>9,627</b>	<b>21,991</b>	<b>28,670</b>	<b>61,827</b>	<b>116%</b>	<b>308%</b>
<b>Cash and interbank transactions</b>	<b>366,955</b>	<b>322,127</b>	<b>301,426</b>	<b>294,072</b>	<b>271,784</b>	<b>-8%</b>	<b>85%</b>
<b>Investment and trade securities</b>	<b>92,649</b>	<b>58,007</b>	<b>64,285</b>	<b>72,118</b>	<b>110,472</b>	<b>53%</b>	
Investment securities	61,682	13,938	16,241	47,170	52,176	11%	
Trade securities	30,967	44,069	48,044	24,948	58,296	134%	
<b>Money market</b>	<b>46,840</b>	<b>-2</b>	<b>-</b>	<b>0</b>	<b>0</b>		
Money market – interbank transactions	-	-	-	0	0		
Money market – BEAC investments	-	-	-	0	0		
Money market, statutory reserves	46,840	-2	-	0	0		
Other securities purchased under repurchase agreements or confirmed purchases	-	-	-	0	0		
Corresp. loans and deposit accounts	105,241	110,852	85,060	72,965	83,179	14%	
Overnight lending – correspondents	-	-	-	0	0		
Correspondent current accounts	108,150	139,729	139,550	136,864	69,566	-49%	
Central bank	31,103	98,534	99,084	84,205	48,858	-42%	
Other current accounts	77,047	41,195	40,465	52,659	20,708	-61%	
<b>Cash</b>	<b>14,041</b>	<b>10,707</b>	<b>10,088</b>	<b>11,983</b>	<b>8,170</b>	<b>-32%</b>	
Banknotes and coins	14,041	10,707	10,088	11,983	8,170	-32%	
Other cash assets	-	-	-	0	0		
<b>Outstanding receivables</b>	<b>-</b>	<b>2,747</b>	<b>2,330</b>	<b>1</b>	<b>1</b>	<b>0%</b>	
Receivables	34	87	113	142	395	179%	
<b>BALANCE SHEET TOTAL: ASSETS</b>	<b>1,217,941</b>	<b>1,086,691</b>	<b>1,109,130</b>	<b>1,131,249</b>	<b>1,122,071</b>	<b>-1%</b>	<b>88%</b>

## LIABILITIES

In millions of CFA francs	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Difference A20/A19	Difference A20/F20
<b>Long-term equity</b>	<b>120,251</b>	<b>122,313</b>	<b>151,682</b>	<b>153,003</b>	<b>154,415</b>	<b>1%</b>	<b>94%</b>
<b>Transactions with clients</b>	<b>939,252</b>	<b>865,181</b>	<b>914,189</b>	<b>923,079</b>	<b>870,591</b>	<b>-6%</b>	<b>86%</b>
Special deposit accounts	5,731	5,706	7,205	7,872	8,387	7%	58%
Fixed-term deposit accounts	472,850	452,002	476,044	324,453	345,340	6%	103%
Accounts payable	429,197	368,773	396,049	553,045	490,837	-11%	76%
<b>Other accounts payable</b>	<b>24,771</b>	<b>29,179</b>	<b>21,750</b>	<b>31,476</b>	<b>20,642</b>	<b>-34%</b>	<b>156%</b>
Dispositions to pay	11,698	17,092	9,418	22,214	10,307	-54%	197%
Escrow accounts	2,099	3,627	5,209	3,557	3,801	7%	89%
Assets in progress	0	0	0	0	0		
Other monies payable	4,710	4,382	4,201	1,656	3,010	82%	182%
Unattributed assets	6,264	4,078	2,924	4,048	3,524	-13%	171%
Associated debts	6,704	9,521	13,141	6,234	5,384	-14%	70%
<b>Miscellaneous transactions</b>	<b>22,584</b>	<b>24,698</b>	<b>16,568</b>	<b>26,424</b>	<b>71,370</b>	<b>170%</b>	<b>345%</b>
<b>Cash and interbank transactions</b>	<b>135,853</b>	<b>74,500</b>	<b>26,692</b>	<b>28,744</b>	<b>25,695</b>	<b>-11%</b>	<b>35%</b>
<b>Money market – interbank borrowing</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>Money market – central bank refinancing</b>	<b>51,374</b>	<b>35,000</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Facility A borrowing – calls for tender	51,374	35,000	0	0	0		
Facility A borrowing – repurchase agreement	0	0	0	0	0		
Facility A borrowing – one-off operations	0	0	0	0	0		
Exceptional borrowing on investment	0	0	0	0	0		
Other exceptional facility A borrowing	0	0	0	0	0		
Facility B refinancing	0	0	0	0	0		
Advances at penalty rate	0	0	0	0	0		
<b>Other securities sold under repurchase agreements or confirmed sales</b>							
<b>Correspondent borrowing and deposit accounts</b>	<b>63,441</b>	<b>28,714</b>	<b>6,877</b>	<b>10,868</b>	<b>8,755</b>	<b>-19%</b>	
<b>Overnight borrowing – correspondents</b>							
<b>Correspondent current accounts</b>	<b>20,517</b>	<b>10,487</b>	<b>19,575</b>	<b>17,628</b>	<b>16,696</b>	<b>-5%</b>	
Central bank	0	0	0	0	0		
Other correspondents	20,517	10,487	19,575	17,628	16,696	-5%	
<b>Associated debts</b>	<b>522</b>	<b>299</b>	<b>241</b>	<b>247</b>	<b>244</b>	<b>-1%</b>	
<b>BALANCE SHEET TOTAL: LIABILITIES</b>	<b>1,217,941</b>	<b>1,086,691</b>	<b>1,109,130</b>	<b>1,131,249</b>	<b>1,122,071</b>	<b>-1%</b>	<b>88%</b>

