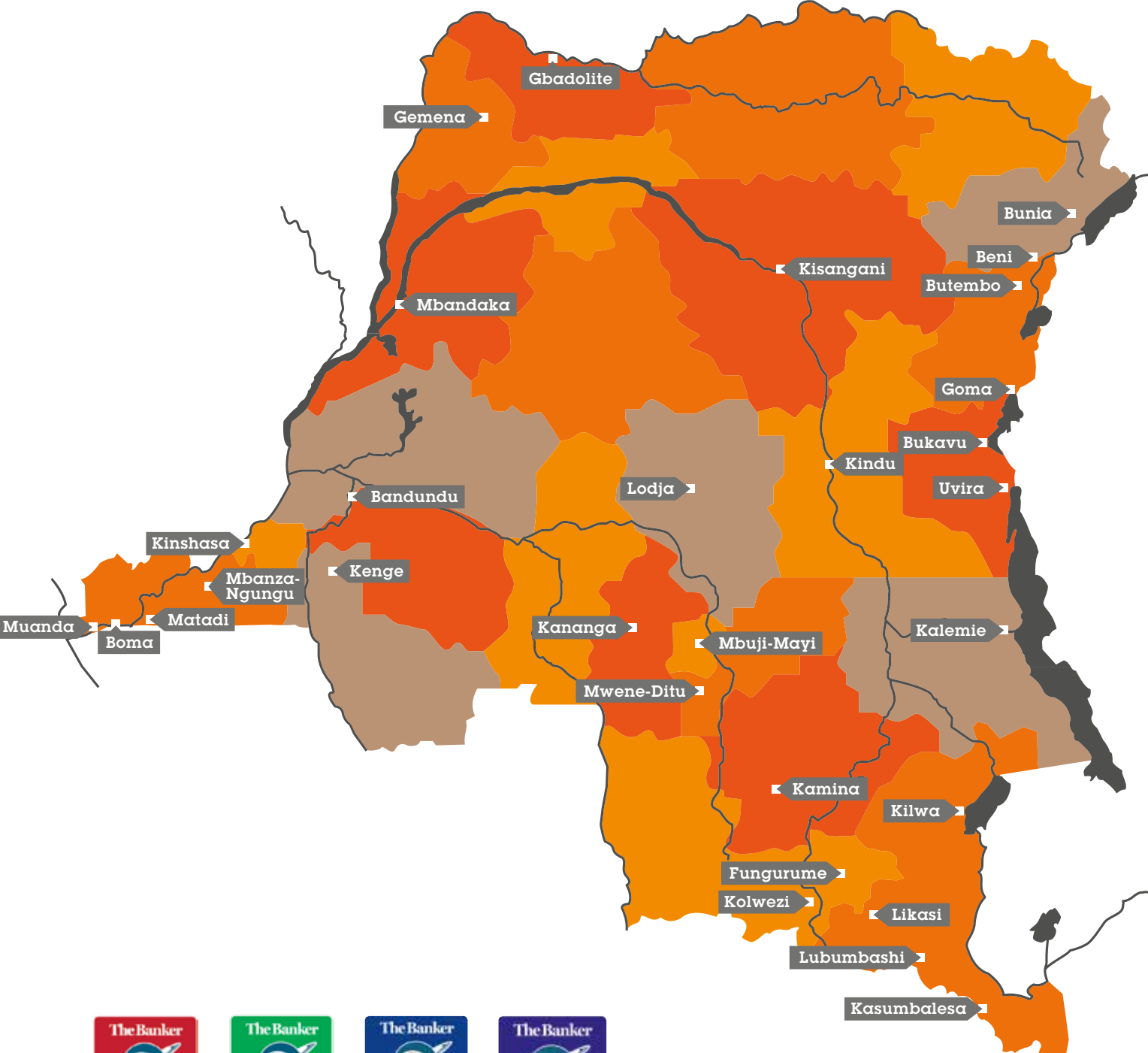




TRUST MERCHANT BANK S.A.

ANNUAL REPORT 2015

Accompanying our customers with 89 branches and sub-branches across 20 of the 26 provinces of the DRC*



* Situation as at end May 2016

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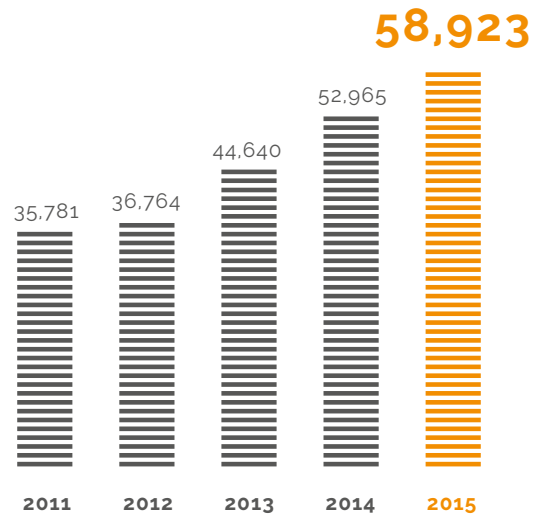
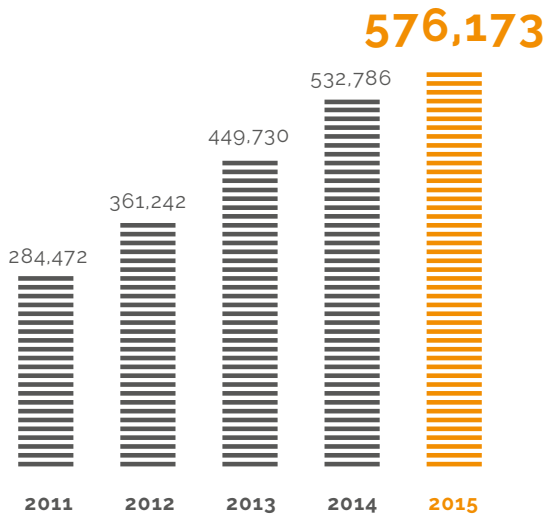
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SYNTHESIS OF FIVE YEARS OF VALUE CREATION

	IN CDF '000					IN USD '000	
	2011	2012	2013	2014	2015	2015	2015/2014
7 BENCHMARKS OF THE BUSINESS							
1. Total assets	284,472,076	361,241,590	449,730,465	532,785,677	576,173,387	620,933	+ 8%
2. Deposits collected	237,742,866	309,260,299	396,047,439	471,273,333	509,015,474	548,558	+ 8%
of which:							
- Sight deposits	166,829,926	230,561,023	292,247,071	347,718,427	354,498,146	382,037	+ 2%
- Fixed term deposits and savings accounts	70,912,940	78,699,276	103,800,368	123,554,906	154,517,328	166,521	+ 25%
3. Disbursed loans	118,025,521	122,299,944	194,102,293	183,723,870	203,002,455	218,773	+ 10%
4. Number of branches and sub-branches*	37	56	67	74	84		
5. Number of employees*	718	787	912	1 219	1 177		
6. Number of accounts*	149,717	261,666	464,937	596,919	881,351		
7. Net investments (* in units)	32 417,935	32,192,725	32,801,050	32,120,488	36,474,931	39,308	+ 13%
REGULATORY CAPITAL	35,780,715	36,763,601	44,639,614	52,964,509	58,922,810	63,500	+ 11%
RESULTS							
Net banking income	19,385,268	23,813,716	40,865,773	49,231,302	46,180,006	49,767	-7%
Operating expenses	16,963,861	23,510,849	28,293,266	31,747,061	34,178,160	36,833	+ 7%
Gross operating profit	5,818,583	2,651,509	14,950,578	19,640,590	14,184,917	15,287	- 28%
Provision for amortisation	2,978,903	2,299,081	2,582,845	3,038,471	3,299,943	3,556	+ 8%
Net profit	798,802	1,067,638	6,260,945	9,587,155	5,851,189	6,306	- 39%
PRINCIPAL RATIOS							
Cost income ratio	88%	99%	69%	64%	74%		
Return on equity (ROE)	2%	3%	14%	18%	10%		
Return on assets (ROA)	0.28%	0.30%	1.39%	1.80%	1.02%		
Solvency ratio	20%	20%	20%	21.5%	20.4%		
EXCHANGE RATE	910,8209	915,1747	925,5033	924,5090	927,9151		

PRINCIPAL PRUDENTIAL RATIOS

	Central Bank of Congo Norm	2012	2013	2014	2015
Base solvency (Tier 1 capital ratio)	>7%	11%	12%	15%	15%
General solvency (Tier 1+2 capital ratio)	>10%	20%	20%	21.5%	20.4%
Liquidity coefficient	>100%	122%	117%	144%	112%
Conversion coefficient	>80%	231%	408%	509%	246%
Coefficient for hedging tangible assets	>100%	114%	140%	168%	162%

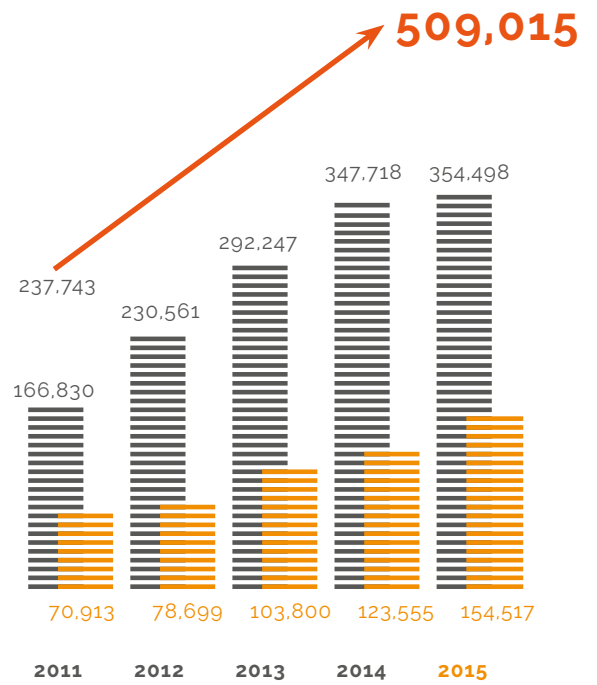
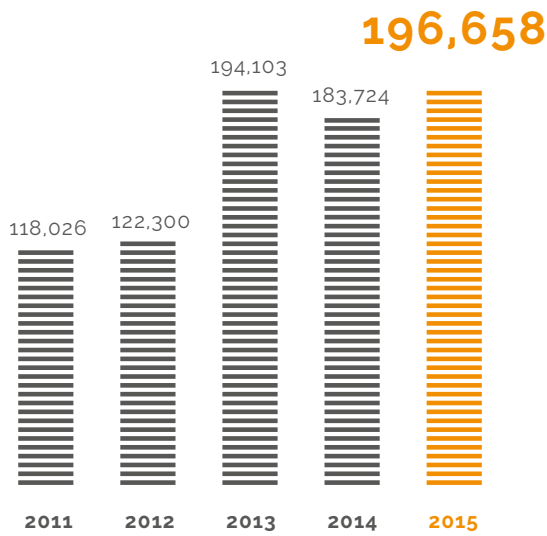


