



Orabank
un partenaire à votre écoute

2019 Integrated REPORT



Our value creation in 4 strategic axes

Agir et interagir en faveur
d'une finance responsable et
éthique

Être reconnu comme un
employeur de référence

Être un acteur du
développement économique
et social de l'Afrique

Soutenir économiquement la
protection environnementale

See our 2019 integrated report in interactive format
<https://orabank.isivalue.com/>

SUMMARY

EDITORIAL	3
GOVERNANCE ET ETHIQUE	6
PROFIL	7
VISION ET VALEURS	13
MODELE D'AFFAIRES	14
STRATEGIE RSE	15
CONTEXTE	16
ENJEUX	18
PILOTAGE RSE	21
FEUILLE DE ROUTE STRATEGIQUE	23
NOS ENGAGEMENTS	24
TRANSPARENCE	25
ETHIQUE ET DEONTOLOGIE	27
GOVERNANCE RESPONSABLE	29
ENGAGEMENT DES PARTENAIRES	31
EMPLOYEUR	33
CONDITIONS DE TRAVAIL	33
COMPETENCES	38
DIVERSITE ET INCLUSION	41
AFRIQUE	43
DEVELOPPEMENT LOCAL	44
INCLUSION FINANCIERE	46
SOLIDARITE	47
ENVIRONNEMENT	51
GESTION ENVIRONNEMENTALE	54
CROISSANCE VERTE	55
PERFORMANCE	60
PROTOCOLE DE REPORTING	61
INDICATEURS	64
RESULTATS FINANCIERS	66
DISTINCTIONS	69
INDEX GRI	71
INDEX0DD	74
INDEX BRVM	76
GLOSSAIRE	77
PUBLICATIONS	78
RAPPORTS	79
ETATS FINANCIERS	80
POLITIQUES ET CHARTES	81
#COVID-19	82

Regards croisés

Notre responsabilité sociétale s'inscrit au cœur de notre modèle de croissance et de notre stratégie d'entreprise. Nous nous sommes engagés en faveur d'une plus grande transparence et pertinence de nos actions envers nos parties prenantes.

GRI 102-14

WORD OF THE CHAIRMAN



"More than ever, in an unprecedented crisis, our goal of maintaining quality of service to our customers remains a priority. We continue to explore opportunities for entry into carefully selected markets with good growth prospects. Our teams continue their efforts to achieve a satisfactory result for our shareholders. "

Vincent LE GUENNOU

Chairman of the Board of Directors of the Orabank Group

Our Values for Growth

The world is facing a pandemic of unprecedented magnitude, leading to both a health and economic crisis, and we must ensure our resilience in a more chaotic and challenging environment. The health crisis in VID-19 remains the event that could have an impact on the group's performance and we are preparing to limit, as far as possible, the effects of this crisis on our activities, with the support of the central banks and certain states in our areas of presence. In response to VID-19, the group took the necessary measures very quickly to continue to serve our customers while ensuring their safety and that of our employees, in accordance with the recommendations of the authorities.

Results 2019

The Orabank Group has experienced remarkable growth with a potential for economic growth in all its countries of presence, notably in Côte d'Ivoire, due, inter alia, to the low bank penetration in the region and the dynamism of the Group which is able to respond as closely as possible to market demands. Orabank presents an integrated model with the adoption by all the Group's subsidiaries of a single banking operating system that strengthens the efficiency and performance of the entities. The Group has a decentralized decision-making process that ensures both effective control and responsiveness of our subsidiaries. Moreover, opportunities for development through external growth through acquisitions, particularly in Central Africa (Cameroon, Congo) are emerging and are supported by external sources of financing. Oragroup is also a large fundraising capability, embodied in several operations in recent years: the 2013 bond loan, the recent issuance of cash notes (in september 2016, in may 2017) and, of course, the 100% public offer to sell at the end of 2018.

For the Orabank Group, 2019 marks a turning point, following its introduction into the regional stock market (BRVM). The results for 2019 are very satisfactory for all its professions. They are characterized by a dynamic of growth resulting from the performance of the business centers and the organization set up and provide a solid basis for pursuing our objectives in a context now marked by the health crisis. We are honored with an AFRICAN BANKER AWARD award, which ranks Orabank as the best regional bank in West Africa for the third time after the awards in 2015 and 2017.

The Group closes the financial year 2019, with a total balance sheet of 2,634 billion FCFA, an increase of 22% compared to 31 December 2018, a net result growing by 47%, a network of 157 dedicated agencies and points of sale and 2015 employees. Net Banking Product of the group amounts to 147 billion FCFA, an increase of 16% compared to 2018. This evolution shows the good performance noted on all revenue lines. The increase in overhead costs of 9.6% compared to 2018 is due to the strengthening of our teams from 1,853 employees at the end of 2018 to 2,015 in 2019 and the expansion of our network of agencies from 146 in 2018 to 157 in 2019. Our operating coefficient improved markedly from 72.2% in 2018 to 68.2% in 2019. The net cost of the risk is up 26% and is due to

the delay in recoveries that are expected to result in recoveries of provisions on almost all subsidiaries. The net result rose by 47% to 18.3 billion CFAF (compared to 12.5 billion in 2018). The mobilization of deposits is an ongoing priority for the Orabank Group, with a particular focus on low-paid resources. With a growth rate of 25% compared to 2018, we achieved a good performance in 2019 by collecting more than 360 billion CFA new resources after the 335 billion mobilized in 2018. Net credit to customers rose by 13% compared to December 2018, with close to 160 billion net repayments of direct credit to the economy for all our countries of presence. We have made capital increases for subsidiaries in Benin, Côte d'Ivoire and Chad. The capital increase in Chad is awaiting the validation of the regulator.

Prospects 2020

As the current health crisis has a serious impact on economic activity, the outlook for 2020 will be highly impacted, and the situation resulting from this crisis remains a major source of uncertainty. It has already resulted in a sharp decline in activity in all countries. The short-term outlook will thus be influenced by the responses of central banks and governments to several major challenges. In the long run, the growth potential of our markets remains high. Economic policies will need to find ways to finance growth that maintain a sustainable level of leverage. Stronger mobilization of domestic savings, locally invested capital, and increased intra-African trade appear to be credible avenues. In this context, the group notes uncertainty due to the slowdown in activities and anticipates that growth may decline in 2020. Our goal of maintaining high levels of customer service remains a priority. We continue to explore opportunities for entry into carefully selected markets with good growth prospects. Despite a challenging environment, our teams continue to strive to achieve a satisfactory result for our shareholders in strict cost discipline and rigorous risk management. The Board of Directors, which I have the honor to chair, thanks the Board members for their guidance and support, and all employees for the efforts they are all making together to achieve these great advances that will enable us to develop our future banking group in a sustainable way.



WORD OF THE DIRECTOR GENERAL



"The Group is aware of its share of responsibility for the current challenges of sustainable development as an economic actor, and is committed to a social responsibility approach that enables it to participate in the sustainable economic development of the countries in which it is present, while ensuring the overall performance of the Group."

Ferdinand NGON KEMOUM

Director / Director General of Orabank Group

Consciousness and responsibility as a lever of performance

The year 2019 has dedicated our best growth strategy over 10 years, with ever-increasing activities, improved performance and profitability. This financial development has also been supported by the strengthening of our teams and the development of our network of agencies to ensure that we are closer to our clients and partners who are our raison d'être. I would like to take this opportunity to thank them for their continued confidence, not to mention our teams who serve them on a daily basis with professionalism, rigor and responsiveness. With our 2019 results, we are confident and confident that we will continue our vision of building a leading banking group that will contribute to financing the sustainable development of an emerging Africa. The global pandemic at COVID 19 will force us to do more, but it also strengthens our determination to move forward.

In terms of resource mobilization, we continue our policy of diversifying the base of our customer deposits while remaining resolutely open to the resource opportunities offered by multilateral institutional players and at the same time being a regular issuer in the capital markets of our countries of presence.

As regards the financing of our clients, we want to remain selective on the quality of our commitments and at the same time innovative in our procedures and accompanying modalities. As a committed player in the development of Africa, we will be actively involved in finding solutions that will enable SMEs and TPMEs in our countries to cope with the consequences of the Pandemic in Covid 19.

Accelerating financial inclusion

For the Orabank Group, it is through digital and digital technology that we will be able to accelerate the banking and financial inclusion of Africa. We are adopting new applications with the desire to transform our value proposition. The deployment of the digitalization strategy allows us to reach a wider target while diversifying our sources of revenue. In the sub-Saharan region, we can expect a major surge in financialization via mobile. We position ourselves on this new customer segment with more suitable products. In July 2019, we launched the second phase of the Digital Financial Services (DFS) project. This phase of the project will enable us to offer our clients innovative products tailored to their needs and contribute positively to the transformation of the economies of our countries of presence.

Corporate Social Responsibility (CSR) is at the heart of our business, and our group is working to create integrated value, not only for our performance in terms of financial results but also integrating the nature of the resources committed to achieving these results and the impact of these on our stakeholders and society in general. We continue to mobilize all employees around these objectives while welcoming their commitment to serving our clients and supporting the development of our activities. We set specific goals for our societal contribution to Africa that you can discover in this integrated 2019 report that outlines our commitments and results in support of the UN SDGs.

GOVERNANCE AND ETHICS

The Orabank Group is actively committed to the countries in which it is present. Ethics, accountability and transparency are at the heart of our corporate responsibility. We are proud of our raison d'être: Growing up together, and for Africa.



"In a context of profound change, the Orabank Group continues to ensure that it meets the best international standards in management, particularly in governance. In this regard, we recognize the primacy of risk management. "

Sheik Tidiane NDIAYE

Deputy Director General of Orabank Group





GRI 102-14

Chiffres clés

GRI 102-07



Orabank Group

GRI 102-01

Orabank: Engaged, Bold, with you

The Orabank Group is a citizen bank, listening to its clients and partners, working to create a new model where the bank provides responsible service to its stakeholders and civil society. Founded in 1988, Orabank is a group whose growth has been accelerated by both the purchase of local and regional banks and sustained organic growth. Since 2009, Orabank has grown to a pan-African dimension of 12 countries of operation. This strong growth was accelerated, in particular, by the acquisition of the network of Regional Solidarity Banks (SRBs) in 2013 and the consolidation of its location by the creation of banks in West and Central Africa.

Products and Services

GRI 102-02

A wider range of banking products and services

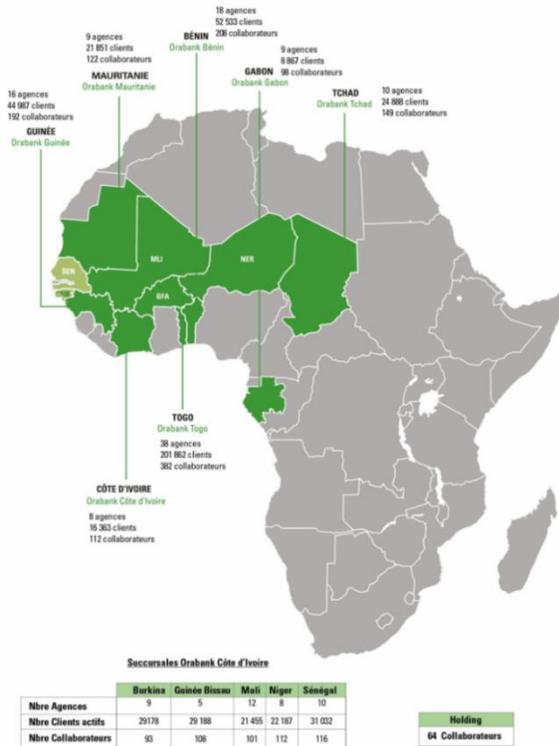
Orabank entities have universal banking activities centered around the Retail Bank, the Bank of Large Enterprises and the Digital Bank.

Headquarters

GRI 102-03

392 Plantains Street
 B.P. 2810 - LOME
 TOGO
 Tel: +228 22 23 05 80
 Fax: +228 22 20 48 51





Local presence at the service of growth

The Financial BC Group was established in 2000 in Lomé. Following a series of new developments and acquisitions, the Orabank Group is now present in 12 countries in West and Central Africa, spread over four currency areas: Benin, Burkina Faso, Côte d'Ivoire, Gabon, Guinea, Guinea-Bissau, Mali, Mauritania, Niger, Senegal, Chad and Togo) through the Orabank network.

In 2011, the group changed its name to Oragroup SA. Oragroup is an Anonymous Company (SA) of Togolese law and has a duration of 99 years. The Group's strong growth was enabled by the acquisition of the network of regional solidarity banks (SRB) in 2013.

Legal form

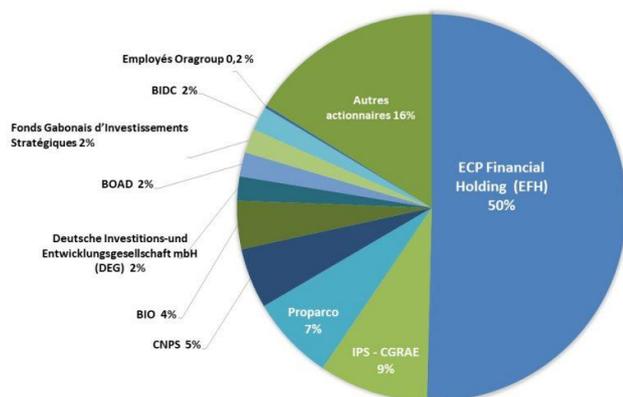
GRI 102-05

A stable shareholder

Oragroup SA is a holding company with a financial participation, set up in the form of an Anonymous Company with Board of Directors and registered in the Register of Trade and Credit Mobilier de Lomé under n°2000 B 1130. Capital of 69 415 031 000 F CFA. The Orabank Group is mainly owned by Emerging Capital Partners (ECP), an investment fund dedicated to the African continent. Since ECP Financial Holding's entry into capital in 2008 and the change of name in Oragroup, the Group has gradually acquired a universal bank size to become a pan-African reference banking group.

Oragroup held its ordinary general meeting on Monday, June 29, 2020 in Lomé, for approval of the company's financial statements for the year ended December 31, 2019, issued in accordance with International IFRS.

Share ownership of Orabank Group as at 31 December 2019



Growth Steps

GRI 102-04

Since 2008, the size of Oragroup has increased by 9 times thanks to strong organic growth and successful acquisitions.

- 1988 Start of our activities in Benin
- 1992 Opening in Chad
- 2002 Start-ups in Gabon and Guinea
- 2003 Opening in Togo
- 2009 Acquisition by ECP of 100% of Financial BC SA
- 2009 Acquisition of a minority share of BACIM Mauritania
- 2011 Financial BC SA becomes Oragroup SA
- 2011 Financial Bank becomes Orabank
- 2012 Oragroup takes the majority of the capital of BTD
- 2013 Acquisition of the BRS Group
- 2014 BRS Group banks become Orabank
- 2015 Fusion of Orabank Togo and BRS Togo, Fusion of Orabank Benin and BRS Benin
- 2019 Introduction to the BRVM on April 16, 2019 at 4 100 CFA Francs l'action

PRINCIPLES OF GOVERNANCE

Principes de gouvernance du Groupe Orabank

La gouvernance au cœur de la responsabilité d'entreprise et de la performance globale. Orabank s'appuie sur une organisation claire, transparente et efficace de sa gouvernance. Nos administrateurs s'engagent avec loyauté et peuvent justifier à tout moment de leur honorabilité. Ceux-ci sont annuellement évalués suivant un modèle interne (autoévaluation) ou externe (par un prestataire externe).

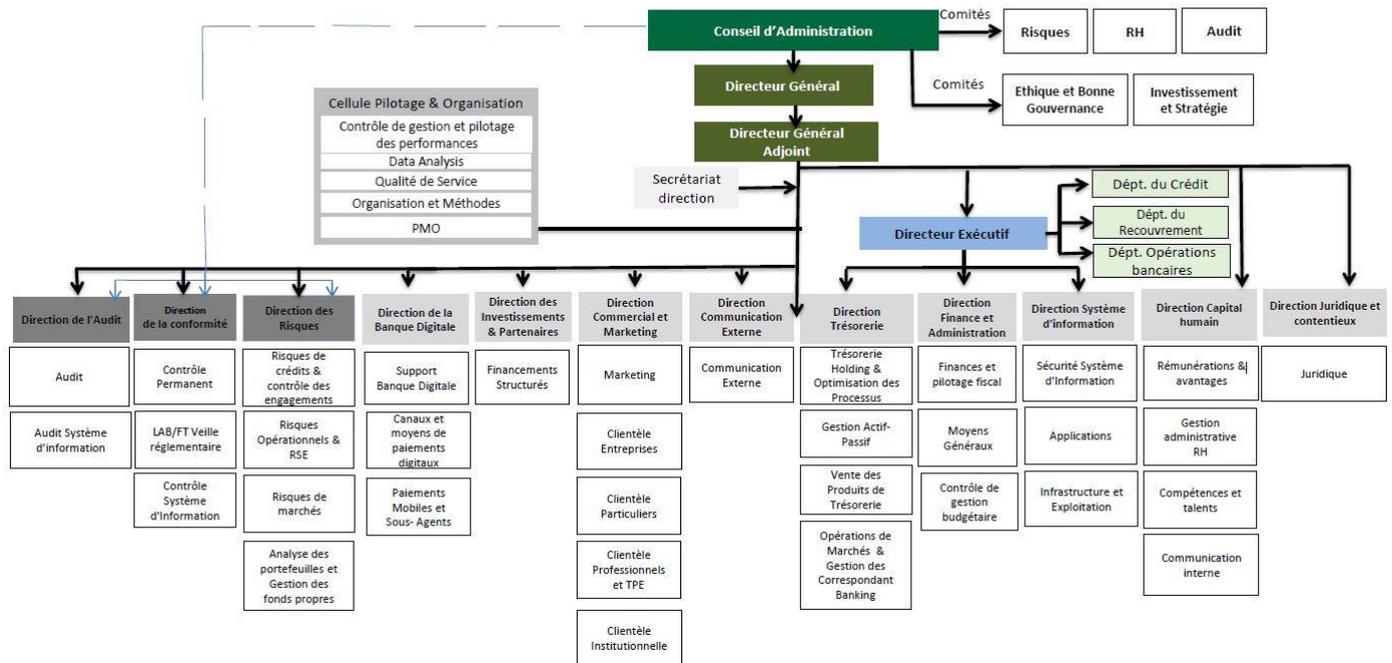
GRI 102-14



Governance

GRI 102-18

The Board of Directors determines the strategic orientations of the Group's activity and ensures their implementation by the Directorate General. This general mission is set out in these terms in the Governance Charter of our banking group.



Board of Directors

GRI 102-22

Composition of the Board of Directors

Oragroup is administered by a Board of Directors composed of 9 Directors, including 3 seats assigned to independent staff. All of Oragroup's subsidiaries have a Board of Directors. The Councils have a balanced composition between independent and executive directors, and meet several times per year.

As of 31 December 2019, the nine members of the Board of Directors are:

- Mr. Vincent LE GUENNOU
- Mr. Ferdinand NGON KEMOUM
- Mr. Brice LODUGNON
- Mr. William NKONTCHOU
- Madame Anne Claire GREMEAUX
- Mr. M'Baye THIAM
- Mr. François KLITTING (independent)
- Mr. Alassane BA (Independent)
- Mrs. Marie Ange SARAKA YAO (Independent)

On 10 December 2019, the Commission experienced the change of the permanent representative of the controlling shareholder ECP Financial Holding LLC. For example, Mr. Hurley DODDY, former Permanent Representative, gave his place to Mrs. Anne-Claire GREMEAUX, new Permanent Representative.

In accordance with the governance agreements between the shareholders of the Company, three natural persons designated by the shareholders DEG, BIO and PROPARCO also participate in the meetings of the Board of Directors as observers (without voting rights).

Presidency

GRI 102-23

Mr. Vincent Le Guennou, appointed since 2009, is the Chairman of the Board of Directors.

Appointment of Members

GRI 102-24

The term of office of the members of the Council shall be 3 years, renewable.

Regulatory provisions for regulated conventions are strictly adhered to.

Ethical governance

GRI 102-25

The Board of Directors shall ensure that at least 1/3 of its members are independent directors, according to the recommendations of Circular No. 01-2017/CB/C on the governance of credit institutions and financial companies of the UMOA. An Administrator is independent when he has no relationship of any kind with

the Corporation, its Group or its Directorate, which could jeopardize the exercise of his freedom of judgment.

The Board of Directors debates annually on the report of the Governance Committee on the status of independence of each Independent Administrator in relation to the criteria set out in Circular No. 01-2017/CB/C on governance. The Board of Directors considers the following directors to be independent:

- Mrs. Marie-Ange SARAKA YAO
- Mr. François KLITTING
- Mr. Alassane BA.

There are no conflicts of interest between the Independent Directors and the Corporation.

Directors behave loyally towards society. They must show courage, transparency, integrity and discernment. At any time, they must be able to justify the honesty necessary for the performance of their mandate. They must be available and actively involved in the execution of the tasks and tasks entrusted to them.

An Ethics and Good Governance Committee has been established to collect and address all ethical, ethical and governance issues. It is one of the most active Committees of the Board of Directors of the Orabank Group, which in 2015 adopted a Governance Charter applicable to all of the Group's agents and managers and a Rules of Procedure of the Board of Directors.

In addition to the rules governing the functioning of the Board of Directors laid down in the statutes of the Company, the Board of Directors has a Rules of Procedure which define the rights and duties of the Directors and specifies the procedures for the functioning of the Board and its specialized committees in accordance with the statutes, and a charter of the Director

How the Board of Directors works

GRI 102-26

The Board of Directors shall be vested with all the powers of administration of the Company, subject only to the limits laid down by law and by the statutes.

For example, the Board of Directors has the following functions:

Define and approve the Group's overall strategy, overall governance framework, corporate culture, principles and values.

Assume ultimate responsibility for the financial soundness of the Company and its compliance with the legal and regulatory provisions governing its activities.

To be effectively involved in the activities of the Company, in accordance with its legal, regulatory and statutory responsibilities, by informing itself of significant changes arising from the economic or operational environment of the establishment and acting in a timely manner to protect the long-term interests of the Group.

The Council shall establish the calendar of its meetings, the frequency of which, unless an urgent meeting is necessary in the interests of the Company, shall be quarterly. He is summoned by letter sent a dozen days in advance. The documents for which review is necessary for the decision of the directors shall be attached to the call or transmitted within the following days and at least seven (7) days before the meeting of the Board. The Board of Directors shall discuss its composition, organization, operation and evaluate its work at least once a year. The minutes of each meeting are approved at the next meeting. The Board of Directors shall meet at least 4 times a year, at the invitation of its President. During the financial year 2019, the Council met seven times. The average length of meetings is 4 hours and the average attendance rate of directors at regular meetings was 86 per cent. The Board of Directors devoted most of its work to governance, monitoring the activity, reviewing annual, semi-annual accounts and regulated information, the strategy and its implementation and the preparation of the Annual General Meeting. It shall take up, within the limits of the social object, any matter of the good working of society and shall rule by its deliberations matters concerning it, subject to the powers expressly conferred by law on the General Assemblies and the Director General. Without prejudice to the legal and regulatory provisions in force, the Group has set up specialized committees to assist the Council in its deliberations and decisions.

These committees are:

1. Investment and Strategy Committee
2. Audit and Compliance Committee
3. Human Resources and Compensation Committee
4. Risk Committee

5. Ethics Committee, Good Governance and Appointment

The terms of reference and rules of operation of each of these committees are defined by their charters, which have been validated and adopted by the Council. These charters have also been brought into line with the provisions of Circular No. 01-2017/CB/C on the governance of credit institutions and financial companies.

Continuous training

GRI 102-27

In parallel with the evaluation, targeted training is organized for all on the standards and issues of good governance. In 2018, a training session was held for the Directors and Group Directors on the impact of Banking Commission circulars on the activities of UMOA banks.

Evaluation of the Board of Directors

GRI 102-28

The Board of Directors conducts an annual evaluation of its operations with a view to conducting an introspection on its performance, through both individual and collective contributions from directors, making the necessary adjustments and highlighting the training needs of directors.

