

CONFIDENCE AND PEACE OF MIND

2014 annual report *summary*



BANQUE COMMERCIALE DU CONGO
Building the future



inspiration
reference
creativity
courage
knowledge
strength
transparency
confidence
compliance
peace of mind



THE WORLD IS MOVING, the socio-economic landscape of the DRC is changing, the Congolese banking sector is developing rapidly... In this changing environment, the elephant – the largest current terrestrial animal – is a sound point of reference. He advances resolutely, responsively and attentively.

The symbol of the BCDC, he provides reassurance through his centenarian experience, his stability over time, the continuity of his approach and by the power that he can demonstrate at the service of his environment.

Perhaps you find him heavy, troublesome and demanding? And what if he was, quite simply, **THE BALANCED FORCE** that you need to support you in everyday life, on the paths towards growth and development?

Today, he is coming towards you; he has decided to surprise you!

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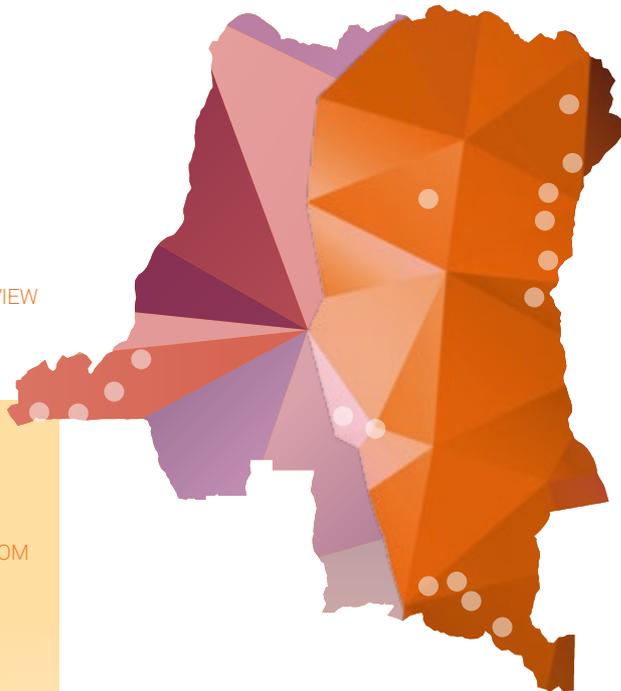
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POINT OF VIEW

THE CHAIRMAN OF THE BOARD OF DIRECTORS SPEAKS FROM THE HEART

➤ I HAVE AN UNSHAKEABLE FAITH
IN THE FUTURE OF MY COUNTRY. ➤

There has been nothing but change since my arrival at BCDC nearly ten years ago.

The banking sector has undergone a real revolution, if only from a marketing point of view. The new segmentation of the clientele has completely disrupted managerial and commercial habits, new banking products have revitalised the product range and the arrival of new players, drawn by the hope of a new Eldorado, has shaken up the market, forcing the incumbent bankers to profoundly reappraise their approaches.

In this turbulent environment, the BCDC is lucky enough to have several advantages, the main one being its financial expertise, which is recognised and appreciated at the service of large accounts. However, the client segment is now only growing slowly and is under commercial attack from numerous banks that want their slice of the cake. We must therefore innovate on all market segments, not only through products, but above all through the quality of services and human expertise, all accompanied by strengthening the instruments for managing risk. I therefore invite the shareholders of the BCDC to give it the resources that it will need to perform in this environment that is difficult but full of exciting challenges.

The BCDC has the image of a responsible and high-quality bank, reliable in monitoring transactions and capable of efficiently supporting its clients. This advantage must now be strengthened by an entrepreneurial and aggressive commercial policy, while remaining coherent with the enterprise culture symbolised by the strength of the elephant.

This being the case, I am now looking at the economy of the DRC through the eyes of an entrepreneur.

I have an unshakeable faith in the future of my country. Admittedly, we are now in an environment undergoing great political, economic and social changes. But political agendas will not disrupt this wave, which is driving us towards economic development. Perhaps they may temporarily hinder it advancing as it should, but I don't think so.

More fundamentally, I am arguing that our economy should gradually be taken over by our entrepreneurial forces, which need to develop and, to do this, I am calling for a mobilisation of internal savings. The banks have an important role to play in this. Too great a dependence on foreign investment is dangerous in the long term; I am not being nationalistic, just realistic.

And the State must understand this approach and support it by a tax system that provides incentives rather than penalises. A State is not built through taxes, a State is built by the number of taxpayers. Local enterprise should therefore be promoted and those who invest with the aim of sustainable development should be encouraged.

Of course, the mining sector remains the main driver of the growth of national GDP; but it would be a pity if this remained the case for long. It should be a trigger, a catalyst for growth, which would thus allow resources to be reallocated. The great danger is that, until now, everything has been based on this sector, which is subject to the uncertainties of commodity prices and investment decisions taken abroad. In the medium term, the mining sector can no longer be the backbone of the country's economy, even though Congo's mineral resources are immense, most of them still not having been exploited.

To conclude, it is essential to invest in women and men, in the human skills that will build our economy of the future, and in the values related to work. The decision-makers, investors, company managers and those running small businesses must think strategically rather than tactically, looking to the medium and long term, with an unshakeable faith in the future of our country.

The BCDC is vigorously taking part in this ambitious social approach.

Guy-Robert Lukama

THE ENTREPRENEURIAL REPORT

APPRAISAL AS SEEN BY THE CHAIRMAN OF THE EXECUTIVE COMMITTEE

The Chairman of the Executive Committee covers four points in his appraisal:

1. a glance at strengthening the four fundamental pillars of the bank's strategy;
2. a look at the main significant events of 2014;
3. an examination of the commercial and financial results;
4. strategic prospects to the year 2020.

Point 1

Strengthening the four fundamental pillars of the bank's strategy

In 2014, we pursued the implementation and strengthening of the four pillars that form the strategy expressed in 2012 by the general management and the board of directors of the BCDC: human skills, administration tools, risk control and retail banking.

◀ **The “human skills” pillar** was an absolute priority, given the projection of human resources over a time scale of ten years, during which many staff will retire. The renewal of the workforce is continuing at an accelerated rate, supported by ambitious training programmes which are performing as expected thanks to the creation, two years ago, of the BCDC Banking Academy. Fifty young graduates of the academy are currently in jobs after the first two advanced training programmes, each lasting nine months.

At the same time, the “pensions” constituent has been finalised. Significant financial resources have been committed to be able to cover the bank's obligations for the pension commitments of our active personnel. In other words, the financial packages defined as part of the company collective agreement are, by current value, covered by an adequate level of provisions.

◀ **The “administration tools” pillar** has developed well with, among other things, the establishment of new advanced cost accounting, which will be effective from the first half of 2015, and the adaptation of the accounts to IFRS standards. The BCDC has now established its 2014 balance sheet according to these standards*, in accordance with the initial timetable of the Congo Central Bank.

◀ **The “risk control” pillar** has not been fully satisfactory. Operational losses were found in 2014 and were duly sanctioned.

It should nevertheless be noted, in a very positive manner, that the compliance department functioned properly thanks to the deployment of high-performance administration tools and properly-trained human expertise, and the BCDC's membership of the Foreign Account Tax Compliance Act (FATCA), which was already presented in our previous annual report.

◀ **The “retail banking” pillar** is gradually consolidating and the cross-company responsibility for this strategic avenue for development, which is fundamental for the next few years, has been assigned to a director experienced in the matter, who joined the BCDC's executive committee at the beginning of 2014. Significant progress from a new commercial momentum can already be felt and will be confirmed in 2015.

*The board of directors approved the 2014 annual financial statements in the IFRS format. These financial statements, certified by the statutory auditors PricewaterhouseCoopers and including an introduction, detailed explanations of the reference texts and the appendices, are published separately and available upon request from dir@bcdc.cd and in PDF format on www.bcdc.cd

Point 2

Several significant events occurred during the 2014 financial year.

- ◆ Three senior managers joined the BCDC. Coming from different backgrounds in banking, they fitted successfully within the BCDC's corporate culture, enhancing it through their specific human and professional characteristics: Louis-Odilon Alaguillaume managing the South network (Katanga), Olivier Duterme in charge of developing the Retail and Private Banking division and Hervé Bosquillon de Frescheville who succeeds Joseph Dethioux at the internal audit department. The first two are members of the executive committee.
- ◆ Retail banking is developing in accordance with the bank's new commercial strategy. The organisation put in place is based on precise segmentation of the clientele, with commercial teams set up specifically dedicated to each segment, to be able to identify the requirements of clients and provide solutions with the most appropriate tools.
- ◆ Private banking, in its initial form of high-quality personalised service for high-net-worth clients, is meeting the expectations of clients. Luxury offices have been installed on the first floor of the branch in the Royal district in Kinshasa, with a private entrance. Private banking officers were selected and trained with the greatest care to fulfil the criteria of reception quality, technical expertise and confidentiality required by such a service.
- ◆ In matters of banking products, the BCDC has entered an entirely new stage of e-cash and Internet banking.

With a product meeting the strictest security standards, the BCDC is providing its clients with the MasterCard international debit card. For several years, however, private BCDC cards have allowed clients to access the bank's ATM machines and electronic payment terminals.

Note that now, with this same private card, clients can withdraw cash in ATMs, both in dollars and Congolese francs.

At the same time, the success of BCDC Net should be noted, one of the most efficient tools in Internet banking. It replaces B-Web, a BCDC product that pioneered Internet banking in the DRC from 2004.

- ◆ As the senior bank active in the DRC, the BCDC wished to partner with a prestigious international institution active in the pan-African market. Collaboration with a large multilateral trading and development bank in Africa was called for.

At the end of 2014, the BCDC and the Eastern and Southern African Trade and Development Bank (PTA Bank) signed a credit agreement by which the PTA bank granted a refinancing line of 15,000,000 USD to the BCDC.

Founded in 1985, the mission of the Eastern and Southern African Trade and Development Bank (PTA Bank) is to fund and develop trade, socio-economic development and regional economic integration in its member states. The PTA Bank has undergone rapid growth over the last few years, to become a large multilateral trade and development bank in Africa. It is currently active in 18 countries of southern, central, eastern and northern Africa.