BALANCE SHEET

IN MILLIONS CDF

REGULATORY CAPITAL

IN MILLIONS CDF



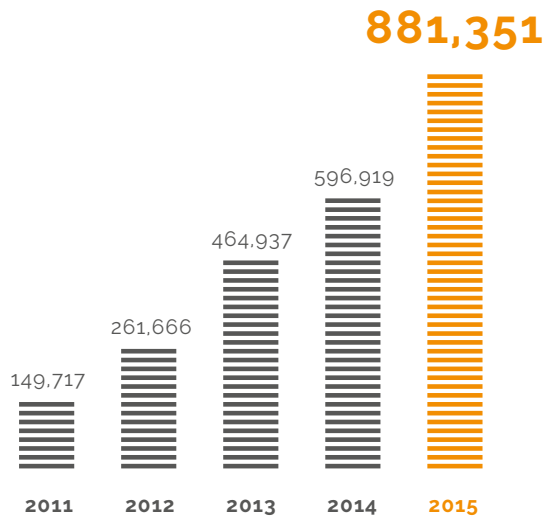
DISBURSED LOANS

IN MILLIONS CDF

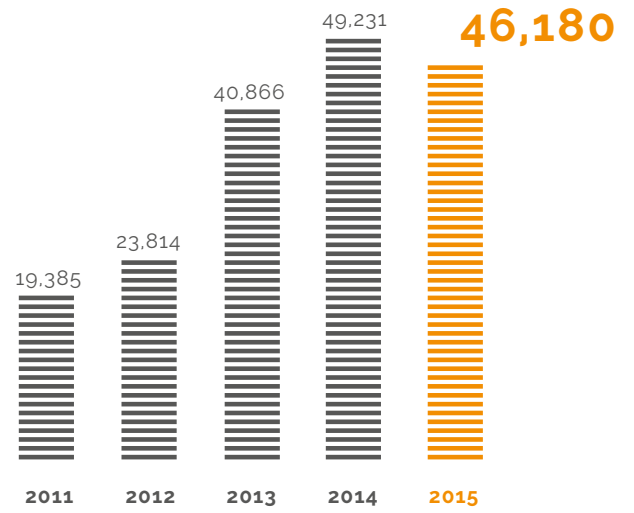
DEPOSITS

IN MILLIONS CDF

- TERM DEPOSITS AND SAVINGS ACCOUNTS
- SIGHT DEPOSITS

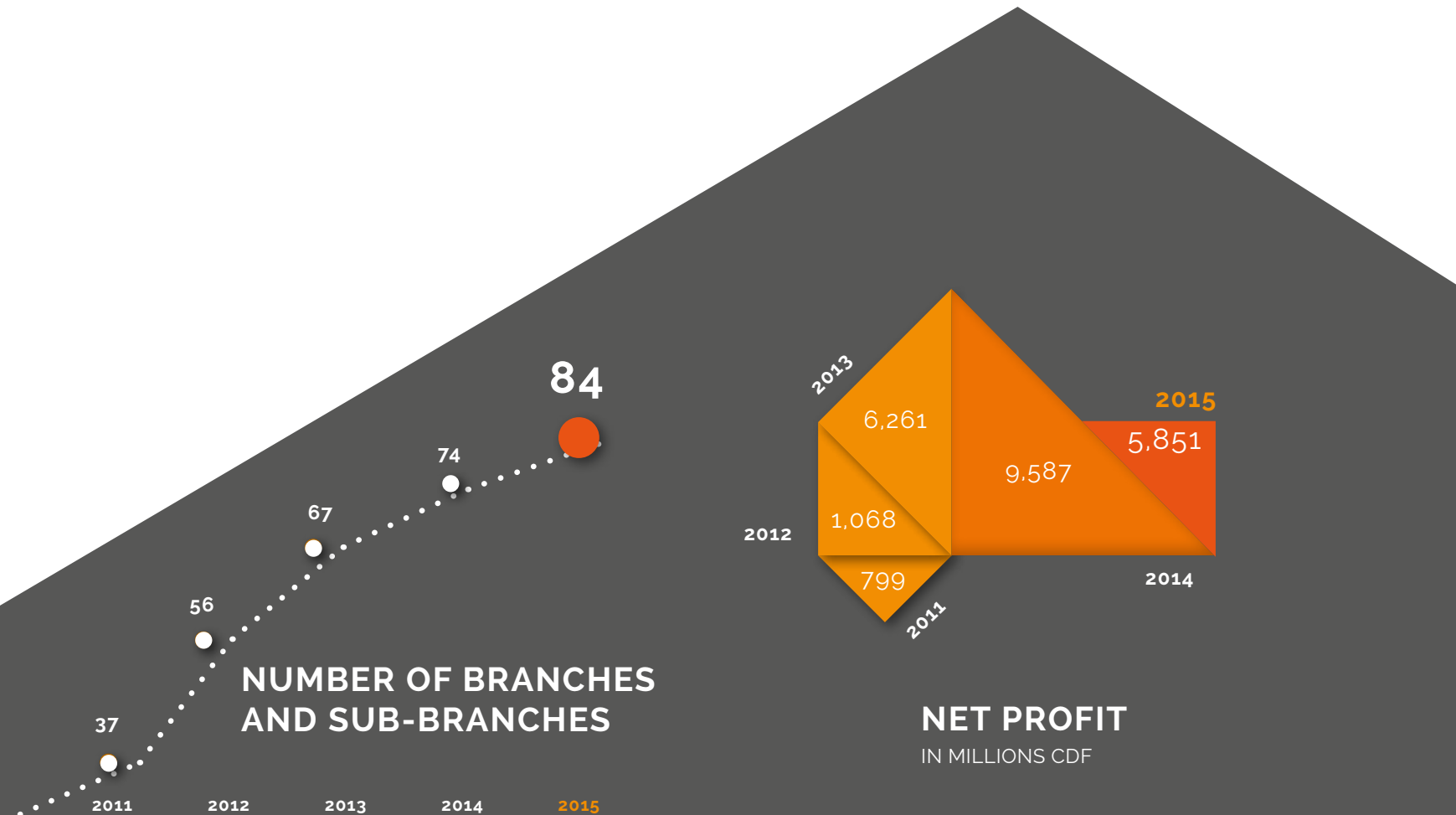


NUMBER OF ACCOUNTS



NET BANKING INCOME

IN MILLIONS CDF



NUMBER OF BRANCHES AND SUB-BRANCHES

NET PROFIT

IN MILLIONS CDF

of the annual report 2015

TMB IS UNDERPINNED BY A STRONG FAMILY SHAREHOLDER BASE AND COMMITTED TO THE CAUSE FOR THE LOVE OF THE CONGO

TMB's eleventh year in existence was another journey full of new experiences and growth. Eleven years: what an amazing ride it has been. As a Congolese bank it has all been down to the determination of TMB shareholders and the diligence of management to have come this far and develop into one of the leading banks in the country. The results achieved in just over a decade are certainly incredible but it is not enough to rest on our laurels. Far from it: there are still a number of challenges to face.

Our quest for financial inclusion is far from complete. This is the driving motivation behind the continuous development of our business activities, as we are convinced that each and every Congolese would benefit from having access to a bank such as ours.

With strong family ownership, we offer our customers the largest range of banking services and products. Our mission is to work every day for the development of the Congo. TMB is the only universal bank in the Congo to actually cover the whole of the country supported by an ever-increasing range of innovative services.

During the past year we launched a revolutionary product: Pepele Mobile. This service offers everyone the chance to open a bank account which is managed via their mobile phone using advanced technology but with ease of use and the strictest of security standards. This major development in mobile banking has helped us tap into the general Congolese population at large, even those in places far removed from the larger urban centres. With the growth of our network of independent agents, themselves engaged in the development of our banking offer, everyone will eventually have the option of transacting their banking needs without having to go to a branch or an ATM.

With Pepele Mobile we have the ability to reinforce the goal that we set ourselves in 2004: to participate in securing financial inclusion for every Congolese person. Every year we dedicate and mobilise significant amounts of resources to put an end to financial exclusion. Our teams participate in a variety of training schemes which help them get closer to and better understand our customers and their concerns. The proximity and availability of our services and products is a key part of this.

Present throughout the country, TMB operates the largest network of branches in the Congo. These branches are a meeting point between the banking sector at large and everyday people. To further strengthen this bond we have started and intend to carry on dedicating energy and resources to

developing our network of independent agents. Often sole traders, they already participate in the economic development of the Congo. In becoming independent Pepele Mobile agents, they will ensure that larger numbers of Congolese can access the banking system, while also generating new revenues for themselves.

Whilst we have no plans to abandon the development of TMB branches proper, this network of independent agents is an additional means of increasing our presence throughout the whole of the Congo.

2016 is shaping up to be a year replete with challenges - particularly on the economic and political fronts - but we are certain it is nothing we cannot overcome. TMB's shareholders are ready to rise to the occasion, treating all customers equally and best managing their interests.

During the past year we steeled ourselves for the worst-case scenario although we remain convinced that making banking services available for as many Congolese as possible is inevitable and cannot be stopped. It is the country's future.

Lastly I would like to close my remarks by paying tribute to the memory of one of my late colleagues who had been with us from the start. Augustin Kabila Kisole passed away late 2015 and we shall greatly miss his wisdom and kindness. His wife and children have inherited his shares.

Robert Levy
Chairman of the Board of Directors





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A message from the Chief Executive Officer

Oliver Meisenberg

WHAT WE PREDICTED IN 2014 CAME TRUE IN 2015

MAKING STRIDES IN A DIFFICULT ECONOMIC ENVIRONMENT

What we foresaw for 2015 was confirmed. The trend of economic stagnation is likely to continue in 2016. The social, economic and political world does not reassure. Many irrational and unplanned events marked the year 2015. Divisions between economic classes became more entrenched, at the macroeconomic level there was the dip in the commodities market, and even in terms of state debt progress was limited.