In 2015, a first self-assessment of directors took place, led by the Council's Ethics and Good Governance Committee. Since 2017, it has been combined with an evaluation conducted by an external firm. The evaluation system of our administrators is also based on the ethical and ethical issues.

The 2019 review was carried out with the members of the Board of Directors in mid-June 2020. This process, which included an investigation that was reviewed and analyzed by the Nomination Committee for presentation to the Council, resulted in new areas of progress that were discussed and discussed in the Board of Directors.

Diversity of the Board of Directors

GRI 405-1

The Board of Directors is composed of two women, Mrs. Anne Claire GREMEAUX and Mrs. Marie Ange SARAKA YAO. The Board of Directors shall ensure that its composition equitably reflects the voting rights of its shareholders and the internationalization of the Group's activities, including the presence of directors of different nationalities and cultures.

Remuneration of governance bodies

GRI 102-35

GRI 102-36

The Directors shall be entitled to official allowances, the amount of which, fixed annually by the General Assembly, shall be apportioned by the Board of Directors. The amount of the administrative allowances paid to the Directors was regularly brought to the attention of the Auditors.

Corporate Social Responsibility (CSR) is at the heart of our business, and our group is working to create integrated value, not only for our performance in terms of financial results but also integrating the nature of the resources committed to achieving these results and the impact of these on our stakeholders and society in general.

The Directorate-General sets goals for social contributions to Africa and validates annually the integrated report that presents our commitments and results supporting the UN SDGs and based on recognized international frameworks such as GRI standards and PRI principles.



Our values

GRI 102-16

Our raison d'être: Growing together, and for Africa

Starting point of a virtuous chain, we actively contribute to the sustainable development of all. Knowledge of our local markets makes us a key player in Africa's economic development.



Orabank is a committed and close player, involved in the development of Africa through the financing of projects related to education, infrastructure, renewable energy, agro-industry, entrepreneurship, etc. We support our individual clients, businesses, institutions, traders, peasants by setting out our values in our way of working and in our customer relationship:

- Orabank has a human personality: We are concerned about the welcome and well-being of our guests;
- Orabank, a committed figure: We are committed to actively participating in the sustainable development of Africa;
- Orabank, a bold personality: We are on the verge of progress, we do not hesitate to experiment with new territories to move forward together.

It is not a slogan, it is a reality experienced daily by each of us to accompany our customers. It is by supporting the private sector that we, as a banking group, make the most effective contribution to creating even more wealth and jobs. It is by financing infrastructure programs for a more competitive Africa, and it is by valuing local savings that a bank boosts our economies. This is our collective and shared ambition to create value and grow together and for Africa. Our strategy and brand platform is based on 2 pillars:

- The experience that the Orabank brand has gained and which gives it legitimacy in our markets and in the public;
- The experimentation our brand needs to reinvent itself in a world of continuous change.



Integrated Value

GRI 102-20

Our Integrated Value Creation Model

Ressources	Croissance	Résultats	Impacts		
Nos ressources en capitaux	Notre modèle de croissance	Les résultats pour nos parties prenantes	Nos impacts envers la société		
HUMAIN <ul style="list-style-type: none"> Une politique RH pour renforcer le capital humain +2 000 collaborateurs 	<p>RESSOURCES</p> <p>ATTIRER ET MOBILISER DES RESSOURCES. FIDÉLISER LES BAILLEURS DE FONDS.</p> <p>↓</p> <p>PROCESSUS ORGANISER DES PROCESSUS ET CRÉER DES OUTILS EFFICIENTS.</p> <p>↓</p> <p>PRODUITS COMMERCIALISER LES PRODUITS ET SERVICES DE LA BANQUES.</p> <p>↓</p> <p>DISTRIBUTION COMMERCIALISER LES PRODUITS ET SERVICES DE LA BANQUES.</p> <p>↓</p> <p>RÉSEAU NOUER ET PÉRENNISER DES PARTENARIATS.</p> <p>↓</p> <p>GESTION GÉRER ET CONTRÔLER LE CYCLE DE VIE DES PROJETS.</p>	PARTENAIRES INTERNES <ul style="list-style-type: none"> Un employeur reconnu et responsable Des opportunités de carrière 	<p>OBJECTIFS DE DÉVELOPPEMENT DURABLE</p>		
FINANCIER <ul style="list-style-type: none"> Les capitaux apportés par les investisseurs La capacité d'auto-financement générée Les emplois financiers Un Produit Net Bancaire de 147 milliards de CFA 128 milliards FCFA en capitaux propres part du Groupe 		INVESTISSEURS <ul style="list-style-type: none"> Solidité de la situation financière Ratio de de solvabilité de 14% Résultat Net en forte hausse de 50% En 11 ans, la taille du Groupe multipliée par 14 Les dépôts clientèle par 11 et les crédits clientèle par 15 		<p>ODD 1 PAS DE PAUVRETÉ</p>	
INDUSTRIEL ET INTELLECTUEL <ul style="list-style-type: none"> Un réseau de 157 agences Un réseau de partenaires bancaires Une plateforme et des applications digitales 12 pays dans 4 zones monétaires 		CLIENTS <ul style="list-style-type: none"> La banque digitale et une offre de services Des clients fidélisés et satisfaits Dépôts de clientèle = 1 823 milliards de FCFA Crédits clientèle = 1 366 milliards de FCFA Classée dans le TOP 5 des banques sous-région 1ère place au Togo 2ème place en Guinée Bissau et au Tchad 		<p>ODD 5 ÉGALITÉ ENTRE LES SEXES</p>	
		SOCIAL ET RELATIONNEL <ul style="list-style-type: none"> Relation client de proximité et de qualité Présence dans les réseaux +493 000 clients actifs + de 190 000 cartes en circulation 		RÉGULATEURS DE MARCHÉS <ul style="list-style-type: none"> Un engagement envers l'éthique, la conformité et le respect des normes internationales 	<p>ODD 7 ÉNERGIE PROPRE ET D'UN COUP ABORDABLE</p>
		ENVIRONNEMENT <ul style="list-style-type: none"> Utilisation optimisée des ressources naturelles Financement de projets en faveur de l'énergie propre 		INFLUENCEURS SOCIÉTAUX <ul style="list-style-type: none"> Une relation de partenariat ouverte Une contribution directe au développement durable de l'Afrique émergente 	<p>ODD 8 TRAVAIL DÉCENT ET CROISSANCE ÉCONOMIQUE</p>
				<p>ODD 9 INDUSTRIE, INNOVATION ET INFRASTRUCTURE</p>	
				<p>ODD 10 INÉGALITÉS RÉDUITES</p>	
				<p>ODD 13 MESURES RELATIVES À LA LUTTE CONTRE LES CHANGEMENTS CLIMATIQUES</p>	
				<p>ODD 16 PAIX, JUSTICE ET INSTITUTIONS EFFICACES</p>	
				<p>ODD 17 PARTENARIATS POUR LA RÉALISATION DES OBJECTIFS</p>	

CSR STRATEGY

The Orabank Group is committed to identifying the expectations of its stakeholders and the risks to which it is exposed. We build relationships of trust in order to provide appropriate answers.



Principaux impacts, risques et opportunités du Groupe Orabank

Le Groupe Orabank est engagé dans la diminution des risques, en particulier ceux en lien avec la crise sanitaire et le climat. Nous sommes mobilisés autour des ODD selon les attentes de nos parties prenantes et innovons pour contribuer à leurs cibles.

Introduction

GRI 102-15

African context

In a context of strong population growth where 40% of the population is under 15 and 82% of the economy is informal, the Orabank Group ensures the identification and understanding of both the major expectations of its ecosystem, the various risks it faces in its activities and the opportunities that its profession and territory presents to it. Like all companies, the Orabank Group, through its activities, interacts with its societal environment. The identification and analysis of the Group's impact on its environment is part of its sustainable development approach to guide its actions towards a reduction of negative effects and a valorization of positive effects, both for itself and for its stakeholders.

The VID-19 health crisis remains the event that could impact the group's performance. In response to VID-19, the group took the necessary measures very quickly to continue to serve our customers while ensuring their safety and that of our employees, in accordance with the recommendations of the authorities. Against the Covid-19 crisis, Africa must develop an inclusive strategy that takes into account its economic and social constraints. Two major factors in health systems will complicate the response to Covid-19 in Africa. First, the continent has a double burden of disease: that of endemic infectious diseases and that of Covid-19, which has just declared itself. Second, its capacity to provide intensive care is the lowest in the world. Social distancing seems difficult to implement on the continent, where the majority of the population lives on less than two dollars a day and the weight of the informal economy is considerable. In 2018, the sector employed 86% of jobs, according to an ILO study. This means that the vast majority of the inhabitants do not have a formal job with a salary that allows them to support themselves on a regular basis.

The Sustainable Development Goals (SDGs) defined by the United Nations set the social, environmental and economic challenges facing our world. The Orabank Group is mobilizing around these SDGs. On the basis of the expectations expressed by its stakeholders, its activities and the three commitments that shape its CSR policy, the Orabank Group mapped its contribution to the SDGs by identifying the intensity of the commitments and actions with reference to the detailed targets for each of the SDGs. The actions concern both the mitigation of societal risks and the development of opportunities contributing to sustainable solutions.

In Africa, there is evidence of shortcomings and trends that are reducing the continent's ability to grow.

Governance

- Weak state governance to change patterns, ensure private-sector growth, and develop financial markets.

Economic

- Strong growth in the WEMOA countries;
- Closing of liquidity in foreign currencies in oil exporting countries;
- Higher debt and more difficult and volatile financial conditions;
- Trend to protectionism.

Social

- Poverty rates still high;
- Water and sanitation, transportation, housing, energy and governance;
- Security threats and political uncertainty;

- Within 10 years, 11 million young Africans will enter the labor market every year.

Environment

- Insufficient electrical capacity;
- The need for access to reliable, sustainable and affordable energy;
- To help countries to ensure food security.

Impacts

The Group will accelerate its progress as a universal bank, while addressing developments in its banking ecosystem in line with the United Nations Sustainable Development Goals (SDGs):

- Strengthening the regional and international regulatory framework and the imminent implementation of Basel II/III;
- Establishment of the Credit Information Office (BIC) in the UEMOA space;
- Evolution of the bank's business model;
- Emerging new players offering opportunities for partnerships;
- Digital transformation and financial inclusion strategy;
- Development of projects with positive impact.

Risks

- Credit risks and consideration;
- Market Risks;
- Operational Risks;
- Risks of political instability;
- Legal Risks;
- Image and reputation risks.

Opportunities

The Orabank Group has long been committed to a continuous approach to reducing its main risks, particularly those affecting the environment. At the same time, thanks to its innovative capacity and its know-how, the Orabank Group is developing new products and solutions that provide a very wide range of opportunities to contribute to the challenges of sustainable development.

- Ecosystem changes;
- Strengthening the regional and international regulatory framework and the imminent implementation of Basel II/III;
- Establishment of the Credit Information Office (BIC) in the UEMOA space;
- Evolution of the bank's business model;
- Emerging new players offering opportunities for partnerships;
- Digital transformation and financial inclusion strategy;
- Development of positive impact projects;
- Growing economy;
- Potential of the banking market;
- Technological and regulatory developments;
- Digitalization opening opportunities for diversification;
- Opportunities for partnership with new players;
- Implementation of the BIC in UEMOA;
- Development of guarantee bodies.



Matérialité et parties prenantes

Le Groupe Orabank souhaite s'investir dans la réponse aux attentes de ses parties prenantes. Ainsi, nous avons réalisé une étude de matérialité en 2017 qui nous a permis de dessiner notre matrice de matérialité puis modérer notre stratégie.



"The Orabank Group's commitment is to develop a relationship of trust, both harmonious and lasting, with the various partners with whom we are led to work in the framework of our activities. We wish to provide answers that are adapted to their expectations. "

Ndèye Bineta Delphine NDIAYE
 Director of Communication

Material

In May 2017, Orabank conducted a materiality analysis with the support of the MATERIALITY-Reporting firm specialized in these studies. In order to map CSR issues, the Group followed GRI standards and international and sectoral benchmarks. A seminar brought together the communications directors of the 12 countries in the framework of a prospective work. The Directorate General has spoken on the key issues for the development of the Group. This multi-step issue study helped to draw the materiality matrix from which we built our strategic CSR plan.

Methodology

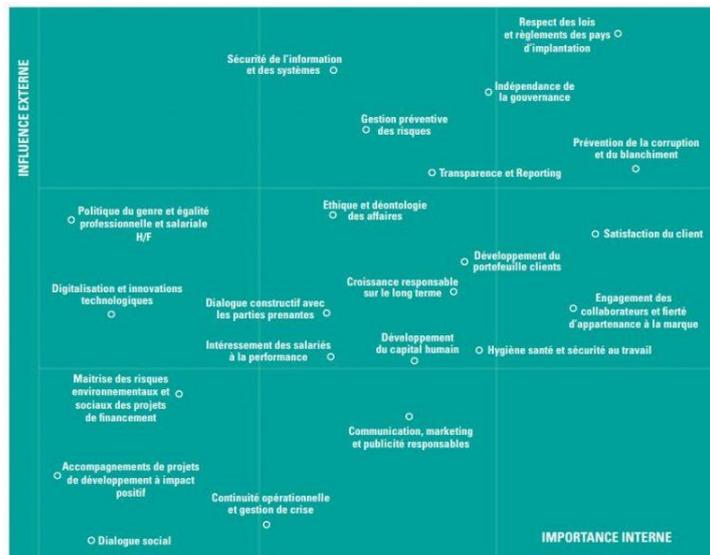
GRI 102-31

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Matrix

GRI 102-04

Our Materiality Matrix



Stakeholders

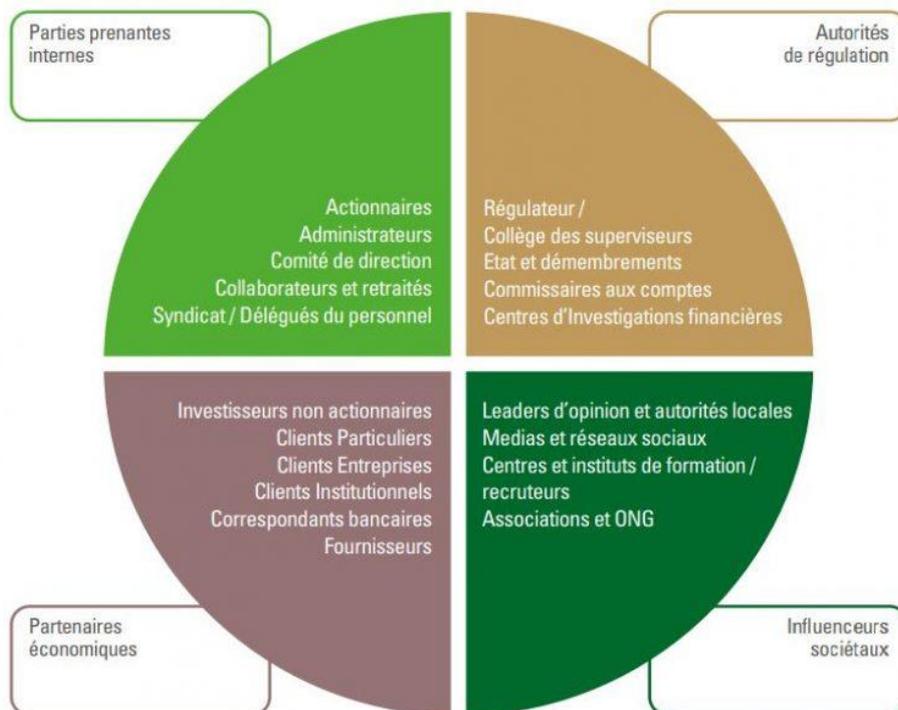
GRI 102-40

Identification and criticality of our stakeholders

We have carried out an important work in line with principle 1 of the ISO 26000 standard. The stakeholder engagement methodology is based on GRI standards. A literature review with an international and sectoral benchmark, followed by a study of the modes of dialog, enabled the segmentation of stakeholders into homogenous groups and subgroups. This stakeholder mapping was presented to the Steering Committee of the Communication Directorates of the countries where the company is located. A collaborative exercise was conducted to identify and validate the criticality of stakeholders.

Mapping

Cartography of our stakeholders



Themes

Identification of significant themes

In order to identify the relevant themes, an analysis of the sector's issues at the African and international levels was carried out on the basis of the most recognized benchmarks. 150 significant topics were considered and this list was reduced to 50 important issues for the banking sector. The steering committee then prioritized and identified 25 important issues for the Orabank Group.

Expectations Study

Stakeholder consultation

Orabank invited 2,300 key stakeholders, internal and external partners to respond to an online consultation. This survey shed light on strategic societal directions. Stakeholders spoke on the 25 most relevant issues. The materiality matrix provides an understanding of key stakeholder expectations and the issues on which the strategy is based.

Strategy

Definition of CSR Strategic Plan

This prioritization of issues allowed us to determine our new vision in 4 strategic directions and 11 CSR commitments.

Communication

GRI 102-33

Listening to our stakeholders

As a leading economic player, Orabank is aware of its share of responsibility for current and emerging issues. We are committed to a corporate responsibility approach that enables us to participate in the sustainable economic development of the countries in which we are established, while ensuring Orabank's overall performance.

We integrate the interests of our key stakeholders while having a pragmatic approach to our business. The quality of the service provided by Orabank Group to its customers depends on the men and women it employs, the commitment of the suppliers and partners with which it collaborates, and finally the confidence in the offer of products and services offered to its customers, investors or other beneficiaries

Concerns

GRI 102-04

Our stakeholder engagement plan

	Catégories	Attentes des parties prenantes	Modes de dialogue d'ORABANK
PARTIES PRENANTES INTERNES	<ul style="list-style-type: none"> Actionnaires ; Administrateurs ; Comités de direction ; Collaborateurs et retraités ; Syndicats/Délégués du personnel. 	<ul style="list-style-type: none"> Respect des décisions stratégiques/Bonne gouvernance ; Rentabilité ; Bonne gouvernance ; Communication transversale/atteinte des objectifs ; Conditions de travail favorables et bien-être / Reconnaissance et épanouissement professionnel/Egalité de traitement/Rémunération juste/Assistance ; Dialogue social/Respect du droit du travail ; Entraide sociale et épanouissement des collaborateurs. 	<ul style="list-style-type: none"> Réunions de CA ; Assemblées générales (O et EO) ; Rapport annuel ; Insertions presse (convocations) ; Plateforme web administrateurs ; Réunions périodiques des comités du CA ; PV des réunions des comités de direction ; PV des réunions des comités spécialisés ; Réunions régulières (hebdomadaires)/Mail/Site internet/SMS/Affichage/journal interne ; Town hall ; Négociation des accords sociaux (collective aux banques et interne) ; Mails/courriers/...
PARTIES PRENANTES EXTERNES	PARTENAIRES ECONOMIQUES <ul style="list-style-type: none"> Investisseurs non actionnaires ; Clients Particuliers ; Clients Entreprises ; Clients Institutionnels ; Correspondants bancaires ; Fournisseurs. 	<ul style="list-style-type: none"> Transparence et rentabilité ; Bonne gouvernance ; Personnalisation de service/Tarification transparente/Produits et services adaptés à leurs besoins spécifiques/Accompagnement et conseil dans leur développement ; Conformité et transparence ; Délais de règlement ; Gestion de la maîtrise des risques. 	<ul style="list-style-type: none"> Site internet ; Mails/courriers/SMS/Reporting/supports de communication ; Campagnes publicitaires et d'appel ; Street marketing ; Questionnaires ; Animation sur les réseaux sociaux (Facebook, Instagram...); Rencontres à l'agence ou sur les lieux événementiels ; Rapport annuel/Visites des partenaires bancaires ; Lettre de confort ; Plaintes sur les réseaux sociaux.
	AUTORITES DE REGULATION <ul style="list-style-type: none"> Régulateur / Collège des superviseurs Etat et démembrements ; Commissaires aux comptes ; Centres d'investigations financières. 	<ul style="list-style-type: none"> Conformité réglementaire et respect des normes ; Transparence ; Création de richesse (développement de l'économie locale-richesse et création d'emplois directs et indirects) ; Distribution de richesse (impôts et taxes) ; Lutte contre les pratiques non éthiques ; Bonne collaboration / Approche partenariale et solidaire sur les questions sensibles ; Bonne gouvernance et gestion préventive des risques ; Authenticité et fiabilité du reporting des informations communiquées. 	<ul style="list-style-type: none"> Reporting ; Convocations à des réunions ; Missions et rapports de contrôle ; Publications officielles ; Formations organisées par la Banque Centrale.
	INFLUENCEURS SOCIETAUX <ul style="list-style-type: none"> Leaders d'opinion et autorités locales ; Médias & réseaux sociaux ; Centres et instituts de formation/recruteurs ; Associations et ONG. 	<ul style="list-style-type: none"> Respect des traditions, du patrimoine et de la culture ; Transparence sur la santé financière et les actualités de l'entreprise ; Sujets de société (politique et religion) ; Soutien et solidarité/Accompagnement ; Transparence des informations sur les produits et services ; Intermédiation avec les consommateurs ; Respect des engagements envers la société civile. 	<ul style="list-style-type: none"> Crieur public (nocturne) ; Griot (porte-parole délégué) ; Délégation formée pour communiquer ; Animation des émissions sur les radios locales ; Conférences de presse ; Réponses aux messages sur les réseaux sociaux ; Demandes et protocoles de partenariat ; Campagnes envers le grand public.

Dialog

GRI 102-43

Approach to our involvement

The Group has maintained relationships with its stakeholder ecosystem for many years. The experience of this dialog allows for a better identification of social, environmental or economic issues and risks. The continuous observation of the changing expectations, needs and constraints of civil society promotes a better mutual understanding. The benefits of this are better prevention of risks and conflicts and adaptation of the Group's orientations to world, sociological, technological or institutional developments and the development of opportunities for value creation on these topics.



"In 2019, in order to make our employees aware of the CSR approach, we deployed a complete course of acculturation to CSR. It is aimed at all our employees and increases knowledge and understanding of the issues, risks and opportunities of our societal strategy. "

Erika-Christelle Johnson
Business Risk and CSR Manager

Approach

GRI 102-15

A proactive approach in favor of CSR

Our societal responsibility is at the heart of our growth model and our corporate strategy. We are committed to greater transparency and relevance of our actions to our stakeholders. We have no regulatory reporting obligations. However, we are committed to a proactive and voluntary approach. Our aim is to continue to make progress in the deployment and communication of our CSR performance (Corporate Social Responsibility).

At a training seminar organized in 2017 with all the Group's Communication teams (Holding and subsidiaries/branches), communication guidelines were taken under the direction of Delphine Ndiaye, Director of Communication of the Group. In 2018, a new seminar made progress in understanding the strategic roadmap.

In 2020, an RSE digital learning program is available on the Group's e-learning platform and the aim is to train +2000 employees in CSR according to 3 levels of integration.



The Orabank Values



Ms Delphine NDIAYE, Director of Communication of the Orabank Group presents Orabank values

Reporting

GRI 102-32

A commitment to transparency

For the 3rd consecutive year, we publish the reporting of our integrated approach, within a framework of joint presentation of our financial and non-financial information. A strategic roadmap has completed the reflection to formalize Orabank's strategic directions. The integrated reporting has been validated with Orabank's General Management and presented to the Board of Directors and principal shareholders.

International

GRI 102-12

Support for international external initiatives

The Orabank Group adheres to international initiatives in compliance with and application of the guiding principles they promote.

Universal Declaration of Human Rights
United Nations Sustainable Development Goals (SDGs)
International Labor Organization (ILO)
GRI standards
The IIRC Integrated Reporting Framework
PRI (Principles for Responsible Investment)

Local Actions

GRI 102-13

Support for local and sectoral actions

In our countries, we support local partners who offer responsible and ethical commitments.



The Orabank Group's CSR strategy is divided into 4 strategic axes and 11 commitments. Progress targets have been set to measure our societal contribution.