This line will allow the BCDC to finance or co-finance the large projects of its corporate clients and support them in their development.

IN MATTERS OF BANK PRODUCTS,
THE BCDC HAS ENTERED A NEW STAGE OF
E-CASH AND INTERNET BANKING.

Point 3

Several comments and explanations are called for when reading the commercial and financial results of 2014.

- ◀ Gross financial margin stands at 85 million dollars. Satisfactory in difficult economic and competitive circumstances, it increased by 3%. Its configuration nevertheless evolved in 2014 and will continue to change in 2015 in the context of the new clientele segmentation.
- ◀ Profitability coming from the interest margin is high, with growth of 30% in the first half of 2014, nevertheless dropping to 10% at the end of the year following a readjustment of the credit portfolio. But at the same time, income from commissions was down, due firstly to ferocious commercial competition and secondly due to economic weakness at the year end, particularly related to the drop in copper, and especially oil, prices. Also, this drop in the oil price could affect the State's budget up to an amount of 200 million dollars.
- ◀ The increase in operating expenses followed the same trend as that of gross financial margin, with the exception of subcontracting expenses, which were strongly up. This is because the bank took the decision to subcontract a certain number of basic functions, the number of full-time equivalent positions thus dropping from 526 to 516 in one year. This strategic option gives us better control of our expenses, greater flexibility and a greater level of responsiveness if the economic conditions require it.
- ◀ An important challenge, not planned in the 2014 budget, was met calmly and in an orderly and methodical manner: in-depth work on the credit portfolio. It led us to constitute provisions of 11.8 million dollars while the budget specified 5.6 for this. This represents a difference of 6.2 million, which directly affects the net result, as the provisions are not tax-deductible according to Congolese accounting rules.

This decision was taken for two reasons: the worsening of the general business environment and the fact that we have chosen to anticipate the application of Instruction n° 16, modification n° 2 from the Congo Central Bank, which came into force on 1 February 2015. We thus strictly comply with new prudential standards which are more than rigorous. This adjustment made to the 2014 balance sheet will therefore not affect the 2015 balance sheet, all other things being equal.



- ◀ Ultimately, the net result on 31 December 2014 stood at 3.4 million dollars... But with an amount of direct taxes greater than that of 2013, even though the net result stood at 9.2 million!

This anomaly of the system demonstrates the paradox between the necessity of strict prudential management, compliant with the instructions of the central bank, and tax rules that are inappropriate for such requirements.

Such a dichotomy does not encourage a spirit of enterprise.

This being so, on 21 February 2015, public-private discussions opened under the aegis of the ministry of the economy in order to determine the outlines for action likely to encourage the development of businesses. For the bank-finance-insurance sector, the central topic for study, amongst others, is the tax deductibility of provisions, as happens in most countries. This relates to the very essence of our business.

THE COMMERCIAL TEAMS BEGAN TO BE
STRENGTHENED IN 2014 AND THIS WILL BE
CONTINUED. THE BANK HAS CHOSEN TO BE VERY
PROACTIVE IN ITS RELATIONSHIP WITH THE MARKET.

Point 4

What sort of bank do we want by 2020?

The bank has reached a good level of know-how and technical competence. Its services are appreciated by most clients... but are we sufficiently attentive to the market? To respond to this question, the commercial teams began to be strengthened in 2014 and this will continue. The bank has chosen to be much more proactive in the market than in the past. The initial results have shown us that this is the right approach and we are going to enhance this management choice through a fundamental strategic study over the forthcoming months: in what (in which commercial niches, in which business sectors, which business lines,...) and how do we want to be the best, or even the first?

This strategic study is carried out with the support of the University of Liège to formalise the method for it. Its content will result from analysis and study work, both individual and collective, by the members of the bank's management listening to all players present and, of course, in close coordination with the board of directors.

2015 could nevertheless show stagnation of income or even a drop, notably due to uncertainties related to the economic environment. But the bank's actions come within a long-term strategic approach, implemented calmly and with confidence.

Yves Cuypers
Chief Executive
and Chairman of the Executive Committee

Post-script

2014 was a difficult year, during which financial precautionary measures were taken to reduce the exposure of the bank to future risks.

Upon a proposal by the board of directors and with the aim of maintaining the bank's intervention ability, the shareholders agreed not to be remunerated. No dividend will therefore be distributed and the entire net profit of 2014 will increase the bank's equity.

At the end of the general meeting of 12 May 2015, the general management of the bank thanked all shareholders and particularly Mr George A. Forrest and his family, as well as the Congolese State, for their support and confidence.

THE EVOLUTION OF PERFORMANCE INDICATORS OVER 5 YEARS

Key figures of the BCDC

AS OF 31 DECEMBER (in millions of CDF)	2009	2010	2011	2012	2013	2014	2014 (in M USD at closing rates)	VARIATION 2014/2013 (in USD)
Balance-sheet total	267 253	329 227	377 132	481 635	537 869	545 249	589.8	2%
Share capital (-)	26 873	30 180	36 678	42 184	46 637	45 352	49.1	-3%
Deposits (*)	197 300	248 400	270 200	346 300	420 900	420 990	455.4	-0.4%
- in CDF	17 000	45 400	34 800	61 100	70 900	123 450	133.5	74%
- in foreign currency	180 300	203 000	235 400	285 200	350 000	297 540	321.8	-15%
Loans disbursed (*)	95 500	107 500	142 500	187 900	215 100	238 820	258.3	11%
Gross financial margin	45 277	51 184	59 719	69 198	76 297	78 270	84.7	3%
Operating expenses	27 435	33 704	40 842	46 164	53 278	55 036	59.5	3%
of which general staff expenses	12 742	15 446	19 141	22 186	24 647	25 189	27.2	2%
Depreciation	1 310	1 459	2 051	2 624	2 991	3 364	3.6	14%
Allocation to provisions	11 026	8 092	7 660	7 355	8 637	15 517	16.8	79%
Tax on earnings	3 097	5 573	5 438	6 810	6 225	6 436	7.0	4%
Net profit (after tax)	3 754	5 605	7 444	9 229	8 534	3 153	3.4	-63%
Indicative rate of exchange CDF/USD as at 31 December	890	915	910,82	915.17	925.50	924.51	-	-0.1%
Cost Income Ratio (CIR)	61%	66%	68%	67%	70%	70%		
Net return on equity (NROE)	14.0%	18.6%	20.3%	21.9%	18.3%	7%		
Return on assets (ROA)	1.4%	1.7%	2.0%	1.9%	1.6%	0.6%		
Solvency Ratio (ROS)(**)	26%	29%	28%	22%	21%	21%		

(-) Accounting – before distribution of profit

(*) Outstanding at the end of the period – variations vs December 2013

(**) Minimum imposed by the Congo Central Bank: 10



BALANCE-SHEET TOTAL



SHARE CAPITAL



DEPOSITS



LOANS DISBURSED



GROSS FINANCIAL MARGIN



NET RESULT

Graphs in USD million equivalents following the CDF/USD exchange rate on 31 December of each year (see previous page)

SUMMARY OF SIGNIFICANT EVENTS FOR THE 2014 FINANCIAL YEAR AND PROSPECTS FOR 2015

At the end of the 2014 financial year, which the economic and financial circumstances made difficult, the Banque Commerciale Du Congo closed its accounting period with gross financial margin of 85 million dollars, up by 3%.

Increase in the balance-sheet total

The balance-sheet total increased slightly by 1% in CDF, going from CDF 537,869 million in 2013 (581 million in USD equivalent value) to CDF 545,249 in 2014 (590 million in USD equivalent value), representing an increase of 1% in CDF and 2% in USD.

3% increase in gross financial margin

Gross financial margin stood at CDF 78,270 million, up by 2.5% in CDF and 3% in USD compared to the level reached in 2013.

- ◀ Interest margin was up by 12% compared to 2013, thanks to interest received from the clientele and in spite of the poor performance of investment income.
- ◀ Compared to 2013, exchange premiums were down by 6%. Other operating income was down by 2% compared to the previous financial year.
- ◀ Commissions coming from off-balance-sheet transactions (documentary credits and sureties issued) increased by 3% compared to 2013.

Net result

The pre-tax result stood at CDF 9,589 million after booking, to the 2014 balance sheet, an adjustment for provisions concerning the management of credit risk (see below).

The final net result stood at CDF 3,153 million, after CDF 6,436 million of provisions for tax.

Expressed in USD, the final result stands at USD 3.4 million against USD 9.2 million in 2013, a drop of 63%.

The management of credit risk

In a context where prudence remains the rule, the bank has constituted, on the 2014 balance sheet, the provisions considered necessary arising from the examination of the credit portfolio with regard to the new prudential standards set by the Congo Central Bank in modification n° 2 of Instruction n° 16, even though these new standards only come into force on 1 February 2015.

Loans disbursed

On 31/12/2014, the portfolio of commercial credits composed of loans disbursed and credit guarantees stood at USD 410 million, staying almost at the same level as on 31/12/2013.

Outstanding loans disbursed at the end of the period stood at USD 285 million in 2014 against USD 250 million in 2013, representing an increase of 14%.

The share of loans disbursed in the portfolio of commercial loans granted by the BCDC was 70% on 31/12/2014 against 62% on 31/12/2013.

Diversification by counterparty

The BCDC remains below the weighted net risk concentration thresholds outstanding on a given beneficiary. The concentration of large aggregate risks remained 40% below the authorised limit (800% of regulatory capital).

Sectoral diversification

The portfolio of loans disbursed was broken down as follows by sector:

BUSINESS SECTORS	31/12/2013	31/12/2014
Agriculture	1.77%	1.36%
Silviculture and forestry	0.91%	2.01%
Stock breeding and fishing	0.00%	0.00%
Mineral production	14.06%	19.31%
Industrial production	7.46%	5.91%
Production and distribution of water	0.00%	0.00%
Production and distribution of gas and electricity	8.10%	5.75%
Construction in building and public works	4.29%	3.26%
Wholesale trade, retail trade and repair of vehicles and assets	26.60%	29.05%
Accommodation and catering	0.14%	0.05%
Transport and storage	6.08%	5.05%
Information and communication	2.10%	2.74%
Financial and insurance business	1.43%	0.92%
Property companies, rental and businesses providing service to companies	2.94%	1.63%
Public administration	2.49%	2.08%
Health and social actions	0.32%	0.40%
Teaching	0.05%	0.04%
Arts, shows and recreational activities	0.00%	0.00%
Non-residents	0.02%	0.09%
Other non-sectoral activities	21.23%	20.35%
TOTAL	100.00%	100.00%

As stated in the table, sectoral exposure did not change strongly in 2014, with the mining and retailing sectors remaining important. There remains a good level of sectoral diversification in commercial commitments.