## PROFIT AND LOSS ACCOUNT

In millions of CFA francs	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020	Diff. A20/A19	Diff. A20/F20
<b>Margin on cash transactions</b>	<b>-1,045</b>	<b>-777</b>	<b>1,588</b>	<b>2,417</b>	<b>2,703</b>	<b>112%</b>	<b>79%</b>
Income from cash transactions	1,056	2,277	2,604	2,673	2,883	108%	75%
Expenses linked to cash transactions	-2,100	-3,054	-1,016	-256	-180	70%	45%
<b>Margin on financial transactions</b>	<b>1,864</b>	<b>3,532</b>	<b>3,478</b>	<b>5,705</b>	<b>4,389</b>	<b>77%</b>	<b>58%</b>
Interest and dividends on financial transactions	1,864	3,532	3,478	5,705	4,389	77%	58%
Interest linked to permanent resources							
<b>Margin on client transactions</b>	<b>50,747</b>	<b>35,150</b>	<b>26,168</b>	<b>29,501</b>	<b>32,896</b>	<b>112%</b>	<b>75%</b>
Income from client transactions	68,985	54,668	47,193	42,507	42,212	99%	77%
Expenses linked to client transactions	-18,238	-19,518	-21,025	-13,005	-9,316	72%	86%
<b>Margin on miscellaneous transactions</b>	<b>27,693</b>	<b>28,167</b>	<b>43,973</b>	<b>26,086</b>	<b>32,856</b>	<b>126%</b>	<b>159%</b>
Income from miscellaneous transactions	31,362	30,031	45,432	29,354	37,096	126%	167%
Expenses linked to miscell. transactions	-3,670	-1,864	-1,459	-3,268	-4,240	130%	274%
<b>Margin on financial leasing transactions</b>							
Income from financial leasing transactions							
Expenses linked to fin. leasing transactions							
<b>NET BANKING INCOME</b>	<b>79,258</b>	<b>66,072</b>	<b>75,207</b>	<b>63,709</b>	<b>72,844</b>	<b>114%</b>	<b>97%</b>
Miscellaneous income	304	242	233	752	214	29%	132%
Wages and salaries	-14,785	-17,300	-16,726	-17,309	-18,137	105%	115%
General operating costs	-17,538	-18,956	-19,515	-19,912	-19,188	96%	92%
Technical assistance	-1,845	-1,468	-1,779	-1,414	-1,625	115%	
Direct and indirect taxes	-240	-775	-1,214	-682	-680	100%	142%
<b>→ TOTAL OVERHEADS excl. deprec. and amort.</b>	<b>-34,408</b>	<b>-38,499</b>	<b>-39,235</b>	<b>-39,316</b>	<b>-39,629</b>	<b>101%</b>	<b>107%</b>
Depreciations and amortisations	-3,357	-5,126	-6,746	-5,058	-4,667	92%	137%
Write-backs of depreciations and amortisations	-	435	117	3,658	104	3%	216%
<b>→ TOTAL OVERHEADS</b>	<b>-37,765</b>	<b>-43,190</b>	<b>-45,864</b>	<b>-40,715</b>	<b>-44,192</b>	<b>109%</b>	<b>109%</b>
<b>Gross operating income</b>	<b>41,798</b>	<b>23,124</b>	<b>29,576</b>	<b>23,745</b>	<b>28,866</b>	<b>122%</b>	<b>82%</b>
Allocations to specific provisions	-25,511	-10,085	-9,222	-3,392	-2,837	84%	77%
Allocations to provisions of a general nature	-	-3,549	-1,942	-1,000	-3,500	350%	565%
Allocations to provisions for liabilities and losses	-8,918	-2,865	-2,719	-487	-44	9%	2%
Write-backs of specific provisions	5,572	7,808	3,875	2,294	1,648	72%	37%
Write-backs of provisions of a general nature	-	-	-	554	2,198	397%	
Write-backs of provis. for liabilities and losses	6,442	882	1,389	207	143	69%	
<b>Cost of risk</b>	<b>-22,415</b>	<b>-7,810</b>	<b>-8,619</b>	<b>-1,823</b>	<b>-2,393</b>	<b>131%</b>	<b>107%</b>
<b>Current profit or loss</b>	<b>19,382</b>	<b>15,314</b>	<b>20,957</b>	<b>21,922</b>	<b>26,473</b>	<b>121%</b>	<b>81%</b>
Expenditure on previous financial years and extraordinary expenditure	-639	-12,061	-5,557	-5,412	-1,481	27%	
Income on prev. financial years/extraord. income	5,452	8,753	6,117	3,319	5,638	170%	-3,240%
<b>Extraordinary profit or loss</b>	<b>4,813</b>	<b>-3,308</b>	<b>560</b>	<b>-2,094</b>	<b>4,157</b>	<b>-199%</b>	<b>-2,389%</b>
Corporation tax	-8,167	-3,869	-6,283	-4,755	-10,027	211%	81%
<b>NET INCOME</b>	<b>16,028</b>	<b>8,137</b>	<b>15,234</b>	<b>15,073</b>	<b>20,602</b>	<b>137%</b>	<b>102%</b>
Gross cost/income ratio (overheads/NBI)	48%	65%	61%	64%	61%		
Net cost/income ratio (overheads/NBI)*	43%	58%	52%	62%	54%		

\* Overheads excluding depreciation and amortisation

## 3.2. NOTES APPENDED to the financial statements for the financial year ending 31 December 2020

### 3.2.1. | PRESENTATION OF THE ENTITY

BGFIBank Gabon is one of the leading banks in Gabon and Central Africa, with half a century of experience in delivering innovative products and financing major projects for its clients. Its purpose, in all countries and in Gabon in particular, is:

- to carry out all banking, credit, discounting, lending, advance, commission, brokerage, foreign exchange, arbitration, precious metal trading and coinage activities, and to provide its guarantee in the form of a guarantee, surety or otherwise;
- to make all investments, subscriptions, purchases and sales, in vouchers or otherwise, in cash or on a forward basis or by any other means, of securities and bills of all kinds, all deferral operations, and all formations of financing syndicates;
- to acquire, hold and manage shareholdings in all banking, financial, real-estate, industrial and commercial enterprises, for itself or on behalf of third parties, and
- more generally, to carry out, for itself or on behalf of third parties, all banking, financial, commercial, industrial, movable and immovable property activities that may be directly or indirectly related to its corporate purpose.