TRANSPARENCE <u>Agir et interagir en faveur d'une finance responsable et éthique</u>	EMPLOYEUR <u>Être reconnu comme un employeur de référence</u>	AFRIQUE <u>Être un acteur du développement économique et social de l'Afrique</u>	ENVIRONNEMENT <u>Soutenir économiquement la protection environnementale</u>
<p>ÉTHIQUE ET DÉONTOLOGIE</p> <p>Ancrer une culture d'entreprise basée sur l'éthique, la conformité, l'intégrité et les codes reconnus de déontologie</p> <p>100 % des collaborateurs et partenaires sensibilisés aux valeurs de la marque Orabank</p> <p>100 % employés à risque et des administrateurs ayant suivi une formation liée à la conformité et l'éthique</p> <p>100 % des employés à risque soumis aux tests internationaux de lutte contre la corruption</p> <p>100 % des transactions couvertes par les dispositifs de lutte contre le blanchiment</p> <hr/> <p>INDÉPENDANCE</p> <p>Maintenir une gouvernance efficace</p> <p>100% d'assiduité aux réunions des comités du Conseil d'Administration</p> <p>0 administrateur en situation de conflit d'intérêt</p> <hr/> <p>PARTENAIRES</p> <p>Nouer des relations de confiance, harmonieuses et pérennes avec nos différents partenaires</p> <p>75% des clients utilisent les offres digitales</p> <p>Plus de 90% des clients satisfaits de la qualité des services</p> <p>100% des documents émis répondent aux principes de la charte Communication Responsable</p>	<p>CONDITIONS DE TRAVAIL</p> <p>Offrir des conditions de travail attractives et motivantes</p> <p>100% collaborateurs bénéficient d'un entretien annuel</p> <p>98% de fidélisation des salariés les mieux notés</p> <p>Taux d'absentéisme < 3,5%</p> <p>100% des employés ont pris leurs congés annuels</p> <hr/> <p>COMPÉTENCES</p> <p>Accompagner et développer le capital humain</p> <p>100 % de salariés ont reçu une formation</p> <p>90% de taux d'adéquation poste/profil</p> <hr/> <p>DIVERSITÉ ET ÉGALITÉ</p> <p>Garantir la représentativité de la société et un traitement d'égalité des chances</p> <p>100% des tranches d'âge sont représentées dans l'effectif</p> <p>50% de femmes dans les postes à responsabilité</p>	<p>DÉVELOPPEMENT LOCAL</p> <p>Créer de la richesse locale pour nos partenaires et de l'emploi</p> <p>Plus de 20% de nos engagements de crédits en faveur des TPE et PME</p> <p>Encours de crédits pour le financement de l'entrepreneuriat féminin et des jeunes</p> <p>Encours de crédits en faveur de la micro-finance</p> <hr/> <p>INCLUSION BANCAIRE</p> <p>Favoriser l'inclusion économique et sociale grâce à nos offres digitales de service</p> <p>75% des clients utilisent les solutions de mobilité bancaire</p> <hr/> <p>SOLIDARITÉ</p> <p>S'engager dans le cadre d'actions solidaires régionales</p> <p>Au moins 1 action solidaire active par pays en faveur de la santé et éducation</p> <p>Au moins un programme par pays pour des produits d'épargne participatifs</p>	<p>GESTION ENVIRONNEMENTALE</p> <p>Augmenter la performance environnementale du Groupe</p> <p>100% des agences ont un système de gestion environnementale</p> <p>100% des agences pilotent efficacement leur consommation d'énergie</p> <hr/> <p>CROISSANCE VERTE</p> <p>Financer la croissance verte et soutenir l'investissement par des mesures d'adaptation au changement climatique</p> <p>150 millions FCFA de mandats en financements structurés</p> <p>6 milliards FCFA en projets soutenus dans le cadre de SUNREF</p> <p>Projets en développement en faveur de l'eau et l'assainissement</p>

OUR COMMITMENTS

The Orabank Group's CSR strategy is divided into 4 strategic axes and 11 commitments.

Transparence ▼

Employeur ▼

Afrique ▼

Environnement ▼



Transparence

**Agir et interagir en faveur
une finance responsable et
éthique**

DÉCOUVRIR NOTRE ENGAGEMENT DE
TRANSPARENCE



Employeur

**Agir et être reconnu comme
un employeur de référence**

CONNAÎTRE NOTRE DÉMARCHÉ
PROFESSIONNELLE



Afrique

**Participer activement au
développement de l'Afrique
et de ses communautés**

ADHÉRER À NOTRE MOUVEMENT



Environnement

**Financer et agir pour un
développement durable et la
protection de
l'environnement**

CONNAÎTRE LES MODALITÉS
D'INVESTISSEMENT

TRANSPARENCY

🏠 > Engagements > Transparence ▾

Agir et interagir en faveur d'une finance responsable et éthique

Ancrer une culture d'entreprise basée sur l'éthique, la conformité, l'intégrité et les codes reconnus de déontologie .

Éthique et déontologie Indépendance Engagement des partenaires



"Our commitment to compliance with our regulations and internal policies and procedures, with zero tolerance for unethical behavior, is a guarantee of the quality of our services to our clients. "

Moussa KONE
Compliance Director



"The legal protection of our Group is a priority objective to reduce the risk inherent in our operations. "

Guy TANKPINOU
Legal Director

Éthique et déontologie

Assurer des comportements éthiques et conformes à la loi, l'intégrité morale et une écoute sur ces sujets.

COMPRENDRE NOTRE ENGAGEMENT

Indépendance

Consolider la gouvernance participative, transparente et responsable

COMPRENDRE NOTRE ENGAGEMENT

Engagement des partenaires

Nouer des relations de confiance, harmonieuses et pérennes avec nos différents partenaires

COMPRENDRE NOTRE ENGAGEMENT

Strategic Roadmap in Ethics and Ethics (Continuous Control and Compliance, Internal Audit, Legal and Risk)

2017	<ul style="list-style-type: none"> • Réorganisation structurelle • Renforcement des dispositifs • Élaboration et processus de validation interne des manuels de politique et de procédures • Amélioration des processus et harmonisation des procédures de gestion
2018	<ul style="list-style-type: none"> • Poursuivre le renforcement du dispositif de contrôle • Opérationnaliser les manuels de gestion • S'aligner sur les normes Bâle 2 et 3 • Ramener le taux de dégradation du portefeuille global à moins de 12% en 2018 • Déployer des systèmes d'information et des outils de reporting auditables par filiale • Constituer une base de données de la documentation contractuelle • Instaurer un dialogue annuel et proactif avec les régulateurs
2019	<ul style="list-style-type: none"> • Inculquer la culture Conformité • Inculquer la culture des Risques • Développer la culture du contrôle et de l'auto-contrôle • Améliorer la qualité du portefeuille • Assurer une protection juridique renforcée de la banque
2020 +	<ul style="list-style-type: none"> • Poursuivre et développer la culture de Conformité sous toutes ses formes • Poursuivre et développer la culture du contrôle et de l'auto-contrôle • Poursuivre l'améliorer la qualité du portefeuille



"In 2019, ORAGROUP will continue to strengthen its governance, as part of the implementation of the new Circular 1, 2, 3, 4 and 5 of the Banking Commission, which came into force on 2 July 2018, and to strengthen the capacity of its staff to maintain a high level of service for clients, with a permanent focus on risk control and the preservation of the quality of its signature. "

Sylvie MAHOU LOE

Director of Internal Audit / Secretary of the Audit Committee of the Board of Directors

Compliance

GRI 102-11 / SDG 16

Compliance and Compliance

Orabank is committed to acting in accordance with laws and regulations and to combating illegal and unsafe practices. The Group's responsibility is to respect the various laws that are applicable, as well as the standards set by international institutions. Oragroup as a Holding holding bank shares, has been directly regulated by the Banking Commission since 1 January 2018. The new regulations allow for the strengthening of the capital of banking, better risk management and greater transparency of financial communication.

The Group has a well-established internal control system to identify, manage and monitor risks. Controls are designed to provide reasonable assurance that the risks facing the Bank are reasonably controlled. Internal audit and compliance functions play a key role in providing an objective view and ongoing evaluation of the effectiveness of the company's internal control systems.

The fulfillment of these commitments requires that managers and all employees respect shared ethical rules of conduct.

Ethical

GRI 102-17 / SDG 16

Ethics and professional ethics

Orabank is committed to anchoring a culture of ethics, ethics and integrity. The Group communicated the principles set out in the Orabank Group Code of Ethics to all of its employees. This Code sets the standards of professionalism and integrity required for Bank operations. It covers compliance with applicable laws, respect for professional secrecy, protection of confidential information, conflicts of interest, business

practices and customer behavior, corruption and strict adherence to the principles set out in the document, in order to eliminate the risk of illegal practices.

Anti-corruption

GRI 401-1 / SDG 8.5

Prevention of corruption and money laundering

Orabank is committed to implementing anti-corruption policies and transparency on the mechanisms of influence of the company and the responsibilities of its executive members. The banks of the Orabank Group, as commercial banks, are exposed to the risk of corruption, money laundering and terrorist financing. Orabank assists its teams in the appropriation of a culture based on integrity and the fight against practices not tolerated by the banking group. The Code of Ethics covers the issue of the prevention of corruption and money laundering and an ethical charter on the part of the prevention of corruption. Since 2012, anti-money laundering measures have been implemented, such as real-time monitoring of blacklists when entering into contact with a client or during banking transactions. We are developing a system for analyzing the profile of the AML/KYC (Anti-Money Laundering Compliance/Know Your Customer) customer.

In 2014, the Orabank Group adopted and implemented the alert policy, to encourage employees and all stakeholders, referred to as the "whistleblower", to report facts that could constitute serious violations of internal procedures and rules or criminal acts that could harm its reputation and interests. Any good faith whistleblower who has reported a serious violation or a criminal act in accordance with the procedures of the policy will be protected by the Orabank Group against possible retaliation.

In 2019, we can note the following developments and actions: the start of the project to update the LBC/FT procedures manual, the operationalization of an e-learning platform with training courses including the LBC/FT module, the Internal Audit Mission of the Directorate of Permanent Control and Compliance, the Joint Audit Mission of the Banking Commission, the preparation of guides (checklists) for compliance checks, the implementation of the DOS software ow Jones in all Group entities to manage high-risk clients (EPP, clients under sanctions, persons of special interest), change of name Direction Direction Monitoring and Compliance to Compliance under the new Circular, update of the account opening procedure with as pilot site, the subsidiary of TOGO, development of the compliance culture through LBC/FT compliance training for the attention of the Holding staff, training of staff of subsidiaries and branches in LBC/FT matters, training and monitoring visits of sub-agents, etc.



PUBLICATIONS

Nos politiques

L'ensemble de nos politiques et chartes sont disponibles via notre reporting.

[En savoir plus](#)



"In Orabank, as part of our day-to-day risk management, we have made a commitment to dedicate significant resources in order to develop a risk management culture and to ensure that all risks are effectively identified, measured, evaluated, managed and monitored. "

Assiba Ponou KOUASSI

Director of Risks / Secretary of the Risk Committee of the Board of Directors

Risk Management

GRI 102-30 / SDG 8.5

Risk governance

Orabank is committed to the continuous improvement of its system of identifying, assessing, monitoring, controlling and controlling risks associated with its activities. Since 2015, our growth model has undergone a major change and the Orabank Group incorporates the standards of management of international banks. One of our main tasks is to maintain a strong risk management system that supports the continued growth of the Orabank Group.

For example, the governance structure of the risk management function within the Orabank Group ensures the effective participation of the Board of Directors and the executive body through the supervision of the functions and the existence of a real risk management environment. This allows the supervision and management of all risks taken on the activities of entities such as credit risks, operational risks, market risks, strategic risk, social and environmental risks. The Environmental and Social Risk Management System (SYMRES), set up by the Orabank Group, is used in the granting of financing and aims to identify potential societal (social and environmental) risks associated with any new investment project submitted to the bank.

In 2018, due to major regulatory developments, adjustments in risk governance were implemented and continued in 2019. The regulatory changes concern the circular on risk management issued by the Central Bank. The risk management function has been repositioned to a level of control with a change in the organization chart. Operational credit risk management is outside the scope of risk governance. Strategic axes defined in 2018 and subject to approval by the Board of Directors were deployed from 2018 and continued in 2019 (strengthening the culture of operational risk management, implementation of management tools, risk governance, compliance with the regulatory provisions in force in the 4 areas of operation, automation of pilotage management tools and the operationalization of the plan business continuity).

A management procedure (reporting, quarterly committees) has been implemented. In 2019, the Roadmap was continued (training in September 2019 for Business Continuity Plan Risk Managers, implementation of key performance indicators. The CSR Committee is responsible for defining the performance indicators related to SYMRES. At the Group level, 32 meetings were held in relation to risk governance. The indicators are being implemented and will be shared on the next reporting year 2020. In 2020: The pandemic crisis of Covid-19 has prompted a review of the strategic risk roadmap.

SYMMS

Environmental and Social Risk Management System

The Environmental and Social Risk Management System (SYMRES) is a management system designed to identify and mitigate potential societal risks associated with any new investment project submitted to the bank. The objective of SYMRES is to prevent the bank from financing projects or activities that would have a significant negative social or environmental impact, which could become financial or reputational risk.

The SYMRES that has been deployed within the Orabank Group includes the analysis of three critical risk categories called "ESG": E for all ENVIRONMENTAL risks, S for SOCIAL risks and G for GOVERNANCE. Depending on the life path of a credit, 5 steps are key to ESG risk management. These steps are the subject of detailed procedures.

RESPONSIBLE GOVERNMENT

Consolider la gouvernance participative, transparente et responsable

Respecter les principes d'intégrité et de bonne gouvernance et adopter des mécanismes de gouvernance adaptés



"We continue to improve our governance in accordance with the strategy defined by the Board of Directors and ensure that legal and regulatory standards are applied."

Dotou Guy TANKPINOU

Legal Director of the Contentious / Secretary of the Board of Directors / Secretary of the Ethics and Good Corporate Governance Committee of the Board of Directors

Professional ethics

GRI 102-16 / SDG 16

Ethical values and standards of conduct

The companies of the ORABANK Group intend to carry out their activities in accordance with the highest ethical standards.

The Board of Directors is the guarantor of respect for the ethical values and standards of conduct of directors. It ensures that there is no conflict of interest, addresses all issues of integrity, including cases of abuse of social property and abuse of power in the course of the transactions and activities of society. Directors behave loyally towards society. They must show courage, transparency, integrity and discernment. At any time, they must be able to justify the honesty necessary for the performance of their mandate. They must be available and actively involved in the execution of the tasks and tasks entrusted to them.

Independence

GRI 102-17 / SDG 16

Independence and Conflict of Interest

Directors must ensure that their personal circumstances do not place them in a conflict of interest with society at all times.

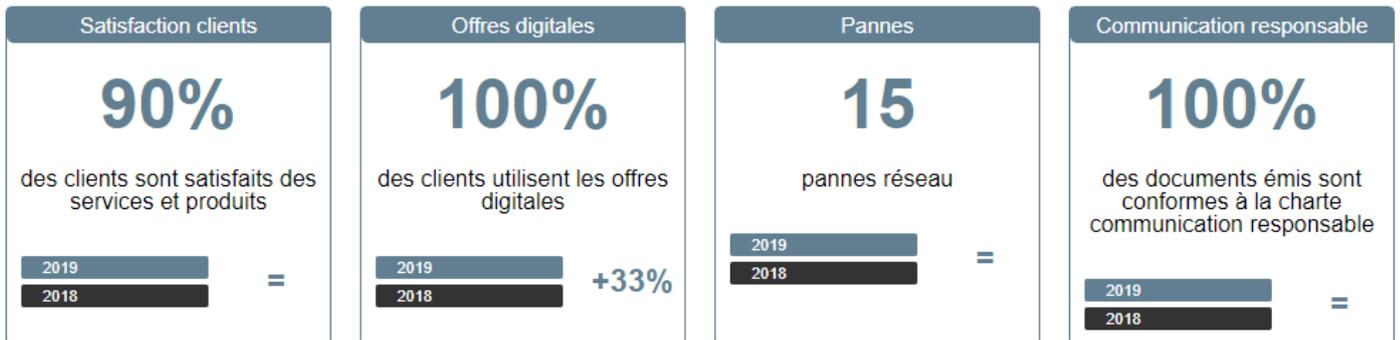
Each administrator shall ensure that he or she informs the President of the Council spontaneously of any conflict of interest situation in which he or she may be present. Once a year, and at the beginning of the year, the directors make a declaration of conflicts of interest. Each director shall perform his duties in an objective, impartial, independent, loyal and competent manner in the interests of society and banks, while taking into account the interests of depositors and all other stakeholders. Each administrator must sign and scrupulously adhere to the Directors Charter.

The Board of Directors also endeavors to ensure that its composition includes at least 1/3 independent Directors, as recommended in Circular No. 01-2017/CB/C on the governance of UMOA credit institutions and financial companies.

An Administrator is independent when he has no relationship of any kind with the Corporation, its Group or its Directorate, which could jeopardize the exercise of his freedom of judgment.

The Board of Directors debates annually on the report of the Nominating Committee on the status of independence of each Independent Administrator in relation to the criteria set out in Circular No. 01-2017/CB/C on governance. The Board of Directors considered that three (3) directors are self-employed. The Independent Directors do not have a business relationship with the Corporation. Furthermore, to the knowledge of the Corporation, as of June 10, 2020, there are no conflicts of interest between the Independent Directors and the Corporation.

COMMITMENT OF PARTNERS



"With our remote services available through KEAZ, which is being deployed, we are taking a major strategic step. This comprehensive digital offer is perfectly adapted to the needs of our customers, and is aimed at all our customer segments. This new service allows us to be a bank ahead of the markets in which it operates. "

Julien KOFFI
Sales and Marketing Director

Product Development

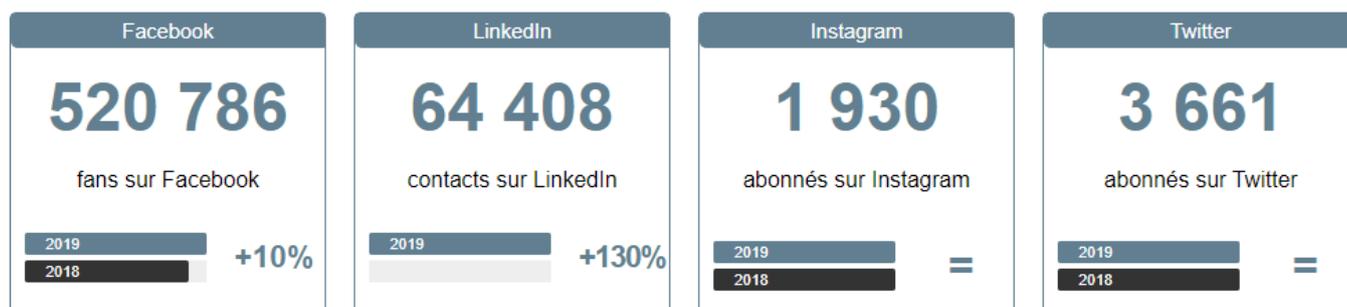
GRI 417-1

Collaborative approach to innovation and agility

The Orabank Group operates in 4 highly diversified markets: individuals and professionals (TPE included), medium and large enterprises and institutional clients. Orabank offers a commercial offer enriched with innovative products and services, adapted to a sub-segmentation that is taking place (young people, pensioners, diaspora...), etc.).

Orabank is committed to collaborating in open-innovation with partners to develop products and services that meet the expectations of customers. Orabank offers a wide range of international Visa and Mastercard credit cards, a network of 219 ATMs and high-performance Electronic Payment Terminals (EPS), including Orabank's first mPOS mobile device in francophone West Africa. Since 2017, Orabank has been offering bundles of products for individuals and professionals. Orabank associates complementary players with the bank's services and establishes strategic partnerships with insurance companies to develop bancassurance products and with public services to raise their funds (Single Window, Customs, Passport

Services, Large Billers, etc.). Since 2018, Orabank has put in place a regional offer for companies, in line with its wide geographical presence in the various economic areas.



KEAZ

Innovation is at the heart of the Group’s concerns in order to go even further in optimizing the customer experience. The KEAZ platform, launched as a pilot in the Orabank Togo banking network, is a case in point. A digital banking platform, KEAZ represents, through its functionality, its accessibility and its simplicity, a tool adapted to the new uses of our customers. It will be deployed to the countries of the Group in the course of 2020. Since July 2019, Orabank has offered its clients in Togo a portfolio of innovative digital banking services and self-service agencies (applications, wallet, e-banking and agency banking) under the name KEAZ.



This is an omnicanale offer for individuals and professionals, as well as an app that can be downloaded from Apple Store and Google Play. The clients of Orabank Togo, a pilot site, will be the first to benefit from it, followed by those of the other countries of the Group. With KEAZ, Orabank launches a wide range of digital products. The aim is not only to equip mobile phone users with digital products, but also to make banking services accessible and available to all segments of the population by developing a true proximity relationship through an ambitious commercial approach. The platform provides the following products: Internet Banking for individuals, Internet Banking for businesses, Internet Banking for sub-agents, Mobile Banking / Wallet (Apple/Android and USSD) and ATM (multi-purpose ATM allowing cash deposit, card-free withdrawal, updating of account and customer information). Several other services, such as payment of water and electricity bills, person-to-person payments, electronic wallet (eVoucher) allowing for card-free withdrawals at ATMs or money transfer services, will be offered on the KEAZ platform.

Note that KEAZ CASH is the electronic money carrier available in the KEAZ offer for individuals and allows cash withdrawals without a card and the sending and receipt of electronic money. This feature also allows non-bank clients to receive electronic money via KEAZ.