Exposure to bank counterparties

With the aim of diversification, aiming, among other things, to support clients in international markets and to prevent any over-concentration, the bank continued to broaden its network of correspondent banks throughout the world.

At the same time, the BCDC pays particular attention to changes in the ratings of international banks and to the proper application of its risk policy concerning these establishments, putting changes to concentration limits under close monitoring.

Also, the bank takes no risks with “speculative grade” establishments, meaning those with ratings below BBB – (S&P) and Baa3 (Moody’s).

Commercial management

Decline in Corporate and FIB business

The gross contribution of the activity “large accounts, institutional organisations, banks and financial institutions” dropped slightly in 2014.

At its current level, Corporate business is down by 2% from its level at the end of 2013.

Concerning the FIB business (Financial Institutions and Banks) and with volumes clearly below that of Corporate business in itself, the drop is more pronounced: 43%.

Accelerated penetration of the retail banking market

With encouraging prospects in the short term, the results seen in 2014 extend the trend that began in 2013, with sustained growth in the number of bank accounts opened, the number of bank cards and of volumes deposited in savings accounts.

Success in the trading room

In spite of the significant increase in the volume of transactions processed on the foreign exchange markets (more than 50%) the margins made by the trading room were down overall by 6% in 2014.

Decisive contribution of the commercial networks

Taking advantage of their experience and their expertise at the regional level – “Kinshasa”, “Interior”, and “Katanga”–, the contribution of the commercial networks to the result was again decisive this year, with an overall increase of 12% compared to 2013.

This growth provides a tangible expression of the significant initiatives that were taken over the previous twelve months, particularly strategic establishment in centres of growth and the commercial development of the retail bank.

Prospects for 2015

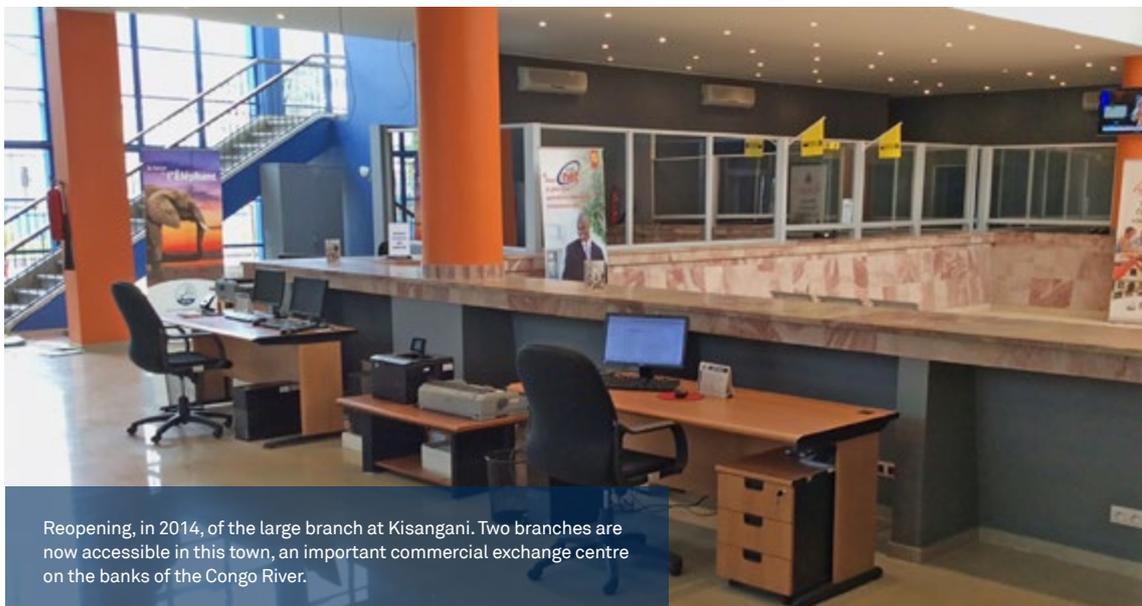
The priorities are:

- ◀ the prudent management of risks with particular attention paid to collection;
- ◀ the reduction in operating expenses and control of expenditure;
- ◀ the preservation of the bank's main equilibrium factors, namely: solvency, liquidity and profitability.

To this end, a cost control plan was implemented.

Of course, the BCDC will continue its policy of investments, in e-cash in particular, which is essential for the long-term survival and development of the institution.

Once more, the quality of processing the international transfers carried out by the BCDC was recognised by the correspondent bankers of the bank which, in 2014, won the “Straight Through Processing Award” from Commerzbank.



Reopening, in 2014, of the large branch at Kisangani. Two branches are now accessible in this town, an important commercial exchange centre on the banks of the Congo River.

THE BCDC SEEN IN THE MIRROR OF 2015: INTERVIEW WITH THE NEW DEPUTY CHIEF EXECUTIVE

The function of Deputy Chief Executive has been made official in the BCDC's organisation chart since December 2014. Appointed following a proposal by the Chief Executive to assist him, the Deputy Chief Executive also supervises the Credit department (directly) and the Organisation, IT, Kinshasa and Network departments (outside Katanga).

This position is occupied by Thierry Lolivier who, since 2007, has managed the South department (Katanga) where he has been replaced since mid-2014 by Louis-Odilon Alaguillaume, who is also a member of the executive committee.

Trained at the Ecole de la Belgolaise where, already, he was a colleague of Yves Cuyppers, Thierry Lolivier gives us his account of the seven years of professional life that he spent in Katanga, and on the strong points of the BCDC.



Seven years in Katanga: assessment and prospects

◀ How do you assess these seven years spent in managing the South network of the BCDC?

"The main observation covers our market share within the mining sector. We were able to maintain it in spite of strong competition from international banks who have newly come into the market. At the same time, we focused our efforts on all segments of the clientele that were developing in the wake of the mining companies, a primary point of attachment to a growing network of subcontracting companies and employees. After the profound crisis of 2008 related to the collapse in copper prices on international markets, these companies, and employment in general, developed strongly.

I therefore leave my successor what I believe to be a good business, backed by cordial and sound relationships with our clients. This results from the willingness and ability of our teams to offer clients the best possible service, and to meet the expectations of a new clientele in Katanga, who are particularly demanding but who do not know the Congo. These are mining companies, mostly from the English-speaking world, and it was necessary to support them closely to best familiarise them with the working methods, laws and regulations of the country.

We worked with them to guide them, assist them and provide them with professional services in strict compliance with the procedures, essentially in import/export activities. We were sometimes demanding but, ultimately, they appreciated – and still do – the reliability and competence of the BCDC."

WHAT KATANGA PROVED,
IS THAT WE CAN REALLY WORK IN CONGO.
NOW, INVESTORS SEE THE COUNTRY
FROM ANOTHER PERSPECTIVE.

◀ What are the prospects like?

“Katanga will have to cope with new challenges.

In the short term, there will be no more large mining developments. The mines are gradually reaching their full production capacity and the rush towards copper is calming down. Seven years ago, reaching certain mining sites in the exploration phase required following difficult tracks. Now, the road infrastructure is good overall and the exploration grounds have become veritable factories! The main problem at the moment relates to the limits imposed by the lack of available electrical power. Bearing that in mind, as well as the relatively weak international economic environment, there should be a pause in the development of mining infrastructure. However, in the medium term, the potential for economic growth remains enormous.

But what Katanga has proved is that we can really work in Congo. Today, investors see the country from another perspective and once the conditions for investment are met optimally, a second very strong phase of investment and development will occur, in all sectors combined.

At that time, the BCDC will be ready to welcome this development, for the benefit of all segments of the clientele. We are preparing for this from 2015, by an in-depth strategic study on the positioning of the bank by the year 2020.”

The role of the BCDC and the analysis of credit risk

◀ What role can the BCDC play in the activities of funding economic growth and investment?

“No Congolese bank has the capacity to finance investment in mining infrastructure. These investments run into the hundreds of millions of dollars and are usually financed by international finance consortia and the stock markets. However, the BCDC, in its modest manner, has contributed significantly to making these investments take place smoothly, by positioning itself highly professionally in the logistical chain of imports followed by exports, licenses, foreign-exchange regulations, payment of employees ...

We offer the large operators an ecosystem within which they can work with complete confidence and safety. This forms part of the fundamental strategy of the BCDC at the service of large accounts. And I consider that, in this matter, the BCDC has honourably played its role as a leading banker.

WE OFFER THE LARGE OPERATORS AN
ECOSYSTEM WITHIN WHICH THEY CAN WORK
WITH COMPLETE CONFIDENCE AND SAFETY.

At the same time, we financed numerous subcontractor operators in the mining sector and local entrepreneurs, for investments that can reach relatively large amounts. The BCDC allowed these Congolese SMEs to develop, sometimes spectacularly.”

◀ **What is the view of the BCDC on the credit risk for which you are responsible within the executive committee?**

“It is fundamentally the core banking business and there is significant demand.

The BCDC responds to it with professionalism, meaning intelligently assessing the risk, taking into account the requirements and expectations of the client. We know our clients, we don't take risks and, this being so, we support them in the search for the most appropriate financial solution.