Through its extensive network of branches and business centres, the bank provides products and services to a varied client base including corporates, private banking clients, institutions, retail clients and high-potential SMEs & SMIs.

In order to cater to the broad and diverse needs of its clients, the bank operates the following business lines:

- Corporate Banking
- Government and Institutional Banking
- Private Banking and Asset Management
- Retail and Business Banking

BGFIBank Gabon is a pioneer in Gabon's financial services sector when it comes to quality certifications. The bank's operations are certified to the following standards: ISO 9001:2015 (quality management systems), ISO 14001:2015 (environmental management systems) and ISO 45001:2018 (occupational health and safety).

BGFIBank Gabon was also the first bank in sub-Saharan Africa to achieve PCI-DSS certification, which recognises the measures taken to keep transactions processed via its e-money platform secure.

In 2020, BGFIBank Gabon reached a major milestone in compliance with international standards when Bloomfield Investment Corporation published the bank's financial rating. The rating, which was commissioned by Chairman and Chief Executive Officer Henri-Claude Oyima, provides clients with added assurance of the bank's standing. BGFIBank Gabon received two ratings.

Its long-term rating was **A+**, which is awarded to entities presenting a low level of risk, signifying that there is no risk to investors, lenders or clients in working with the bank.

Meanwhile, the short-term **A1+** rating reflects a comfortable liquidity position.

### 3.2.2. | NOTES ON THE ACCOUNTING PRINCIPLES

The following paragraphs summarise the main accounting principles followed for preparing the financial statements.

#### THE FINANCIAL STATEMENTS

The financial statements of BGFIBank Gabon are prepared in accordance with the rules and principles of the Chart of Accounts of Lending Institutions set by the Central African Banking Commission (COBAC).

#### FOREIGN EXCHANGE TRANSACTIONS

The financial statements at 31 December 2020 were prepared based on the exchange rate on this date, according to the generally accepted accounting principles (1 euro = 655.957 CFA francs). Balance sheet values denominated in foreign currencies were converted at the applicable closing exchange rate between the currency in question and the CFA franc.

#### FIXED ASSETS

Fixed assets are stated at historical cost, which includes the purchase cost plus other charges related to the purchase of the asset (fees, miscellaneous costs, etc.). Fixed assets are amortised using the straight-line method over their estimated lifetime.

The main rates used are as follows:

Software	25%
Buildings	5%
IT equipment	25%
Transport equipment	20%
Office furniture	10%
Office equipment	15%
Fixtures and installations	10%

#### SECURITIES PORTFOLIO

Securities comprise bonds and shares and are stated at their purchase cost.

#### LOANS TO CLIENTS

Receivables are entered into the balance sheet at their nominal value. COBAC Regulation R-2018/01 on the classification, accounting treatment and

provisioning of outstanding receivables came into force on 1 January 2018, replacing COBAC Regulation R-2014/01.

In accordance with COBAC instructions, lending institutions are required to divide their portfolio of receivables into healthy receivables, sensitive receivables and outstanding receivables. Outstanding receivables include long-term debts (receivables from the state), unpaid debts (amounts not paid by the contractual due date) and doubtful debts (180 days overdue for mortgage loans and 90 days overdue for other loans).

As is the case for other lending institutions locally and in the sub-region, sensitive receivables do not yet appear as a separate category on the balance sheet of banks for the financial year ended 31/12/2020. The work begun in 2019 to identify, classify and account for these receivables will continue in 2021.

Under the provisioning rules, lending institutions must set aside the following:

- Provisions of a general nature: these relate to total exposures for healthy, sensitive, long-term and outstanding receivables, amounting to an annual rate of 0.5% of total exposures. Provisions of a general nature must correspond to at least 2% of gross outstanding receivables recorded in the balance sheet.
- Specific provisions: these provisions are set aside to cover bad debt, and are divided as follows:
  - for receivables not covered by eligible guarantees: 50% in year 1 and 100% in year 2;
  - for receivables covered by eligible guarantees: 25% in year 1, 75% in year 2 and 100% in year 3.

Provisions for bad debt are set aside on a case-by-case basis during the course of the financial year, meaning that specific provisions are made for each commitment.

When a loan or other receivable is downgraded to bad debt, the interest due is recorded off the balance sheet.

### INTEREST ON ARREARS

Interest on arrears is only entered when it is collected, in accordance with regulatory requirements.

### INCOME FROM SECURITIES PORTFOLIO

Bond income is recorded as it is received.

### LONG-SERVICE BENEFITS

In 2008, BGFIBank Gabon took out, via its parent company BGFH Holding Corporation, an insurance policy with OGAR Vie to cover long-service benefits acquired by the bank's employees. A provision is therefore no longer set aside for long-service benefits. Instead, the bank pays an annual premium, which is based on the total wage bill for the previous financial year.

As a matter of precaution, BGFIBank Gabon continues to assess the social security contributions connected with these benefits. The premiums are recorded under provisions for liabilities and losses.

### SUPPLEMENTARY RETIREMENT BENEFIT

The supplementary retirement benefit is intended for employees claiming their pension allowances. The benefit is paid at the point at

which employees retire, alongside their statutory allowances. The cost of the benefit is determined by the employee's gross salary and length of service with the institution. BGFIBank Gabon has not set aside a provision to cover its pension liabilities due in respect of committed years. The bank's current headcount is 527 employees. BGFIBank Gabon records the charge at the point at which the employee retires. At 31/12/2020, the supplementary retirement benefit balance stood at 34,365,596 CFA francs.