EMPLOYER



"In line with the human capital strategy defined in the Group's overall strategy and with the new vision for accelerating high value-added projects for the Group and for all staff, 2018 was marked by organizational changes and the introduction of various tools for the development of our human capital. "

Alfred MOUNGA
Director of Human Capital

GRI 102-2 / SDG 16

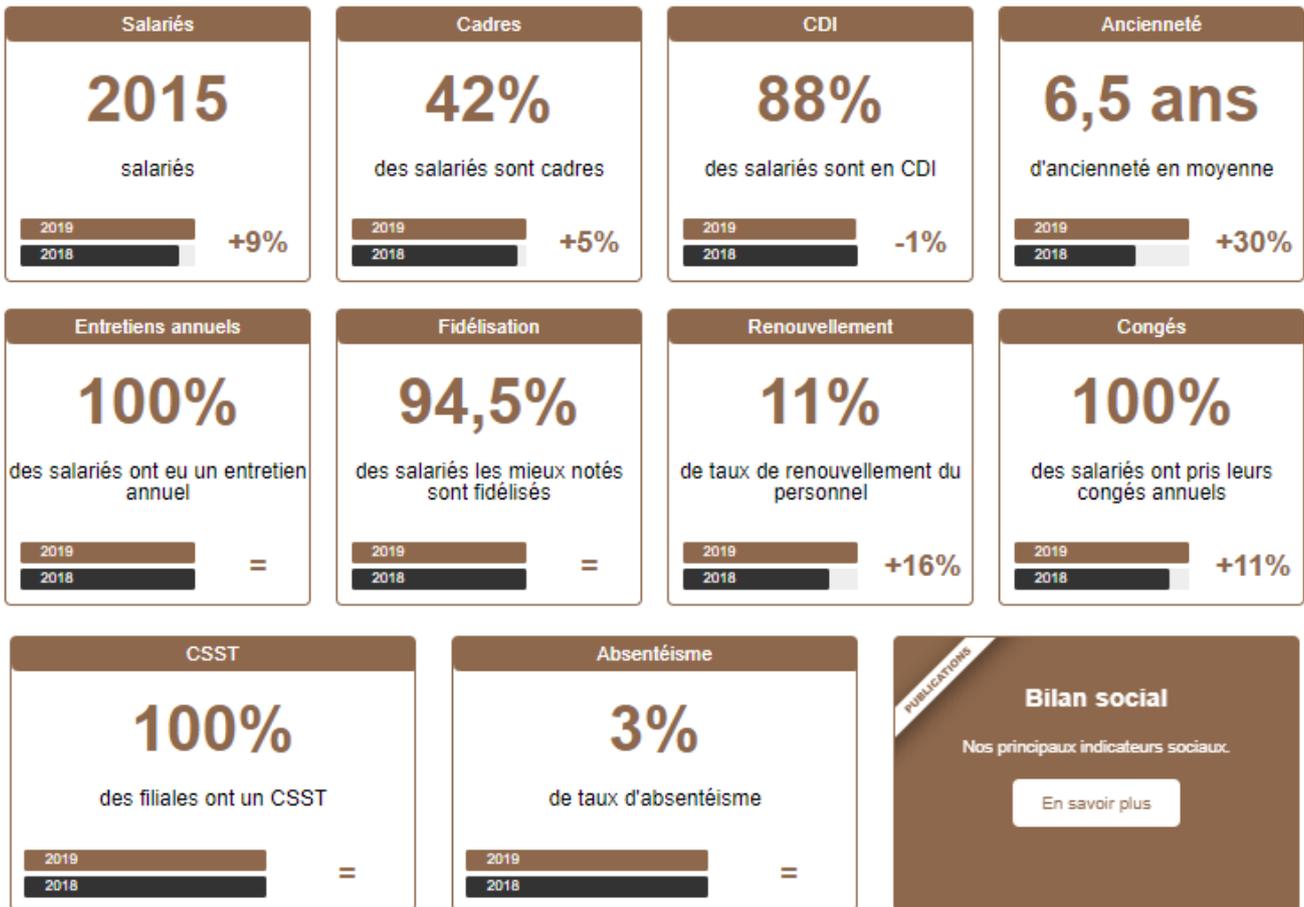
Human Capital Strategic Roadmap

2016	<ul style="list-style-type: none"> Définition d'une nouvelle feuille de route pour la Direction du Capital Humain
2017	<ul style="list-style-type: none"> Consolidation de la gestion du Capital Humain et de sa structure organisationnelle Finalisation de la cartographie des postes Système de rémunération basée sur la performance Logiciel de paye (Sage X3) Plan de succession pour tous les postes de direction Charte de l'égalité professionnelle Création d'un comité de revue des talents et des carrières
2018	<ul style="list-style-type: none"> Référentiel de compétences pour la gestion des talents et la mobilité interne Changements organisationnels Implémentation de divers outils en termes de développement RH et gestion des talents et carrières Formation digitale sur l'éthique bancaire
2019	<ul style="list-style-type: none"> Évolution du système d'évaluation de la performance Mise en place d'une plateforme E-learning pour le Groupe Déploiement d'un nouveau programme de développement des hauts potentiels (niveau CODIR), en partenariat avec l'ESSEC Paris Signature de partenariats stratégiques : avec le CESAG et l'Université Catholique d'Afrique Centrale Mise en place d'une « action école » avec le sponsoring de la Journée carrière 2019 du Master Banque Finance du CESAG
2020+	<ul style="list-style-type: none"> Poursuite du programme de développement de notre capital humain

WORKING CONDITIONS

Offrir des conditions de travail attractives et motivantes

Key figures for employees



Staff

GRI 102-8 / GRI 401-1 / SDG 8.5

Staff and turnover

As at 31 December 2019, the Orabank Group had 2,015 employees, of whom 1,776 were on indeterminate contracts compared to 1,647 in 2018, and 239 on fixed-term contracts compared with 210 in 2018. Among the 2,015 employees, there are 852 persons in "Executive" status compared to 747 in 2018 and 1,163 persons in "Non-Executive" status compared to 1,110. The Group's workforce thus grew by 8.5% (compared to 2018) compared to 2.54% in 2018 compared to 2017 and 6.28% in 2017 compared to 2016. Over the whole of 2019, 276 employees were recruited, an increase of approximately 25% compared to last year (221 entries in 2018). Of the 276 entries in 2019, 109 were incorporated into DTAs and 167 were in DDAs.

Social dialog with social partners

Orabank is committed to maintaining an open and constructive social dialog. Staff delegates are in place in all banks and have mandates of 1 to 3 years according to legislation. Overall, the social dialog with the social partners remains cordial and the exchanges are sustained and constructive. The demands are mainly on salaries (salaries, benefits, staff loans...) and working conditions (space problem in the premises, team organization, internal communication...). In 2019, the mandate of the delegates was renewed in Oragroup and Guinea Conakry, and further office renewals for the staff delegates are planned for 2020.

Working framework

GRI 401-2 / SDG 8.5

Working environment and remuneration**Social compliance**

Orabank is committed to the principles set out in the core conventions of the International Labor Organization (ILO). The Group aims to respect the principles set out in the core conventions of the International Labor Organization (ILO), including the conventions on forced labor, the minimum age at work, the abolition of child labor, discrimination in employment and occupation, equal pay, respect for freedom of association and the right to organize and negotiate.

Compensation Framework

Orabank is committed to being in the first quartile of banks offering the best working and compensation frameworks in our markets. We aim to propose motivating working conditions, development plans, possible progress. Recognizing the importance of the integration phase in the success of employees within the institution, Orabank Group is committed to providing the most effective integration path possible.

Orabank sets up a Human Resources and Compensation Committee in all its subsidiaries. The management culture approach initiated by the group allows the detection and support of our talents within the subsidiaries. We have all succession plans for all CODIRs. Loyalty, especially for core functions, is an indicator of good climate and a source of productivity.

Internal mobility allows the most efficient and equivalent employees to be kept on track. An individualized performance policy based on collective results allows everyone to participate in the company's results. In line with previous years, in 2019, various human capital management and development tools were implemented. The payroll for 2019 increased by 5.88% to 30,510,893,271 FCFA.

It was 28,816,080,919 FCFA as of 31/12/2018 compared to 23,927,152,050 FCFA in 2017. It should be noted that this payroll does not take account of employer expenses and includes gross salaries, including premiums received by all employees of subsidiaries and branches and holding companies. 100% of staff is eligible for an annual premium based on the performance of each entity and according to the Group's policy.

Pension benefits

All Group entities contribute to the basic retirement of their employees (100% of staff), in accordance with the social legislation in force in each country. These contributions are made to the Funds or Institutes of Security or Social Security of each country. In addition to this basic retirement, the Group's entities also subscribe to a supplementary pension for all their staff (100%) under contract.

Contributions for supplementary retirement are made to specialized agencies or insurance companies.

Benefits of financial assistance

In 2019, there were 1,397 staff credits for a total of 9,145 M CFA, with a decrease of 18% compared to 2018. Real estate and equipment credits represent 92.51% of the total. In 2019, the Group financed social works for a cumulative amount of 745 M FCFA (2.44% of the payroll).

Many countries also operate with social funds (or mutual funds) in which each employee contributes so that they can carry out social actions as needed. In addition, there are mutual funds that operate through a periodic staff assessment to finance certain social actions.

SST Policy

GRI 403-1 / SDG 3.4

Occupational Health and Safety System

The health check-up system (the obligation to validate medical certificates by the company doctor) works well at the level of the different entities of the group. Orabank is committed to providing a model of quality of life at work and balance with personal life. The Orabank Group deploys policies and processes to

promote and maintain the health and safety and well-being of employees by limiting and reducing occupational risks in their working environment.

Sports activities (fitness, football, walking, etc.) are offered to promote a better physical condition of employees and to combat fatigue and stress. A physiotherapist offers massages at work. Particular emphasis is placed on the regular holding of CSST meetings and the implementation and follow-up of the recommendations resulting from those meetings.

The awareness-raising activities, the monitoring activities of the Compliance Directorate, the Audit Directorate and the Department of Operational Risk Management at the entity level also make it possible to supplement and make more effective the existing system to ensure the establishment and maintenance of good health and safety conditions for staff.

Coverage

GRI 403-8 / SDG 10.4

Health coverage

Occupational Health and Safety Committees (OHSCs) are established in all subsidiaries with the objective of holding quarterly meetings of these committees. All subsidiary PVs are transmitted to the holding company in order to contribute to improving working conditions and to preserving the health of the staff. CSST missions may depend on local regulations but generally include the following:

- Contribute to the protection of health and safety and to the improvement of working conditions
- Ensure compliance with legislative and regulatory requirements on occupational health, health and safety
- Participate in the prevention of occupational risks through awareness-raising actions
- Analyze the circumstances and causes of work accidents and occupational diseases.

Health costs

GRI 403-1 / SDG 3.3

Health costs

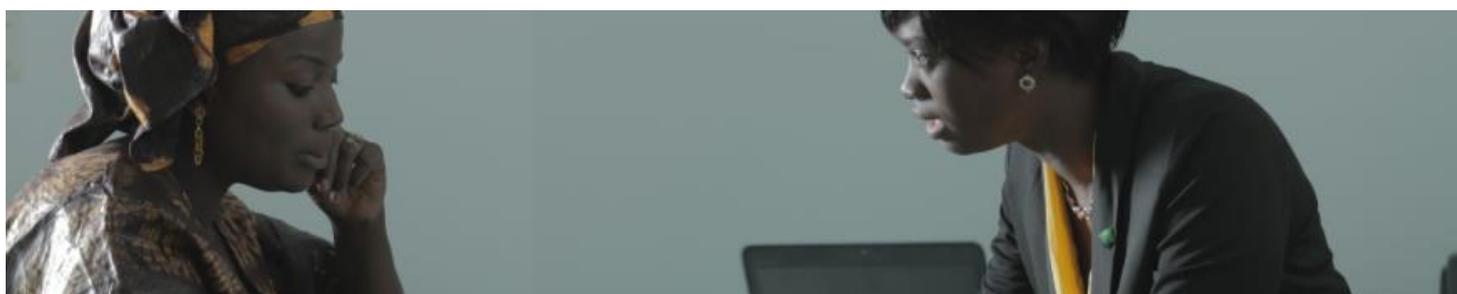
Health costs are covered at least 80% in the Group. Since 2018, Orabank Côte d'Ivoire has paid 90% of the costs and Guinea and the holding company are 95% (in accordance with the Collective Convention in force in that country) and 100% respectively. The holding company provides 100% support. All health insurance contracts of the group are carried by a broker, with local insurers that serve as a relay in each country.

SST Training

GRI 403-5 / SDG 8.8

Occupational Health and Safety Training

During the installation of CSSTs, training is organized for members on occupational health and safety. Information and awareness-raising sessions on various aspects of occupational health and safety are also being initiated for staff from different entities.



Promotion

GRI 403-6 / SDG 10.4

Health promotion

Under social works, all the entities of the group now have solutions to subsidize meals and/or equipped refectories, including for the lunch of staff. For the most part, the entities have chosen a ticket book solution, worth between 1,500 and 3,000 CFA francs per unit, depending on the country. Each entity partially subsidizes the purchase of these tickets by staff.

100% of countries with meal allowances and/or equipped refectories.

Prevention of stress-related personnel

In addition to the prevention actions initiated by CSSTs and corporate doctors at the entity level, the Group has made available to all staff on its digital campus training modules and educational content for the effective management of activities, teams and client relationships, in order to minimize the various risks inherent in banking activities.

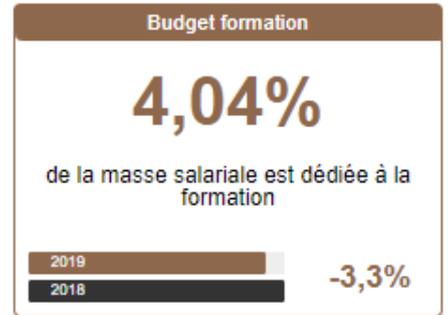
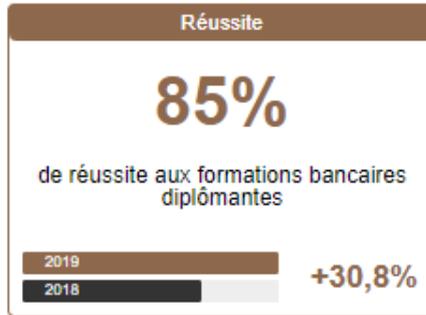
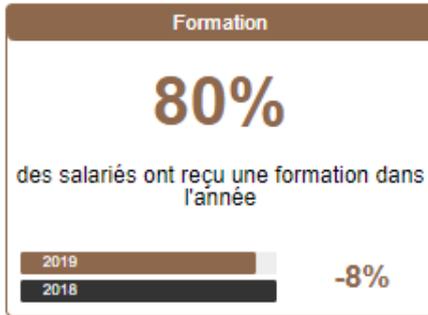
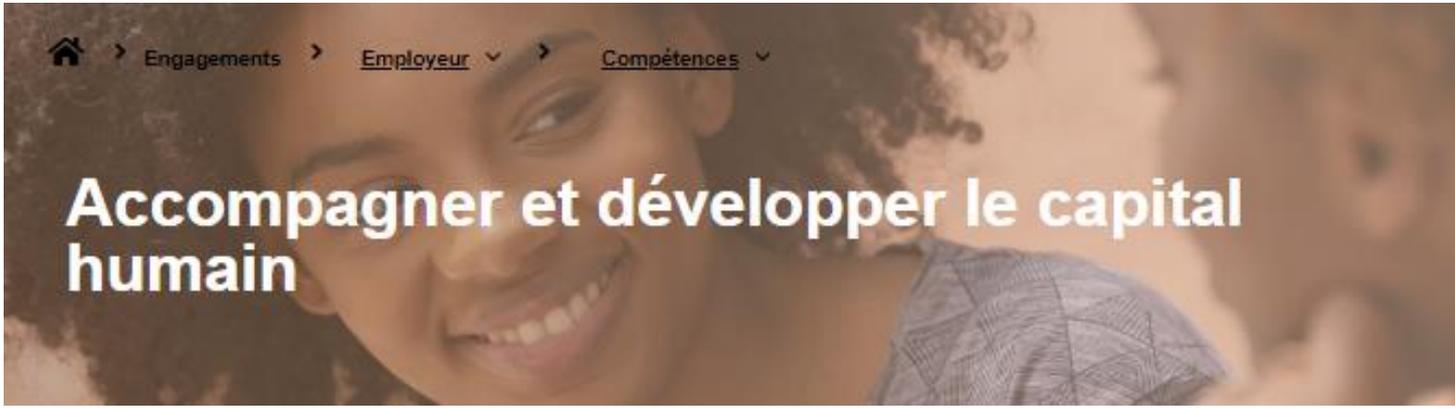
Absenteeism

Diseases

The Group's absenteeism rate was 3% in 2019 compared to 2.83% in 2018 and 2.11% in 2017. The main reasons for absences in 2019 are maternity leave, grounds for sickness or accidents, and then personal and conventional absences (marriage, birth, death, etc.).

In 2019, there were 8 cases of accidents, 7 of which were traveling and 1 in the workplace (compared to 3 in 2018 and 11 in 2017). As a result of these accidents, the number of days of work stoppage in 2019 is 91 days compared to 152 days in 2018 and 116 days in 2017. There is a decrease in the number of days of absence from these accidents.

[Access our social balance sheet](#)



Development

GRI 401-1 / SDG 4.3

Career Management

Recognizing the challenges facing banks in an increasingly competitive and risky environment, the Orabank Group places particular emphasis on the development and strengthening of its human capital. Thanks to the implementation of the training actions initiated by the holding company and its subsidiaries, a total of 1569 employees were trained at the Group level in 2019, with an average rate of 80.26% of trained persons.

Orabank is committed to developing the employability of employees through a continuous process of skills development. A budget of 5% of the payroll is allocated to the training plan. In this envelope, part is left to the local HRD of the countries for the organization of certain training courses. The selected training programs must meet individual and collective needs while remaining in line with the Group's strategy and client expectations. The Group is committed to a review of training plans, rationalization of associated budgets and alignment with the needs of the implementation of the development strategy.

Graduate training courses are made available to all staff of subsidiaries. The majority of the requirements covered are operational or technical training, but they are increasingly moving towards cross-cutting areas: management and leadership, risk management and culture, regulatory, legal and governance and CSR-related developments or personal development issues.



Training programs

GRI 404-2 / SDG 4.3

Development Programs and Strategic Partnerships

Talent Programs

In 2018, the new Talents program format was launched to develop and maintain a powerful pool of competent, capable senior managers in DG & DGA branch/branch positions and functional positions in Holding. 11 people from 9 subsidiaries of the group have joined this program, which aims to develop and maintain a powerful pool of competent senior managers, able to access in the short or medium term, the positions of DG & DGA subsidiaries/branches and functional positions at the Holding.

In 2018, several training sessions were held in Lomé with ESSEC Paris and Paris. The new format continued in 2019, with a last training session with ESSEC Paris (partner school in this program) and the implementation of the components "Transversal development / situational and practical demonstrations" and "coaching (provided by the N+1)". The "Mentorat" component will be implemented in 2020.

A "Young Managers Development Program" was developed in 2019 and will be submitted for validation for deployment in 2020. It aims to equip young team managers to play their role effectively.

Major Schools Programs

The Orabank Group has set up a program for the Great Schools. In order to develop the attractiveness of young graduates and strengthen its image, the Group sponsored the CESAG Master Bank Finance Career Day and participated in a conference on the theme "Financial Markets and Financing the Economy: strategy, information, governance and regulation" and a business round table.

Although the total number of trainees admitted to the Group has decreased somewhat, we note that in Gabon, Côte d'Ivoire, Mali and Niger, the number of trainees has increased more in relation to the number of projects in progress and the activities of the front office.

Digital campus project (digital-learning)

In 2019, the group deployed its digital campus. Launched in July 2019 and accessible to all the group's staff, this platform offers some twenty training modules and educational content including:

- a customized module on corporate culture (Orabank platform);
- a customized module on anti-money laundering and anti-terrorist financing.
- This powerful tool aims to make each employee more self-reliant, in the development and strengthening of his or her capabilities. In 2020, numerous modules and educational content will enrich the platform's offer, including a full CSR program.

Talent Development

In order to create a pool of young talent and to contribute at the same time to the professional integration of young graduates, the group decided to conduct "school actions" and set up in 2018 a standardized and structured professional internship policy to welcome the best students of the schools, and thus build a pool of potential human resources for the organization. It was circulated within the Group with concrete implementation in 2019, notably at the level of the Senegal branch and the Oragroup holding company.

The Group received 1,073 trainees in 2019, up from 994 in 2018, an increase of 8%. In order to facilitate the implementation of the professional internships, the group has engaged in discussions with CESAG and the Catholic University of Central Africa (UCAC) in Yaoundé with a view to signing partnership agreements.

"School Actions"

The school activities consist of organizing an event in partnership with a reference school in order to raise the awareness of the group, its products and services, to raise the awareness of the bank's professions to students and young graduates, as well as the human resources needs of the group and to present the system set up by the group to promote the professional integration of young graduates. In 2019, the group sponsored and actively participated in the career day of the Master Bank Finance of the African Center for Higher Studies in Management (CESAG).

Other training programs deployed

- Improved audit function management
- Commercial communication
- The ITIL Foundation theme for IT specialists in the Information Systems Directorates
- The impact of the Basel 2 and Basel 3 reforms on the HR function
- IFRS 9 for Directors of Administration and Finance
- Business Continuity Plan for Business Risk Managers
- Collection techniques
- Credit Management Certification
- The "Basic Treasury" for Treasury, ALM and Subsidiary Supervisors
- The "ALM Pro" tool
- The obligations and responsibilities of a publicly traded company.

Performance

GRI 403-3 / SDG 4.3

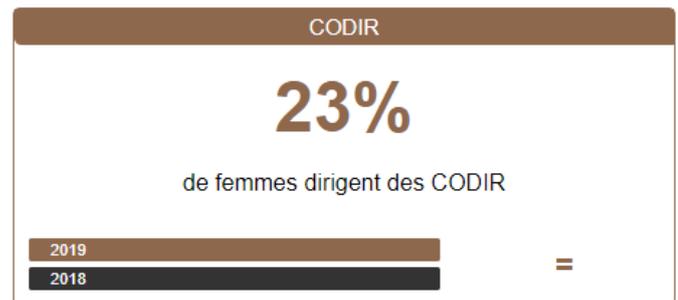
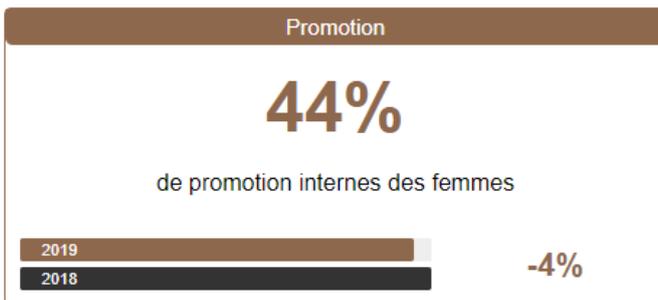
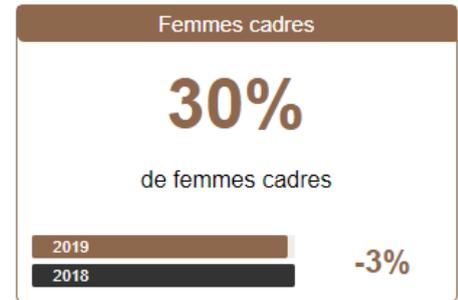
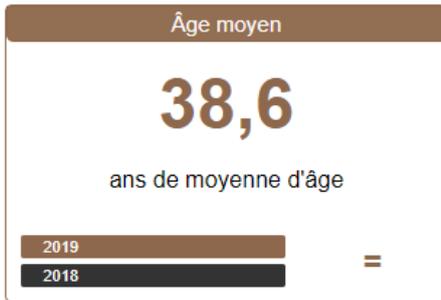
Performance and Career Review

Orabank is committed to training employees in the trades that meet the needs of customers (digitalization and customer care). Orabank must help the bank shift its business to meet tomorrow's expectations. In the competitive environment of the bank, groups need specialized profiles to maintain their operational and innovation capabilities and R&D performance. The Group has technical or specific needs with specificities in the IT and digital banking trades.

In February 2017, the Executive Team Evaluation Report was presented to the Board of Directors and individual training plans will be proposed to meet each other's development plan. In 2018, an evaluation of the new posts was carried out in the JEM (Job Evaluation Manager) base and a re-evaluation of some posts in the context of the Group's evolution.



Garantir la représentativité de la société et une égalité des chances



Salaries

GRI 405-2 / SDG 5.1

Equal pay

The Orabank Group places great importance on equal work for men and women. All our policies (recruitment, promotion, mobility or training) do not discriminate and must apply strictly in this regard. We formulate diversity goals in different sectors and in front-line trades. In 2019, improvements were made in some areas of equality of work, but efforts will continue to improve.

Orabank supports the feminization of recruitment (internal mobility and external applications) by systematically integrating women into all selected profiles and by combating stereotypes, especially in our technical professions. Trades in executive status are more masculine. With regard to recruitment, special emphasis was placed throughout 2019 on the promotion of female candidates.

Orabank aims to detect and support female talent within the group, including through voluntary measures of training, mentoring, or specific networks. A group of Orabankers women has formed and meets once a quarter to discuss issues related to women's development in the Group. A mentorship will be set up between senior and junior women in the company. At the holding company, equal pay for men and women is in place and is gradually implemented in subsidiaries.

Diversity of governance bodies

In 2019, we note an increase in the representation of women in CODIR.

At the Group level, it stands at 26%, compared with 22% in 2018 and 22.8% in 2017. The subsidiary of Côte d'Ivoire and its branches in Burkina Faso and Senegal are the entities with the highest rates, 53.3%, 36.4% and 33.3%, respectively.

Among the population of managers at the branch and branch level, we still have three women who hold the position of Director General (Gabon, Benin, Mali). At the level of the CODIR (Steering Committees), efforts will continue on the issue of equality of work.

Non-discrimination

GRI 406-1 / SDG 8.8

Combating discrimination

Orabank is committed to ensuring that the company is representative among our employees. Our diversity policy is based on a key principle: value each individual while respecting all differences. Diversity is a key factor in a company's performance. It is a matter of treating each individual, with his or her differences, as an added value.

We intend to promote and enhance these individual differences and make them a rich part of our teams. We believe that compensation should be fair and equitable and encourage employees to work in the long-term interest of clients, while contributing to the overall performance of the company.