But enough of this pessimistic outlook, we're the Congo: the lungs of the planet, and there is great wealth contained in our hydrography and soils and subsoils, not to mention our population of over 80 million people.

TMB - which is Congolese through and through - aims to play to the strengths of this land of plenty paradoxically held back by the poor coverage of basic social needs such as education, healthcare, running water and electricity.

The Bank, by its mere presence in the various parts of the country, is a driver for local economic development and helps alleviate the social and economic situation.

According to reputable sources over the past year, economic growth hovered somewhere between 7.7% and 9% although it should be noted these figures are only for the formal economy. In a country where the informal sector accounts for over 80% of the economy, said growth rates are only representative of a small part of the reality on the ground, which is much more difficult to assign a figure to.

AN EXPANDED RANGE OF PRODUCTS AND SERVICES


Since 2013 TMB has managed the payroll of some one third of all state employees. The employees are now paid in a timely manner and have started to access the other banking services available to them, with some even looking into savings products, although this number is currently limited. The 200,000 state employees we have in our portfolio have greatly contributed to the growth of our business, with the population at large - whilst still mostly working in the informal sector - now moving closer to banking. Our customer base is clearly growing and that is why the onus is on us to provide quality of service beyond reproach and a constantly expanding range of products.

In addition to our 800,000 classic bank account holders we have also seen massive growth with our mobile phone banking service and hope to hit one million Pepee Mobile accounts by the end of 2016. Pepee Mobile is designed with clients who live in areas far away from the urban hubs in mind as they are too frequently excluded and overlooked by the banking system. All that is needed to access a bank account via Pepee Mobile is a simple mobile phone.

At the same time we are also focusing on developing the 'agency banking' concept with independent agents who already run a business (such as kiosks, pharmacies, schools, small supermarkets etc.) that generate cash-flows.

TWO THOUSAND AND SIXTEEN

TMB remains on course for growth despite the dip in commodity prices, uncertainties surrounding political events, and investor reluctance, all of which have affected the smooth running of business.



These agencies make opening accounts with us easier than ever and offer the same services you would get at one of our bank counters. We were the first to launch this concept in the Congo and are committed to growing this side of the business during 2016.

Another major axis of development for the Bank is the issuance of bank cards; as a principal member of both Visa and MasterCard we are able to offer a wide range of cards to meet our customer's various needs.

**“TMB
SUSTAINS THE
CONGOLESE
ECONOMY.”**

THE LONG AND WINDING ROAD TOWARDS BANKING PENETRATION AND FINANCIAL INCLUSION

For 11 years now TMB has been combating financial exclusion. We are a universal bank, so in other words serve all segments of society, even if we do focus more specifically on retail banking. Our customer base is mainly made up of individuals and SMEs. Meanwhile, the Congolese have started saving, with state employees, soldiers and the police also starting to take an interest in interest as we have made it a point to reach out to them by placing sub-branches onsite.

And to make banking penetration a success here, we have built the most expansive banking network in the country, offering 89 branches and sub-branches. Prior to the division of the country's provinces we were the only bank present in all 11 of them. With the new division into 26 provinces, we have a presence in 20 provinces and will very shortly be opening branches to cover the missing six.

By developing our agency banking project, and with Pepee Mobile, we have guaranteed coverage for virtually the whole of the Congo, including for small villages.

The next few years will see our focus shift towards consolidating agency banking. It will certainly be a lengthy process as we have to get out on the ground and pound pavements, find reliable partners, train them, and

provide them with the cash management services needed to develop a banking ecosystem based on proximity and accessibility.

In a country such as the Congo where banking services for most people are something quite new, TMB has made training one of the cornerstones of our growth. Aside from raising awareness with independent agents as to what people can do with a bank account, social media has also been an excellent tool in terms of educating the wider public. Younger generations are avid users of technology and it is important for a bank like ours to profit from these networks in terms of educating users and keeping them informed. It is quite the mission - but it is the future.

A CONGOLESE BANK

Despite the difficulties that can sometimes arise, the Congolese banking sector continues to develop. In the Congo, the challenges are many. As a Congolese bank, TMB prefers to focus on its home market.

Our strategy has paid off. In just one decade we have become one of the leading banks in the country and, depending on the indicators used, we're in the top 3 or even top 2 out of 18 banks. We are ranked highest in terms of number of accounts, second for the total number of deposits, third for total assets and equity, and fourth for the size of our loan portfolio.

Competition is fierce in the Congolese banking sector. All banks are subject to the same international ethical and governance standards.

TMB however has the distinct benefit of being a Congolese bank in the strictest sense, not just a subsidiary of a foreign group who can decide to pull out of the Congo at a moment's notice. As such we are wholly committed to the country and make every effort to manage the risks involved as best as possible.

The Congolese economy is dependent on the export of raw materials. Price declines in this respect have had a direct effect on the health of the country. That being said, TMB is relatively well protected. After the financial crisis of 2008 we increased considerably our presence across the Congo and enlarged the diversity of our client portfolio so we are no longer as reliant on the copper and cobalt markets. Our balance sheet is balanced, risks are spread out between various business sectors and we have grown organically, taking due care to hit the goals we want to reach. Therefore there is no reason to be anything but optimistic regarding the future, even if the economy is sure to suffer during 2016.

We've come a long way

Politically speaking there is no doubt the Congo has come a long way. The Congo Wars claimed millions of lives, but in just ten years great strides towards rebuilding have been made, although the greatest challenge now facing the political class is providing civilians with better access to the country's resources. Despite the presence of a burgeoning middle class, the gap between the rich and the poor is still large, with improved healthcare, education, and job creation efforts being crucial to securing the development of the Congo. TMB is committed to all of these causes and supports various initiatives in this respect.

**“ FINANCIAL
INCLUSION IS A
KEY DRIVER OF
GROWTH IN
THE CONGO. ”**

Financial overview

A FISCAL YEAR FULL OF CONTRASTS

In 2015 TMB continued its investment in its branch network and human resources. The various training schemes we offer have also been expanded to consistently provide a better response to the needs of our customer base as well as to support the Bank's growth, in particular with regards to the launch of Pepele Mobile. This product proved a tremendous success from the outset and is a major area of growth in terms of results.

In the short period since its establishment TMB is certainly up there in terms of Congolese success stories having proven a deft hand at finding and mastering various areas of growth. It now has a solvency ratio of 20.4% and the future is nothing if not promising.

Last year TMB was the first Congolese bank to present its financial statements in accordance with the International Financial Reporting Standard (IFRS) as issued by the International Accounting Standard Board (IASB) in all its components. In our 2014 Annual Report, the balance sheet, the income statement, the variations in capital base report, and the cash flow report were presented based on the IFRS balance sheet certified by the auditors of Trust Merchant Bank.

That decision proved fortuitous as, starting in 2017, all banks must publish their accounts in accordance with these standards.

"In anticipation of the migration required for 2017 we can now measure exactly what impact changes will have on equity, fixed assets and our credit portfolio, amongst other things," says Daniel Kasongo, TMB's Chief Financial Officer.

A BANK WHICH CONTINUES TO GROW

Over the course of the previous financial year TMB has successfully consolidated its position and strengthened its role as a major bank, holding on to the higher spots in rankings despite constant competition.

- Financially speaking, after an outstanding 2014 all round with business growth at close to 20% and record-breaking profits, 2015 was more restrained although results remained healthily positive.

- Profits after taxes were 6.3 million US dollars.

- Total assets reached 621 million USD placing TMB towards the top of the mountain versus the competition.

- The solvency ratio was 15% (per the McDonough ratio for tier-one assets), with the national minimum standard set at 7%.

- TMB had already anticipated 2015 and 2016 would be a rough ride owing to the political upheavals at the start of 2015. GDP growth forecasts for the Congo - originally at 10.3% at the

start of the year – were revised down to 7.7% by year-end. Growth in 2014 had been 9.7%. All of this serves as proof that uncertainty permeated the economic sector as well as the course of business. The competition has become more aggressive with some banks even resorting to what in other contexts would be deemed price dumping, lowering their prices just to penetrate certain markets, including in the retail banking sector where TMB focuses its efforts. This practice is not viable over the long term and no doubt these banks will quickly have to review their pricing policies.

- The decline in copper prices at the start of the second quarter and the slowdown in the Chinese economy both had a major impact on national revenue which was not recuperated by the drop in oil prices on the international market, as prices at the pump in the Congo hardly changed.

- The Bank however experienced growth of around 8% in business, with excellent growth (+ 25%) seen in our term deposits business, reflecting the confidence our clients and the broader market have in our financial institution. In a difficult economic environment, our liquidity position remains highly

robust. Deposits grew faster than loans in terms of flows, even when considering total lending grew by 10%. The Bank's cautious approach to asset liability management, including lending activity, remained cautious; we have no interest in growing short term revenues at the expense of a riskier balance sheet.

- The successful development of the branch network is a point of pride as the rude health of local operations between cities and provinces has clearly translated to improved overall profits for the Bank.

"The model we're using with TMB is promising. Our goal now is to continue growing as one of the top ranked banks in the Congo."

Daniel Kasongo,
Chief Financial Officer

2016 CALLS FOR PRUDENCE

We are approaching the current year with some degree of caution: uncertainties with respect to politics and the economy may affect the smooth running of business.

- At the international level the IMF has revised its forecast for growth downwards, whilst more locally in the Congo there is no reason to expect a reversal in the fortunes of the copper market over the short term. The Bank must therefore take the combination of these two factors into account.

- For 2016 TMB have forecast growth figures of around 10%, based on the launch of new products, agency banking and Pepele Mobile. TMB intends to carry on as a major player in terms of providing everyone living the Congo with banking products and services, with a particular focus shifting towards areas outside of the larger urban hubs.

- After the financial crisis of 2008 TMB has rebalanced its commitment to the various sectors and industries in the country and diversified its customer portfolio. The Bank has orientated itself towards other business sectors (agriculture, gold, lumber, cement, services, the trading sector, etc.), and has developed a highly diversified geographical presence as a way to counterbalance the weakness of the commodities market.

- Over the coming years the Bank will migrate towards incorporating all aspects of the Basel II framework (a prudential framework for better understanding banking risks but mainly credit or counterparty risk to ensure the minimum level of capital to ensure financial stability).

TMB is comparable to international banks


Starting in the 2017 financial year Congolese banks will have to submit their annual reports in accordance with international accounting standards.