### OFF-BALANCE-SHEET COMMITMENTS

Off-balance sheet commitments consist of:

- commitments to clients (guarantees, documentary credit issues, etc.);
- commitments received from clients (guarantees, mortgage loans, collateral, death insurance delegations, etc.); the actual value of the guarantees depends on the value of the associated assets, which are subject to expert valuation;
- commitments received from financial intermediaries (guarantees, refinancing agreements, etc.);
- assets pledged as collateral for money market transactions;
- financial leasing commitments.

## 3.2.3. | NOTES ON THE FINANCIAL STATEMENTS

The figures are expressed in millions of CFA francs unless otherwise specified.

### | BALANCE SHEET

Intangible fixed assets	Gross value	Amort.	2020 Net val.	2019 Net val.	Difference
Costs to be spread	4,440	(2,543)	1,897	2,497	(600)
Intangible fixed assets in progress	1,146		1,146	1,188	(42)
WU business assets	1,449		1,449	1,449	-
Patents and software	2,767	(2,755)	12	281	(270)
Trademarks and registered tradem.	164		164	164	-
	<b>9,966</b>	<b>(5,299)</b>	<b>4,668</b>	<b>5,579</b>	<b>(912)</b>

Downward variations reflect asset sales completed during the period.

<b>Tangible fixed assets</b>	<b>Gross value</b>	<b>Amort.</b>	<b>2020 Net val.</b>	<b>2019 Net val.</b>	<b>Difference</b>
Land	9,850		9,850	4,945	4,905
Buildings	13,211	(5,313)	7,898	6,647	434
Fixtures, installations	15,830	(9,378)	6,452	7,357	(905)
Transport equipment	2,706	(1,839)	867	592	275
Office equipment	1,360	(1,015)	344	412	(67)
IT equipment	7,628	(4,080)	3,548	4,628	(1,080)
Office furniture	559	(428)	131	171	(40)
Accommodation furniture	94	(50)	43	49	(6)
Tangible fixed assets in progress	25,836		25,836	22,354	3,482
Advances and down payments	98		98	56	41
	<b>77,172</b>	<b>(22,103)</b>	<b>55,067</b>	<b>47,211</b>	<b>7,039</b>

The increase in fixed assets is primarily attributable to financial leasing operations with client MIKA Services, land with a net book value (NBV) of 4,905 million CFA francs and a building with an NBV of 816 million CFA francs, to the head office construction project (2,181 million CFA francs), to the “Building F” project (782 million CFA francs) and to the Gros Bouquet project (667 million CFA francs).

<b>Long-term investments</b>	<b>2020</b>	<b>2019</b>	<b>Difference</b>
Bonds	6,084	9,626	(3,493)
Shares	3,529	3,529	0
Deposits and guarantees	458	504	(46)
	<b>10,071</b>	<b>13,659</b>	<b>(3,588)</b>

Shares refer to “BGFIBank Benin” (3,429 million CFA francs) and “BGFIServices” (100 million CFA francs). Bonds refer to “Gabonese Republic Bond” (6,051 million CFA francs).

<b>Loans to clients</b>	<b>2020</b>	<b>2019</b>	<b>Difference</b>
Long-term loans	7,247	8,433	(1,186)
Medium-term loans	613,174	591,360	21,814
Short-term loans	11,321	39,256	(27,934)
Outstanding receivables	57,085	67,994	(10,909)
Provisions for bad debt	(50,980)	(49,790)	(1,191)
Client accounts receivables	49,977	39,218	10,758
Other amounts due by clients	30,831	45,587	(14,755)
<b>NET COMMITMENTS</b>	<b>718,655</b>	<b>742,059</b>	<b>(23,403)</b>

Net commitments are down by 23,403 million CFA francs, due mainly to short-term loans (down 27,934 million CFA francs) and other monies payable to clients (down 14,755 million CFA francs).

<b>Cash – assets</b>	<b>2020</b>	<b>2019</b>	<b>Difference</b>
Debts owed by lending institutions	110,472	72,118	38,355
Correspondent deposit accounts	83,574	73,106	10,468
Current accounts	77,737	148,848	(71,111)
- Current accounts	69,567	136,865	(67,298)
- Cash	8,170	11,983	(3,813)
	<b>271,784</b>	<b>294,072</b>	<b>(22,288)</b>

The “cash – assets” balance was 22,288 million CFA francs lower for the period. This reduction was due primarily to current accounts (down 71,111 million CFA francs), which reflects a lower balance in the central bank account.

<b>Sundry debtors and asset accruals accounts</b>	<b>2020</b>	<b>2019</b>	<b>Difference</b>
Sundry debtors	78	59	18
Accruals accounts	61,749	28,149	33,600
Provisions for sundry debtors	0	0	-
	<b>61,827</b>	<b>23,002</b>	<b>38,825</b>

Sundry debtors relate primarily to advances and down payments on overheads. Accruals accounts chiefly concern offsetting (11,318 million CFA francs), liaison accounts (29,204 million CFA francs) and direct and indirect taxes (979 million CFA francs).

<b>Capital and reserves</b>	<b>2020</b>	<b>2019</b>	<b>Difference</b>
Capital	100,003	100,003	0
Share premiums	0	0	0
Merger premiums	0	0	0
Legal reserve	9,291	5,000	4,291
Ordinary reserve	0	0	0
Optional reserve	0	0	0
Other reserves	0	0	0
Retained earnings	11	11	0
	<b>109,305</b>	<b>105,014</b>	<b>4,291</b>

BGFIBank Gabon's capital (excluding profit for the financial year) stood at 109,305 million CFA francs, following the allocation of part of the profit for the 2019 financial year to reserves.

<b>Revaluation differences on receivables</b>	<b>2020</b>	<b>2019</b>	<b>Difference</b>
	<b>6,000</b>	<b>15,755</b>	<b>(9,755)</b>

The difference corresponds to the reversal of interest following the restructuring of the Club de Libreville VII loan.