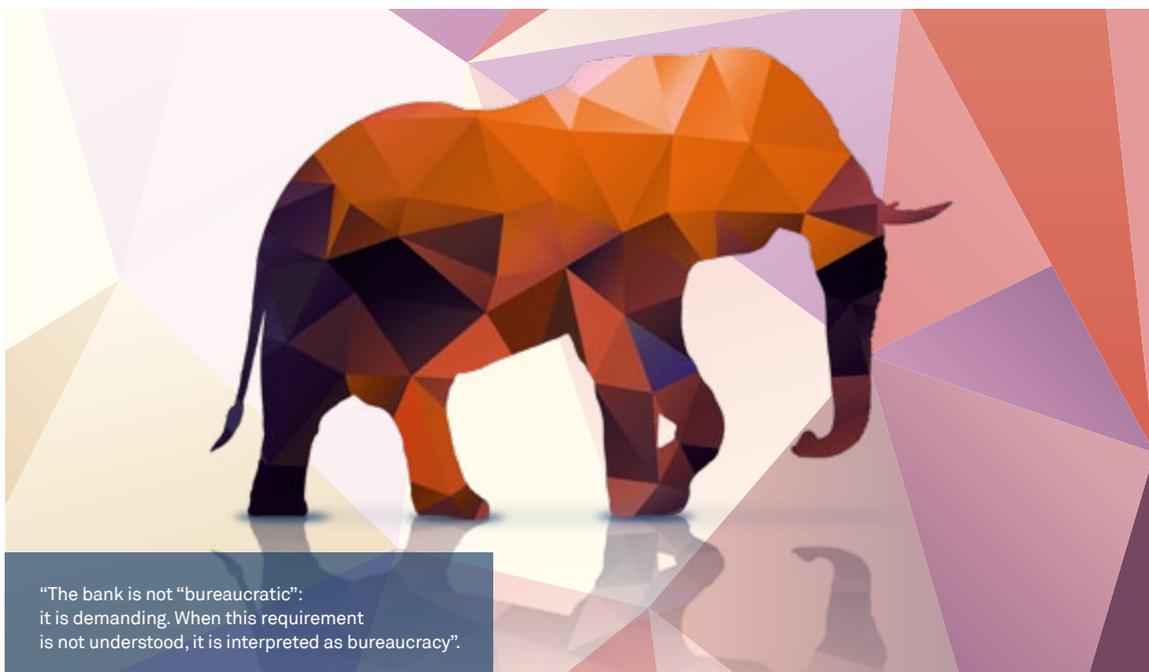
Also, the BCDC's experts are fully proficient in banking techniques which facilitate the financing and processing of transactions related to import/export. It is an advantage for our clients, in a country where import/export occupies a central place at the core of economic activity.

Lastly, of course, we take care to scrupulously comply with the liquidity ratios as they are defined by the Congo Central Bank and by our governing bodies.”

◀ **But the BCDC has made large provisions on its credit portfolio... Was this lack of foresight?**

“NO, on the contrary: it is prudence, foresight and sound management, with the aim of protecting the deposits that our clients entrust to us”.

THE BCDC'S EXPERTS ARE FULLY PROFICIENT
IN BANKING TECHNIQUES WHICH FACILITATE
THE FINANCING AND PROCESSING OF
TRANSACTIONS RELATED TO IMPORT/EXPORT.
IT IS AN ADVANTAGE FOR OUR CLIENTS.



“The bank is not “bureaucratic”:
it is demanding. When this requirement
is not understood, it is interpreted as bureaucracy”.

As you will have read in the appraisal by the chairman of the executive committee: in our 2014 balance sheet, we anticipated an instruction from the Congo Central Bank applicable to all banks from February 2015. The management of our portfolio, which also grew by 11% in 2014, is perfectly controlled.

And if we analyse the BCDC's credit portfolio over a period of ten years, an average cost of risk of 1.5% appears, which is low in a difficult market. In 2012, it stood at 0.85% and in 2013 at 0.63%. In 2014, it exceeded 2%, which is too high in relation to our management criteria but is exceptional."

“Demanding” is not the same as “bureaucratic”

◀ **Lastly, for those of you who have known the bank for nearly eight years, do you find it unwieldy and bureaucratic, as is sometimes said in the market?**

“This image is changing.

My experience and feeling lead me to believe that the bank is not “bureaucratic”: it is demanding. And when this requirement is not understood, it is interpreted as bureaucracy.

Take the example of my experience in Katanga.

It is because the bank was demanding concerning compliance with banking and foreign-exchange regulations, particularly during the period when the banking system was restarting, that we gradually won the confidence and respect of large companies. We preferred to comply with our banking culture by offering our clients a sound working environment in which they feel protected.

Ultimately, if we kept so many clients it is because, even if we were a bit “bureaucratic”, we were not quite so bad as all that!”



ANALYSES

SIGNIFICANT EVENTS IN THE DEVELOPMENT OF CORPORATE BANKING, FIB AND THE TRADING ROOM

Three departments within the commercial department concentrate their approaches to large organisations:

- ◆ the Corporate Banking department provides BCDC's range of services to large local and international companies;
- ◆ the Financial Institutions & Banks (FIB) department focuses its expertise on banks, institutionals, the State and local authorities, public and parastatal organisations, revenue-collection departments, embassies and diplomatic missions, international and large charitable organisations;
- ◆ the Treasury department, to which the trading room is attached.

Corporate Banking

In 2014, the large companies market, overall, did not develop significantly.

These large companies, both local and international, generally have accounts with several banks. Nearly 90% are clients of the BCDC, most as their main bank. In this context, increasing market share becomes difficult for the bank which, more than ever, is establishing itself as a reliable and high-performance partner.

➤ OVER THE YEARS, WE HAVE ACQUIRED GOOD KNOWLEDGE AND UNDERSTANDING OF THE REQUIREMENTS OF OUR CLIENTS. ◀

MAVA KULENDUKA, CORPORATE BANKING MANAGER



A stable market where the BCDC positions itself as a full-service bank

So it is a stable market, with little potential for significant growth in the next two or three years. Growth is based on the development of the mining sector, where the BCDC is well-positioned: copper mines in the south, gold mines in the East and North.

The BCDC is emerging as a full-service bank, capable of providing large companies with a recognised professional service, which is well established in the market for supporting SMEs subcontracting for large corporates and the employees of client companies.

In 2014, the bank won several good clients in several economic sectors: construction, building and civil engineering, electrical equipment, corporate services, automobile dealers, mines, agriculture and forestry.

Asset and new product

A new product has been made available to clients: BCDC Net, an advanced Internet banking tool, replacing B-Web.

One of the BCDC's assets is the quality of its compliance service. Far from being a constraint, this service applies the rules imposed in analysing bank transactions. It does it quickly, with the most modern and efficient analysis tools, which can secure the incoming and outgoing financial transactions of clients and reassure them concerning the reliability of their commercial partners, wherever they are in the world. It is also an asset appreciated by the correspondent banks.

The new foreign-exchange regulations

Significant event of 2014: the change to the foreign-exchange regulations, the new version of which came into force on 25 September 2014.

On this occasion, the BCDC organised three informative seminars for companies, whether they were clients or not: two at the BCDC Banking Academy and one at the Federation of Congo companies. These seminars were highly successful and were supplemented by informational visits to certain clients.

It should be noted that the BCDC was lead bank in the foreign-exchange regulation commission within the association of Congolese banks, which confirms the recognised reputation of the bank in the matter.

The new exchange regulations are also characterised by the fact that they require:

- ◀ electronic foreign-exchange declarations through the ISYS application;
- ◀ the exchange monitoring charge (RSC) replacing the exchange control charge (RCC);
- ◀ the obligation to constitute a provision or a bank guarantee when validating EB model exchange declarations in order to guarantee the services of the OCC and its representative;
- ◀ the obligation for the intervening bank to report to the Congo Central Bank any economic players who do not comply with the regulatory provisions.

Financial Institutions & Banks (FIB)

For almost ten years, the BCDC has been developing a range of services exclusively intended for institutional organisations.

Over the years, it has built up a large network of relationships which are now established over the long term, which provides the FIB account managers with good knowledge and understanding of the requirements and expectations of their interlocutors in the various services and departments of these institutional organisations. The quality of these relationships is strengthening from year to year.

Although the FIB manages several significant deposits, most of its activities relate to the management of financial flows. In 2014, this activity was slightly down for economic reasons or reasons specific to the organisation of some of these clients. These flows should recover somewhat during 2015.

The BCDC continues to benefit from an excellent relationship of trust with the large institutions. Its expertise in organising financial flows related to large infrastructure projects is one of its main assets, together with the confidentiality and know-how of its account managers.

In 2014, the trading room was detached from the FIB department, to comply with the directives of the central bank in terms of segmentation of tasks and compliance with prudential standards. The trading room becoming autonomous also allows the FIB team to fully concentrate its energy on serving its clients.



OVER THE YEARS, WE HAVE
ACQUIRED GOOD KNOWLEDGE AND
UNDERSTANDING OF THE REQUIREMENTS
OF OUR CLIENTS. **BUNDU MWENENGE, FIB MANAGER**

Treasury and trading room

In managing the bank's treasury and in direct relationships with large companies and organisations, the trading room is confirming its role as a significant profit centre at the core of the BCDC's activities. The 2014 financial year consolidated the gains of 2013, during which business developed exceptionally.

With a trading room running smoothly, equipped with high-performance administration tools to process diverse transactions and led by an experienced team supported by an efficient back office, the BCDC is positioning itself in the vanguard of the Congolese banking sector.

A pioneer in the DRC, the BCDC's trading room performs several essential tasks:

- ◀ directly interact, each day, with the treasurers and financial managers of large company and institutional clients;

- ◀ manage foreign-exchange hedging transactions and optimise their processing by taking positions according to developments in the international market and by offering clients forward foreign-exchange transactions;

- ◀ have a general and permanent overview of the bank's treasury in its entire network, to optimise its management and oversee its permanent liquidity in response to requests from clients;

- ◀ ensure that available funds are used optimally, whether in the local market or with correspondent banks.

Three traders work permanently in the trading room. The third was hired at the end of 2013 and is a graduate in mathematical economics and an assistant to the University of Kinshasa in quantitative economics.

THIS EXTRA EXPERTISE WILL HELP
TO DEVELOP THE PERFORMANCE OF
THE TRADING ROOM IN THE MONTHS
AND YEARS TO COME.



THE NEW DEVELOPMENTS IN RETAIL AND PRIVATE BANKING

A strategic development

Over the last few years, the BCDC has confirmed its role as a first-rate corporate bank. Two years ago, a clear choice was made to improve the range of banking services in the market for retail clients, which has grown strongly due to civil servants and State agents opening bank accounts, as well as employees of private companies.