An agreement in this respect was reached between the Central Bank of Congo and the Congolese Banking Association. International Financial Reporting Standards (IFRS) will provide Congolese banks with improved visibility.

For bank executives this is a major step forward as they will now be able to better compare themselves to other banking institutions.

The global marketplace certainly makes the use of international accounting standards more attractive and TMB's partner banks will have an easier time interpreting the Bank's performances and ratios. The same goes for multinational companies and investors searching for a partner bank when doing business in the Congo.

IFRS provide coherent, standardised accounting information in line with international criteria.



"Moving to the IFRS system has other advantages as well, e.g. accounts held in local banks, which are subsidiaries of foreign groups, are more easily consolidated. Up until now these banks had to maintain double accounting practices which entailed additional costs. IFRS may also prove to be a driver for international banks finding the Congo an attractive investment destination," explains Daniel Kasongo.

Governance

at TMB

GOOD GOVERNANCE FOR A HEALTHY BANK

TMB has implemented clear procedures and processes for good governance including a Board of Directors (the governing body), an Audit Committee, and a Management Committee, the latter being responsible for overseeing various specific subcommittees (commercial, human resources, credit, IT, amongst others). All of these ensure the proper functioning of the institution and strict compliance with the regulations set out by the Central Bank of Congo, as well as those currently in place at larger international banking institutions. These regulations define the missions, rights and obligations for each area of the Bank and at each level therein. Ethical conduct is used as the measure of success for the Bank with greatest importance being placed on the level of confidence its customers and partners have in it.

The rapid development of TMB has led management to constantly consider and challenge itself. The strengthening of management and supervisory bodies is a key part of this exercise.

In just under a decade the Bank has not only won the hearts and minds of hundreds of thousands of Congolese but has also gained recognition amongst its peers at both the national and international level. In a highly competitive banking sector there is no room for error. We must constantly stay abreast of the latest international developments in terms of good governance and ethics. These principles are universal. Banks, regardless of whether trading domestically or abroad, must enjoy the confidence of their customers and partners. They must adopt and adhere to the strictest international standards in addition to the criteria set out by the Central Bank of Congo.

Therefore the operating rules of the Bank's administrative, management and supervisory bodies are recorded in specific charters filed at the Central Bank of Congo, notably within the Charter of the Board of Directors, the Charter of the Audit Committee, and the Compliance Charter. The Board of Directors is the governing body with the Management Committee acting as the executive branch with all supervisory procedures - both internal and external - being strictly applied.

This structure means power is effectively divided between the various bodies charged with the directorship of the Bank. It also means risks relating to certain operations can be duly controlled, preventing situations whereby TMB could be involved in disputed transactions which could affect its standing. "Our main focus is on the retail banking sector, with operations which are more often than not lacking in complexity - that's what guarantees the success of our business," explains Oliver Meisenberg, Chief Executive Officer.

THE BOARD OF DIRECTORS

The Board of Directors defines the main strategic guidelines for the Bank and supervises activities on behalf of shareholders as well as the Bank's customers and partners.

The Board is in charge of strategic planning, the definition and management of risks, succession planning and assessing the performance of the Management Committee as well as supervising the content of communications, the culture of integrity for the Bank, governance and compliance. It was the Board who last year decided to publish its accounts per International Financing Reporting Standard (IFRS) guidelines. "We have no fear of inviting comparisons to international banks," says Daniel Kasongo, Chief Financial Officer.

Members of the Board of Directors:

- **Robert Levy,**
Chairman of the Board of Directors

Executive directors:

- **Oliver Meisenberg,**
Chief Executive Officer
- **Alexandre Mandeiro,**
Executive Director
- **Yannick Mbiya Ngandu,**
Executive Director
- **Daniel Kasongo Ilunga,**
Executive Director

Non-executive directors:

- **Célestin Tshibwabwa,**
Director and Chairman
of the Audit Committee
- **Augustin Kabila Kisoile,**
Director
(passed away in August 2015)
- **Giovanni Battista Zunino,**
Director

The **Audit Committee** reports directly to the Board of Directors and assists them with their supervisory mission. It receives, analyses and comments on reports generated from tasks carried out as part of internal audit and, where appropriate, proposes ways and means to strengthen the effectiveness thereof.

It also monitors accounting data and the reliability thereof and may provide an advisory role with respect to the general management of the Bank.

Members of the Audit Committee:

- **Célestin Tshibwabwa,**
Chairman
- **Augustin Kabila Kisoile,**
Director
- **Giovanni Battista Zunino,**
Director

THE MANAGEMENT COMMITTEE

The Management Committee is the executive body of the Bank, responsible for day-to-day management and ensuring that all processes for achieving the strategic objectives defined by the Board of Directors are carried out. As of 2014 this Committee consists of 8 members.

Composition of the Management Committee:

- **Olivier Meisenberg,**
Chief Executive Officer, and Chairman
of the Management Committee
- **Alexandre Mandeiro,**
Director (Compliance, Governance)
- **Yannick Mbiya Ngandu,**
Director (Branch Network)
- **Daniel Kasongo Illunga,**
Director (Finance and Treasury)
- **Guillaume Kwongkam,**
Head of Operations
- **Rock Ngouoto,**
Head of Credit
- **Fabrice van Pottelsberghe
de la Potterie,**
Head of Risk Management
- **Patrick Read,**
Business Manager

There are various specific subcommittees (Commercial, Human Resources, Asset and Liabilities (ALCO), Credit, IT and Treasury) which report to the Management Committee, ensuring all departments within the Bank are operating to the best of their ability.



COMMERCIAL GOVERNANCE

With 89 branches and sub-branches covering the whole of the Congolese territory, together with the expansion of Pepele Mobile and a network of independent agents at its side, TMB should consistently be able to adapt structures to meet any new challenges head on. Commercial relationships must be fully supervised whilst at the same time ensuring decision-making processes are respected.

Additionally, with the reassignment of the national territory into 26 provinces, TMB must be able to ensure all of its customers are treated equally within each and every province. The joint development of a network of independent agents and Pepele Mobile must be able to meet this need, requiring continuously fluid and adaptable commercial structures.

Four Regions

As of 2014 TMB's operations have been organised into four regions; the aforementioned reassignment of territory has not affected this.

- The Western region, headed by Patrick Read who is also a member of the Management Committee, and which used to include the provinces of Kinshasa and Lower Congo, now contains Kinshasa and Central Kongo.
- The Central Region, overseen by Jean-Marie Manzono in Mbuji-Mayi, used to include both Kasai regions, Equateur and Bandundu. It now includes Equateur, Kasai, Central Kasai, West Kasai, Kwango, Kwilu, Lomami, Mai-Ndombe, Mongala, North Ubangi, Sankuru, South Ubangi and Tshuapa.
- The Eastern Region contained both Kivu regions, Maniema, and Province Orientale, with Arsène Ntambuka taking charge in Goma. Following the re-assignment of provinces in the Congo, the Eastern Region now includes Lower Uele, Upper Uele, Ituri, Maniema, North Kivu, South Kivu and Tshopo.

- The Southern region covered Katanga and was and is still headed by Sele Mulumba in Lubumbashi. It now includes the Upper Katanga, Upper Lomami, Lualaba and Tanganyika provinces.

Each region is supervised by a business manager whose responsibilities are mainly commercial in nature, although may also include some administrative and logistics-related tasks. This manager is the main point of connection between the heads of the various branches working under him and the Management Committee. Business managers are also informed about the profitability of the branches they oversee.

The Commercial Committee

Each business manager is a member of the Bank's Commercial Committee, itself chaired by Yannick Mbiya Ngandu, director in charge of the branch network and member of the Board. Michel Schittekatte, the Kinshasa-based business development manager,

is also a member of this committee. Their role mainly entails overseeing the development of large corporate clients, SMEs of a certain size, and institutions which normally have a presence in multiple provinces at the national level or maintain a business relationship at multiple locations across the country.

The goal behind commercial governance is to ensure that TMB develops at the same rate around the whole of the country as well as maintaining positive commercial relationships. The committee also aims to promote business relations between customers and clients and monitor their satisfaction in their dealings and operations with the Bank. The quality of the business relationship customers have with their bank is a key measure of sustainability.

RISK MANAGEMENT

TMB has experienced sustained growth over the past few years. In 2015 the Bank further enhanced its monitoring processes - which meet the strictest criteria set out in the fight against money laundering and financing terrorists - to ensure all compliance regulations are met. This fight is crucial to both TMB in terms of its survival as well as the protection of its customers against any potential creditors or debtors who are blacklisted. The Bank has robust software in place which provides access to international databases for the constant monitoring of incoming and outgoing operations. Should an operation appear suspect Compliance will be called in to assess the transaction and formally issue an opinion.

▪ Just as active in the fight against money laundering and already well-known for its training sessions, TMB has been selected to be the Congo site for the ACAMS (the Association of Certified Anti-Money Laundering Specialists) training and testing centre. ACAMS holds training sessions which allow participants who have passed due examination to obtain certification acknowledging their level of professionalism in the fight against money laundering and disputed transactions. TMB has become the ACAMS centre of excellence in the Congo; all Congolese banks are invited to send employees involved in transaction monitoring and compliance verification for training in both national and international standards and regulations to the Bank. The Congolese National Financial Information Cell (CENAREF) has also acknowledged the excellence of the service provided by TMB in this respect. CENAREF is specifically tasked with carrying out anti-money laundering operations in addition to banks reporting suspicious activities to the body. ACAMS training sessions go more in-depth than the standard training received by branch managers and are crucial for individuals who have to sign off on transactions. Training, which involves a theoretical side as well as an online course on actual practices, is quite demanding but equips participants with the tools needed to join in the fight against the scourge of money laundering, alongside TMB and the Central Bank of Congo.

▪ FATCA: The Bank is registered with the Internal Revenue Service (IRS) in compliance with the Foreign Account Tax Compliance Act (FATCA) which requires all financial institutions around the world to state whether their customers should be subject to American taxation laws.

▪ The Risk Department likewise regularly monitors the level of all banking risks and reports its findings to the Management Committee and Central Bank of Congo. Analysis of prudential ratios shows consistency in terms of managing credit, liquidity and market risks as well as operational risks and asset liability management, being a useful gauge in terms of forecasting the future of the Bank as well as the banking sector in the Congo.

The Management Committee



OLIVER MEISENBERG

Oliver's early years were divided between the Kivus and Germany. He was awarded an MBA in Business Management (London) and was a strategic consultant prior to getting his feet wet in the banking sector with the creation of ProCredit Bank in the Congo in 2005. There he discovered the banking profession, and he managed the project with great success. Convinced by his skills, Robert Levy asked him to join the management of the Bank in 2009. Following the international financial crisis in 2008 he helped Levy implement a major restructuring and geographic expansion plan and in early 2011 took over TMB general management duties as chairman of the Management Committee.