<b>Provisions for liabilities and losses</b>	<b>2020</b>	<b>2019</b>	<b>Difference</b>
Provisions of a general nature	17,861	16,514	1,346
Liabilities and losses	95	95	0
Disputes	468	467	1
Employee provisions (long-service benefit, etc.)	85	85	0
	<b>18,508</b>	<b>17,161</b>	<b>1,347</b>

At end-2020, provisions of a general nature were 1,346 million CFA francs higher than at the end of the previous year.

<b>Client deposits</b>	<b>2020</b>	<b>2019</b>	<b>Difference</b>
Cash certificates	8,409	7,901	508
Deposit accounts	350,455	330,418	20,038
Accounts payable	474,521	539,719	(65,197)
Savings accounts	15,486	12,924	2,562
Other monies payable to clients	21,719	32,118	(10,399)
	<b>870,591</b>	<b>923,079</b>	<b>(52,489)</b>

Client deposits were down by 52,489 million CFA francs, due primarily to accounts payable (65,197 million CFA francs) and other monies payable to clients (10,399 million CFA francs).

<b>Cash – liabilities</b>	<b>2020</b>	<b>2019</b>	<b>Difference</b>
Correspondent deposit accounts	8,999	11,115	(2,116)
Current accounts	16,696	17,628	(933)
	<b>25,695</b>	<b>28,744</b>	<b>(3,049)</b>

<b>Sundry creditors and liability accruals accounts</b>	<b>2020</b>	<b>2019</b>	<b>Difference</b>
Sundry creditors and accruals accounts	48,833	15,205	33,628
Tax and social security liabilities	10,579	6,640	3,939
Costs to pay	11,958	4,117	7,841
	<b>71,370</b>	<b>20,756</b>	<b>45,408</b>

## PROFIT AND LOSS ACCOUNT

Operating income	2020	2019	Difference
Interest on cash transactions	2,883	2,673	210
Interest on client transactions	42,212	42,507	(295)
Interest on long-term investments	4,389	5,705	(1,316)
Foreign exchange commissions and profits	37,096	29,354	7,742
	<b>86,580</b>	<b>80,238</b>	<b>6,342</b>

The increase in operating income reflects the gain made on the purchase of Club de Libreville VII debt.

Miscellaneous income	2020	2019	Difference
Re-invoicing of sundry expenses	110	658	(548)
Property rentals	16	28	(12)
Other miscellaneous income	88	65	23
	<b>214</b>	<b>752</b>	<b>(537)</b>

Write-backs of provisions	2020	2019	Difference
Newly available provisions	3,988	3,056	932
Receipts from written-off loans	12	4	7
	<b>4,000</b>	<b>3,060</b>	<b>940</b>

Other income	2020	2019	Difference
Extraordinary income	253	1,224	(971)
Income from previous financial years	5,354	1,839	3,514
Write-backs of amortisations from previous financial years	104	3,658	(3,554)
Capital gains on disposal of assets	20	251	(231)
	<b>5,730</b>	<b>6,972</b>	<b>(1,242)</b>

Operating expenses	2020	2019	Difference
Expenses linked to cash transactions	180	256	(76)
Expenses linked to client transactions	9,316	13,005	(3,690)
Commissions paid	4,240	3,268	972
	<b>13,736</b>	<b>16,530</b>	<b>(2,793)</b>

General operating costs	2020	2019	Difference
Administrative costs (supplies consumed)	1,166	1,108	59
Transport and travel	936	1,134	(198)
Other operating costs	18,711	19,084	(373)
Staff	18,137	17,309	828
Direct and indirect taxes	680	682	(2)
	<b>39,629</b>	<b>39,316</b>	<b>314</b>

Depreciations, amortisations and provisions	2020	2019	Difference
Allocations to provisions of a general nature	3,500	1,000	2,500
Allocations to provisions for bad debt	2,837	3,392	(555)
Allocations to provisions for liabilities and losses	44	356	(312)
Allocations to provisions for other third-party accounts	0	121	(121)
Allocations to provisions for cash accounts	0	11	(11)
Depreciations and amortisations	4,667	5,058	(391)
	<b>11,047</b>	<b>9,937</b>	<b>1,110</b>

Other expenses	2020	2019	Difference
Losses on receivables	42	243	(201)
Extraordinary expenditure	564	2,923	(2,359)
Expenses on previous financial years	875	2,246	(1,371)
Losses on disposal of assets			0
	<b>1,481</b>	<b>5,412</b>	<b>(3,931)</b>

The decline in costs and expenses can be attributed to the effects of lower fixed-term deposit rates (which began in 2019) and to cost control, including extraordinary expenditure and expenses on previous financial years.

Commitments to clients	2020	2019
	<b>125,421</b>	<b>102,400</b>

Commitments to clients consist of confirmed import documentary credits and various guarantees (commencement, completion, customs, public procurement contracts, etc.).

Commitments to financial intermediaries	2020	2019
	<b>36,454</b>	<b>16,830</b>

These commitments mainly comprise overdraft authorisations granted to financial institutions.

Commitments received from clients	2020	2019
	<b>99,767</b>	<b>147,072</b>

Commitments received from financial intermediaries	2020	2019
	<b>75,188</b>	<b>60,262</b>

This item includes counter-guarantees received from financial intermediaries.

Other commitments given	2020	2019
	<b>0</b>	<b>0</b>

### 3.2.4. | OTHER SIGNIFICANT EVENTS

#### LAUNCH OF DYNAMIQUE 2025, THE NEW GROUP-WIDE STRATEGIC PLAN

Last year marked the endpoint of Excellence 2020, the group's strategic plan targeting four key priorities: business excellence, employee excellence, organisational excellence and planning excellence.