"Orabank is working towards financial inclusion in Africa through the deployment of innovative digital solutions. We meet the expectations of new customers while strengthening our network of agencies to ensure more proximity to our customers and partners that are our raison d'être. "

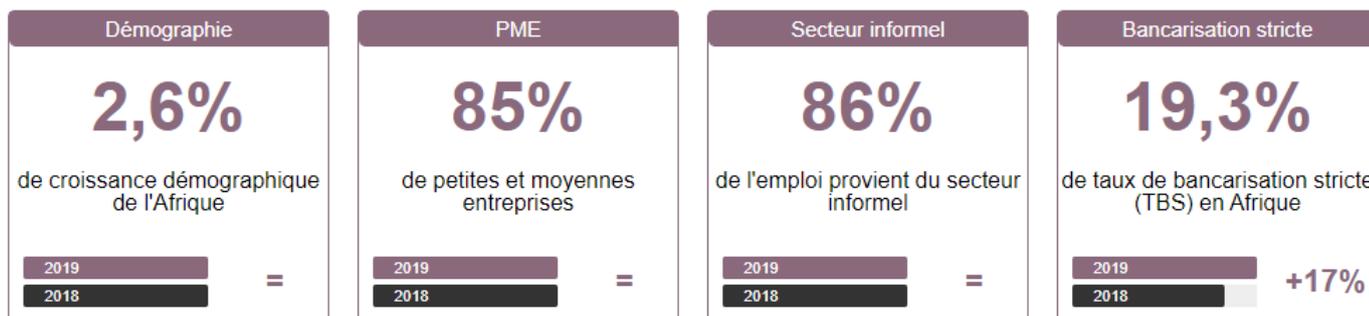
Mamoudou KANE
Deputy Director General of Orabank Group

Roadmap

GRI 102-2 / SDG 16

Deploying digitalization strategy in Africa

2017	<ul style="list-style-type: none"> • Signature d'un contrat-cadre avec CR2 pour notre offre de produits omnicanaux • Transformation du réseau physique • Progression soutenue des taux d'équipement en cartes bancaires et en Terminaux de Electroniques de Paiement • Mise en production du mobile money et du mobile banking
2018	<ul style="list-style-type: none"> • Poursuite du déploiement de l'équipement électronique • Développement de l'Agency Banking • Stratégie d'alliances notamment avec Western Union • Partenariats avec des opérateurs de la bancassurance, de la téléphonie.
2020+	<ul style="list-style-type: none"> • Lancement commercial de la plateforme omnicanale dénommée KEAZ au Togo • Poursuite du déploiement de KEAZ dans les autres pays du groupe • Poursuite des alliances et partenariats avec les fintechs, les opérateurs mobiles, les facturiers etc...



Economic dynamism

GRI 203-1 / SDG 8

Financing the local economy

Orabank is committed to financing the development of economies in sub-Saharan Africa, strengthening productivity and supporting entrepreneurial dynamism.

Banks contribute to the financing of the economy and are an essential part of its development.

Large companies are called to be strong economic players. We accompany them in their growth evolution on increasingly specific financing needs. The quality of our service, the proximity to the customer, the responsiveness and the existence of a regional and coherent platform distinguish us on the market. We have a clientele of small and medium-sized enterprises as well as large enterprises that are destined to be strong economic players.

The Group has major assets for its customers:

- Knowledge of the African continent
- A dense network of bank correspondents
- A workforce composed of professionals from African and non-African countries.

Entrepreneurship

GRI 201-1 / SDG 9

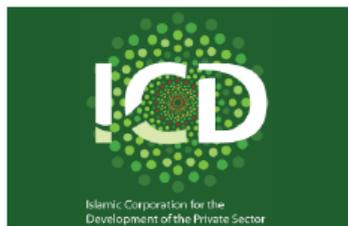
Small business development

Orabank is committed to participating in the financing and development of small private entrepreneurs. We have a small business clientele and three strategic priorities for development assistance (TPE and SMEs, women and young people and Microfinance).

- Orabank supported, with a donation of 1 million FCFA, the creation of the African Network of Experts in Public Procurement with the Authority for the Regulation of Public Procurement (ARMP). An African Forum will be held in Dakar in 2019.
- A donation of 10 M GNF enabled the launch of a social involvement initiative "YELLO CARE" with MTN (digital discovery, training sessions and workshops for reading and scientific research on digital, digital library, etc.).

TPE and SMEs

Financement de 40 millions EUR obtenu de ICD



La Société islamique pour le développement (SID) du secteur privé est une institution financière multilatérale de développement qui fait partie du groupe de la Banque islamique de développement. La SID a été créée pour soutenir le développement économique de ses pays membres à travers la mise à disposition de fonds pour les projets du secteur privé, la promotion de la concurrence et de l'entrepreneuriat, l'offre de services de conseil aux gouvernements ainsi que la promotion des investissements transfrontaliers. Le Groupe Orabank a reçu 40 millions d'euros dans le cadre d'un accord signé avec la Société Islamique de Développement (SID) en décembre 2017. Ces fonds permettent de financer de manière exclusive des projets éligibles portés par des petites et moyennes entreprises opérant dans les pays membres de la SID via un produit innovant de la finance islamique.

Un partenariat avec FAGACE au Bénin en faveur des PME



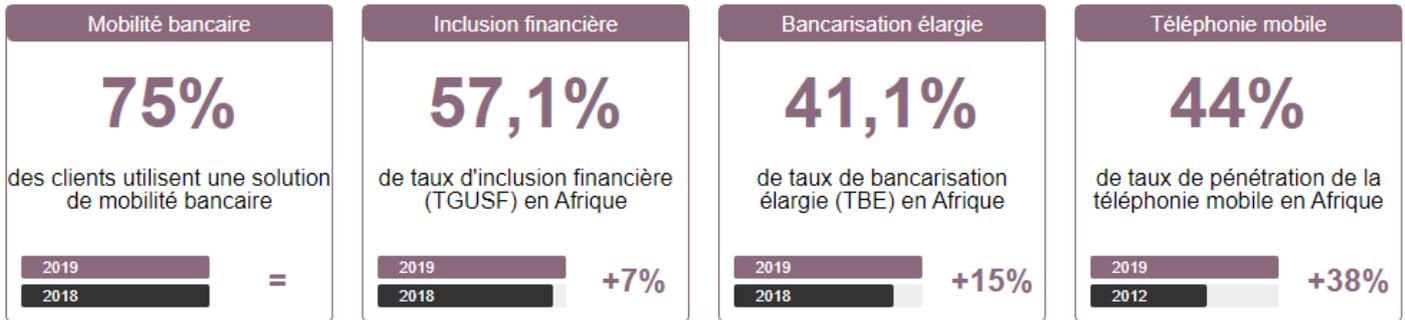
Le Fonds Africain de Garantie et de Coopération Économique (FAGACE) est une Institution Financière Internationale spécialisée dans la promotion des investissements publics et privés. Il a son siège social à Cotonou au Bénin. Il a pour mission de contribuer au développement économique et social de ses Etats membres pris individuellement ou collectivement, en participant au financement ou en facilitant la réalisation de leurs projets d'investissement. En 2017, le Fonds amorce une nouvelle ère de mutations afin de répondre plus efficacement au financement des économies de ses Etats membres, dans une Afrique qui change. Le nouveau Plan stratégique 2017-2020 est donc basé sur une stratégie ciblée sur les PME et PMI, au plus près de ceux qui font le développement économique de l'Afrique. ORAGROUP et le FAGACE décident de développer des synergies pour impulser leurs interventions dans les pays africains où les deux institutions opèrent.

WOMEN AND YOUTH

- Orabank supports the economic empowerment of women and youth.
- Orabank supports the Junior Achievement Gabon (JA) initiative, which enables young people to increase their chances of entering the economic world, under a program for entrepreneurs (donation of 3 M FCFA).

MICROFINANCE

- Orabank, the French Development Agency and the European Union have created a Mesofinance Cluster. The aim is to improve access to bank financing for small economic or social projects of very small enterprises, which mainly operate in the informal sector and account for 98% of the economic fabric.
- The Orabank Group has concluded a technical assistance agreement with the Credit Communautaire d'Afrique (CCA), a former Cameroonian microfinance institution that has recently become the country's 15th bank.
- Orabank was involved in the celebration of the 20th anniversary of the Professional Association of Decentralized Financial Systems of Togo, in October 2018 with a presence in microfinance spaces.
- Support of 500,000 FCFA to the Togolese Farmers' National Forum (FNPT) in July 2018 in Kara, with 800 participants including 500 agricultural producers, economic and public operators, microfinance banks and institutions and development partners.



"It is through digital and digital technology that we will be able to accelerate banking and financial inclusion in Africa. The Orabank Group is adopting new applications with the aim of transforming its value proposition. "

Amos KONLAMBIGUE
Director of Digital Bank

Client Empowerment

GRI 413-1 / SDG 1.4

The Digital Bank

Orabank is committed to providing a comprehensive digital offer that empowers customers in their relationship with the bank. Orabank is implementing a digital policy aimed not only at meeting the needs of an increasingly connected, mobile and greedy clientele of innovative banking and financial services, but also at penetrating new niches of unbanked customers.

Today, it is a matter of leading the service to the customer; he no longer systematically moves to the agencies and expects to be able to have the services from where he is, from the moment he has an internet connection.

Social inclusion

GRI 203-2 / SDG 8.3

Inclusive Digitalization

Orabank is committed to banking African populations for social inclusion Digitalization is a lever for growth to collect more deposits and the Orabank Group wants to take an important position in the banking and financing of economies in sub-Saharan Africa by being a citizen and responsible economic player. As large populations are still far from our services, the Orabank Group must promote economic and financial integration, thanks to new technologies that are rooted in long-term usage.

The deployment of the digitalization strategy allows us to reach a wider target while diversifying our sources of revenue. In the sub-Saharan region, we can expect a major surge in financialization via mobile. We position ourselves on this new customer segment with more suitable products. Orabank's strategic ambition is to build a profitable, efficient group that serves a clientele for whom it can find innovative

solutions, including those with lower incomes, and where it is good to work. Through our funding, we are more interested in contributing to the creation of local wealth and jobs.

The first phase of digitalization began in Togo with the launch of the omnicanal platform called KEAZ. It offers a range of online banking products for customers of individuals and companies, but also offers a mobile app and a platform from Agency Banking for distributors or sub-agents. The mobile app "My KEAZ" is available on Apple and Google Play blinds but also has a USSD interface for non-smartphone phones.

Banque à distance



[Découvrez KEAZ par Orabank Togo !](#)

KEAZ et KEAZ PRO, respectivement destinés à la clientèle de détail et les professionnels remplacera progressivement Ora@net. La marque KEAZ a été lancée au Togo en juillet 2019.

My KEAZ



[L'application My KEAZ dans l'App Store](#)

L'application mobile My KEAZ d'Orabank remplace Oramobile. Le déploiement du produit sera finalisé sur l'ensemble des 12 pays du groupe en 2020.

Carte prépayée Liberté



[Découvrir l'offre Liberté](#)

La carte LIBERTÉ est une carte de débit prépayée Visa Electron rechargeable par dépôts d'espèces, par chèque ou par virement dans les agences Orabank.



"In our group, information security is part of a business risk management approach and is one of the major vehicles for our commitments to our stakeholders. It's also everyone's business!"

Salif SOW
Director of Information Systems

Computer security

GRI 418-1 / SDG 9

Orabank is committed to ensuring a high level of security, reliability of systems and stored information. In an increasingly constraining legal, regulatory and contractual environment and in the face of cyber-crime threats, the security and availability of the Group's information heritage and underlying information systems are becoming strategic for the Group's performance.

The Group must be able to guarantee its shareholders, customers and employees the security and reliability of its systems while maintaining the agility necessary for its development. In order to meet these challenges, the Orabank Group has developed an Information Systems Security Policy that is applicable to all Group entities and allows for a consolidated common vision of the security of our assets.

This policy is part of the Group's approach to managing operational risks. It is a strategic issue for our Group and is one of the major vehicles for meeting our commitments. It gives rise to thematic policies and guidelines that set the rules for functional safety. All the Group's staff are therefore mobilized and committed to supporting the security policy and to ensuring the continuous improvement of the processes resulting from it.

SOLIDARITY

Nos actions solidaires régionales

S'engager pour le bien-être des communautés dans nos pays d'implantation.

Investissement

219 977

milliers de FCFA investis dans des actions citoyennes et de solidarité par les filiales

Épargne participative

100%

des filiales ont développé un programme pour des produits d'épargne participatifs



"For Orabank, being a committed bank and a citizen means working for the community in a spirit of solidarity. Beyond funding, we stand alongside all our stakeholders, and especially the most vulnerable. We support people in the face of the challenges of sustainable development. "

Rodrigue GOEH-AKUE
Marketing Communications Manager, Orabank Togo

Solidarity

GRI 413-1 / SDG 1

Working for the Well-Being of Communities

The Orabank Group, faithful to its vocation for the well-being of the communities in the countries of establishment, carries out various solidarity actions through its subsidiaries and branches. The Orabank Group is committed to organizing community and charitable events and supporting projects related to education and sport.

Together with public institutions, associations and NGOs, as well as civil society, we are committed to promoting a more equitable and inclusive society. This is how the Orabank Group is committed to growing together, and for Africa.

Examples of solidarity actions

- Donations of materials to school, health and vulnerable child protection structures
- Project to support victims of sexual violence within the framework of the International Day of the Girl Child
- Wheelchair financing initiative for women with disabilities, led by Orabank collaborators
- Institutional Partnerships: Universities, UNICEF
- Christmas trees and donations to NGOs
- Financing of computer purchases for deserving students and lunches for disadvantaged schoolchildren
- Immunization and control campaigns against the outbreak of hemorrhagic fever, the Ebola virus
- Reforestation and environmental remediation actions
- Free screening days for diseases such as diabetes, hypertension, etc.
- University partnerships to enable access to higher education for all.

Local Communities

GRI 413-1 / SDG 1

Promoting community development

In each of its host countries, the Orabank Group participates, supports and initiates citizen actions. They must demonstrate their sustainable and supportive nature, and are evaluated upstream to ensure the seriousness of their protagonists and the proper coverage of the need for vulnerable populations. As a human bank, committed and citizen, we invest in local people and communities.

Here are some local examples of our commitment:

Benin

- Donation for several events in the life of the staff: death, marriage, awards, work medals, various types of assistance, etc. / Budget 22,716,734 FCFA
- Staff restaurant voucher grant / Budget 36 500 000 FCFA
- Donation of school kits to CARITAS for disadvantaged children / Budget 942 500 FCFA
- AIDS Awareness Campaign and Call for Screening / Budget 50,000 FCFA
- Support for the maintenance and beautification of the public garden opposite the bank headquarters (garden expenses, plants, watering, etc.) / Annual budget 480 000 FCFA

Burkina

- Donation to the children of CARFO (Caisse Autonome des Retired et Officials de Ouagadougou) for the support of the schooling of young orphans (school kits, polo, T-shirts and caps Orabank and check of 1 000 000 FCFA
- Blood collection from bank staff, clients and partners for the National Blood Transfusion Center in favor of the displaced from the humanitarian crisis caused by the terrorist attacks and for children hospitalized / Budget 200,000 FCFA
- Donation of 100,000 FCFA in sugar boxes and calendars to the faithful of the mosque next to the bank

Ivory Coast

- Funding of 1,200 Christmas meals for people in difficulty in the municipalities of Teichville and Marcory through the St EGIDIO Community. This secular movement is supported by more than 60,000 people in Italy and 73 countries including Côte d'Ivoire / Budget 3,000,000 FCFA
- Along with the Association of Midwives of the City of San Pedro, the bank contributed to the financing of a day to raise awareness among women about motherhood and family planning issues and the organization of a Christmas tree by purchasing gifts for 200 children / Budget 400,000 FCFA

Gabon

- Participation in the edition of the book of the year for students, teachers and parents of the Lycée Blaise Pascal / Budget 780 588 FCFA

Guinea

- Bank participation in the project to build a primary school in Maritime Guinea / Budget 200,000 FCFA

Guinea-Bissau

- Participation of the bank in the improvement of the city with the refurbishment of the public banks of the province of Gabu / Budget 600 000 FCFA
- Donations of equipment for a clean and sanitation campaign / Budget 596 500 FCFA

Mali

- Support by the 1st year school bank of the 3 winners of the ISC Business School Excellence Competition / Budget 3,075,000 FCFA
- Fundraising through a sale of raffle tickets to Orabank Mali staff, donated to Fadi N'GOUROU community school in Badalabougou / Budget 345,000. FCFA
- Clothing donated to the Com+ Association for the Displaced People of Northern Mali
- Donation of clothing to the NGO Al Farouk

- Donation of 500 personalized Orabank water bottles to mosques near 5 of the 8 agencies in Bamako, during the month of Ramadan / Budget 1 000 000 FCFA

Mauritania

- Sharing Marmite

Niger

- Orabank Niger provided financial support to the NGO ADEN for the care and care of orphaned or abandoned children / Budget 1 000 000 FCFA
- The NGO "TKD UN SPORT FOR ALL" is an association that aims to enable children in family difficulties to flourish through sport. With this action, Orabank Chad supports the State initiatives in the promotion of sports and youth / Budget 500 000 FCFA
- Table seating for a primary school in the city of Tahoua. / Budget 5 000 000 FCFA

Senegal

- Table seating for a primary school in the city of Tahoua. / Budget 5 000 000 FCFA
- 10,000 custom-made Orabank bottles of water are available by the bank for the "Gamou de Tivaouane (Maouloud)"
- 2,500 custom-made Orabank water bottles are available at Uganda's Martyrs' Parish for the grand Marian vigil of 31 October (KYRIOS)
- Afrivac Senegal is a foundation whose mission is to furnish the private sector for financing the vaccination of children of Senegal
- Monthly scholarship of 65,000 FCFA offered to 4 NPG students for 12 months of schooling. This is a contribution from Orabank Senegal for the promotion of education and vocational training for young Senegalese people

Togo

- Under the agreement between the University of Lomé and Orabank Togo, financial support for the 24-year-old AKEMEBOU EDMOND, an orphan and visually impaired student, wishing to continue his university studies / Budget 250,000 FCFA and partnership with the National Institute of Health Insurance (INAM) for the health insurance coverage of 500 togolan students / Budget 8 000 000 FCFA
- Financial contribution for the construction of a makeshift class for students of the Specialized Teaching Center for the Blind Persons (CESA). This action will enable them to work in better conditions / Budget 1 270 030 FCFA
- Financial contribution to the Association Partenaires de Développement Interantion (PDI) as part of its project entitled "Balloon at the Center for Development, Social Inclusion and Peace". The aim of this project is to make sport and recreation a tool for social and economic development, promoting and improving the living environment of rural communities and people in disadvantaged urban areas and strengthening the mechanisms for inclusion. This project is also included in axis 3 of the NDP / Budget 1 000 000 FCFA
- Numerous actions to support vulnerable people during Christmas, such as: Financial support to the CCACJ of Nyékonakpoè for the children of the Parish Immaculate Conception / Budget 250,000 FCFA, Contribution to the fourteenth edition of the great socio-cultural event called "MISS NOEL", which targets the poor and orphans aged 7 to 12 years / Budget 500,000 0 FCFA, Financial Contribution to the Socio-Cultural Event CHILD LOVE GRAIN dedicated to poor and hospitalized children in Kara" NOEL AU COEUR DE L'CHILANCE A KARA" / Budget 500 000 FCFA, Financial Support to the NGO A.S.I-TOGO (Africa International Solidarity) for Orphan Christmas Vulnerable children and elephants (OEV) / Budget 500,000 FCFA, Financial contribution to the Center d'Authorization de la Jeune et de la Femme Africaine (CAFA) in collaboration with the National Orthopedic Equipment Center for a Recreational Day for Children with Disabilities at the end of the year celebrations / Budget 250,000 FCFA
- Financial contribution to "Les Editions Seeds de Thought" for the promotion of books designed to raise awareness of environmental protection. / Budget 2000,000 FCFA
- In partnership with SOS VILLAGE OF CHILDREN, the bank has made available in its agencies ballot boxes to raise funds to support orphan children.

ENVIRONMENT



"In the context of strong partnership alliances, the Orabank Group is changing its position within the regional banking sector and is becoming a unifying player in taking green growth and sustainable development in general into account, as a criterion for economic development in the countries in which we operate, in a long-term vision. "

Serge MIAN

Director of Investor & Partner Relations

Roadmap

GRI 102-2 / SDG 16

Strategic Roadmap for Green Growth Financing and Positive Impact Projects

2017

- Finalization of the second installment of the 14-billion CFA cash-note program bringing the total issue to 35 billion CFA.
- Signature of a framework agreement with the Entreprenarium Foundation for the financing of projects of women entrepreneurs in Gabon and Senegal.
- Funding of the ANADER project to the tune of 5 billion FCFA. The project involves the acquisition and installation of photovoltaic equipment in Benin at a total cost of 45 billion CFA francs.
- Financing of the Savannah Project, an oil exploration project in Niger for an amount of CFA 7 billion.
- Signing of a Memorandum with SABER for the development of a platform for financing renewable energy and energy efficiency projects in the countries of the two institutions.

2018

- Oragroup's commitment to renewable energies continues with the financing of the SOTER/PAL project for €3 million through the SUNREF green finance line. This is a project to install solar panels on behalf of the Autonomous Port of Lomé.
- Posing of the first stone of the Kekeli thermal power plant in Lomé, Togo. This project is carried out by Eranove and its subsidiary Kekeli Efficient Power with a financing structured by Oragroup and BOAD. The cost of this 65MW power plant is about 85 billion CFA francs. It will use combined cycle technology that will generate more electricity with reduced gas consumption and limit CO2 emissions to the atmosphere.

- Obtaining a loan of 40 million euros (26 billion FCFA) from ICD, a subsidiary of the Islamic Development Bank (IDB) over a 5-year maturity. This funding will enable the subsidiaries Orabank, Togo, Gabon and Côte d'Ivoire (including branches) to support SMEs in financing projects from a "Sharia Compliance" perspective through the "Mourabaha" product.
- Launch of the Oragroup Stock Exchange to the BRVM with a historic raise of 56.92 billion CFA francs.
- Structured a financing line of 4.8 billion CFA for a real estate company in Chad.
- Successful Syndication for the State of Niger for an amount of 12 billion FCFA.
- Funding of USD 11 million for DCGN/WACEM for the construction of a clinker and cement manufacturing plant in Guinea.
- Securitization of claims on the State of Côte d'Ivoire in the amount of 19 billion FCFA.

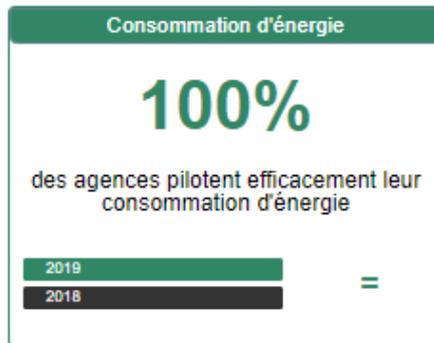
2019

- Finalization of the private placement launched by Oragroup in Cameroon for an amount of CFAF 9.6 billion.
- Financing of EUR 20 million from the AATIF fund for the financing of agricultural campaigns in the Côte d'Ivoire area
- Issuance of a \$35 billion CFA cash-note program. The operation was structured by the SGI CGF Bourse and SGI Togo and secured by the African Guarantee Fund West Africa (AGF WA).
- Continued exchanges with the European Investment Bank (EIB) for senior local currency debt for XAF 20 billion and the African Development Bank (AfDB) for financing of EUR 50 million.
- Closing of the SUNREF Green Project Funding Program of the AFD of EUR 6 million and repaid an amount of EUR 68 000 in grants to 4 project holders who have completed their project.
- Signing of a loan agreement with BADEA for a financing of EUR 30 million for customers importing products from Arab League countries
- Deployment of the EUR 40 million thematic line of ICD (a subsidiary of the Islamic Development Bank) for projects that respect Islamic principles in the countries of the UEMOA and Gabon.
- Financing of a financing project to extend the hosting capacity of the Nord Sud hotel in Mali for an amount of 2.2 billion FCFA
- Financing of a project to discharge debts to a heritage company for the SEEG in Gabon for an amount of 30 billion FCFA
- KEKELI projects continue, a project to build a 65MW tri-fuel thermal plant in Lomé (Togo) for a 51.5-bn mandate from FCFA co-arranged with BOAD and a project to build a clinker plant in Guinea-Conakry financed by BIDC and Oragroup (DCGN/WACEM project).
- Funds raised from partners for energy efficiency projects with SUNREF and AAPIF (Deutsch Bank) for investments for agriculture (€20 million) in the UMOA countries (Guinea Bissau for cashew nuts and Côte d'Ivoire for agricultural projects)
- Signing of a partnership protocol with AGF (African Guarantee Funds) of Kenya (ESG orientation) 35 billion CFA for financing SMEs and enterprises managed by women in West African countries.
- Cameroon, raised CFAF 9.6 billion from institutional investors in association with a local banking group. Support for activities in Central Africa (Gabon and Chad)
- Signing of an agreement with the ADB 50 million € GABON CI TOGO to finance SMEs with a CA of - 5 million € (delayed deployment but will be launched at the end of 2020)
- Partnerships with donors (SWED FUND and FINN FUND) for long-term financing and agreement with EIB for projects in Central Africa.
- Strategic partnerships for financing activities in countries of operation for enterprises.
- Guinea Conakry: partnership with AFD to guarantee SMEs as part of the launch of their activities (risk cover) - target for Group-wide deployment.
- A partnership with FAGACE in Benin is signed to cover the risks of SMEs.
- Thermal power station in Togo. Signing of structured financing agreements. Started in 2020. \$86 Billion in investments.
- Development of Structured Financing Projects: SOTERRE and CIMENTERY.