ALEXANDRE MANDEIRO

In the words of Robert Levy, Alexandre Mandeiro is Congolese "through and through", having been born in Lubumbashi

and having spent all of his life there. He began his career under Victor Levy, Robert's father, and in 1995 was made managing partner of the Free Change Bureau de Change, a company he helped build alongside Levy. In 2004 he followed Levy to help create TMB as an officer and member of the Board. Currently Alexandre oversees Governance and Compliance from his office at the Bank's Lubumbashi headquarters.



YANNICK MBIYA NGANDU

A UCL (Belgium) management engineering graduate, Yannick Mbiya began his career as a consultant in 2007 but could not resist the opportunity to return home when TMB opened in Kinshasa. He quickly learned the business and initially was responsible

for developing the branch network in Kinshasa, soon after expanding to other provinces, particularly Katanga in 2011. The same year he was appointed to the Management Committee as well as the Board of Directors, being tasked with the development of the whole of TMB's branch network, a position he still holds today.



DANIEL KASONGO ILUNGA

Daniel Kasongo, a graduate of economics from the University of Lubumbashi (UNILU), joined TMB's finance department in 2006. In 2009 he became Head of the Accounting and Treasury Departments, then Chief Financial Officer. Daniel has since successfully completed numerous training programmes, not least a two-year course provided by the French Institut Technique de Banque (Technical Banking Institute). He also holds a postgraduate degree (Masters Level) in monetary economics. Having mastered the multiple aspects of banking regulation, he now shares this knowledge as a member of the Management Committee and the Board of Directors.



GUILLAUME KWONGKAM

After a shining career at the heart of the banking industry (Citibank Kinshasa, Bank of Commerce & Development) and time spent with the Directorate General of Taxes, Guillaume Kwongkam was contacted by TMB and hired as operations manager for the new Kinshasa branch as it became operational. In 2010 he moved to the Lubumbashi head office to oversee the Operations Department there and was appointed to the Management Committee in 2014, bringing along with him his 25 years of experience of the sector.



ROCK NGOUTO

A Republic of Congo national from Brazzaville, Rock met Oliver Meisenberg whilst studying economics in Bonn. In 2004 Oliver offered him the chance to join up again in the Congo and set-up ProCredit Bank there; he then followed Oliver to TMB when he was hired to assist with TMB's expansion programme. Highly regarded for the quality of his

work, he was initially in charge of the Credit Department whilst also helping out with the development of various projects and in April 2014 was appointed to the Management Committee.



PATRICK READ

Patrick Read already had a long career in banking and within private Congolese companies (including Banque du Peuple and a Belgian construction company based in the Congo) when he left the country after the looting of 1991. He held CFO and management positions within construction sector companies in Belgium until 2007, when he met Robert Levy in Brussels. After the meeting Patrick agreed to return to the Congo where he joined the new Kinshasa office as Director of Operations before being named the Business Manager in charge of co-ordinating the various branches in the Kinshasa and Central Kongo regions. He was appointed to the Management Committee in 2014.



FABRICE VAN POTTELSBERGHE DE LA POTTERIE

Fabrice van Pottelsberghe could just as easily have remained in Brussels, where he studied at the Solvay Business School of Economics and Management, and gone on to hold high office. Instead, having been born and raised in Lubumbashi, he got in touch with Robert Levy, whose family he knew had a good reputation, and joined TMB in 2011. He started off based in Kinshasa, helping out with the development of various projects there but in mid-2012 moved to the Lubumbashi head office to participate in the creation of the Bank's Credit Risk Department which he headed prior to becoming Risk Manager for TMB and a member of the Management Committee.



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The Bank

on every mobile

PEPELE MOBILE IS REVOLUTIONISING HOW CUSTOMERS DEAL WITH THEIR BANK

The launch of Pepele Mobile has been a success. Within months, this multi-tasking bank account managed by GSM has attracted thousands of Congolese and led to a revolution within the Congolese banking landscape. The Bank has big ambitions for this new way of accessing and using banking products and services. Pepele Mobile creates a new ecosystem that should soon reach one million customers.

In last year's annual report we announced the launch of the revolutionary Pepele Mobile. One year later, TMB can confirm this was precisely the service the Congo needed. In a country as vast as the Congo, easy access to banking services is not always a given and the set-up costs and operating charges in particular for banking branches can be exceptionally high. Some parts of the country are difficult to access and there is no certainty the equipment used to get you to or from there will be able to do the job - which is another fact to take into consideration when you want to move your money to a larger urban hub.

When it chose the French company Tagattitude for the job, TMB made a strategic choice. In the fight for financial inclusion Pepele Mobile represents a major leap forward: each and every Congolese can now access banking services just by using their mobile phone, even if it is an older model. You don't even need internet - the tried and tested SMS is what drives the entire operation.

A MOBILE PHONE IS ALL YOU NEED

As Oliver Meisenberg explains, these are not virtual funds - you just use your phone to activate your bank assets. Whenever a transaction is carried out, one (bank) account is debited and the funds are credited to the receiving account.

The technology developed by our French partner was already tried and tested elsewhere in the world. Tagattitude is working so that the 2 billion people around the world excluded from banking systems can access banking options in a cheaper way. The technology as developed is completely secure.

More specifically customers are putting their faith in Pepele Mobile and creating mobile-managed accounts. Users don't even have to be signed up with one given mobile operator in particular - the solution will work on any network. Pepele Mobile accounts are proper bank accounts and are subject to the same regulations, with transfers of up to 10,000 US dollars via mobile phone being permitted.

"We've put the limits in place to prevent money laundering and we follow all transactions in real time," says Meisenberg. In his opinion younger generations have taken a shine to the solution, which is a boon as the youth are the future of both the Congo and its banking system. How could they not

PEPELE MOBILE IS A BANK ACCOUNT WITHOUT EVER HAVING TO SET FOOT INSIDE A BANK.



be drawn to a technology that allows users to carry out banking operations (payments, transfers, settling invoices, etc.) using their mobile phone or even withdraw money from an ATM without needing a bank card?

AT THE SERVICE OF OUR CUSTOMERS

At TMB headquarters everyone is dedicated to promoting Pepele Mobile, as the product is considered to be a strategic element for the expansion of the banking sector in the Congo. "It's a product that meets our needs in terms of our mission of financial inclusion. It provides access to a bank wherever money is changing hands, wherever there's cash-flow. It's a tool that is completely suited to the reality of what goes on in this country," says Daniel Kasongo, Chief Financial Officer.

For Bruno Gustave, the Project Manager working on Pepele Mobile, its originality lies not just in the independence users have in terms of not being tied down to any single mobile operator but also in its ease of use. "More than a few Congolese are still quite hesitant to set foot inside a bank, much less set up a bank account. Pepele Mobile provides them with a solution suited to their needs in that respect; there are no constraints and the sheer ease of use gives users a lot of freedom. Additionally, Pepele Mobile is also something of a relief mechanism for branches, which are no longer hard-pressed whenever state employees rush the banks to withdraw their wages. To date over 30,000 state employees have opted to go with our mobile solution."

SMS technology is quite established and well understood by mobile phone users which is what makes using Pepele Mobile even easier. Gustave goes on to explain that with the voice server in place customers can

be guided through operations for optimal use of the solution.

By embracing this solution TMB has effectively created a new financial ecosystem. Pepele Mobile helps each and every Congolese to access a bank, thereby promoting trade, which is why independent agents are also involved in the development of the network. The fact that financial transactions are now easier to make than ever means they reap the benefits as their customers can now make payments more easily and more securely. "Merchants will know in real time whether a transaction has been approved."

SMEs and large companies have also embraced Pepele Mobile as it's possible to develop dedicated applications for specific activities, so a contractor could pay his/her suppliers or employees using the solution. Security is strengthened for all of the economic actors as the physical transfer of funds is considerably reduced providing for increased monitoring of processes and transparency.

The solution is more versatile than any bank card ever could be and even allows for funds held in a user's Pepele Mobile account to be withdrawn from a cash machine, local bank or with an independent agent, and with all transactions traceable. Even more products and services will be available for the Pepele Mobile platform in the coming months. "We put our heads together to see what new features we could add to meet the needs of professionals. Pepele Mobile needs to be a product that everyone can use," says Gustave, who contends that this system will expand to the point of being used by millions. Pepele Mobile makes banking services accessible everywhere, even in regions with no physical branch offices.

"With Pepele Mobile you've effectively got a bank at home. For a country as large as the Congo, this is an amazing tool that puts banking services within reach of everyone.

Farmers in remote provinces, students, state employees or the owner of an SME in the city - anyone can easily manage their bank account from their mobile phone. Additionally, this solution lets you access banking services at a lower cost, regardless of your mobile service operator. Pepele Mobile is a veritable financial ecosystem tailored to the needs of each of its users. National and international non-governmental organisations or SMEs active in areas which are hard to access benefit from a system which is perfectly integrated with their management processes with guaranteed secure, reliable transactions.

Our independent agents - who truly have become ambassadors for Pepele Mobile - are an active component in terms of the quick and effective implementation of the ideas behind agency banking and provide everyone in the Congo with the chance to access all of the benefits available from Pepele Mobile."

Arsène Ntambuka,
Business Manager
for the Eastern region

Financial inclusion

MORE THAN A BUZZWORD, THIS CONCEPT IS TRANSFORMING LIFE AS WE KNOW IT IN THE CONGO

Beyond state employees whose payroll is assured by TMB, banking has a place in every sector of economic life in the Congo. Greater financial inclusion as brought about by solid banks is the most consistent gauge of economic development, although the best ways to implement inclusion in this sense are still evolving.

Banking in the Congo is a relatively new phenomenon with eighteen banks active across the whole of the country, albeit with most activity concentrated in Kinshasa. TMB is one of the few institutions with presence and pull on a national level. Whilst the sector has undoubtedly evolved since the founding of the Bank in 2004, TMB has proved its ability to consistently adapt to new challenges to growth.

A SUCCESS IN BANCARISATION

Patrick Read, the Kinshasa-based Business Manager, says that "when we expanded our activity to include state employee payroll services we never imagined the success this business would bring. We pride ourselves on the fact that today we manage the payroll of fully one-third of state employees. From the beginning we have always managed to cope with the massive influx of customers: I can remember thousands of people rushing to our

Place du Marché branch to collect their wages. These days, with customers being spread out between our various branches, the situation has improved somewhat, even if pay day is still something of a mad dash."