The new strategic plan, dubbed Dynamique 2025, signals the beginning of a new five-year cycle and a new area of focus: **GROWTH**. For BGFIBank Gabon, the new priority in the years ahead will be to deliver on the five pillars of this new strategy:

- strengthening governance
- transforming human capital
- guaranteeing resources
- controlling risk
- achieving growth

## **FINANCIAL RATING FROM BLOOMFIELD INVESTMENT CORPORATION**

In 2020, BGFIBank Gabon commissioned an audit by financial rating agency Bloomfield Investment Corporation as part of its commitment to adhere to the very highest international standards of governance and transparency. Following a review covering the period 2015–2019, the agency awarded the bank two ratings: A+ (long term) and A1+ (short term). These results underscore the bank's solvency and resilience.

## **AMENDMENT OF THE COBAC REGULATION ON THE DIVISION OF RISKS FOR LENDING INSTITUTIONS**

COBAC Regulation R-2020/01 amends certain provisions of the previous regulation on the division of risks. Specifically, the changes are as follows:

- the thresholds for commitments from a single debtor and the level of equity capital will taper from 40% to 25% on 1 January 2023;
- the large exposures threshold will change to 10% from 1 January 2023;
- a share of 25% will come into force for so-called large or nationally important companies from 1 January 2023;
- lending institutions that breach the division-of-risks requirements will be barred from paying dividends until they bring their practices in line with the rules.

## **CREATION OF THE ELECTRONIC MONEY AND DIGITAL DEPARTMENT**

In June 2020, the bank created a new Electronic Money and Digital Department, comprising three sub-departments:

- the Electronic Money Department, consisting of three sub-units: Harmonisation and Clearing, Disputes and Fraud, and Electronic Money Reconciliation;
- the Business Support Department, consisting of two sub-units: Cash Machine Management, and Electronic Money Administration and Operations;

- the Digital Transformation Department, consisting of two sub-units: Digital Administration, and Digital Innovation and Products.

## **RESOLUTION NO. 02/COBAC/SO.2/2020 OF 30 JULY 2020 ON THE SUSPENSION OF DIVIDEND PAYMENTS**

At its ordinary session of 30 July 2020, the Central African Banking Commission (COBAC) passed a resolution requiring lending and financial institutions to refrain from paying dividends for the 2020 and 2021 financial years as a precautionary measure. The aim of this decision was to limit the impact of the economic slowdown on banking stability in the CEMAC zone, and to ensure that the sector retains its ability to finance the real economy and/or absorb future losses.

## **COBAC SURVEY FOR 2020**

Between 18 August and 9 October 2020, a team from the COBAC secretariat conducted a remote survey looking at how the Covid-19 pandemic had affected lending portfolios and the wider outlook for business continuity.

## **THE BGFIBank GROUP UPDATES ITS LONG-SERVICE BENEFIT INSURANCE POLICY**

The Technical Division completed its review of financing arrangements for the BGFIBank Group's long-service benefit fund, working with insurance provider OGAR Vie S.A. and with human capital, legal and finance managers from group entities. Following this review, the associated insurance policy between OGAR Vie and BGFIBank Holding Corporation was updated, with the new version applying to all BGFIBank subsidiaries in Gabon.

This annual policy replaces the version that has been in effect since 2008.

## 3.3. **AUDITORS' REPORT** on the annual financial statements for the financial year ending 31 December 2020

TO THE SHAREHOLDERS OF BGFIBank GABON S.A.

Dear Shareholders,

In execution of the mission assigned to us by your ordinary general meeting, we hereby present our auditors' report on the annual financial statements of BGFIBank Gabon S.A. covering the financial year ending on 31 December 2020 on:

- The audit of the annual financial statements of BGFIBank Gabon S.A. as attached to this report.
- Other specific information and verifications required by law and banking regulations.

of 109,305 million CFA francs, not including net profit of 20,602 million CFA francs for the financial year.

In our opinion, the annual financial statements are regular and sincere and give a true image of the results of the transactions of the financial year ending 31 December 2020 and the financial situation and assets of the company at the end of this financial year, in accordance with the rules and methods set by the COBAC and the provisions and general principles of the Chart of Accounts of Lending Institutions.

### AUDIT OF THE ANNUAL FINANCIAL STATEMENTS

#### Opinion

We have performed the audit of the annual financial statements of BGFIBank Gabon S.A., comprising the balance sheet as of 31 December 2020, the profit and loss account, and the statement appended to the financial statements including the summary of the main accounting methods and other supplementary information relative to the financial statements. These annual financial statements show capital and reserves

#### Basis of the opinion

We performed our audit according to international auditing standards (ISA), pursuant to the provisions of Regulation No. 01/2017/CM/OHADA of 8 June 2017 on the harmonisation of the practices of accounting and auditing professionals in OHADA member states.

The responsibilities incumbent upon us pursuant to these standards are more fully described in the section "Responsibilities of the external auditor relative to the audit of the annual financial statements" in the present report.

We are independent of the company in accordance with the code of ethics of accounting professionals from the above-mentioned Regulation No.01/2017/CM/OHADA, and with the independence rules that govern external auditors, and we have satisfied other ethical responsibilities to which we are subject according to these rules.

We consider that the audit evidence we have obtained is sufficient and appropriate to provide a basis of our opinion on the audit.

### **Responsibilities of the Board of Directors relative to the annual financial statements**

The annual financial statements were prepared by Management and approved by the Board of Directors at its meeting on 26 March 2021, based on the information available at the time in the evolving context of the Covid-19 public-health crisis, and in accordance with accounting rules and methods laid down in the COBAC regulations.

The bank's Board of Directors is responsible for the preparation and sincere presentation of the annual financial statements in accordance with relevant COBAC directives and with the general principles of the Chart of Accounts of Lending Institutions, and for the internal control that it considers necessary to enable the preparation of annual financial statements that do not contain significant anomalies, whether these result from fraud or error.