This strategic choice was confirmed in 2014 by the engagement, in the executive committee, of a manager responsible for activities dedicated to the retail-client and SME segment. Olivier Duterme joined the bank, backed by international banking experience in the commercial development professions. He is also familiar with the Congolese banking market.



Olivier Duterme, Retail & Private Banking manager, member of the executive committee

A well segmented product range for greater service efficiency

The bank's retail clients are segmented according to objective and automatic income criteria, which may be adapted manually to handle exceptions that are justified at the commercial level.

Depending on the segmentation applied, the clients are placed in specific portfolios run by account executives whose task is to develop the bank's business and retain the clients by offering them the service that is best adapted to their situations and to provide them with banking convenience that meets expectations and promises.

The retail clients are divided into "general public", "wealthy" and "private".

Establishments (merchants) come under the portfolios run by the SME account executives within the Retail & Private Banking department.

The development of the Kinshasa Retail Banking Centre

Created in 2013, the Retail Banking Centre (RBC) has been increasingly successful, as confirmed by the 2014 results.

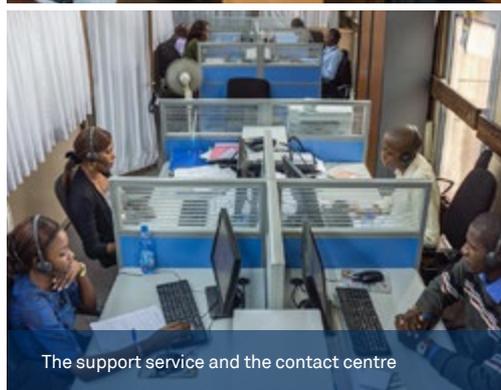
It functions in a centralised manner, according to three development themes:

- ◀ an administration centre dedicated to clients in the Kinshasa head office,
- ◀ a logistic and operational support service for all retail clients of the bank,
- ◀ a contact centre, for handling incoming and outgoing calls.

The RBC's administration centre manages a "general public" portfolio of some 13,000 clients at the head office in Kinshasa. It also handles four "select" portfolios and a "VIP" portfolio, each of 400 clients monitored by dedicated managers.

The support service, created in 2014, validates compliance when accounts are opened and encodes credits to company agents for the whole of the BCDC network.

The contact centre performs real remote marketing work, and over the last year made an average of 9,500 outgoing calls per month. It also receives around 500 incoming calls per month. Eight staff work there; this number is likely to increase to satisfy the bank's commercial development requirements. From April 2015, the contact centre has been operating 24 hours a day to meet the demand for the International MasterCard.



The support service and the contact centre

Recent significant event

A mystery shopping survey carried out in February 2015 by the magazine "Banking and Investment" placed the BCDC's contact centre in first place on the podium for bank call centres in the DRC.

The analysis covered dynamism, proficiency in the language and vocabulary used, empathy, personalisation of the call, courtesy and politeness, professionalism, product knowledge, positive speech, enthusiasm, directivity and the quality of advice.

The creation of the Private Banking Centre

Installed on the first floor of the Royal-Gombe branch at Boulevard du 30 Juin in Kinshasa, the Private Banking Centre has national competence to provide a premium service to the clients concerned, independently of the branch where their accounts are held. A “premium pass” is assigned to them.

The Private Banking Centre is designed to provide clients with private and exclusive access to personal advisers.

These, of whom there are four, including the manager of the centre, are selected according to advanced criteria in order to provide clients with a competent service in strict compliance with confidentiality.

Francisca Iyolo Modware is Private Banking manager:

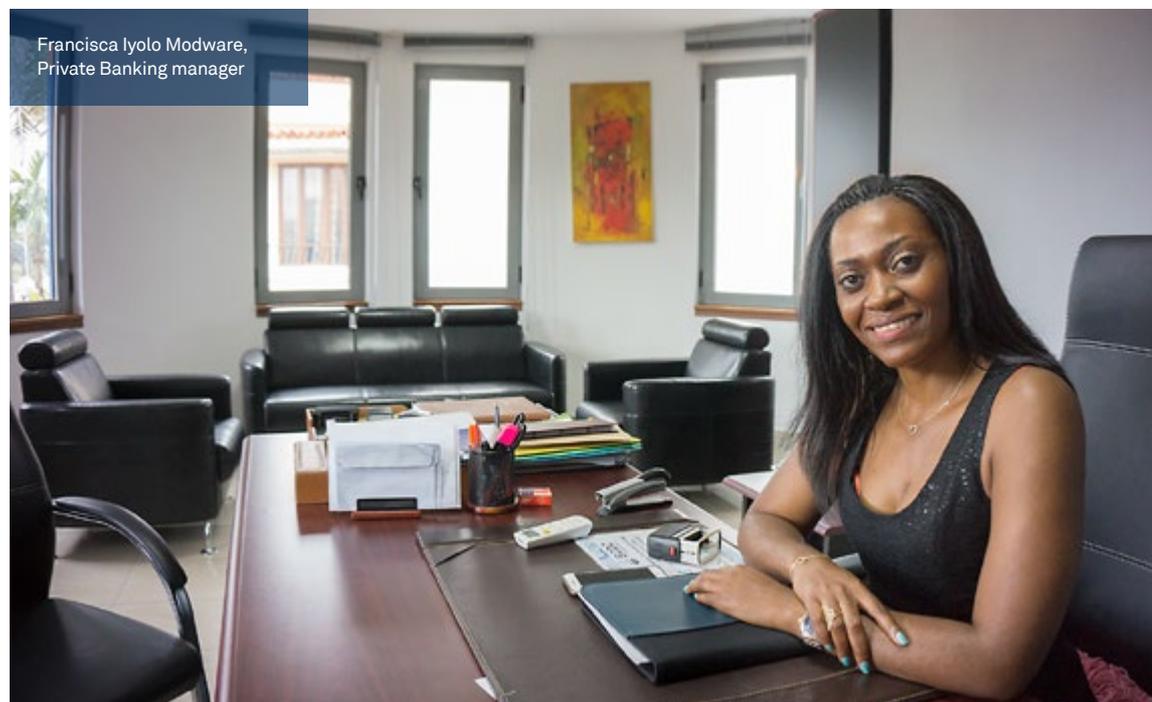
“We wish to offer a premium service to a carefully-selected high-quality clientele. The quality of the clients takes precedence over quantity; this is why, other than exceptions related to the reputation of the person, Private Banking clients have monthly income of more than 10,000 dollars, savings of 30,000 dollars and an initial contribution of 100,000 dollars placed in a savings account or term account.”



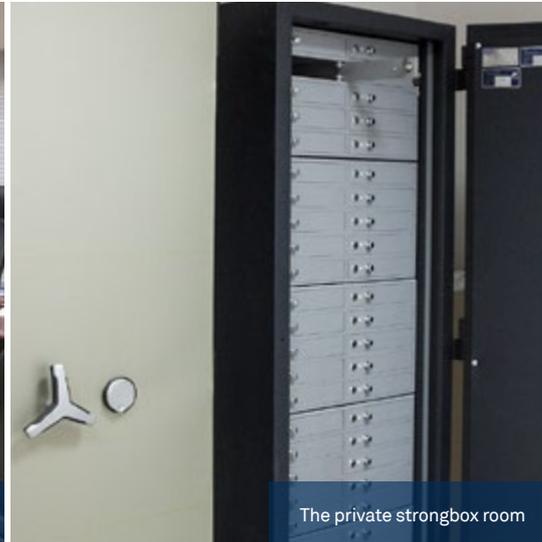
The image of the bank is an asset for our clients, who know that in entrusting their assets to us, everything will be handled rigorously, correctly and according to procedures.”

Clients can choose between two service packages: “Excellence” and “Eminence”.

According to their choice, they may access various value-added products. Other than current, savings and term accounts, we offer the Ivory card and Ivory MasterCard, SMS Banking, BCDC Net, the execution



Francisca Iyolo Modware,
Private Banking manager



mandate, access to the contact centre, a home concierge service, a strongbox room and a premium pass which offers priority processing in the various branches of BCDC's network.

In 2014, the Private Banking Centre demonstrated that it was meeting a demand. The short and medium-term development prospects are encouraging, as is the case for new products that are being studied.

THE PRIVATE
BANKING CENTRE
IS EQUIPPED
WITH A PRIVATE
STRONGBOX ROOM.

Other significant events

Several strong points should be noted for the benefit of retail clients.

Amongst them:

◀ **The range of products has been expanded:**

- the new Ivory MasterCard,
- BCDC Net, in consultation or online transaction mode,
- a range of savings accounts, particularly attractive for deposits at one year,
- a specific credit package for clients who are State agents or civil servants,
- a range of credit services appropriate for employees of client companies,

- the systematic provision of debit cards to clients, supported by a significant increase in the number of ATMs.

◀ **The recruitment of some thirty commercial staff assigned throughout the entire network.**

This new marketing approach has been fruitful, with a significant increase in both retail and private deposits.

This is favourable for the development prospects of the BCDC on these client segments, with a dual range of services: the well-known one of a high-performance branch network which is gradually growing, and that of the online bank, for which the virtual dimension is likely to see further strategic developments adapted to the constraints and requirements of the local market.

THE STRONG POINTS OF THE BRANCH NETWORK

The branches department has been adapted organisationally to cope with the new size and development prospects of the network.

Although nothing changes for the South department, for which the network remains under the responsibility of the manager of the Katanga zone and the manager of the Lubumbashi branch, the other branches in the country, including the urban branches in Kinshasa, now come under the branches department, under the responsibility of Vagheni Pay Pay, who is a member of the executive committee. The head office in Kinshasa remains under the operational management of Guy Bweyasa, who is also a member of the executive committee.

The South network (Katanga)

In Katanga, the BCDC is present in four towns: Lubumbashi, Kolwezi, Likasi and Fungurume.