To make its banking system a success TMB had to implement processes to serve the army, the police, teachers, and ministry officials. "We had to find solutions that were adapted to the needs of the armed forces. To be of better service and earn their trust, we opened branches and sub-branches within the barracks themselves. This has greatly reduced the risks associated with such a large number of customers withdrawing funds at the same time: we didn't want armed men in our branches."

For TMB as well as the seventeen other banks who are members of the Congolese Bank Association, the rules set out by the government (and relayed by the Central Bank of Congo) are sometimes quite restrictive and prove an obstacle to the development of financial inclusion. In this respect, we particularly refer to the remuneration the government has to pay to twelve

banks for activities related to the payment of state employees' salaries.

Nevertheless TMB continues to innovate (with Pepele Mobile, infrastructure, IT, TMB Plus branches, cash machines, and more), marching to the beat of its own drum.

MEETING THE NEEDS OF EVERY TYPE OF CUSTOMER

In Read's own words, financial inclusion - that is to say access to the banking system - only reaches 8% of the population in the Congo; the remainder of financial activity transacts in the informal sector. Suffice it to say, the potential for development in the banking sector is huge, although TMB is also aware that mean purchasing power parity is quite low. The Bank must therefore be capable of dealing with a general public with little means and often completely disinterested in banking, so educational work is the first task at hand. TMB staff are trained to answer all queries, from the most basic to the most complicated, as the Bank deals with customers from all sorts of backgrounds. "Aside from our TMB 'classic' account, we've also been able to meet the needs of customers who are interested in more complicated operations with our TMB Plus account. This lets us offer a more personalised solution to each of our customers, so the Plus account is better suited to users who would like to make international transfers, use documentary credits, etc. Both account services are available at all our branches. Standard TMB account holders can easily upgrade to TMB Plus but a customer is a customer and therefore one of our own and there's no preferential treatment for those on TMB Plus." This is the perfect example of how TMB works: equal treatment and fairness.

It's the same concept underpinning Pepele Mobile: dealing with the reality of logistic constraints in terms of the deployment of bank branches. Pepele Mobile therefore has to expand on a national level to be a success so more people will participate in the banking

system. "Until recently, our reach in the financial ecosystem in the Congo was limited to our physical branches but now we've got something for everyone."

A SHIFT IN MENTALITY

The banking sector in the Congo has stabilised somewhat, although there is still some way to go. Fortunately customers have started to change their mentality towards the industry, notably state employees who have started studying up on what their bank can offer them and are slowly turning towards other remunerative products such as savings.

"It's definitely a good thing," says Patrick Read who can vividly recall the challenges the Bank - and the country - have had to face.

A project for the development of a credit register is in place with the German bank KfW having contributed to part of the process. There is also a plan to develop a standardised clearing house for faster settlement of foreign currency transactions.

"The country is rapidly changing and a number of schemes and initiatives are in place. However, most of the general public just aren't on the same wavelength. We need to educate them and this rings true for the banking sector as well." The Central Bank of Congo closely monitors its approved banks to ensure the health of the sector. The procedures implemented by the Central Bank of Congo have been quite strict and have helped the banking sector in the country recover some of its credibility, both domestically and abroad. TMB is highly regarded in this respect, meeting the requirements set by all of the banks it works with.

SOME NUMBERS

As at 31 December 2015 some 866,000 accounts were held with TMB. Of these, 847,406 belonged to individuals and 12,364 were company accounts.

TMB manages the payroll of 273,000 state employees, including police officers, members of the defence forces, teachers, and administrative staff.

"The Congo is not just its major cities; on the contrary, the true strength of the country lies in its numerous communities existing outside of the larger urban hubs whose inhabitants aspire towards access to and the development of banking services. As a retail bank TMB wants to be a part of these communities, regardless of where they're located. People should be able to capitalise on their savings to promote growth and access all of the services and benefits offered by a modern bank, particularly with respect to the use of sophisticated communication tools. This is how we're trying to reduce how isolated certain parts of the country are and get as many people as possible on board the innovation train."

Jean-Marie Manzano,
*Business Manager
for the Centre region*

Recognition

for TMB

TMB's effective approach to operations has been recognised in it being awarded multiple prestigious international distinctions.



BANK OF THE YEAR
2012, 2013, 2014 AND 2015
THE BANKER

For the fourth year in a row, TMB has been named "**Bank of the Year DR Congo**" by the Banker magazine. This publication, which belongs to the Financial Times group, was impressed by the successful launch of Pepele Mobile, the mobile banking service developed by the Bank, as well as the prudent financial management of the Bank, its strong balance sheet and TMB's robust capital position.

With Pepele Mobile, TMB continues to strengthen its commitment to achieving more widespread banking penetration. This service also affords the Bank major market share gains in various regions throughout the country which also did not go unnoticed by the Banker. However, this prize is just one instance of the international banking scene taking notice of TMB's position as market leader in the Congo, although it is a good indicator of how far the Bank has come since its founding as well as its reliability as an economic partner in the Congolese banking market.

BEST BANK IN DRC
2014 AND 2015
GLOBAL FINANCE

This prestigious American financial publication selected TMB as its "**Best Bank in the Congo**" for the second year running.

This is a major recognition in that it is proof of TMB's commitment to the provision of professional, profitable and efficient banking services across the whole of the country. The awarding jury were won over by TMB effectively developing ways to access banking services on the national level, also noting its unique position as a universal bank in the Congo.



Best Bank in the DR Congo
2011, 2012, 2013, 2014 & 2015

Financial Inclusion Award
2015

BEST BANK IN DRC 2011, 2012,

2013, 2014 AND 2015

AWARD FOR FINANCIAL

INCLUSION 2015

EMEA FINANCE

TMB was delighted to receive the award for "**Best Bank in the Congo**" as awarded by EMEA Finance for the fifth year in a row. Additionally, TMB were particularly proud of being the inaugural winners of the "**Prize for Financial Inclusion**" awarded by the magazine as part of its African Banking Awards.

The Bank received this award as a result of its long-term efforts to reach the largest number of people possible in the Congo, providing them with access to banking services and credit.

The jury likewise acknowledged the innovative service on offer with Pepele Mobile, saying "we have taken into consideration the complex processes and time required for the launch as well as the investment needed. We were impressed by the success this mobile payment service has had amongst the Bank's customer base." EMEA Finance also placed great emphasis on the fact that Pepele Mobile

was a vital element in terms of sustaining financial inclusion efforts across the Congo. And by naming TMB the "Best Bank in the Congo" for the fifth consecutive year, the jury found TMB to currently be the best universal bank in the country, stating "the consistent financial performance of the Bank over the past six years is impressive."

"Our unmatched investment in the construction of a banking network in the Congo - by building on the presence of our branch offices with the innovative Pepele Mobile service, that is to say a tandem approach between mobile and agency banking - is testament to our commitment and determination in combating financial exclusion in the country. We are absolutely delighted to receive these awards and view them not just as recognition of our results and performances but as validation in terms of how crucial the fight against financial exclusion is for the Congo."

Oliver Meisenberg,
Chief Executive Officer

Driving

the Bank forward

TMB IS INESCAPABLE IN THE CONGOLESE BANKING LANDSCAPE

In this section we take a brief look at some of our key business areas noting developments made in 2015 and providing context for our 2016 forecasts.

At each level of TMB, men and women are working hard to achieve one objective: increasing financial inclusion and expanding the Congolese banking system. Below is a tour of a number of departments that ensure business runs smoothly, helping make TMB a vital force in its sector.

RIGOROUS CREDIT POLICIES

Rock Nguoto heads the Credit Department and is also in charge of recruitment alongside his duties as a member of the Management Committee.

"TMB has to be particularly careful of non-performing loans. Our portfolio in this regard is contained as we do everything we can to limit people defaulting on payments. The banking sector is still quite young in the Congo and it's our mission to educate people. We can't let them down by being lax in how we monitor our lending activities, we have to restore their confidence in the banking system." When compared to 2014, this past year has not seen the same growth in lending by TMB. That said, lending by the Bank did grow by about 15 million dollars. "The economic

situation has limited the number of large-scale credit lines we've approved. On the other hand we have noticed a certain proclivity amongst individual customers to want to access credit; in response we've approved between 15,000 and 17,000 small-scale consumer loans. That doesn't compensate for the large-scale lending but it is proof that people's faith in the banking system is being restored. Since we started paying state employees' salaries, the same employees have become more interested in leaving wages in their bank accounts rather than withdrawing all of it in one go. The knock-on effect has been that they've started to save and want credit. State employees can receive credit lines equal to 3.5 times their monthly wages, although it's our duty to inform customers of the cost of credit whilst duly considering each application. Similarly, we check with the institution employing the individual whether the applicant is actually still employed with them. We can't afford to make mistakes."

TMB has annual interest rates ranging from 15% to 24% for consumer credit, which is attributed to structural costs. "It's a situation where we have to set higher rates to fund our own operations. You've got to take into account the fact that the costs involved in running a bank in the Congo are very high as a result of the infrastructure problems you're forced

to deal with: electricity (read bespoke generators), telecommunications, transport, etc. Additionally, most of the time our customers want their loans in US dollars (90% of credit/loans are issued in US dollars, with only 10% in Congolese francs) as the economy is highly dollarised. Traders make their purchases in this currency, so naturally want credit in dollars to limit financial exchange risk."

But if interest rates are high, so is the return customers get on their savings.

"The rate we pay out for savings can reach 6%, or even 7% if people have kept their savings with us for two years. There are relatively few cases of long-term savings amongst our customers, hence maximum loan tenors are limited to 4-5 years."

At the end of 2015 the TMB loan portfolio could be broken down into 40-45% for loans and credit lines to SMEs, 35% to large corporations and 20% to individuals. It should be noted however that it is occasionally difficult to distinguish an SME from a merchant applying for credit privately. "We've done a lot of thinking regarding approving credit instantly in very small amounts, mostly via Pepele Mobile. Some commercial banks have credit offers on 0% rates and whilst we've looked into offering something similar, we've absolutely got to maintain our

profit margins so as not to undermine the Bank's sustainability," explains Rock Ngouoto, who argues that the impending Congolese Credit Register would firstly need improving before the development of solutions in this respect could be promoted.