When preparing the annual financial statements, it is incumbent upon the Board of Directors and the Audit Committee to assess the ability of the institution to continue trading and to supply, where applicable, information relative to business continuity and to apply the going concern accounting principle, unless the Board of Directors intends to put the bank into liquidation or cease trading or if there is no other realistic alternative solution open to it.

It is incumbent upon the Board of Directors to monitor the process of preparing the bank's financial information.

### **Responsibilities of the external auditor relative to the audit of the annual financial statements**

Our objectives are to obtain reasonable assurance that the annual financial statements, taken as a whole, do not contain significant anomalies, whether these result from fraud or error, and to issue an audit report containing our opinion.

"Reasonable assurance" corresponds to a high level of assurance, which nevertheless that does not guarantee that an audit carried out in accordance with ISA standards will always be able to detect all existing significant anomalies. Anomalies may result from fraud or error and are considered significant when it is reasonable to expect that, taken individually or combined, they may influence economic decisions that the users of the annual financial statements take based upon them.

Our responsibilities relative to the audit of the annual financial statements are described in more detail in Appendix A to this audit report.

### **OTHER SPECIFIC INFORMATION AND VERIFICATIONS REQUIRED BY LAW AND BANKING REGULATIONS**

Responsibility for other information rests with the Board of Directors. Other information comprises information contained in the management report and other information communicated to shareholders.

Our opinion on the annual financial statements does not extend to other information and we express no form of assurance as to this information.

As part of our mandate as external auditor, our responsibility is to perform the specific verifications required by the law and regulations, and by doing so, verify the sincerity and concordance with the annual financial statements of the infor-

mation given in the management report from the Board of Directors approved on 26 March 2021, and in the documents sent to shareholders on the financial situation and the annual financial statements, and to verify, in all material respects, respect for certain legal and regulatory obligations. It is also our responsibility to read the other information and to determine whether there are any material inconsistencies between such information and the financial statements

or the evidence we obtained during our audit, and whether the other information contains any significant anomalies.

We are required to report on any significant anomalies that we may find when carrying out these specific checks or examining the other information.

We have nothing to report in this respect.

Libreville, 28 April 2021

### The Auditors



**PricewaterhouseCoopers**  
Anaclet Ngoua  
Cémac certified accountant



**Ernst & Young**  
Erik Watremez  
Cémac certified accountant

## APPENDIX A DESCRIBING THE RESPONSIBILITIES OF THE EXTERNAL AUDITOR RELATIVE TO THE AUDIT OF THE FINANCIAL STATEMENTS

This appendix forms an integral part of our audit report.

In the context of our audit, we comply successively:

- with the International Standards on Auditing (ISA), pursuant to the provisions of Regulation No. 01/2017/CM/OHADA of 8 June 2017 on the harmonisation of the practices of accounting and auditing professionals in OHADA member states, and
- with the specific obligations set out in the OHADA Uniform Act on Commercial Companies and Economic Interest Groups.

More specifically:

- We comply with the ethical rules relating to the audit of annual financial statements set out in the code of ethics of accounting professionals as it applies in Gabon, where relevant, with the International Ethics Standards Board for Accountants (IESBA) Code of Ethics and with the independence rules that govern external auditors.
- We maintain professional scepticism, which requires us to be attentive to supporting evidence that contradicts other evidence we have gathered, to information that undermines the reliability of documents and responses to requests for information to be used as supporting evidence, to situations that could constitute potential fraud, and to circumstances that suggest a need for further audit procedures in addition to those required under the ISA standards.
- We exercise professional judgement when conducting our audit, including when making decisions relating to materiality and audit risk, to the nature, timetable and scope of the audit procedures necessary to comply with the requirements of the ISA standards and to gather supporting evidence, to determining whether we have gathered sufficient and appropriate supporting evidence, and to whether additional work is required to achieve the objectives of the ISA standards and, therefore, the auditor's general objectives, the assessment of management decisions on application of the relevant accounting framework, and the basis of conclusions drawn from the supporting evidence gathered (such as our opinion on whether the valuations arrived at by management when preparing the financial statements are reasonable).

- We prepare, throughout the audit, documentation that provides a sufficient and appropriate record of our work, the basis of our audit report and evidence that the audit was planned and carried out in accordance with the ISA standards and applicable legal and regulatory frameworks.
- We identify and assess the risks of significant anomalies in the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a significant anomaly resulting from fraud is higher than that of a significant anomaly resulting from error, as fraud may involve collusion, falsification, voluntary omissions, false declarations or circumvention of internal control.
- We gather, where applicable, sufficient and appropriate supporting evidence regarding compliance with laws and regulations where such laws and regulations have a demonstrable, direct impact on the determination of material figures reported in, and information provided in, the financial statements, apply specific audit procedures to identify cases of non-compliance with other laws and regulations that may have a material impact on the financial statements, and respond appropriately to proven or suspected cases of non-compliance with laws or regulations as identified during our audit.
- We also provide the Board of Directors with a declaration stating that we comply with the relevant code of ethics concerning independence, and communicate to them any relationships and other factors that can be reasonably considered as likely to have an impact on our independence and any related safeguards. From the matters communicated to the Board of Directors, we determine those matters that were of most significance in the audit of the financial statements for the period in question and are therefore key audit matters. We describe these matters in our report unless law or regulation preclude public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control. Where we identify significant weaknesses, we report them to management and, where applicable, to the Board of Directors.
- We assess the impact of identified anomalies on the audit, and the impact of uncorrected anomalies, if any, on the financial statements. We share these with the appropriate management level, unless we are prohibited from doing so by law or regulation.
- We assess whether the chosen accounting methods are appropriate and whether the accounting estimates made by management, along with the related information provided by management, are reasonable.
- We evaluate the overall presentation, structure and content of the financial statements, including the information contained in the notes to the financial statements, and whether the financial statements represent the underlying transactions and events so that the financial statements give a true and fair view.
- We identify relationships and transactions with associated parties, whether or not the applicable accounting framework contains rules on such matters, so as to identify fraud risk factors, if any, arising from such relationships and transactions with associated parties that may be relevant to the identification and evaluation of significant anomaly risks stemming from fraud, and conclude, on the basis of the supporting evidence gathered, whether the financial statements, insofar as they are affected by such relationships and transactions, give a truthful picture or are not misleading. Furthermore, where the applicable accounting framework contains rules on associated parties, we gather supporting evidence that is sufficient and appropriate to determine whether relationships and transactions with associated parties have been correctly identified and accounted for in the financial statements, and whether the financial statements contain relevant information about such relationships and transactions.
- We gather sufficient and appropriate evidence showing that the events occurring between the date of the financial statements and the date of our report, requiring an adjustment of the financial statements or information to be provided in them, have been handled appropriately in the financial statements in accordance with the relevant accounting framework.
- We conclude on the appropriateness of the management's use of the going concern basis of accounting and, based on the supporting evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related information in the financial statements or, if such information is inadequate, to modify our opinion. Our conclusions are based on the evidence obtained up to the date of our report.
- We obtain written statements from management and, where applicable, the Board of Directors confirming that it has, in its view, fulfilled its responsibilities relating to the preparation of the financial statements and to the exhaustiveness of the information provided to us. Furthermore, we cross-reference these written statements with other supporting evidence concerning the financial statements, or with specific claims contained therein, if we believe that doing so is necessary or required under other ISA standards.
- We ensure, throughout the audit, that all associates are treated equally, and in particular that all shares belonging to the same category benefit from the same rights.
- We have a duty to report any irregularities or inaccuracies observed during our audit to the next general meeting. Furthermore, we have a duty to disclose any offences that come to our attention during the audit to the authorities; we exclude any liability in respect of such disclosure.
- We have a duty of professional secrecy with regard to all facts, acts and information of which we are aware.