2020

- **Pursuing financing objectives and diversifying sectors.**

- **Priority for certain sectors with a stronger environmental component (solar and thermal power plants, water)**
- **Development of co-financing partnerships for positive impact projects**
- **The change in ownership is taking place with the Ivorian Pension Fund and will increase the need for regional development financing according to the strategic plan that will be drawn up.**
- **Migration to longer-term (> 5 years) and more financially important financing operations, towards more ambitious targets for financing the local economy.**
- **Creation of a management and intermediation company for the group.**



"The Orabank Group reduces the environmental impacts of its activities and its consumption of materials and fluids in its agencies and as part of its mobility. "

Amos TOSSAVI
Head of General Means

Environmental impacts

GRI 301-1 / GRI 302-1 / GRI 302-1 / GRI 306-1 / SDG 13

Reduce resource consumption

Orabank is committed to improving the Group's environmental footprint and reducing its consumption of materials and fluids in its agencies and as part of its mobility. Orabank makes commitments to improve energy control, sustainable natural resource management and environmental protection through an environmental management program that is gradually deployed in subsidiaries and based on operational measures.

Good practices of subsidiaries, realized in 2019



PAPIER / CONSOMMABLES

- Duplex Printing Management for Printing and Recycled Paper
- Information management system deployed in subsidiaries and holding companies to optimize the printing function of documents (rental printers and efficient management of consumables)
- Paper savings by re-using drafts for certain internal prints
- Awareness of the use of email instead of physical email
- Establishment of dashboard to monitor consumption of paper and office supplies by department
- Production of posters to raise awareness of paper consumption and use
- Font Reduction
- Strict management of paper trains by department



ÉNERGIE

- Change of office lamps by low-energy LEDs in all agencies
- Poster on best practices in energy reduction
- Monitoring of generator fuel consumption by agency
- Installation of prepaid fuel cards and monitoring of fuel consumption by logbook available in each bank vehicle
- Installation of motion detector for the activation of lights
- Automatic detection tool for non-switched devices
- SMS alert or daily monitoring of offices by officers or security guards
- Pre-paid fuel cards and consumption tracking and vehicle log tracking
- Optimization of shuttles in agencies
- Optimization of travel between agencies and headquarters
- Daily monitoring of offices by officers or guards
- Turn off air conditioners and lights for short and long absences



EAU

- Poster on best practices in reducing water consumption
- Sparcimonious use of water
- For coffee, boil only the amount of water needed



DÉCHETS

- Waste sorting of the restaurant
- Recycling of plastic packaging



SENSIBILISATION

- Poster of eco-gestures in agencies
- Awareness in the form of oral communication
- Internal communication campaign for the rational use of electric power (lamps and air conditioning) and water
- Publication of a document to raise awareness among employees on the harmful effects of plastic use on the environment
- Heads of departments and directors are involved in ensuring compliance with these instructions.

Climate

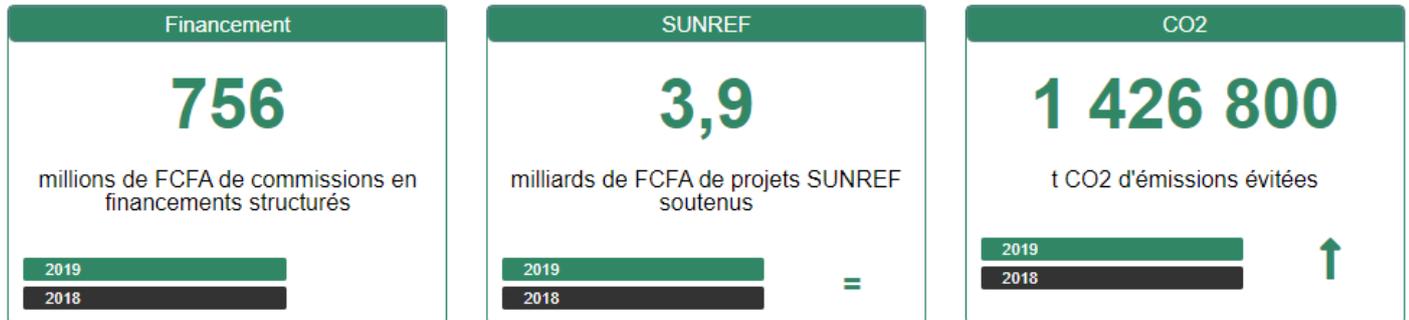
GRI 305-1 / SDG 12

Reduce CO2 emissions

The Orabank Group is committed to reducing its CO2 emissions by developing a sustainable mobility policy based on digital alternatives to travel and a car replacement policy, etc. But the Orabank Group also has a significant impact in the context of supporting financing projects for green growth and the transition to low-carbon energy

GREEN GROWTH

Favoriser la croissance verte en Afrique



Structured financing with positive impact

GRI 201-2 / SDG 17 / SDG 13

Investments in green growth

Orabank is committed to supporting investment through adaptation to global warming, facilitating access to affordable sustainable energy to ensure the development of a low-carbon economy and to participate in mitigating the causes of climate change. In the context of the fight against climate change, the Orabank Group advises its customers, industrialists, service providers or institutions in renewing their energy resources so as to replace fossil fuel consumption with renewable and clean energy.

In developing countries, financing for green growth is a major challenge and the Orabank Group wishes to position itself as the reference bank for the structured financing of responsible projects of a large scale promoting economic and social development. Its ambition is to develop a specialized financing offer >5 million€, requiring a specific approach in terms of structuring (amount, duration of the loan, legal and financial arrangement).

SUNREF project towards a low carbon transition



In order to promote private investments in the field of energy control in West Africa, the Agence Française de Développement (AFD) supports the banks of the region in the allocation of credits for "green" projects under the SUNREF program. West Africa is experiencing an energy crisis that is hampering its economic and social development. Many countries in the region are therefore facing significant difficulties due to the growing gap between energy demand, supply capacity and low level of investment in the sector. In this context, SUNREF, the AFD Green Finance label, aims to facilitate access to affordable sustainable energy to ensure the development of a low-carbon economy and to contribute to the mitigation of the causes of climate change. Through SUNREF West Africa, AFD assists countries in the region in reducing their greenhouse gas emissions and energy dependence on external sources through the use of local resources. All this while promoting sustainable and environmentally friendly socio-economic development.

In order to optimize private sector energy consumption, AFD supports green investment projects through SUNREF and encourages West African banks to finance the renewable energy and energy efficiency sectors. SUNREF is one of the innovative tools developed by the Agence Française de Développement (AFD) and co-financed with the European Union and the French Global Environment Facility to promote the emergence of a "green" finance adapted to the needs of the economic players of countries in transition. As part of a partnership with AFD, the Orabank Group financed numerous projects between 2014 and 2018 to support the development of a low-carbon economy in West Africa and enable economic actors to

adapt to this transformation. Among SUNREF's partner banks, Oragroup has been a key partner in this program. Projects funded by Oragroup are located in Togo, Senegal, Burkina Faso, Benin and Niger. Oragroup was able to support the financing of 12 projects generating significant climate benefits, for an overall investment of nearly 6 million euros (3.9 BCFA francs). Among these projects, 4 of them concern investments in energy control (purchase and installation of engines, ovens, cooling system, air conditioning, more efficient lighting), 5 in renewable energy (solar) and 3 projects are mixed, combining energy efficiency and renewable energy. In terms of impacts, these once-in-force investments are expected to result in annual energy savings of 2567 MWh, annual renewable energy production of 5283 MWh and 1 868 tons of CO2 avoided per year.

A high-efficiency dual-fuel oven in Togo

NEW SOTOLES, a steel company, has acquired a new high-efficiency dual-fuel furnace and a device to replace the use of diesel oil with LPG. The expected benefits of this investment are the reduction of dependence and pressure on the local electricity grid, the reduction of the plant's environmental footprint and the improvement of SOTOTOLES' competitiveness by controlling its energy bill. This operation was made possible through a loan from Orabank Togo, supported by AFD through the SUNREF program, in order to reduce its energy expenditure and improve its energy efficiency. The New SOTOLES produces corrugated sheet and galvanized plate, wire and tubes.

New SOTOTOLES has 8 production units and has been operational since 1992. It has a production capacity of 6,000 tons of steel bars per month. With a loan of 403,963 euros from Orabank Togo, the new SOTOTOLES made a green investment to acquire a high-performance oven and install a liquefied petroleum gas system. The annual energy savings are 4,516,000 kWh and 427,794 liters of diesel oil and 2,404 tCO₂ avoidance. Other energy efficiency and renewable energy measures are also under way. The Hage holding Group, which holds the New SOTOTOLES, is now able to replicate this type of investment in other subsidiaries represented in the UEMOA countries.

A thermal power station without gas discharge in Togo

The first stone of the Kekeli Thermal Power Plant in Lomé, Togo has been laid. The project is sponsored by Eranove and its subsidiary Kekeli Efficient Power and the Oragroup consortium and the BOAD for the mobilization of 70% of the financing of this project. The construction of this 65MW power plant with an estimated cost of 86 billion FCFA will use the combined gas-steam cycle technology. This technology will produce more electricity without additional gas consumption and by limiting 30% of CO₂ emissions to the atmosphere. The operational launch of the plant is planned for the end of 2022.

Positive impact

GRI 201-2 / SDG 12

Positive impact projects

The Orabank Group has set up an Environmental and Social Risk Management System (SYMRES) to ensure that the credit activity within it is carried out in strict compliance with the environmental and social ambitions of the group through measures to adapt to climate change. As a financial intermediary with economic operators, Orabank is an actor in disseminating good practices in the field of sustainable development. Orabank is committed to actions to finance green savings for access to renewable energy and clean water.

Integrating into a pro-environmental approach ensures a return on investment and a significant impact in the fight against climate change. Orabank funds energy-efficient and energy-efficient projects. In the industrial and hotel sector, the Orabank Group directs its customers to energy-efficient solutions that generate a 30% to 40% reduction in consumption. These savings from customers on their invoices can thus be reinvested in their development.

A cement factory in Guinea Conakry

Oragroup has been commissioned by Diamond Cement Guinée (DCGN) to mobilize a global facility of USD 11 million to finance its project to acquire equipment for the operation of a limestone deposit and the construction of a clinker manufacturing plant in the Sugueta District/Kindia Administrative Region, Republic of Guinea. The limestone quarry will be operated by the company Sougueta Mining (SOMICO), a wholly owned subsidiary of DCGN.

This company will be responsible for supplying raw materials (inputs) to the future clinker manufacturing plant of DCGN. The clinker plant will be built on an area of 4.7km² and will have an annual capacity of

500kT (1.5kT/day) in line with the production capacity of the DCGN cement mill unit (i.e. 500kT/year). The total cost of the project is estimated at USD 75 million distributed between the projects for the exploitation of the limestone deposits in Sougueta and for the installation and operation of a clinkerization unit.

A hotel structure in Togo

The "4 star" Sancta Maria luxury hotel structure in Togo has received the support of the Agence Française de Développement under the SUNREF program through Orabank funding. The hotel had two objectives: to reduce its energy bill, which is very high due to the use of inefficient air conditioners, and to reduce its impact on the environment, in order to join the current dynamic of Togo, which seeks to give an increasing place to renewable energy and energy efficiency measures, in the fight against the effects of climate change. The annual energy savings represent 227.6 MWh and an amount of €42,689, a reduction of 37%, increasing its competitiveness.

SOTER/PAL project - Solar power plant of 2.4 MW on behalf of the Autonomous Port of Lomé

Oragroup was requested by the Society of Renewable Energy Technologies (SOTER) as part of a project that aims to reduce considerably the monthly energy consumption bill of the Autonomous Port of Lomé (PAL), by implementing sustainable and environmentally friendly solutions through: (i) replacement of existing SHP headlamps and lamps with LED headlamps and lamps; (ii) replacement of roofs of storage to be used as support for solar panels; by sandwich panels of aluminum roofing; (iii) construction, operation, maintenance and provision of a 2 MW solar photovoltaic power plant.

The implementation of the said Project was backed by a performance contract that will link it to the SOTER. The total cost of the project is 2.3 billion CFA francs, financed from the available resources of the SUNREF line. The SOTER project for the Autonomous Port of Lomé (PAL) is composed of an energy efficiency measure and a renewable energy production measure. The technical details are presented as follows:

Replacing current lighting with efficient lighting. The 2,000 linear fluorescent tubes (TFLs) with electromagnetic ballast, the 336 external projectors, the 159 type 1 lamp posts and the 53 type 2 lamp posts will be replaced by Diode lamps and projectors.

Electroluminescent (LED) to reduce installed lighting power. This technology is more efficient, but it also increases the life of lamps and reduces the cost of maintaining lighting. The energy savings resulting from this measure are estimated at 975,759 kWh per year. That is a saving rate of 65%.

The installation of a 2,423 MWh solar photovoltaic power plant without self-consumption storage contributes to the PAL's autonomy in terms of electricity. The measure envisaged in the LIP will produce renewable electricity estimated at 3,567,000 kWh. This self-production represents 42% of the energy consumption of the reference year, equivalent to a reduction in emissions of 1 426 800 tCO₂.

The measures in the SOTER project will ultimately reduce the electricity bill and the operating costs of the PAL generators and its energy dependence on CEET (national electricity company).

Post-COVID funding

The management of the health crisis generates unforeseen costs for the management of the health of employees and economic impacts for public and private actors are expected, with the cost of health management being very substantial. A prioritization of the state's actions will be carried out and the turnover of the companies will be affected. In Africa, in our countries of operation, there is no mechanism for partial unemployment and layoffs are immediate. The rate of defaults of SMEs and individuals on loans is expected to increase. Central banks will provide liquidity, but the effects will be long-term. 2020 will be a difficult year and the Orabank Group will need to support financing needs in priority sectors such as raw materials. The fight against poverty is essential. The health crisis is pushing for telework and reducing travel, reducing transportation and GHG emissions.

We are waiting for a general awareness of the investments of the health sector, to hold laboratories and to strengthen the sector. International organizations will be important allies in the provision of credit lines. For the future, it is important to consider the key issues - climate, biodiversity, water and urban development. The Orabank Group will make a direct contribution to the establishment of infrastructure networks. Sectors such as 4G telecommunications and road infrastructure construction are growing on the continent and are contributing to the disintegration of the territories and represent a major economic

challenge in increasing the attractiveness of businesses and industrial players. They will require special attention to support their rise. Environmentally friendly technologies will be preferred to make responsible investment choices. The telecommunications sector is very much in demand for the establishment and strengthening of infrastructure.

PERFORMANCE

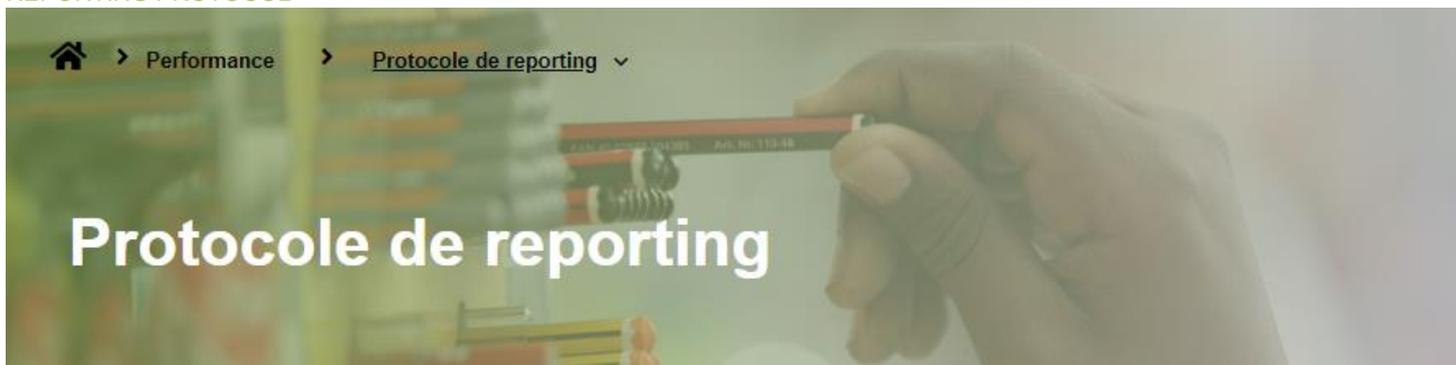
The Orabank Group follows the evolution of its performance and progress in its objectives. We are committed to and communicate with transparency about the effectiveness of our actions.



"For the past 10 years, market confidence has confirmed the strength of Oragroup's model and its potential. With its listing on the stock market, Oragroup is accelerating its growth trajectory, strengthening its regional anchor and attractiveness, and actively contributing to the development of the African financial market. "

Amadou Ly
Orabank Group Executive Director

<p>Protocole de reporting</p> <p>Notre démarche de transparence pour présenter nos politiques et notre gouvernance</p> <p>COMPRENDRE NOTRE DÉMARCHE DE REPORTING</p>	<p>Indicateurs clés de performance</p> <p>Présentation des valeurs annuelles de progrès sur les cinq dernières années</p> <p>Étudier nos résultats et notre performance</p>
<p>Résultats financiers</p> <p>La consécration de nos efforts stratégiques</p> <p>Étudier nos résultats et notre performance</p>	<p>Reconnaitances</p> <p>La reconnaissance de notre démarche et de notre vision</p> <p>Découvrir l'ensemble des classements et trophées obtenus</p>
<p>Index GRI</p> <p>Indexation des contenus suivant le référentiel de reporting le plus utilisé</p> <p>ACCÉDER À L'INDEX</p>	<p>Index GDO</p> <p>Indexation des contenus suivant le cadre le plus universel</p> <p>ACCÉDER À L'INDEX</p>
<p>Index BRVM</p> <p>Indexation des contenus selon les attentes de la Bourse régionale des Valeurs Mobilières</p> <p>ACCÉDER À L'INDEX</p>	<p>Glossaire</p> <p>Lexique, acronymes et définitions des termes spécifiques au reporting et aux activités du Groupe</p> <p>LIRE LE GLOSSAIRE</p>



Perimeter

GRI 102-45 / SDG 12.6

Our integrated reporting and social balance sheet cover 100% of the Orabank Group's perimeter including Orabank SA (Holding), all banks (Orabank Benin, Orabank Gabon, Orabank Guinée, Orabank Mauritania, Orabank Togo) and Orabank Côte d'Ivoire with all branches (Orabank Burkina Faso, Orabank Côte d'Ivoire, Orabank Côte d'Ivoire, Orabank Guinea Bissau, Orabank Mali, Orabank Niger and Orabank Senegal).

Gathering indicators

Quantitative data are collected and consolidated by the respective directorates responsible for ensuring consistency check. The calculation formulas used for the development of indicators are defined by the responsible Directorates. The consolidated results are transmitted to the Communication Directorate which ensures the publication of the information as part of the reporting.

Content

GRI 102-46

The structure of this digital report is based on the materiality of the issues.

[Learn more about Materials and our stakeholders](#)

To ensure consistency and readability of our approach, we continue our efforts and present annual progress values over the past 6 years. Our current financial and non-financial results demonstrate the foresight of our strategic vision and we see the results of improved performance bringing us even closer to the expectations of our clients and partners.

[Learn more about our indicators](#)

Status of progress on objectives

Progress targets have been identified in line with the qualitative objectives set by the Group. A review of these targets will take place in 2020.

Gathering indicators

Quantitative data are collected and consolidated by the respective directorates responsible for ensuring consistency check. The calculation formulas used for the development of indicators are defined by the responsible Directorates. The consolidated results are transmitted to the Communication Directorate which ensures the publication of the information as part of the reporting.

Issues

GRI 102-47

We conducted a materiality study and stakeholder consultation to prioritize the most relevant issues.

[Learn more about Materials and our stakeholders](#)

Repositories

GRI 102-48

Orabank is committed to publishing a report of its corporate responsibility in line with international standards. The Orabank Group is based on a process to communicate financial, economic, environmental and social information to stakeholders. Our current results, both financial and non-financial, demonstrate the foresight of our strategic vision and we see the results of improved performance bringing us even closer to the expectations of our clients and partners.

The objective of this transparency is to present policies and governance, deployment plans and performance measures. As part of a voluntary approach, our reporting is progressive. Since 2016, we have applied the GRI reference framework. Orabank is committed to the United Nations Sustainable Development Goals and the Principles for Responsible Investment (PRI). We also adhere to the IIRC principles. Since the Orabank Group's listing on the stock market, the reporting is now aligned with BRVM's expectations.

Changes

GRI 102-49

No significant changes from previous reporting periods in the list of relevant issues and scope of issues. No major changes occurred during the period.

Period

GRI 102-50

This report covers data for the 2019 fiscal year (1 January to 31 December 2019) and is published in April 2020.

Cycle

GRI 102-52

We publish the reporting of the results of our CSR approach on an annual basis.

Publications

GRI 102-52

Since 2014, an annual activity report has been prepared and since 2016 an integrated annual report has been published. Our previous report on the 2018 data was published in June 2019. Since 2018, we have chosen a digital reporting format that allows faster and more regular updating of our information.

[Learn more about our publications](#)

GRI Principles

GRI 101



Reporting principles are essential to achieving a quality sustainable development report. Each reporting principle consists of a requirement and guidelines on how to apply the principle. To ensure a quality approach that meets GRI's expectations on standards, the ORABANK

Group has ensured that the tests indicated for each principle by MATERIALITY-Reporting, GRI DATA PARTNER for France are implemented.

QUALITÉ	Localisation dans le rapport
Implication des parties prenantes	Matérialité et parties prenantes
Contexte du développement durable	Contexte
Matérialité	Matérialité et parties prenantes
Exhaustivité	Contexte

CONTENU	
Exactitude	Contenu du rapport
Équilibre	Indicateurs et objectifs
Clarté	Protocole de reporting
Comparabilité	Cadres de référence Reconnaisances
Fiabilité	Vérification externe
Régularité	Période et cycle de reporting

Compliance

GRI 102-54

The ORABANK Group adopts the GRI standards and applies its reporting principles. Reporting has been prepared in accordance with GRI standards: Essential option.

Verification

GRI 102-56

The MATERIALITY-Reporting firm, GRI DATA PARTNER for France, has carried out a verification of compliance with both the reporting principles of GRI standards, by conducting a critical analysis of the reporting and a verification of the GRI content index.

[Learn more about our GRI index](#)

An audit of the financial accounts was conducted by an accounting firm.

[Learn more about our BRVM Index](#)

Contact

GRI 102-53

We are at your disposal to exchange with you and receive your comments and suggestions.