It should likewise be noted that as of 2016, the Central Bank of Congo has made it a requirement for banks to publish their real effective interest rates. This will help consumers better compare the offers available on the market, as some institutions attach fees to loans which would otherwise appear to be a good deal. "We don't want to have to compete with overly-aggressive players who do this sort of thing, we would prefer to maintain our quality of service and margins despite what the competition does."

"A customer's ability to pay a loan back - regardless of the amount - is always a determining factor when deciding whether to approve their loan or line of credit. As a Bank we have to take a more educational stance. We have to get people to understand that a banking system is a good thing. But to successfully develop banking in the Congo we have to be on top of any risks. The banking sector here has come a long way - it didn't even exist several years ago! We have to constantly be at the top of our game so as not to let the general public down, and even more so for the hundreds of thousands of customers who trust us with their custom. We could offer loans or a credit line to anyone but then what would the point be? Customers have to understand that credit comes at a cost and that repayment requires their commitment and responsibility. We're tasked with measuring the risk attached to each loan so that the Bank and public savings - and therefore the development of the banking system in the Congo - are not jeopardised."

Rock Ngouoto,
Head of Credit

ENSURING PROPER RISK MEASUREMENT

Lubumbashi-based Fabrice van Pottelsberghe has headed Risk Management as of 2015 and has been a member of the Management Committee since 2014.

At the start this mostly involved monitoring the quality and profitability of the loan portfolio for the Bank which consists of issuing opinions for each credit line or loan application received. "The opinion we issue isn't the final decision, even though the Credit Committee will often go with our advice."

"Qualitative and quantitative criteria are in place for our loans. For example, once a loan payment is past its due date we 'monitor' the situation, then act. And regardless of the type of credit line or loan there is always a schedule in place. Whenever the repayment date is missed and the case is considered unacceptable in terms of the delay, we start looking into the best way to recover what's due, including blacklisting the customer so they would never be able to access credit lines or loans with any banking institution in the country. We can also take the individual to court if an amicable solution can't be reached. Occasionally we hold public auctions for assets held as collateral as well, although these procedures are often costly and tedious. In short, we make sure things are seen through: it would be damaging to the Bank's reputation as well as that of the sector to be passive here. On its end the Central Bank of Congo may at times make recommendations for our loan portfolio and we've got to follow them."

Risk Management has a third mission with respect to loans: compiling statistics on the status of the loan portfolio on a periodic basis to be sent to management. They also oversee both physical and digital archiving and security activities for credit records.

"This is quite the challenge bearing in mind the number of branches we have open and the logistics to be implemented."

As a retail bank most loans and credit lines are for individuals and SMEs. In Katanga direct contact with the mining sector is relatively limited, although TMB does count several suppliers for the sector amongst its customers. "We offer invoice discounting in certain instances for mining sector suppliers so that they may quickly access their earnings."

To complete its various missions, the Risk Management Department had firstly to be able to guarantee the reliability of customers' financial data after which the Bank implemented historical reconstruction systems for customers' financial statements. "This was the cornerstone for setting up a loan risk control system for debtors. We had to understand what business customers were involved in, and their cash flows. It's all thanks to our network of local branches that we're more often than not able to construct an accurate profile of our customers and their environment. The Central Bank of Congo has issued a certain number of instructions to define how loans offered by banks should be classified based on criteria for arrears. We're legally obligated to send the Central Bank of Congo a statement of our loans in accordance with the criteria."

Recently even larger corporate groups have started turning to local banks to finance their projects, solid proof that the Congolese banking sector has reached a certain level of maturity given that the more traditional partners are wary of a certain level of country risk. Nevertheless these applications require a much greater level of attention and constant reinforcement of control regulations.

At the end of last year, Fabrice van Pottelsberghe could look back and say that TMB had a quality loan portfolio.

However, defaults on payment increased, mostly owing to difficulties in the mining sector, a situation that should begin to correct itself by mid-2017.

OPERATIONS UNDER CONTROL

Guillaume Kwongkam heads up the Bank's Operations Department and is also a member of the Management Committee.

Operations cover settlement of invoices and debts with the State (per financial regulations), transfers, import and export licences, remittances and documentary credits, issuance and remittance of bank cheques as well as their dispatching for collection.

"We're the Bank's back office, we don't handle physical cash."

The most important goal for Operations is answering customers' queries as quickly as possible. "Following acceptance of instructions we're under obligation to execute them within 24 hours. Where instructions are not accepted, we give customers a week to get everything in order. Everyone in the Bank receives information in this respect."

TMB has implemented a number of in-house procedures that customers must adhere to. They should also respect industry ethics and provisions set out by the Central Bank of Congo and the Ministry of Finance. As an example, whenever a customer comes to the Bank to settle an outstanding debt with the State, the Bank then has 48 hours to remit this money to the Public Treasury.

Over the course of a few years the Congolese banking sector has changed completely. These days more and more people understand the funds in their account are available for use in a wide range of operations. One of the key roles of the department is processing several hundred incoming and outgoing transactions daily. It's an important business for the Bank.

Another key role of the Operations Department is the processing and monitoring of fiscal and para-fiscal tax payments to the State, which involve set procedures in compliance with Congolese law.

To make sure these various operations get done, the department has a staff of 112 working in Kinshasa, Lubumbashi and regional branches, as some operations can be done locally (such as settlement of outstanding payments with the State, compensation, etc.).

Other operations are more centralised: this is certainly the case for all incoming transfers which go directly to Lubumbashi. Meanwhile licences are dealt with in Kinshasa or Lubumbashi and need the green light from the department manager.

"The Central Bank of Congo monitors all of these operations very closely," says Guillaume Kwongkam, citing the strict internal policies in place to ensure each operation is traceable and compliant with all regulations.

TARGETED MARKETING ACTIONS

Isabelle Duvigneaud heads TMB's Marketing Department.

The Bank always has to take into account the complexity of a country as vast as the Congo when planning and carrying out its marketing actions. "Our marketing strategy is aimed at getting close to people having immediate social impact." The majority of the Bank's advertising campaigns are carried out at the national level to achieve a homogeneity in the Bank's public image and profile. These campaigns are targeted at everyone living in the Congo in the five national languages (French, Lingala, Swahili, Tshiluba and Kikongo), based on where they live. The Bank also differentiates between client categories and targets them with adapted messages.

"The design, intelligence level, consistency and transmission of messages are absolutely crucial in terms of reaching our objectives."

The distribution of promotional materials via the branch network presents a major logistical challenge considering the size of the Congo.

TMB's primary channel for communicating Bank related news is via its website and the Bank ensures there is a steady flow of content in this respect with newsletters also being distributed on a large scale. Additionally, TMB uses the majority of social networks available (Facebook, Twitter, WhatsApp, YouTube) to inform the public of the Bank's products and events, thus getting more people engaged with the Bank's activities. This was particularly important for Pepele Mobile whose launch was quite promising. Elsewhere all channels available for distribution and promotion are used. Duvigneaud notes, "the transformations afforded by Pepele Mobile with respect to the economy have created new jobs around the country and have unlocked communities' business potential. The same communities who previously were idling in terms of their economy."

Duvigneaud is also a strong believer in the old adage "if it's not broke, don't try to fix it," which is why TMB has opted for a relatively discreet marketing strategy with its targeted advertising campaigns featuring strong messages rather than trying to break the bank (so to speak) on a publicity blitz. "We would prefer to be more discreet with our actions whilst remaining rooted specifically in people's day-to-day lives. Our budget for social improvement is larger than our advertising budget, which is the result of our focus on helping communities in line with our mission to get closer to our customers and the world they live in."

TMB, notre banque pour la vie.

"Even if the procedures are occasionally laborious, we do everything we can to recover our financial resources from defaulting borrowers."

Fabrice van Pottelsberghe Head of Risk Management

"I get a daily report from each regional branch office. With the 112 staff members on my team we make sure that operations are compliant and go through each and every transaction request: the strictest of controls must be exercised. Fierce competition in the banking sector should not divert us from our mission, which is promoting financial inclusion. This requires full compliance with both national and international regulations."

Guillaume Kwongkam Head of Operations

**“YOU DON'T
BECOME ONE OF
THE TOP BANKS
IN A COUNTRY
LIKE THE CONGO
WITHOUT THE
SUPPORT YOU
GET FROM
SKILLED, TRAINED
EMPLOYEES
WORKING FOR
THE GOOD
OF THEIR
CUSTOMERS.”**

A beating heart

A LOOK BEHIND THE SCENES AT A BANK OFFERING GREAT OPPORTUNITIES TO YOUNG PEOPLE

Over 1,100 people make up the beating heart which drives TMB on a daily basis. If you visit TMB branches you can't help but notice the relatively young average age of the people working there. The youth are indeed the vital force of the Congo and with TMB's robust training programmes in place. These young people learn about the various aspects of the banking business. TMB has always strived to build confidence amongst the youth, this being one of the core concepts set out by the heads of the Bank at the start of the journey in 2004.

TRAINING:

THE ESSENTIAL ELEMENT

You cannot win the trust of a corporate client and other large-scale accounts without being capable of meeting the highest of standards in terms of efficiency and quality of service. TMB has a presence on all commercial fronts and is certain its customer service teams are capable of dealing with anything which comes their way.

This is only possible as a result of the multiple training sessions the Bank encourages employees to attend. Nathalie Banota Palmans heads the Training Department: "We run two training centres, one in Kinshasa and the other in Lubumbashi. There's also a third available in Goma should we need it. Our training sessions are aimed at all of our employees. Following recruitment, they have to undergo a programme where we assess their abilities and then train them in the area they'll be focusing on in their position. Employees are also expected to regularly attend refresher courses.

OUR STRATEGY IS PAYING OFF. TMB CONTINUES TO GROW AND IS NOW REAPING THE FRUITS OF ITS LABOUR. TMB HAS ACTIVELY INVESTED IN SECURING BANCARISATION TO BETTER SERVE THE COUNTRY.

In light of the wide range of activities happening within the Bank, specific training modules for each department are available whilst our supervisory procedures let us identify any gaps in employees' work so agents can benefit from additional training."

The level of professionalism involved in these sessions was proof enough for CENAREF (the Congolese National Financial Information Cell) to turn the TMB training centre into the centre of excellence for ACAMS certification in the Congo, equipping agents with the tools they need to combat fraud and money laundering. "Our training centres are, as a priority, open to our own staff but we also welcome staff from other banks as part of the ACAMS certification programme or the banking courses delivered by the ITB (French Technical Banking Institute) under the auspices of the Congolese Bank Association. Guidelines and regulations constantly and often quickly change, but with these training programmes in place TMB has always got employees who are up-to-date on these topics," says Nathalie Banota.