◆ Two new branches will be opened at the beginning of 2015 in Lubumbashi, in the form of outstation counters for the branch:

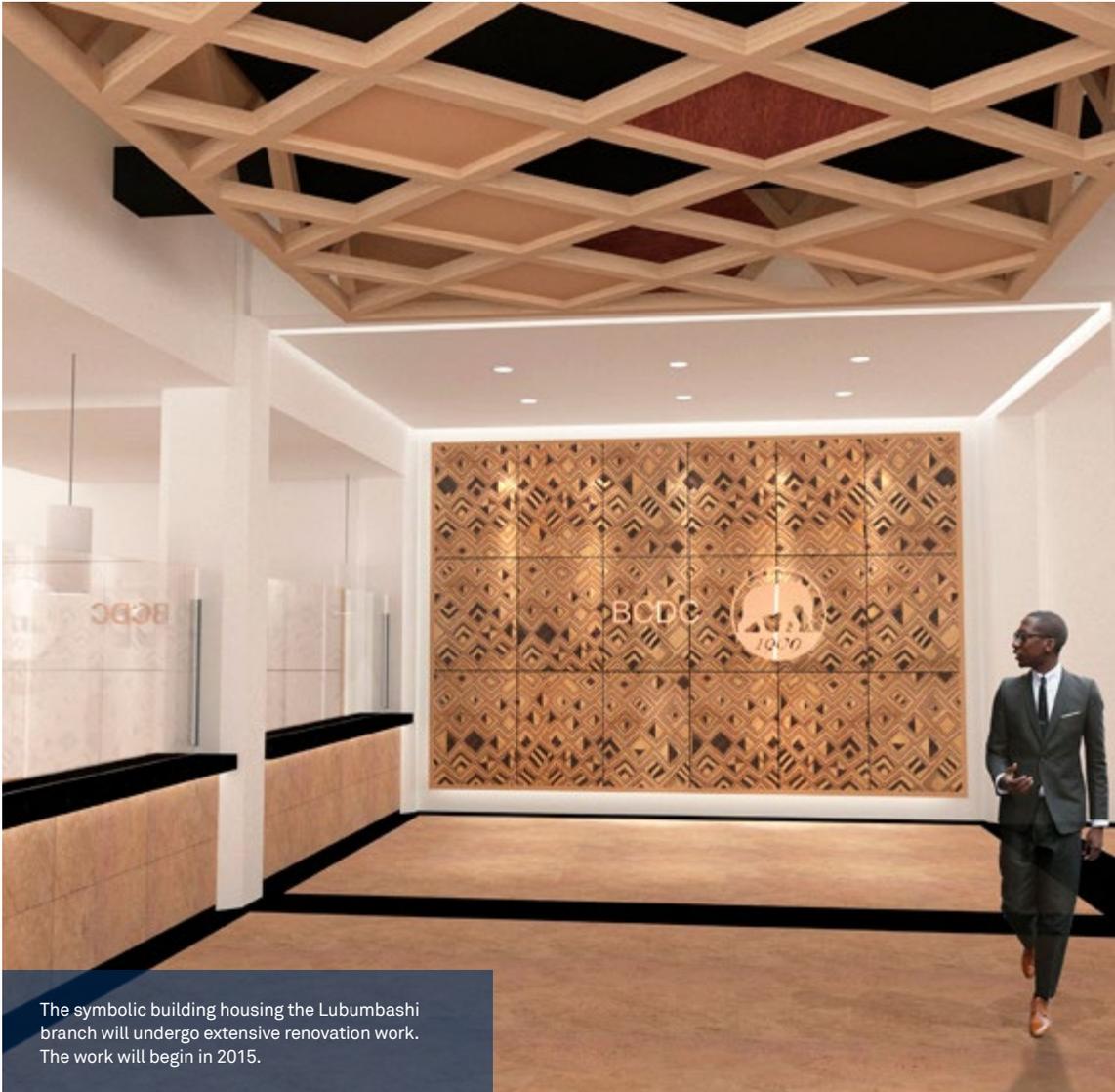
- one in the La Plage shopping centre, near the golf course,
- the other in the Carrefour industrial district, near the Psaro supermarket.

These branches will each have two ATMs dispensing CDF and USD. The objective is to ease congestion at the branch's counters, while bringing the bank closer to its clients.

◆ The branch's symbolic building will undergo extensive renovation work in order to offer clients a modern reception and an efficient service. The work will begin in 2015.

◆ In Kolwezi, the branch is being enlarged through the construction of a new service room, which will be equipped with ATMs. Once this work has been finished, the current area will undergo renovation and improvement.





The symbolic building housing the Lubumbashi branch will undergo extensive renovation work. The work will begin in 2015.



The Kolwezi branch will undergo extension and renovation work.

The branches department

In Kinshasa, as well as the counters in the head office on Boulevard du 30 Juin placed under the management of the Kinshasa department, the BCDC has six urban branches in the Plaza Village, Royal/Gombe, Matonge, Kintambo, Limete and Unikin districts, which come under the branches department.

The dedicated Western Union branches in the city of Kinshasa are directly attached to the Kinshasa department. BCDC clients can carry out cash transactions there. Gradually, according to market requirements, these Western Union counters will be transformed into full-service urban bank branches.

Significant event of 2014: the redevelopment of the large branch in Kisangani. It currently receives clients who, over the last few years, were received on the premises which are now too small to cope with requirements. This renewal is justified by the BCDC's significant presence at the core of business in the Eastern province. The Eastern province is also

benefiting from accelerated development related to the boom in gold mining and the development of trade, for which Kisangani is an important hub on the banks of the Congo River, all driven by the new entrepreneurial process under the impulse of the authorities of the province.

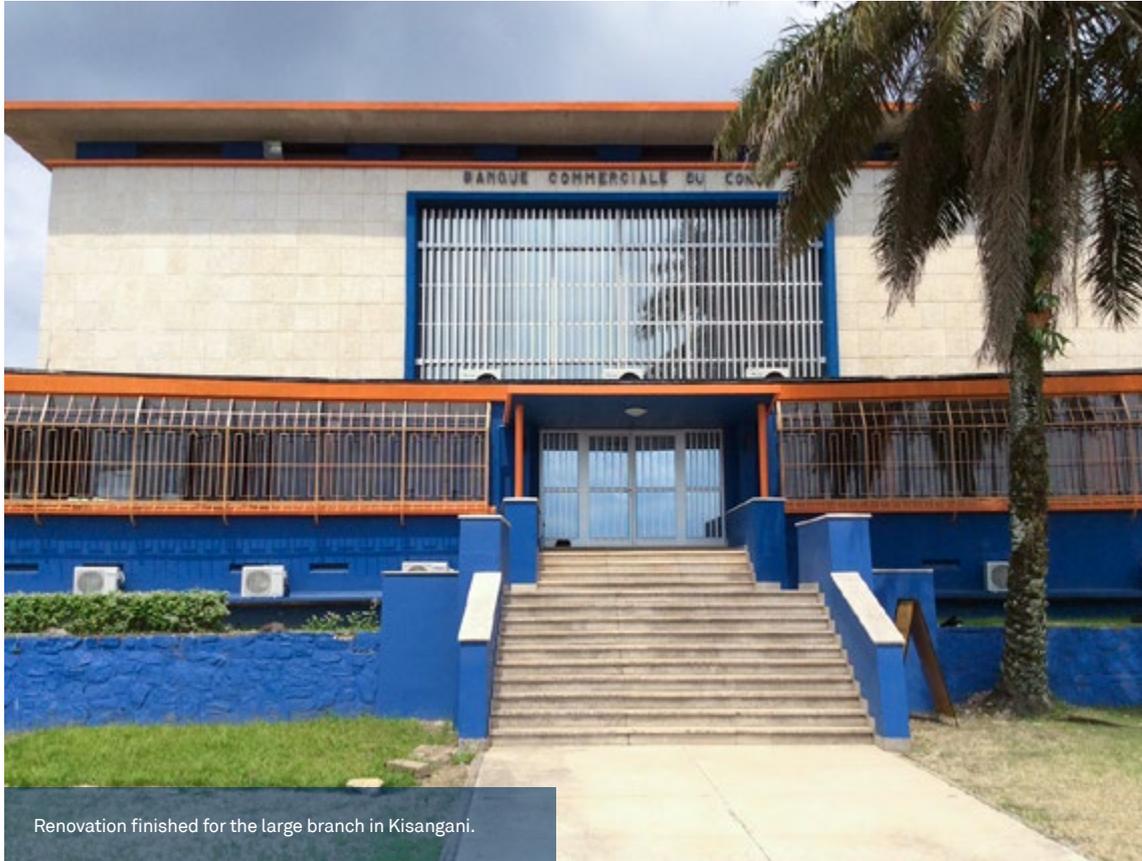
An outstation counter at Makiso, in the town centre, is supplementing the services provided by the new large branch in Kisangani.



The new assets of the BCDC watched over by the branches manager, Vagheni Pay Pay, member of the executive committee

- ◀ A well-organised network of 22 bank branches (31/12/2014) capable of effectively serving clients in the large economic centres of the country.
- ◀ The new development of the retail banking segment, giving the network real development potential.
- ◀ The deployment of a new sales force in the branches.
- ◀ A centenarian bank, reliable and credible, which generates an image of trust.
- ◀ Proficiency in the regulatory environment and its developments.
- ◀ The introduction of new high-performance products: BCDC Net, MasterCard, SMS Banking...
- ◀ Advantageous pricing.
- ◀ A perfect match between the experience of seniors and the dynamism of youth.





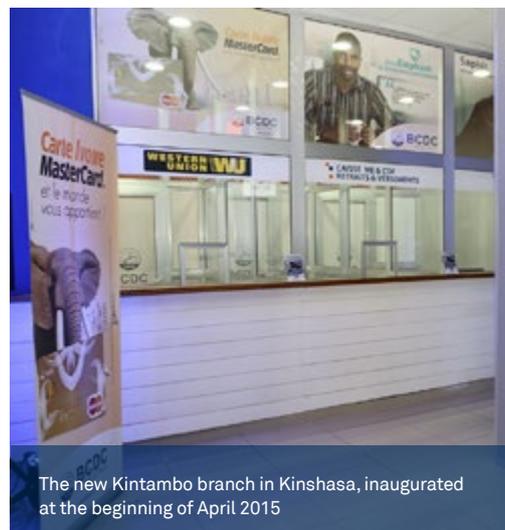
Renovation finished for the large branch in Kisangani.

Prospects for the development of the network

As well as the development of the urban network in Lubumbashi, described above, new branches will shortly supplement the BCDC's network.