# 4

## BGFIBank GABON'S NETWORK



### BGFIBank Gabon

1295 Boulevard de l'Indépendance, BP 2253, Libreville  
eqc@bgfi.com • Client Care: short no. 8888 or + 241 11 79 61 50



	Branch/contact point	Location	Address
Retail and Business Banking	Premium Étoile Branch	Libreville	Premium building, city centre
	Océan Étoile Branch	Libreville	Glass district
	Phénix Étoile Branch	Libreville	Petro Gabon Charbonnages station
	Orion Étoile Branch	Owendo	Owendo port
	Capella Étoile Branch	Libreville	SNI junction
	Pégase Étoile Branch	Libreville	Avorbam – Gigi junction
	Neptune Étoile Branch	Libreville	Okala
	Centauri Cash Point	Libreville	Louis district
	Altaïr Étoile Branch	Port-Gentil	City centre
	Mercury Étoile Branch	Franceville	Potos district
	Moanda Étoile Branch	Moanda	Business district
	Gaïa Étoile Branch	Oyem	Ngouema district
	Léonis Étoile Branch	Lambaréné	By the official gallery
Corporate Banking / Institutional Banking	Persée Business Centre	Libreville	Oloumi industrial zone
	Grenat Business Centre	Libreville	Boulevard de l'Indépendance – BGFIBank Gabon head office
	Fidis Business Centre	Port-Gentil	Port-Gentil new port
Private Banking and Asset Management	Eden Étoile Branch	Libreville	Gué-Gué Bridge
	Excellium Étoile Branch	Libreville	Batterie 4 traffic lights
	Venus Étoile Branch	Libreville	Boulevard de l'Indépendance – BGFIBank Gabon head office



# The BGFIBank Group: 50 YEARS OF HISTORY



## A FORK IN THE ROAD

- Henri-Claude Oyima, a 28-year-old Gabonese executive, takes the helm of the bank as Director and Chief Executive Officer
- Private investors take a majority stake in the bank

1971–1984

1985–1990

1991–2000

## THE BIRTH OF A BANK

- The bank is founded in Libreville to take advantage of the burgeoning oil industry, which signals strong economic growth potential for the future



## ON THE PATH TO EXCELLENCE

- The bank is renamed BGFIBank
- Finatra, the specialist consumer lending subsidiary, is created
- BGFIBank Congo is created
- The bank launches its quality management programme

## PERIOD OF EXPANSION

- The BGFIBank pursues two strategic plans: Ambition 2010 and CAP 2015
- The bank ratifies the United Nations Global Compact
- The BGFIBank Foundation, BGFIBourse, LOXIA and BGFICapital are created
- BGFIBank Europe is created, marking a move into the European market
- New subsidiaries open in Africa: BGFIBank Equatorial Guinea, BGFIBank Madagascar, BGFIBank Benin, BGFIBank São Tomé and Príncipe and BGFIBank DRC
- BGFIBank Group undergoes a rebrand
- BGFIBank Gabon and BGFIBank Congo become ISO 9001 certified
- The BGF I Holding Corporation, the group's parent company, is created

2001–2010

2011–2020

2021

## A NEW CHAPTER BEGINS!

- The BGFIBank celebrates its 50th anniversary
- BGF I Holding Corporation opens its new head office



## PERIOD OF TRANSFORMATION

- The Excellence 2020 strategic plan is launched
- BGFIBank Cameroon, BGFIBank Côte d'Ivoire and BGFIBank Senegal are created
- The bank launches a digital offering
- The bank is named Best African Bank at the Africa Investments Forum & Awards
- The bank is named Best Central African Bank for the third year running at the African Banker Awards
- The bank is recognised by Groupe NSIA for its long-standing partnership
- BGFIBank Gabon, BGFIBank Congo and BGFIBank Côte d'Ivoire become ISO 9001:2015 certified
- BGFIBank Gabon and BGFIBank Côte d'Ivoire become PCI-DSS certified
- BGF I Holding Corporation, BGFIBank Côte d'Ivoire and BGFIBank Gabon receive an A+ rating from Bloomfield Investment Corporation



**BGFI Bank**  
*Your partner for the future*