392, Rue des Plantains

BP 2810 Lomé

Togo

+228 22 23 05 80



[Delphine NDIAYE](#)

Director of Communication

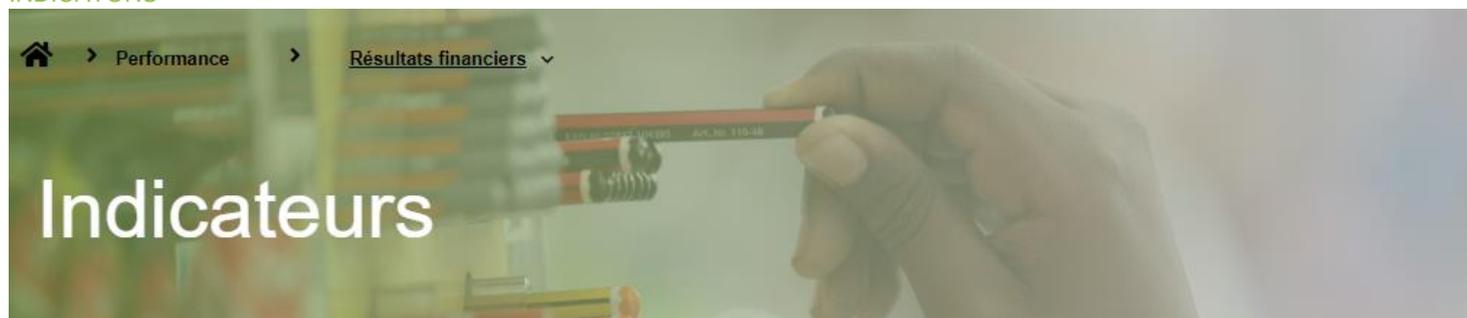
delphine.ndiaye@orabank.net



[Erika-Christelle JOHNSON](#)

Business Risk and CSR Manager

erika.johnson@orabank.net



GRI 103-3

INDICATEURS	Unité	2014	2015	2016	2017	2018	2019	EVOLUTION	Objectif
Résultat net consolidé	Milliards FCFA	N/A	-8	18	19	12	18	50%	
Total Bilan	Milliards FCFA	1 227	1 498	1 654	1 810	2 160	2 634	22%	
Produit Net Bancaire	Milliards FCFA	82	87	101	108	127	147	16%	
Agences	Nombre	103	123	137	143	149	157	5%	
Dépôts Clientèle	Milliards FCFA	798	923	1 023	1 128	1 462	1 823	25%	
Crédit Clientèle	Milliards FCFA	778	888	992	1 100	1 207	1 366	13%	
Clients actifs	Nombre	316 327	349 016	386 181	451 375	510 926	493 785	-3%	
Pays	Nombre	12	12	12	12	12	12	0%	
Administrateurs indépendants au CA	Nombre	1	1	1	2	3	3	0%	
Actionnaire membre de la Direction Exécutive	Nombre	1	1	0	0	0	2		
Assiduité aux réunions de comités du CA	%	100%	100%	100%	100%	91%	86%		100%
Administrateur en position de conflit d'intérêt	Nombre						0		0
Collaborateurs et partenaires sensibilisés aux valeurs de la marque Orabank	%						100%		100%
Employés formés à la classe des risques	Nombre			75					
Employés à risque ayant suivi une formation liée à la conformité et l'éthique	Nombre/%		375	867			100%		100%
Employés à risque soumis aux tests internationaux de lutte contre la corruption	%						100%		100%
Transactions couvertes par les dispositifs anti-blanchiment	Nombre	3	4	75	50				100%
Employés impliqués dans la gestion des risques	Nombre						111		
Employés sensibilisés sur le manuel des procédures de SYMRES	%						Nouvel indicateur		100% (2021)
Clients utilisant les offres digitales	%			75%		75%	100%		75%
Clients satisfaits des services et produits	%			90%		90%	90%		90%
Documents émis répondent aux principes de la charte Communication Responsable	%						0%		100%
Salariés	Nombre		1635	1750	1811	1857	2015	9%	
Salariés hommes	Nombre			962	1034	1066	1200	13%	
Salariés femmes	Nombre			742	777	791	815	3%	
Recrutements	Nombre		339	234	233	221	276	25%	

Salariés en CDI (nombre)	Nombre	1 294	1 395	1481	1646	1647	1776	8%	
Salariés en CDI (%)	%		85%	85%	91%	89%	88%	-1%	
Salariés cadres (nombre)	Nombre			575	739	747	852	14%	
Salariés cadres (%)	%	37%	35%	36%	41%	40%	42%	5%	
Renouvellement du personnel	%			9%	7%	9%	11%	16%	
Ancienneté moyenne (ans)	Ans			5,4	5,3	5,0	6,5	30%	
Collaborateurs bénéficiant d'un entretien d'évaluation	%		95%	95%	100%	100%	100%		100%
Fidélisation des salariés les mieux notés	%				90%	95%	94,54%		98%
Masse salariale en Millions FCFA	Millions FCFA			23836	23927	28616	30511	7%	
Salaire moyen en milliers FCFA	Milliers FCFA			13621	13212	15410	15142	-2%	
Œuvres sociales cumulées / masse salariale	%		3%	3%			0%		
Filiales ayant un CSST	%			100%	100%	100%	100%		100%
Absentéisme	%		3%	3%	2%	3%	3%	6%	< 3,5%
Accidents du travail	Nombre			11	11	3	8	167%	
Jours accident du travail	Nombre			136	116	152	91	-40%	
Employés ont pris leurs congés annuels	%					90%	100%	11%	100%
Collaborateurs ayant suivi une formation	%		78%	81%	77%	87%	80%	-8%	100%
Stagiaires accueillis	Nombre			828	1059	994	1073	8%	
Budget formation /masse salariale	%	3,86%	4%	3%	4%	4%	4%	-3%	
Réussite aux formations bancaires diplômantes	%		74%	67%	74%	65%	85%	31%	
Collaborateurs ayant suivi une formation	Nombre	950	1 224	1381	1396	1622	1569	-3%	
Taux d'adéquation poste/profil	%					90%	95%		90%
Femmes recrutées (nombre)	Nombre	63	83	66	90	63	102	62%	
Femmes recrutées (%)	%			34%	39%	29%	37%	28%	
Femmes salariées (%)	%	42%	44%	42%	43%	43%	40%	-5%	
Femmes cadres (nombre)	Nombre			183	239	228	253	11%	
Femmes cadres (%)	%	23%	30%	32%	32%	31%	30%	-3%	
Femmes dans les comités de direction	%			23%	23%	22%	26%	18%	50%
Promotions internes totales (nombre)	Nombre			195	276	88	215	144%	
Promotions internes pour les femmes (nombre)	Nombre			77	136	40	94	135%	
Promotions internes pour les femmes (%)	%	35%	35%	40%	49%	46%	44%	-4%	
âge moyen	Ans			38,5	38,7	38,6	38,6	0%	
Clients utilisant les solutions de mobilité bancaire	%								75%
Filiales ayant mené au moins une action solidaire	%								100%
Budget investi dans des actions citoyennes et de solidarité dans les filiales	Milliers FCFA						219977		
Filiales ayant développé un programme pour des produits d'épargne participatifs	%						100%		100%
Agences ayant mis en place un système de gestion environnementale	%								100%
Agences pilotant efficacement leur consommation d'énergie	%								100%
Volume de projets soutenus dans le cadre de SUNREF (millions FCFA)	Millions FCFA				3 000	3900	3900	0%	3900

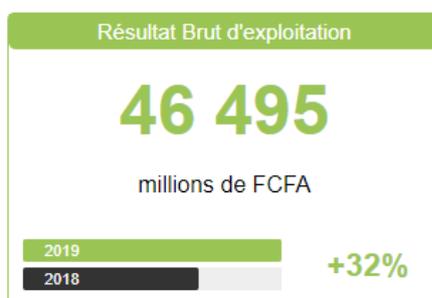
Commissions en financements structurés (millions FCFA) en cumulé	Millions FCFA	180	530	756	43%	700
Emissions t CO2 évitées (PROJETS SUNREF)	t CO2		1 868	1 426 800	76281%	

FINANCIAL RESULTS



Financial Key Figures 2019

GRI 103-3





"The year 2019 marked a turning point for Oragroup, thanks in particular to its listing on the Regional Stock Exchange (BRVM) in Lomé. The introduction of this stock exchange is both the culmination of a work that has been carried out for the last 10 years, but also and above all an incentive to continue along the same path. Market confidence confirmed the strength of the Oragroup model and the Group's growth potential. "

Amédée NONFON

Administrative and Financial Director

Chiffres clés (en millions de FCFA, sauf les ratios en % et statistiques en unité)	31-déc-19	31-déc-18	Variation
Principaux agrégats du compte de résultat			
Produit net bancaire	146 852	126 918	16%
Résultat Brut d'exploitation	46 495	35 314	32%
Résultat net consolidé	18 327	12 491	47%
Résultat net consolidé part Groupe	9 806	7 968	23%
Résultat net par action (en FCFA)	142	115	24%
Principaux agrégats du bilan			
Total du bilan	2 634 338	2 159 904	22%
Crédits à la clientèle	1 366 206	1 207 037	13%
Dépôts de la clientèle	1 822 532	1 462 305	25%
Capitaux propres part du groupe	111 571	108 590	3%
Statistiques et ratios			
Effectifs	2 015	1 857	9%
Nombre d'agence	157	149	5%
Coefficient d'exploitation	68,3%	72,2%	
Rentabilité moyenne des fonds propres part Groupe	8,9%	7,1%	
Rentabilité moyenne des actifs	0,6%	0,8%	

Oragroup held its ordinary general meeting on Monday, June 29, 2020 in Lomé, for approval of the company's financial statements for the year ended December 31, 2019, issued in accordance with International IFRS. Oragroup had excellent results, with a total balance sheet of 2,634.3 billion CFA francs, an increase of 22% compared with the previous year. The deposits of the customers of the entire Orabank network amount to 1 822.5 billion CFA francs with more than 360 billion CFA francs collected and the claims on the customers to 1 366.2 billion CFA francs, an increase of more than 160 billion CFA francs. The transformation rate improved markedly from 92.6% in December 2018 to 83.1% in December 2019. The Group has a net bank income of 146.9 billion CFA francs (+16%) and a consolidated net income of a very high increase of 47% to 18.3 billion CFA francs. This evolution shows the good performance noted on all revenue lines. The increase in overhead costs of 9.6% compared to 2018 is due to the strengthening of our teams from 1,853 employees at the end of 2018 to 2,015 in 2019 and the expansion of our network of agencies from 146 in 2018 to 157 in 2019. Our operating coefficient improved markedly from 72.2% in 2018 to 68.2% in 2019. The net cost of the risk is up 26% and is due to the delay in recoveries that are expected to result in recoveries of provisions on almost all subsidiaries. The year 2019 marked a turning point for Oragroup, thanks in particular to its entry on 16 April 2019 on the Regional Stock Exchange (BRVM) at the first listing ceremony in Lomé. This market launch - the most important since the creation of the BRVM in 1998 - is both the result of work that has been done over the past 10 years and, above all, an incentive to continue along the same path. Market confidence confirmed the strength of the Oragroup model and the Group's growth potential. With its 20% equity listing, Oragroup wanted to accelerate its growth trajectory, which is confirmed today by 2019 results that are up sharply. By jointly increasing capital

and divesting shares, Oragroup had dedicated its regional anchor and attractiveness to actively contribute to the development of the regional financial market. The consolidated financial statements of Oragroup SA as at 31 December 2019 are prepared in accordance with the International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB). The auditors, EXCO FICAO and KPMG, carried out an audit of the consolidated financial statements in accordance with international standards and for the fiscal year ended 31 December 2019. A reasonable level of insurance was selected.

[Our financial statements are available in the PUBLICATIONS area](#)

[Report of the Board of Directors to the AG](#)

[Annual financial statements](#)

[IFRS audited accounts](#)

[SYSCOHADA audited accounts](#)

Orabank Group Cash



"Treasury's activities continued to grow the Group's revenues in 2019, including through gains and commissions on foreign exchange, in line with our overall strategy. "

Julien KOFFI
Director of the PI Treasury

Highlights of 2019

In 2019, our Treasury business remained in line with the trend in previous years; notably in terms of the contribution of Treasury revenues to the Group's GNP.

- The Treasury teams remained focused on our main revenue-contributing occupations: ALM (Asset-Liability Management), Sales of Treasury products and Trading. ALM revenues (net margin of intermediation Treasury) represent 39% of Treasury revenues and foreign exchange revenues and other commissions (including trading) account for 61%.
- The Group's Markets Room (MDS), based in Orabank Togo, has achieved performance above the targets set. In addition, 2019 was the year of two major advances to the MDS, in the direction of dematerializing our operations in order to better control our risks:
- The deployment of our Orabank FX home platform, now used by all subsidiaries for foreign currency repositioning operations.
- The upgrade of our Market Room software for the FX Spot and FX Forward modules, as well as the acquisition of the Desk ALM modules: Securities Module, Money Market Module and Pension Module Delivered (repo).
- In 2019, the confirmation lines for international trade transactions (LC, SBLC, etc.) with foreign correspondents increased by about 64%, in line with our growth strategy for our Trade Finance activities.
- The problem of risk management is not over. In addition to the limits of foreign exchange positions and the internal balance sheet limits approved and monitored for each of our countries, in 2019, a Treasury Directorate Policy and Procedures Manual was approved by the Board of Directors of the Group and Subsidiaries. This policy strengthens our risk management system in addition to the existing Market Risk Management Policy Manual.



Distinctions

GRI 103-3

Our banks are classified in TOP 5 of the banks in the subregion according to the client deposit criterion.

Number 1 in TOGO

Number 2 in GUINEA BISSAU and CHAD

Prix « Best Bank in Africa »



2019

Oragroup a reçu le prix « Best Bank in Africa » lors de l’Africa Investments Forum and Awards (AIFA), événement organisé par Leaders League et réunissant plus de 700 décideurs publics et privés. Notre groupe est récompensé pour son excellence opérationnelle, sa capacité d’innovation ainsi que son engagement en matière de RSE.

[En savoir plus](#)

Distinction d'Orabank Benin par MoneyGram



2019

Pour la 2ème année consécutive, MoneyGram décerne à Orabank Bénin deux distinctions à l’issue d’un challenge. Orabank Bénin a reçu les trophées MoneyGram « Meilleur Partenaire Revenu 2019 » et « Meilleur Partenaire Volume 2019 ».

[En savoir plus](#)

Prix « The Banker Awards – Bank of the Year 2019 »



2019

Oragroup remporte le prix « The Banker Awards – Bank of the Year 2019 » au Burkina Faso, en Guinée Bissau, au Sénégal et au Togo. Cette prestigieuse distinction récompense l'excellence financière et managériale du groupe ainsi que sa trajectoire de croissance accélérée.

[En savoir plus](#)

Orabank « Meilleure banque régionale en Afrique de l'Ouest »



2019 - 2017 - 2015

Le Groupe bancaire Orabank remporte le trophée de la meilleure banque régionale en Afrique de l'Ouest pour la 3ème fois (2015, 2017 et 2019). Lors de la cérémonie African Banker Awards, du groupe IC Publications qui s'est tenue le 11 juin 2019 à Malabo, en marge des Assemblées générales de la Banque Africaine de Développement (BAD), ORABANK a reçu ce trophée qui entend « récompenser l'excellence bancaire en Afrique ».

[En savoir plus](#)

Prix « The Banker Awards – Bank of the Year 2018 »



2018

Trois filiales du Groupe Orabank, au Burkina Faso, au Sénégal et au Togo ont remporté le trophée de la meilleure banque dans leurs pays respectifs. Ce prix est décerné par le magazine The Banker, édité par le groupe Financial Times.

[En savoir plus](#)

Bloomfield Investment attribue la note de long terme A à ORAGROUP



2019

Bloomfield Investment Corporation a attribué les notes suivantes à Oragroup : à long terme, la note A (note d'investissement), avec une perspective stable ; et à court-terme, la note A2 (note d'investissement), avec une perspective stable. Parmi les points forts relevés figurent notamment la solidité financière et l'implémentation des meilleures pratiques de gouvernance.

Distinction d'Orabank Benin par MoneyGram



2018 - 2017

Le service de transfert rapide d'argent MoneyGram est disponible au Bénin auprès d'une dizaine de banques de la place. Chaque année, il est organisé Orabank Bénin a été consacrée Meilleur Partenaire Croissance en 2017 et en 2018, Orabank Bénin a été distingué par deux trophées : Meilleur Partenaire Croissance et Meilleur Partenaire Revenu.



Compliance

GRI 102-54

The ORABANK Group adopts the GRI standards and applies its reporting principles. Reporting has been prepared in accordance with GRI standards: Essential option.

GRI 102-55

GRI STANDARD	INFORMATION ELEMENT	DESCRIPTION	LOCATION OR OMISSION
GRI 101: General principles - 2016			
GRI 102: General Information Elements - 2016			
Organization Profile			
102-1		Organization Name	PROFILE
102-2		Activities, Trademarks, Products and Services	PROFILE
102-3		Geographical location of headquarters	PROFILE
102-4		Geographical location of activity sites	PROFILE
102-5		Capital and legal form	PROFILE
102-6		Markets served	PROFILE
102-7		Organization Size	PROFILE
102-8		Information about employees and other workers	MATERIALITY
102-9		Supply Chain	ETHICS AND DEONTOLOGY
102-10		Changes to the organization and its supply chain	PROFILE
102-11		Precautionary Principle or Preventive Approach	PROFILE
102-12		External Initiatives	RSE PILOTAGE
102-13		Membership in associations	RSE PILOTAGE
Strategy			
102-14		Statement by the highest decision-maker	EDITORIAL
102-15		Key impacts, risks and opportunities	IMPACTS/RISKS/OPPORTUNITIES
Ethics and Integrity			
102-16		Values, principles, standards and rules of conduct	VISION AND VALUES
Governance			
102-18		Governance Structure	PRINCIPLES OF GOVERNANCE
Involvement of stakeholders			
102-40		List of stakeholder groups	MATERIALITY
102-41		Collective Bargaining Agreements	MATERIALITY
102-42		Identification and selection of stakeholders	MATERIALITY
102-43		Approach to stakeholder engagement	COMMITMENT OF PARTNERS
102-44		Major issues and concerns raised	COMMITMENT OF PARTNERS
Reporting Practice			
102-45		Entities included in consolidated financial statements	REPORTING PROTOCOL
102-46		Defining the content of the report and the scope of the issue	REPORTING PROTOCOL
102-47		List of relevant issues	MATERIALITY
102-48		Reasoning information	REPORTING PROTOCOL

102-49	Reporting Changes	REPORTING PROTOCOL
102-50	Reporting Period	REPORTING PROTOCOL
102-51	Latest Report Date	REPORTING PROTOCOL
102-52	Reporting Cycle	REPORTING PROTOCOL
102-53	Contact point for issues related to the report	REPORTING PROTOCOL
102-54	Reporting in accordance with GRI standards	REPORTING PROTOCOL
102-55	GRI Content Index	GRI INDEX
102-56	External Audit	REPORTING PROTOCOL

SPECIFIC INFORMATION ELEMENTS

GRI 200: ECONOMIC STANDARDS

GRI 103: Management Approach - 2016	103-1	Presentation of relevant issues and their impact perimeter	MATERIALITY
	103-2	Description of the management approach	ROAD SHEET
	103-3	Evaluation of the management approach	INDICATORS

Economic Performance

GRI 201: Economic Performance - 2016	201-1	Direct economic value generated and distributed	LOCAL DEVELOPMENT
	201-2	Financial implications and other risks and opportunities arising from climate change	GREEN GROWTH

Indirect economic impacts

GRI 203: Indirect economic impacts - 2016	203-1	Infrastructure investments and patronage	LOCAL DEVELOPMENT
	203-2	Significant indirect economic impacts	FINANCIAL INCLUSION

GRI 300: ENVIRONMENTAL STANDARDS

GRI 103: Management Approach - 2016	103-1	Presentation of relevant issues and their impact perimeter	MATERIALITY
	103-2	Description of the management approach	ROAD SHEET
	103-3	Evaluation of the management approach	INDICATORS

Materials

GRI 301: Materials - 2016	301-1	Materials used by weight or volume	ENVIRONMENTAL MANAGEMENT
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Energy

GRI 302: Energy - 2016	302-1	Energy consumption within the organization	ENVIRONMENTAL MANAGEMENT
	302-4	Reducing energy consumption	GREEN GROWTH

Water and effluent

GRI 303: Water and effluent - 2018	303-1	Interactions with water as a shared resource	ENVIRONMENTAL MANAGEMENT
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Emissions

	305-5	Reduction of GHG emissions	ENVIRONMENTAL MANAGEMENT
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Environmental compliance

GRI 307: Environmental Compliance - 2016	307-1	Non-compliance with environmental legislation and regulations	ENVIRONMENTAL MANAGEMENT
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Environmental Assessment of Suppliers

GRI 308: Environmental Assessment of Suppliers - 2016	308-1	New suppliers analyzed with environmental criteria	ETHICS AND DEONTOLOGY
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GRI 400: SOCIAL STANDARDS

GRI 103: Management Approach - 2016	103-1	Presentation of relevant issues and their impact perimeter	MATERIALITY
	103-2	Description of the management approach	ROAD SHEET
	103-3	Evaluation of the management approach	INDICATORS

Employment

GRI 401: Employment - 2016	401-1	Recruitment of new staff and rotation of staff	WORKING CONDITIONS
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	401-2	Benefits to full-time employees and not to temporary or part-time employees	WORKING CONDITIONS
Occupational Health and Safety			
GRI 403: Occupational Health and Safety - 2018	403-1	Occupational Health and Safety Management System	WORKING CONDITIONS
	403-2	Hazard identification, risk assessment and investigation of adverse events	WORKING CONDITIONS
	403-3	Occupational Health Services	WORKING CONDITIONS
	403-4	Participation and consultation of workers and communication on occupational health and safety	WORKING CONDITIONS
Training and education			
GRI 404: Training and education - 2016	404-1	Average number of training hours per year per employee	COMPETENCES
	404-2	Skills upgrading/transition support programs	COMPETENCES
	404-3	Percentage of employees benefiting from performance reviews and career development	COMPETENCES
Diversity and Equal Opportunities			
GRI 405: Diversity and equal opportunities - 2016	405-1	Diversity of governance bodies and employees	DIVERSITY AND INCLUSION
	405-2	Ratio of the basic salary to the remuneration of women and men	DIVERSITY AND INCLUSION
Human rights assessment			
GRI 412: Human rights assessment - 2016	412-1	Operations subject to human rights monitoring or impact assessments	FINANCIAL INCLUSION
Local Communities			
GRI 413: Local Communities - 2016	413-1	Activities involving the local community (impact and programs)	SOLIDARITY
Marketing and labeling			
GRI 417: Marketing and Labeling - 2016	417-1	Requirements for product and service information and labeling	COMMITMENT OF PARTNERS
	417-2	Non-compliance with product and service information and labeling	COMMITMENT OF PARTNERS
Client Data Confidentiality			
GRI 418: Client Data Privacy - 2016	418-1	Basis of complaints regarding breach of confidentiality of customer data and loss of customer data	COMMITMENT OF PARTNERS
Socio-economic compliance			
GRI 419: Socio-economic compliance - 2016	419-1	Non-compliance with social and economic legislation and regulations	ETHICS AND DEONTOLOGY

Index ODD

OBJECTIFS DE DÉVELOPPEMENT DURABLE

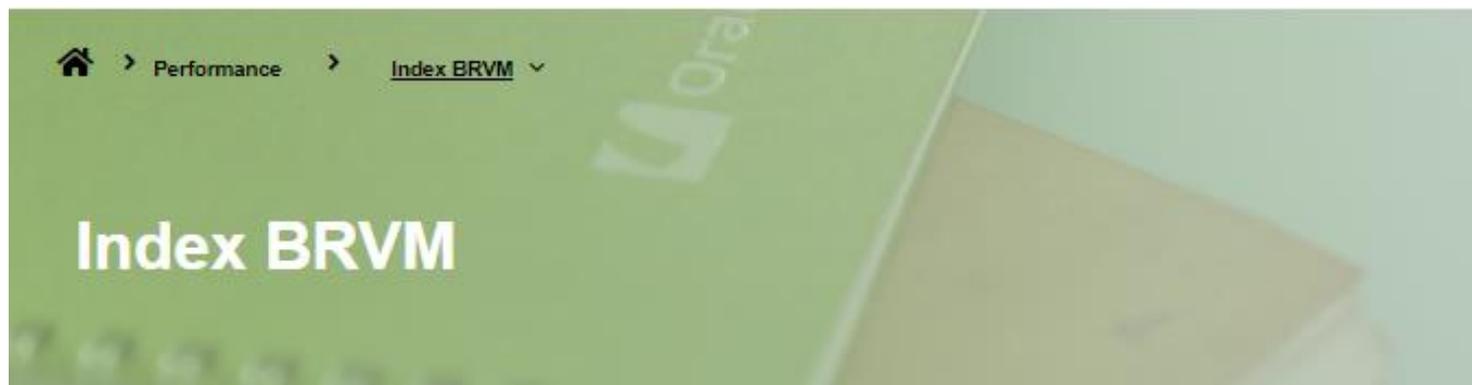
In 2015, the United Nations (UN) adopted 17 Sustainable Development Goals (SDGs) to eradicate poverty, protect the planet, and ensure prosperity for all as part of a new sustainable development agenda.