- ◀ In Kinshasa, the Kintambo branch has opened its doors at the beginning of April 2015.
- ◀ In the Eastern province, a branch is under construction in Aru, in Ituri district. This trading town is growing strongly from its cross-border activities with Uganda. While supporting this economic development, the BCDC is also responding to a request from its client Comexas. Opening is planned for September 2015.
- ◀ The work to construct a new branch will begin during the second half of 2015 at Kimpese, a large commercial centre halfway between Kinshasa and Matadi in Bas-Congo where large cement-works projects are under development.

◀ Prospecting missions are also ongoing in Maniema, always in support of large mining and industrial clients, in accordance with the BCDC's expansion strategy.



The new Kintambo branch in Kinshasa, inaugurated at the beginning of April 2015

THE NEW “PRODUCT” ASSETS OF THE BCDC



The Ivory MasterCard

Tested amongst clients during 2014, the new Ivory MasterCard from the BCDC was officially launched on 28 January 2015.

Long expected by clients, the new card comprehensively fulfils its role as an international bank card usable in more than 210 countries (therefore including throughout the DRC), at ATMs and electronic payment terminals displaying the MasterCard label.

The bank branches have been inundated with requests for subscription.

Why did the BCDC take so long to introduce this product to the Congolese market?

The answer relates to two points after the decision was taken two years ago.

1. The management of the bank wished to have total and direct control of the product by positioning itself as a “principal member” of MasterCard, therefore without having to go through the intermediary of another financial organisation. This is now done, after the preparation and presentation of a soundly-documented application. This capacity as “principal member” gives the BCDC full control of its product to carry out unrestricted future development in compliance with MasterCard standards.

2. The BCDC wished to provide its clients with the product using the degree of security that was highest from amongst the choices that were proposed. The chip fitted in the card contains a dynamic part which makes use of latest-generation technologies to avoid data replication risks. The chips are certified according to international EMV standards. Numerous security tests were carried out during the nine months preceding the introduction of the card.



Marketing, Communication & Quality

In support of the commercial work of selling new products, and to promote the brand image of the BCDC, the Marketing, Communication & Quality department supports the gradual change in the managerial culture of the bank, which is becoming ever more client-oriented.

The department has had its human resources increased; it now occupies two persons under the supervision of Alice Buyle (photo).

The team’s work covers the development of communication, both internal, which is in the revitalisation phase, and external. External communication is performed by gradually rebranding the branches, new and more aggressive advertising both on posters and advertisements in the media, by producing product leaflets, and by the increasingly effective visibility of the BCDC at the numerous networking events organised or sponsored by the bank.

The development of the network of automated teller machines (ATM) and electronic payment terminals (EPT)

42 ATMs were available to BCDC's clients at the end of 2014. Some thirty ATMs are currently being installed and, by the end of 2015, about a hundred BCDC ATMs should be in service.

The private bank cards are appreciated by clients, who can use them both in ATMs issuing Congolese francs and ATMs issuing dollars. Clients can also pay, with the same card, in both currencies at the BCDC EPTs installed at merchants.

The big news of 2015: inter-bank business.

Four banks concluded an agreement to give their clients holding private cards access to the ATMs and EPT for each bank; initially with private cards in dollars and eventually with private cards in Congolese francs. These four banks – BCDC, Rawbank, FBN Bank and ProCredit Bank – will thus provide their clients with a network of nearly 300 ATMs.

2 1 carte 2 devises

Malakite

Retirez ou payez avec une seule carte

La carte qui fait le change

Désormais, avec Malakite, retirez votre argent en :

- USD dans tous nos distributeurs USD
- CDF dans tous nos distributeurs CDF

Mais aussi, payez vos achats en :

- USD ou CDF auprès des commerçants du réseau BCDC*

* voir site du réseau BCDC au verso

BCDC
Bâtisseurs d'Avenir

2 1 carte 2 devises

Saphir

Retirez ou payez avec une seule carte

La carte qui fait le change

Désormais, avec Saphir, retirez votre argent en :

- USD dans tous nos distributeurs USD
- CDF dans tous nos distributeurs CDF

Mais aussi, payez vos achats en :

- USD ou CDF auprès des commerçants du réseau BCDC*

BCDC
Bâtisseurs d'Avenir

2 1 carte 2 devises

Ivoire

Retirez ou payez avec une seule carte

La carte qui fait le change

Désormais, avec Ivoire, retirez votre argent en :

- USD dans tous nos distributeurs USD
- CDF dans tous nos distributeurs CDF

Mais aussi, payez vos achats en :

- USD ou CDF auprès des commerçants du réseau BCDC*

BCDC
Bâtisseurs d'Avenir

Internet banking is renewed

Expected during 2014, BCDC Net was successfully introduced, replacing B-Web, an ageing product which was, in its time, the pioneer of Internet banking in the DRC.



BCDC Net is innovative and offers the most advanced technology in terms of the processing of transactions and security.

- ◆ The transactions carried out by the client are now directly recorded in the bank's central system, in real time. A transfer between two accounts opened at the BCDC is performed instantly, both for the debit part and the credit part, with no fees for either party.
- ◆ Secondly, secure email allows clients to communicate directly with the bank. This option lets clients save considerable time when the bank processes licence transactions, for import/export activities.
- ◆ Bulk transfers are also possible, which greatly facilitates the payment of salaries, which can be validated with just one click, as can the payment of suppliers.

- ◆ Lastly, clients can directly manage their standing orders.

BCDC Net is available in a "light" version and a "pro" version. The "pro" version is complete, while the "light" version is limited to the consultation of accounts. The prices for the two options have been halved in comparison to the versions of the former B-Web: \$30 a year for the "light" version and \$60 a year for the "pro" version.

The number of new subscriptions to BCDC Net is steadily increasing. The product meets the expectations of clients.

Security goes together with quality

The security of BCDC Net has been subject to system intrusion and data pirating stress tests under the supervision of a team of PwC consultants from Belgium. Result: the tests were 100% satisfactory. All of the bank's computer systems have also been stress tested, also satisfactorily.

THE TRANSACTIONS CARRIED OUT
BY THE CLIENT ARE NOW DIRECTLY
RECORDED IN THE BANK'S CENTRAL
SYSTEM, IN REAL TIME.

GOVERNANCE

THE ORGANISATION OF GOVERNANCE

The BCDC is very attentive to the rules and principles of good corporate governance. This involves a strict separation of powers between the administration, management and control bodies.

Situation as of 31 December 2014

Board of Directors

Chairman

Mr Guy-Robert LUKAMA NKUNZI

Chief Executive

Mr Yves CUYPERS

Directors

Mr Jean ASSUMANI SEKIMONYO

Mr Saâd BENDIDI

Mr Pierre CHEVALIER

Mr Daniel CUYLITS

Mr Didier DONGO NKETA

Ms Nelly KIWEWA MALUNDA ma BONZU

Mr Baudouin LEMAIRE

Mr Aubin MINAKU

NDJALANDJOKO

Mr Joël SIBRAC

Ms Gabrielle WEBER-PERREGAUX

Executive Committee

Chairman

Mr Yves CUYPERS

Members

Mr Louis-Odilon ALAGUILLAUME

Mr Guy BWEYASA WA NSIAMU

Mr Olivier DUTERME

Mr Patrick HEINRICHS

Mr Thierry LOLIVIER

Ms Christine MBUYI

NGALAMULUME

Mr Vagheni PAY PAY

Mr Gilles ROUMAIN

Mr Léonard TSHIBAKA ILUNGA

Statutory auditors

PricewaterhouseCoopers

RDC SAS

Audit, risk and compliance committee

Chairman

Mr Daniel CUYLITS

Members

Mr Saâd BENDIDI

Mr Pierre CHEVALIER

Mr Didier DONGO NKETA

Ms Nelly KIWEWA MALUNDA

ma BONZU

Appointments and remuneration committee

Chairman

Mr Baudouin LEMAIRE

Members

Mr Jean ASSUMANI SEKIMONYO

Mr Joël SIBRAC

Ms Gabrielle WEBER-PERREGAUX

Breakdown of the capital of the BCDC on 31/12/2014

- ◀ Congolese State: **25.53%**
- ◀ Mr George Arthur Forrest and his family: **66.53%**
- ◀ Other shareholders: **7.94%**

Honorary chairmen

of the board of directors

Mr Roger NKEMA LILOO

of the executive committee

Mr Michel CHARLIER

Mr Thierry CLAESSENS

Honorary vice-chairmen

of the board of directors

Chevalier BLANPAIN

Mr Michel ISRALSON

Honorary directors

Mr Marc BALLION

Mr Léo GOLDSCHMIDT

Mr Victor KASONGO TAIBU

Mr Georges TSHILENGI MBUYI

SHAMBUYI

Mr Marc VAN DEN BERGHE

COMPOSITION AND PRESENTATION OF THE EXECUTIVE COMMITTEE



Christine MBUYI NGALAMULUME

Manager in charge of the Finance and Control department



Yves CUYPERS

Chief Executive, Chairman of the executive committee



Thierry LOLIVIER

Deputy chief executive



Patrick HEINRICH

Manager in charge of the Commercial department



Léonard TSHIBAKA ILUNGA

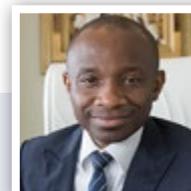
Manager in charge of the organisation and IT department

In execution of article 20 of the new articles of incorporation of the BCDC harmonised with the provisions of the uniform OHADA act relative to commercial company law and economic interest consortia, known as the “**uniform OHADA act of 30 January 2014**”, the board of directors is assisted in its supervisory and decision-making functions by specialist committees: the audit committee, risks and compliance committee, appointments and remunerations committee and the executive committee.