Each goal has specific targets to be achieved in the next 15 years. To achieve the goals, everyone must do their part: governments, the private sector, civil society.

The Orabank Group's CSR Strategic Roadmap contributes fully to achieving the SDGs. It covers both issues related to poverty reduction and inequality, while ensuring socio-economic development in Africa, through multiparty agreements for green growth.

ODD	Faits	Cibles	ORABANK s'engage
 <p>1 PAS DE PAUVRETÉ</p>	<p>À l'échelle de la planète, 836 millions de personnes vivent encore dans l'extrême pauvreté avec moins de 1,25 dollar par jour. Plus de 80% sont dans deux régions : l'Asie du Sud et l'Afrique subsaharienne.</p>	<p>Cible 1.4</p> <p>D'ici à 2030, faire en sorte que tous les hommes et les femmes, en particulier les pauvres et les personnes vulnérables, aient les mêmes droits aux ressources économiques et qu'ils aient accès aux services financiers adaptés à leurs besoins, y compris la microfinance. Orabank s'engage.</p>	<p>Inclusion financière</p> <p>Solidarité</p>
 <p>3 BONNE SANTÉ ET BIEN-ÊTRE</p>	<p>Actuellement, le monde est en proie à une crise sanitaire mondiale sans précédent — la COVID-19 provoque de grandes souffrances, déstabilise l'économie mondiale et bouleverse la vie de milliards de personnes dans le monde entier. Davantage d'efforts sont requis pour éradiquer un large éventail de maladies et pour résoudre de nombreux enjeux sanitaires et réduire les disparités entre les capacités des pays en Afrique.</p>	<p>Cible 3.3</p> <p>D'ici à 2030, mettre fin à l'épidémie de sida, à la tuberculose, au paludisme et aux maladies tropicales négligées et combattre l'hépatite, les maladies transmises par l'eau et autres maladies transmissibles</p>	<p>Conditions de travail</p> <p>#Covid-19</p>
 <p>4 ÉDUCATION DE QUALITÉ</p>	<p>L'éducation favorise la mobilité socio-économique et constitue un moyen d'échapper à la pauvreté.</p>	<p>Cible 4.4</p> <p>D'ici à 2030, augmenter nettement le nombre de jeunes et d'adultes disposant des compétences, notamment techniques et professionnelles, nécessaires à l'emploi, à l'obtention d'un travail décent et à l'entrepreneuriat</p>	<p>Compétences</p>

	<p>Autonomiser les femmes et promouvoir l'égalité entre les sexes est déterminant pour accélérer le développement durable. Les femmes représentent 41 % des travailleurs rémunérés hors agriculture. Donner aux femmes le droit aux mêmes ressources économiques est une cible primordiale.</p>	<p>Cible 5.5</p> <p>Veiller à ce que les femmes participent pleinement et effectivement aux fonctions de direction à tous les niveaux de décision, dans la vie politique, économique et publique, et y accèdent sur un pied d'égalité.</p>	<p>Diversité et égalité</p>
	<p>Développer l'infrastructure et perfectionner les technologies afin d'approvisionner en énergie propre (photovoltaïque, éolienne et géothermique) tous les pays en développement est un objectif capital, permettant de soutenir la croissance tout en agissant positivement sur l'environnement.</p>	<p>Cible 7.a.1</p> <p>Flux financiers internationaux à destination des pays en développement à l'appui de la recherche - développement dans le domaine des énergies propres et de la production d'énergie renouvelable, notamment au moyen de systèmes hybrides.</p>	<p>Croissance verte</p>
	<p>470 millions d'emplois par an seront nécessaires dans le monde pour les nouveaux venus sur le marché du travail entre 2016 et 2030.</p>	<p>Cible 8.3</p> <p>Promouvoir des politiques axées sur le développement qui favorisent les activités productives, la création d'emplois décents, l'entrepreneuriat, la créativité et l'innovation et stimulent la croissance des microentreprises et des petites et moyennes entreprises et facilitent leur intégration dans le secteur formel, y compris par l'accès aux services financiers</p>	<p>Conditions de travail</p> <p>Développement local</p> <p>Inclusion financière</p>
	<p>Pour de nombreux pays africains, en particulier pour les pays à faible revenu, les contraintes existantes en matière d'infrastructures affectent la productivité des entreprises de près de 40%.</p>	<p>Cible 9.3</p> <p>Accroître, en particulier dans les pays en développement, l'accès des entreprises, notamment des petites entreprises industrielles, aux services financiers, y compris aux prêts consentis à des conditions abordables, et leur intégration aux chaînes de valeur et aux marchés.</p>	<p>Développement local</p> <p>Inclusion financière</p>
	<p>Les inégalités de revenus ont augmenté de 11 % dans les pays en développement entre 1990 et 2010. Plus de 75 % de la population vivent aujourd'hui dans des sociétés où les revenus sont distribués de façon plus inégale que dans les années 1990.</p>	<p>Cible 10.c</p> <p>D'ici à 2030, faire baisser au-dessous de 3 % les coûts de transaction des envois de fonds effectués par les migrants et éliminer les circuits d'envois de fonds dont les coûts sont supérieurs à 5 %.</p>	<p>Conditions de travail</p>
	<p>Les inégalités de revenus ont augmenté de 11 % dans les pays en développement entre 1990 et 2010. Plus de 75 % de la population vivent aujourd'hui dans des sociétés où les revenus sont distribués de façon plus inégale que dans les années 1990.</p>	<p>Cible 12.6</p> <p>Encourager les entreprises, en particulier les grandes entreprises et les sociétés transnationales, à adopter des pratiques viables et à intégrer dans les rapports qu'elles établissent des informations sur la viabilité.</p>	<p>Gestion environnementale</p> <p>Protocole de reporting</p>
	<p>D'ici à la fin du siècle, l'augmentation de la température globale dépasserait 1,5 °C par rapport à la période 1850 à 1900. Le niveau moyen des mers devrait augmenter de 24 à 30 cm d'ici à 2065 et de 40 à 63 cm d'ici à 2100.</p>	<p>Cible 13.1</p> <p>Renforcer, dans tous les pays, la résilience et les capacités d'adaptation face aux aléas climatiques et aux catastrophes naturelles liées au climat</p>	<p>Gestion environnementale</p> <p>Croissance verte</p>
	<p>La corruption, la fraude, le vol et l'évasion fiscale coûtent quelque \$1,26 trillions par an aux pays en développement et cette somme d'argent pourrait être utilisée pour aider ceux qui vivent avec moins de 1,25 \$ par jour pendant au moins six ans.</p>	<p>Cible 16.4</p> <p>D'ici à 2030, réduire nettement les flux financiers illicites et le trafic d'armes, renforcer les activités de récupération et de restitution des biens volés et lutter contre toutes les formes de criminalité organisée</p>	<p>Gouvernance</p> <p>Stratégie RSE</p> <p>Transparence</p>
	<p>Des partenariats inclusifs sont nécessaires pour un programme de développement durable réussi. Ces partenariats construits sur des principes et des valeurs, une vision commune et des objectifs communs qui placent les peuples et la planète au centre, sont nécessaires au niveau mondial, régional, national et local.</p>	<p>Cible 17.6</p> <p>Renforcer le Partenariat mondial pour le développement durable, associé à des partenariats multipartites permettant de mobiliser et de partager des savoirs, des connaissances spécialisées, des technologies et des ressources financières, afin d'aider tous les pays, en particulier les pays en développement, atteindre les objectifs de développement durable</p>	<p>Croissance verte</p> <p>Index GRI</p> <p>Index ODD</p> <p>Index BRVM</p>



On 16 April 2019, in the presence of the Minister of Economy and Finance of the Togolese Republic, Mr. Sani Yaya, representing His Excellency the President of the Republic, Mr. Faure Essozimna Gnassingbé, the Pan-African Banking Group Oragroup entered the Regional Stock Exchange (BRVM) during the first covenant ceremony staging in Lomé.

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Glossaire et acronymes

Terme	Définition
ALCO	Comité Gestion Actifs-Passif du Groupe Orabank
ALM	Asset and Liability Management
AML	Normes anti-Money Laundering Compliance
Bâle II/III	Normes établies par le Comité de Bâle comprenant et des recommandations de supervision et de régulation du secteur bancaire au niveau international ainsi que des standards techniques. Le Comité de Bâle étant composé de représentants des autorités de supervision bancaire et de banques centrales de 27 pays
BIC	Bureau d'Information sur les Crédits
CEMAC	Communauté Economique et Monétaire de l'Afrique Centrale
Chargé de clientèle	Collaborateur de la banque en contact direct avec le client du début à la fin du projet, interface de l'image de la banque et interlocuteur unique du client.
Coefficient d'exploitation	Le rapport entre les charges d'exploitation et le produit net bancaire
CORISQ	Comité Risques du Groupe Orabank
CPN	Comité de Crédit de Premier Niveau du Groupe Orabank
CRM	Outil de gestion de la relation client
CSN	Comité de Crédit de Second Niveau du Groupe Orabank
CSST	Comité Hygiène, Sécurité au Travail
DAB	Distributeurs de Billets (DAB), automate permettant le retrait d'espèces pour l'ensemble des porteurs de cartes acceptées par l'appareil.
ERMAS	Outil de gestion globale des risques utilisé par le Groupe Orabank
Financement structuré	Il s'agit d'un financement « sur mesure » ou financement spécialisé. Cette formule désigne tous types de financements, demandant une approche spécifique en termes de structuration (montant, durée du prêt, montage juridique et financier) en comparaison aux solutions de financements dites « classiques » que propose le groupe Orabank aux entreprises.
GAB	Guichet Automatique de Banque, automate permettant au détenteur d'une carte bancaire d'effectuer de nombreuses opérations sans intervention du personnel de sa banque et ce 24 H sur 24.
IFRS	International Financial Reporting Standards, norme comptable
IOB	Intermédiaire en Opération de Banque
KYC	Normes Know Your Customer
mPOS	mobile Point Of Sale, accessoires qui se connectent à une tablette ou à un smartphone et qui permettent de lire une carte bancaire.
OIT	Organisation Internationale du Travail
PCA	Plan de Continuité d'Activité : procédure qui permet de sécuriser la disponibilité et la fiabilité du service et de prendre les mesures d'urgence en cas de crise, dans le but d'instaurer un plan de restauration pour assurer une continuité des activités
PCI-DSS	Payment Card Industry Data Security Standard : norme de sécurité des cartes de paiement
PME	Petites et Moyennes Entreprises
PNB	Produit Net Bancaire
R&D	Recherche & Développement
Risque de crédit	Correspondant à la possibilité qu'un emprunteur ou une contrepartie ne respecte pas ses obligations conformément aux conditions définies au contrat avec pour effet direct une perte partielle ou totale des ressources prêtées. Le risque de crédit émerge ainsi des opérations de financements des entreprises, des personnes physiques, des banques ou des institutions financières.
Risque ESG	Risque Environnemental, Social et de Gouvernance
ROA	Return On Assets : rentabilité des actifs
ROE	Return On Equity : rentabilité des capitaux propres
SBA	Logiciel Sopra Banking Amplitude (application de e-banking)
SIRH	Système d'information des ressources humaines
SLA	Service Level Agreement : norme qui définit la qualité de service entre un fournisseur et un client
SUNREF	Outil de financement vert
SYMRES	Système de management des risques environnementaux et sociaux conçu par le Groupe Orabank
TPE	Terminal de Paiement Electronique
UEMOA	Union Economique et Monétaire Ouest-Africaine
UNEP FI	United Nations Environment Programme Finance Initiative

PUBLICATIONS

The Orabank Group is committed to transparency. We share the documents necessary to understand our approach. We also make available the evidence and control materials of our reporting.

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CONNAÎTRE NOS POLITIQUES ET CHARTES

Rapports du Groupe Orabank



Rapport intégré 2019



Bilan social 2019



Rapport intégré 2018



2018 Integrated Report



Bilan social 2018



Rapport intégré 2017



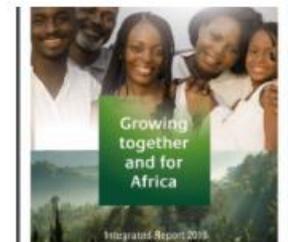
2017 Integrated Report



Bilan social 2017



Rapport intégré 2016



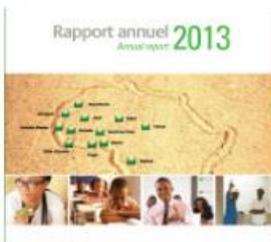
2016 Integrated Report



Rapport annuel 2015



Rapport annuel 2014



Rapport annuel 2013



Rapport annuel 2012



Rapport annuel 2011

États financiers

CONSOLID FINANCIAL STATEMENTS 2019

- [CAC Report to the AGO](#)
- [AGO Document](#)
- [Financial Statements](#)
- [Annual financial statements](#)
- [SYSCOHADA audited accounts](#)
- [Article 432 report](#)
- [Article 525 report](#)
- [Article 440 report](#)

CONSOLID FINANCIAL STATEMENTS 2018

- [CAC Report to the AGO](#)
- [AGO Document](#)
- [Financial Statements](#)
- [Annual financial statements](#)
- [SYSCOHADA audited accounts](#)
- [Article 432 report](#)
- [Article 525 report](#)
- [Article 440 report](#)

CONSOLID FINANCIAL STATEMENTS 2017

- [CAC Report to the AGO](#)
- [Annual financial statements](#)
- [SYSCOHADA audited accounts](#)

Politiques et Chartes

GRI 102-16 / GRI 205-02

Document	Description	Date
Politique de gestion des cadeaux	Elle vient compléter le Code de déontologie et permet d'éviter des pratiques pouvant être irrégulières en matière d'offre et de réception de cadeaux. Ce code permet donc de protéger l'image et la réputation du Groupe Orabank.	2017
Politique en faveur des stagiaires	Fait partie de la politique « Partenariat / Actions Ecoles » qui définit les critères d'identification des écoles Fév. 2017 avec lesquelles les entités du Groupe peuvent nouer des partenariats, le contenu à donner aux partenariats avec les écoles, les actions à mener, les conditions de recrutement et de formation des stagiaires.	2017
Charte de recrutement interne	Le code de déontologie du Groupe applicable à toutes les parties prenantes (Administrateurs, Direction Générale, Membres des Comités de Direction, les principaux cadres et à l'ensemble du personnel) fixe les principes à respecter et mettre en application concernant les normes suivantes : 1. Respect des personnes 2. Protection de l'image du groupe Orabank et des banques du réseau Orabank 3. Usage et protection des biens du groupe Orabank 4. Respect du secret professionnel 5. Circulation et protection des informations confidentielles 6. Prévention et règlement des conflits d'intérêts 7. Pratiques commerciales et comportement avec la clientèle 8. Respect de la loi et des réglementations locales 9. Relations avec les fournisseurs 10. Lutte contre le blanchiment des capitaux d'origine criminelle et illicite 11. Principes de déontologie spécifiques aux activités sur les marchés financier	2016
Manuel de procédure RH	Ce manuel a été conçu pour définir l'ensemble des politiques et procédures applicables dans le cadre de la Sept. 2016 gestion des ressources humaines au sein du Groupe Orabank. Il couvre les différentes activités RH allant du recrutement à la gestion de la sortie des employés en passant par la gestion administrative, la paie, la formation, la gestion de la performance...	2016
Manuel des financements structurés	Le but de ce document est de définir le cadre d'application des mises en place des Financements dit Structurés au sein d'ORABANK. Le manuel des Financements Structurés définit et présente la politique des financements spécialisés au sein du Groupe. Ce document est intégré dans le Manuel de la politique des Risques de Crédit d'Orabank.	2016
Procédure d'achats	Cette procédure révisée comprend deux cycles : Achats de fournitures et services et Immobilisations	2016
Procédure de déclaration de conflits d'intérêts	Procédure mise en œuvre lors de chaque réunion du Conseil d'Administration et destinée à recueillir la déclaration spontanée de conflit d'intérêt de chaque Administrateur par rapport aux points inscrits à l'ordre du jour. En vertu de cette déclaration, les Administrateurs qui se sont déclarés en conflit d'intérêt, ne participent ni aux débats ni au vote des résolutions relatives aux points sujets à conflit.	2016
Charte de gouvernance	Le Conseil d'Administration définit les grandes orientations stratégiques, le degré d'acceptation du risque et la politique générale en matière de risques. A ce titre, il doit approuver les objectifs et les politiques proposés par la Direction Générale et en superviser la mise en œuvre. Le Conseil d'Administration doit s'assurer en particulier que les objectifs définis par la Direction Générale ne sont pas disproportionnés par rapport aux moyens techniques, humains et financiers de la Société et des Banques et que les risques associés sont bien mesurés et maîtrisés. Le Conseil d'Administration est responsable en dernier ressort devant les Actionnaires et les autorités de régulation et de tutelle de la solidité financière de la Société et des Banques, de son organisation, de sa maîtrise des risques, de son Contrôle Interne, de son système de gouvernement d'entreprise et du respect des lois et règlements en vigueur.	2015
Charte éthique	La Charte éthique du Groupe fixe le cadre général dans lequel doit s'inscrire le comportement professionnel de chaque collaborateur. Elle énonce d'une part les principes d'éthique et le cercle des parties prenantes et décrit d'autre part la gouvernance de l'éthique.	2015
Politique de gestion des missions	Définit le régime applicable aux voyages officiels et de s'assurer que ces voyages sont effectués de manière rationnelle, économique et en toute sécurité.	2015
Procédures LBC/FT	Déclinées dans le cadre d'un manuel de procédures applicable à toutes les entités du Groupe, elles constituent l'essentiel du dispositif en vigueur pour assurer la conformité à l'égard de la réglementation nationale, communautaire et internationale en matière de lutte contre le blanchiment de capitaux et le financement du terrorisme.	2015
Règlement Intérieur du Conseil d'Administration	Il détermine les modalités de convocation des réunions, d'accès à l'information et des prises de décisions par l'instance collégiale qu'est le Conseil d'Administration. Le Règlement Intérieur édicte que dans l'exécution de ses missions, le Conseil doit toujours agir dans l'intérêt supérieur de la société, conformément (i) aux exigences légales et réglementaires et (ii) à sa responsabilité à l'égard des Actionnaires, des régulateurs et de toutes les autres parties prenantes. Le Règlement intérieur détermine également la composition du Conseil et la procédure de nomination des Administrateurs. Il organise la présidence et le secrétariat du Conseil, la durée et la rémunération des Administrateurs et définit le cadre de l'évaluation et de la formation des Administrateurs.	2015
Politique d'Alerte professionnelle	Elle a pour objectif d'encourager les employés et toute partie prenante (actionnaire, client, prestataire...) (désignés par le terme « lanceur d'alerte ») à signaler les faits pouvant constituer des actes de violations graves des procédures et règles internes du Groupe ou des actes délictueux susceptibles de nuire à sa réputation et à ses intérêts.	2014
Pacte d'Actionnaires	Document stratégique qui détermine l'organisation de la gouvernance au sein du Groupe ainsi que la distribution des droits et obligations des actionnaires du Groupe et notamment ceux de l'actionnaire principal EFH et ceux des actionnaires institutionnels que sont Proparco, BIO, DEG, BOAD. Le Pacte d'Actionnaires règle notamment les conditions et modalités des prises de décisions d'investissement et de sortie des actionnaires du capital social. La dernière version du Pacte d'Actionnaires date du 31 décembre 2013 avec l'entrée de DEG dans le capital social de la holding.	2013
Charte des Administrateurs	Elle spécifie les contours de la relation des administrateurs avec la Société, notamment en termes de droits et d'obligations.	2012
Charte du Contrôle Interne et de l'Audit	La politique en matière d'audit d'Oragroup SA est déclinée dans la Charte d'Audit qui fixe les objectifs et missions, responsabilités, moyens et pouvoirs de l'Audit Interne au sein du Groupe. La Charte de l'Audit Interne du Groupe Orabank s'inspire des normes édictées sur le plan international par le Comité de Bâle, l'Institut des Auditeurs Internes (Institute of Internal Auditors) et les Autorités en charge de la supervision bancaire des pays dans lesquels le Groupe est présent. La Charte de l'Audit Interne a été approuvée par le Comité d'Audit et le Conseil d'Administration du Groupe.	2011 / 2015
Manuel de politique de gestion du risque de crédit	Ce document définit la politique globale de gestion des risques de crédit au sein du Groupe Orabank.	2010 / 2016

#COVID-19



Oragroup is committed to the fight against the COVID-19 pandemic



Oragroup, present in 12 West and Central African countries, is committed to the COVID-19 pandemic. The protection of its customers and employees is of paramount importance for the Pan-African banking group, which has 152 banking agencies, 2,015 employees and more than 500,000 customers across the continent.

Oragroup is committed to continuing its economic activity while ensuring the best quality of service, in compliance with the health and safety requirements of the 12 countries where it is located. In order to prevent, protect and inform its clients, both private and private, and its employees, Oragroup has changed its organization and its way of functioning. At the global level, the group has postponed all its missions, seminars, conferences, and future training to protect its staff. The Group's Directorate General is committed to ensuring that the optimization of team movements is strictly observed. Prevention and awareness-raising measures have also been put in place internally as of March 5, 2020 to protect Oragroup agents

and clients, by equipping the premises and offices with alcohol-based solutions, and by communicating on the ground and on social networks on the rules of conduct to combat the spread of the virus. If the measure is not contrary to government regulations, Oragroup also undertakes to equip its agents in contact with customers with masks. Because of the extraordinary circumstances, the General Management of Oragroup recommends that its clients prioritize, as far as possible, transactions at the ATMs provided. They will be adequately supplied throughout the crisis. Remote banking also offers all the usual Internet features. For any specific need, Oragroup is available through its account managers. Because this delicate period can be a cause for concern, Oragroup decided, in conjunction with the authorities of each country concerned, to keep its agencies open until further notice, to be with its customers and partners. The safety distances recommended by the World Health Organization and all barrier actions must be respected.

Ferdinand Ngon Kemoum, Director General of Oragroup, said:

"Oragroup is closely following the development of the pandemic in its 12 countries of implementation and is committed to bringing these health and safety measures in line with the recommendations of national and international authorities. This is a difficult time for the African continent, and we must take responsibility for it by taking all necessary measures to contain the pandemic. Oragroup stands with its customers and agents to minimize the economic consequences of this potential health crisis. Our clients can count on our historic commitment to be "a partner to your attention". This is a moment of solidarity. "

Read our press release: [cp_oragroup_vf_26032020](#)

Read our newsletter: <https://www.orabank.net/fr/newsletter-avril-2020>



Integrated REPORT 2019

Consult our 2019 CSR report in digital format and avoid paper printing.

<https://orabank.isivalue.com/>

ENVIRONMENTAL NOTE

Societal responsibility is at the heart of our communication practices. We are committed to:

- improving our environmental performance,
- reduce our carbon footprint,
- making responsible use of natural resources
- eliminate any negative impact of our activities on endangered forests.

Printing this document fulfills our commitments:

On PEFC/FSC certified paper

We encourage the dissemination of its electronic format.

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