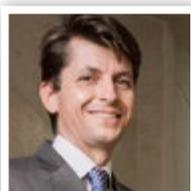
Guy BWEYASA WA NSIAMU

Manager in charge of the Kinshasa department



Vagheni PAY PAY

Manager in charge of the branches department



Louis-Odilon ALAGUILLAUME

Manager in charge of the South department



Gilles ROUMAIN

Manager in charge of the risks department



Olivier DUTERME

Manager in charge of the Private, Retail Banking & SME department

FINANCIAL REPORT

BALANCE SHEET AND PROFIT AND LOSS ACCOUNTS

Balance sheets as of 31 December 2014 and 2013

(Expressed in thousands of CDF)

ASSETS	2014	2013
Treasury and interbank operations		
Cash and balance with Central bank and other banks	222 335 503	263 367 777
Loans and advances to banks	6 528	1 829
Treasury bills	36 130 000	15 000 000
Total treasury and interbank operations	258 472 031	278 369 606
Operations with clients		
Bills receivable	3 344 481	4 259 594
Loans and other overdrafts to clients	235 477 552	210 827 390
Total operations with customers	238 822 033	215 086 984
Other liabilities		
Prepaid expenses and others	5 637 024	5 436 431
Sundry debtors	9 670 885	8 525 889
Total other liabilities	15 307 909	13 962 320
Non current assets		
Net non-current assets	29 681 842	26 528 254
Securities portfolio	2 718 282	3 753 236
Deposits and guarantees paid	246 640	168 610
Total non-current assets	32 646 764	30 450 100
TOTAL ASSETS	545 248 737	537 869 010
OFF BALANCE SHEET		
Commitments given	153 057 714	188 074 844
Commitments received	637 679 991	553 025 958
Internal commitments	320 604 887	258 343 961
TOTAL OF OFF BALANCE	1 111 342 592	999 444 763

LIABILITIES	2014	2013
Treasury and interbank operations		
Due to Banks and Central Bank	3 188 406	5 069 417
Due to other banks	2 512	59 606
Total treasury and interbank operations	3 190 918	5 129 023
Operations with clients		
Deposits and current accounts	332 307 450	344 183 965
Term deposits	78 327 023	59 576 209
Other clients' accounts	13 154 445	19 801 688
Total operations with customers	423 788 918	423 561 862
Other liabilities		
Accruals and other liabilities	19 379 846	17 422 836
Sundry creditors	35 594 108	25 614 103
Total other liabilities	54 973 954	43 036 939
Non current liabilities		
Capital	4 982 000	4 975 769
Special and legal reserve	18 979 755	16 024 588
Revaluation reserve	10 778 374	9 718 396
Regulated provisions	6 193 896	6 116 529
Retained earnings	1 265 220	1 266 581
Net income	3 152 838	8 534 819
Shareholder's equity	45 352 083	46 636 682
Provisions for general risks, litigation and regulatory risks and losses	17 942 864	19 504 504
Total non-current liabilities	63 294 947	66 141 186
TOTAL LIABILITIES	545 248 737	537 869 010

Profit and loss statements for the years ending 31 December 2014 and 2013

(Expressed in thousands of CDF)

	2014	2013
Income from treasury and interbank operations	291 517	295 441
Expenses on treasury and interbank operations	(3 871)	(16 325)
Income from operations with customers	34 409 299	30 701 712
Expenses on operations with customers	(2 805 739)	(2 145 450)
Other operating income	38 468 915	39 566 664
Other operating expenses	(4 471 092)	(4 337 816)
Gross financial margin	65 889 029	64 064 226
Sundry income	9 303 438	8 136 932
General and administrative expenses	(25 417 832)	(24 352 154)
Staff expenses	(24 780 358)	(24 283 648)
Taxes	(807 417)	(1 166 908)
Operating profit before depreciation	24 186 860	22 398 448
Depreciation	(3 364 447)	(2 991 243)
Operating profit before tax and exceptional result	20 822 413	19 407 205
Profit on disposal of assets	429 458	178 322
Provisions, allowance and reversal	(8 593 685)	(2 378 029)
Exceptional incomes and expenses	(3 069 648)	(2 448 167)
Profit before tax	9 588 538	14 759 331
Income tax	(6 435 700)	(6 224 512)
PROFIT FOR THE YEAR	3 152 838	8 534 819

ASSIGNMENT OF BALANCE-SHEET RESULTS

(In Congolese francs)

The profit for the 2014 financial year stood at 3,152,838,455.86.

On the recommendation of the Board of Directors, on 12 May 2015 the General Assembly approved the allocation of the balance sheet results for the 2014 financial year as follows:

Legal reserve	315 283 845.50
Statutory reserve	2 837 554 610.36

After allocation of the balance-sheet income, the bank's capital amounted to **CDF 45,352,083,427.12** breaking down as follows (in Congolese francs):

CAPITAL	4 982 000 000.00
Legal reserve	4 787 780 665.00
Statutory reserve	17 267 740 338.26
Other reserves	77 072 571.07
Provision for recovery of capital	3 177 255 457.76
Provision on proceeds for property sold	3 016 640 935.92
Revaluation gains	10 778 373 511.71
Retained earnings	1 265 219 947.40
PROFIT FOR THE YEAR	45 352 083 427.12

THE REPORT BY THE STATUTORY AUDITORS ON THE FINANCIAL STATEMENTS AS OF 31 DECEMBER 2014

To the shareholders and board of directors of
BANQUE COMMERCIALE DU CONGO S.A. "BCDC"
Kinshasa, Gombe

In execution of the mission that was assigned to us by your meeting, we present our report on the financial year ending on 31 December 2014:

- ◀ the audit of the annual accounts of BCDC S.A. as they are attached to the present report;
- ◀ the checks and specific information required by the law.

The annual financial statements were adopted by the board of directors. It is our responsibility, based on our audit, to express an opinion on these annual financial statements.

Opinion on the annual financial statements

We have examined the financial statements, expressed in Congolese francs, of the Banque Commerciale Du Congo S.A. (BCDC S.A.) as of 31 December 2014. The financial statements comprise the balance sheet, the income statement, the statement of changes in equity, the cash flow statement for the year then ended, and a summary of significant policies and other explanatory notes.

Responsibility of the management for the financial statements

The management is responsible for the production and honest presentation of these financial statements in accordance with generally accepted principles in the Democratic Republic of Congo and the instructions of the Congo Central Bank. This responsibility includes: the design, implementation and monitoring of internal control relative to the production and honest presentation of the financial statements containing no significant anomalies, whether these result from fraud or errors; choosing and applying appropriate accounting methods and determining accounting estimates that are reasonable with regard to the circumstances.

Responsibility of the independent auditor

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. These standards require us to comply with rules on ethics and to plan and implement the audit to obtain reasonable assurance that the financial statements do not contain significant anomalies.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The choice of procedures is according to the judgement of the auditor, as is the assessment of the risk that the financial statements contain significant anomalies, whether these result from fraud or errors. When assessing risk, the auditor takes into account the internal control in force in the entity relative to the production and honest presentation of the financial statements, to determine the audit procedures that are appropriate in the circumstances, and not with the aim of expressing an opinion on the effectiveness of this internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements honestly present, in all significant aspects, the financial situation of the Banque Commerciale Du Congo as of 31 December 2014 as well as the financial performance and cash flows in accordance with accounting principles generally accepted in the Democratic Republic of Congo and the instructions and directives of the Congo Central Bank.

Checks and specific information

We also proceeded in accordance with the specific checks specified in article 713 of the uniform act relative to commercial company law and economic interest consortia.

We have no comment to make on the honesty and consistency with the annual financial statements of the information given in the management report from the board of directors and the documents sent to shareholders on the financial situation and financial statements of BCDC S.A.

1 April 2015
PricewaterhouseCoopers RDC SAS

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THE NETWORKS AND POINTS OF CONTACT IN THE DRC

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Western Union

The BCDC also had 37 Western Union counters on 31/03/2015.



THE NETWORK OF CORRESPONDENT BANKS

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- ◀ Deutsche Bank Trust Company Americas : **BKTRUS33**
- ◀ Citibank New York : **CITIUS33**
- ◀ ING Brussels : **BBRUBEBB**
- ◀ Natixis France : **NATXFRPP**
- ◀ Fimbank PLC Malta : **FIMBMTM3**
- ◀ Mauritius Commercial Bank Ltd : **MCBLMUMU**

CORRESPONDENTS IN EUR

- ◀ ING Belgium : **BBRUBEBB**
- ◀ Citibank London : **CITIGB2L**
- ◀ Commerzbank AG Germany : **COBADEFF**
- ◀ Natixis France : **NATXFRPP**
- ◀ Unicredito Italiano : **UNCRITMM**

CORRESPONDENTS IN ZAR

- ◀ Absa Bank South Africa : **ABSAZAJJ**
- ◀ Commezbank AG Germany : **COBADEFF**

CORRESPONDENTS IN OTHER CURRENCIES (CAD, CHF, GBP, JPY)

- ◀ Commezbank AG Germany: **COBADEFF**

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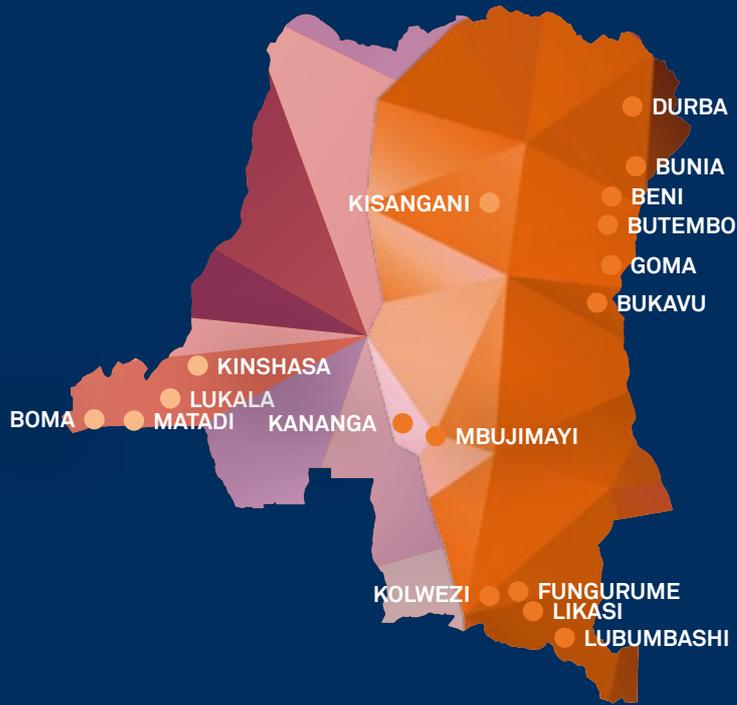
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