The growth of Pepele Mobile also means that new modules have to be put in place. "Our independent agents should be well trained. Our teams seek the best people, identify what information they need and then train them to ensure the success of the product."

Yannick Mbiya, head of TMB branch network development, concurs. "TMB has reinvented banking in the Congo and so with Pepele Mobile - which is expected to reach over one million users by 2017 - all of us have had to participate in an additional training session focused on this area. This means employees will have the knowledge they need to answer any questions brought up by independent agents. In this way we've created a virtuous cycle of feedback and information within TMB so we can constantly improve on the service we provide."

THINKING AHEAD IN TERMS OF CAREERS

Sandra Swalehe is in charge of TMB's Human Resources department. One of her main duties is to select good candidates for recruitment, although that would only be telling half the story: making sure they stay with the company is just as important. The quality of training sessions offered by TMB is well known, with employees more often than not the targets of headhunting by the competition. Nevertheless, TMB refuses to engage in wage one-upmanship; no company could ever survive by constantly offering salaries above the norm. "As the head of HR, my role is understanding employees' expectations and reminding them that the grass isn't necessarily greener on the other side. We do not outsource work and we employ people on permanent contracts, so that's a definite plus. We support our employees by developing career plans with them so they'll be more motivated to stick with us."

In addition to mentoring employees, the HR Department also has to quickly react whenever demands are made on the number of human resources available. "Whenever the Bank is asked to pay the wages of one thousand additional payroll clients, HR has to be able to provide the staff required to maintain the quality of service we're known for." Sandra Swalehe adds "We don't resort to headhunting to keep up with demand, we recruit people and train them."

IT AND LOGISTICS, CRITICAL DEPARTMENTS

In a country the size of the Congo, providing customer service requires having a suitable infrastructure in place. The Logistics and IT departments play a vital role in this respect, laying the groundwork for the Bank's positive growth.

A strong Logistics Department is necessary for the wellbeing of the Bank. A key department, Logistics has to deal with a number of core activities for the Bank such as infrastructure and branch management, travel arrangements, receipt and dispatch of mail, and providing fixtures and fittings for the branch network. Fabrice Agbeti and Bernice Lukebay oversee all of this in Kinshasa. Fabrice deals with inventory management, the car fleet, and invoice payments, amongst other responsibilities. Bernice is in charge of maintenance, and the installation and logistical management of branches over much of the territory. The Logistics department is therefore an essential part of the Bank. "Whenever funds are channelled towards one of our branches, everything is put in place for a smooth course of operations so that each convoy arrives safely," says Fabrice. Bernice echoes this sentiment: when developing new branch offices nothing - from the furniture and the air con/heating system to telephone and IT systems - is left to chance. "Clear and well defined procedures guide the activities of the Logistics Department team, which know precisely the tasks assigned to them."

Yves De Billoëz, head of the Bank's IT department, confirms logistics are also a key part of his area. Yves came to TMB

with plenty of experience working in Europe and had to find his footing in a country where information exchange between two points can occasionally be complicated. "All of our branches should be continuously operational. We've got 45 people working to make sure all IT engineering for TMB is constantly functioning properly, which touches all of the main areas of operation for the Bank: the phone lines, electronic banking, the core banking system, etc. With the development of Pepele Mobile we've got to pay particularly close attention to security measures as well as ease of use for the system in place insofar as the customer only has their mobile phone to work with." Naturally this department also ensures that the Bank's servers work properly. "The use of telecommunications involves satellites, mobile networks and radio waves. Investing in this system as well as the monthly cost of running it is extremely expensive, so we have to make each operation as cost-effective as possible."

RESPECTING PROCEDURES

Jean-Paul Kahindo heads the Organisation Department. "We implement and improve on procedures particularly with respect to internal controls to ensure the proper execution thereof as well as making sure banking operations are secure. Every TMB employee should know what their role is and what they're tasked with in relation to the procedures in place."

Procedures are constantly being updated to meet the needs of the various departments as well as to reflect the development of the Congolese market.

This is where Michel Schittekatte and the Commercial Department come in, as they provide information on what's going on in the field. "We work harmoniously with the other departments, so we never lose sight of the reality of the situation," says the business development manager.



MORE THAN BRANCHES, THEY'RE THE HEART AND SOUL OF TMB

TMB branches are the point of contact with the heart and soul of the Bank, with TMB offering 89 branches and sub-branches all over the country.

To be more accessible for our customers we've opened sub-branches in locations as diverse as hotel complexes and military barracks. TMB's network is its true strength and has forged the Bank's reputation. Our staff often have to answer basic questions, fulfilling the educational role required for the banking system to develop in the Congo. In this sense they are the front line, the vital link to the general public.

TMB is rich in the personalities that form it. Thanks to its teams and their dedication, TMB is the number one bank in the country in terms of presence and distribution. TMB intends to not only maintain but also to further strengthen this position, thanks to developments such as Pepele Mobile, agency banking, TMB Plus access points, and other future innovations.

"Our customers are at the heart of our business: no customers, no bank. We completely grasp this concept and place customer satisfaction at the top of our list of priorities. To put this approach into practice, all of our staff are fully qualified, participating in compulsory training sessions to ensure the best possible relationship between bank and customer. The training practices we have in place aim to equip our staff with the best tools possible to sustain the relationship they develop with customers. Everything is being implemented at TMB so that our staff can provide each of our customers with the highest level of service possible. We want all of our customers to feel like they're at home whenever they enter one of our branches. Staff members should politely and courteously welcome them and be available to offer them any services they should expect from a modern banking institution. Our staff are not only able to assist with clients' daily banking needs but should also be capable of understanding both their expectations and occasionally their apprehension."

Sele Mulumba,
*Business Manager
for the Southern region*

TMB

in society

TMB, A KEY PLAYER IN THE SOCIAL, CULTURAL AND SPORTING LIFE OF THE CONGO

As a leading bank, TMB is not content with simply attracting individuals to manage their accounts with us - we are also conscious of our place in society and are dedicated to reinforcing our local presence with action on the ground.

The arts provide a way to depict the intimate life of a country and the people who live in it. TMB is a strong supporter and admirer of Congolese art; its patronage of national culture is well established.

TMB has always been completely supportive of Congolese artists; the variety and wealth of our national artistic fabric is reflected in the resplendent art gallery and cultural centre located within our Kinshasa main office, "Le Monde des Flamboyants". The permanent and thematic exhibitions of renowned as well as up-and-coming artists are a feast for the eyes and an excellent opportunity for artists.

In the words of Isabelle Duvigneaud, Head of Marketing, "TMB has always appreciated what artists do, so we've provided them with an exhibition space in the heart of the Congolese capital where everyone can enjoy their works. We also publish catalogues, develop bodies of work and provide varnishing services at no costs to artists." This act of patronage is a great source of pride for TMB, which is therefore able to help artists get their name out among

art lovers in a space where works are exhibited and protected.

LE MONDE DES FLAMBOYANTS ARTISTS

Over the past year five exhibitions were held at Le Monde des Flamboyants.

POPULAR ARTISTS

The "Artistes Populaires" (Popular Artists) exhibition straddled 2014 and 2015 and collected the works of numerous artists such as Berry Matundu, Alain Boduka, Bompini, Chéri Benga, JP Mika, Sapin, J.P. Kiangu, Sim Simaro, Chéri Chérin, Madry Prince, Sam Ilus, Mokono, Shula, Trésor Chérin and Tuyindula.

These artists have classified themselves as popular in the sense that they are the spiritual successors to the famous originators of this figurative and narrative style such as Moke, Bodo, Chéri Samba and Chéri Chérin. This art movement, which began in the seventies, is very much 'for the people, by the people' and strives to provide a perfect reflection of the world around them with a healthy dose of humour, with themes for the most part being inspired by social and political goings on. TMB asked each artist to prepare a piece based on the Bank, with particular emphasis placed on Pelepe Mobile and the various operations possible with the service. The majority of the works commissioned were used to illustrate



the 2014 annual report as well as the Bank's 2015 calendars and diaries in grateful acknowledgement of the artists' dedication.

LATITUDE ZERO

In spring 2015 the exhibition space became home to the photographic works of Monique Stauder. "Latitude Zero - An Equatorial Odyssey" is a visual conversation between the artist and the world around her. For Stauder, a Swiss-American photojournalist, documentary photographer and historian, documenting the precious relationship and tacit agreements between natural resources, living creatures and life at the start of the third millennium was a social obligation.

Latitude Zero is not just an imaginary line dividing the northern and southern hemispheres but a place where people are born, live and die, and share similar aspirations and fears.

Stauder's odyssey leads her to countries on the Equator such as Brazil, Colombia, Kiribati, Nauru, Indonesia, the Maldives, Somalia, Kenya, Uganda, DR Congo, the Republic of Congo, Gabon and São Tomé and Príncipe.

Her black and white photographs, "In Homage to Timelessness", have also been shown in exhibitions all over the world, and a book filled with photographs of her experiences and adventures has also been published.

COURANTS D'ART

Yet another delight for art lovers, the "Courants d'art" (Art Currents) exhibition saw five young artists in Ange Swana, Gloire Babanzanga, Benj Kinenga, Patsheli Kahambo and the sculptor Teddy Lusansu rub shoulders with renowned artist Eddy Masumbuku, who came up with the idea and over the past decade has been taken with the idea of producing clothing made from bamboo shoots. These six met over a period of one month at Le Monde des Flamboyants' exhibition space, and are a perfect example of new trends in Congolese art, as they are all students from the Kinshasa Academy of Fine Arts. Visitors could admire the innovative, intriguing works of these up-and-coming artists and the variety of styles and techniques used.

SICKLE CELL AWARENESS

TMB also has a keen interest in healthcare issues and for the second time the Bank opened its doors to an exhibition on sickle cell disease in order to raise awareness of the issue amongst visitors.

This disease, also sometimes called haemoglobin SS anaemia, is the most prevalent hereditary disease in the world with over 50 million people affected by it. Over 300,000 children are born each year with sickle cell disease and over 50% of this figure will not live to see their fifth birthday due to a lack of screening and appropriate treatment in most countries. In the Congo 2-3% of children are born with this condition.

The exhibition opened on 19 June as part of World Sickle Cell Day activities.

TWO PAINTERS AND A SCULPTOR

The penultimate exhibition of the year presented the works of two painters, Mukalay Ngoy Lwamba and Mambengi Tondo, with the sculptor Gabriel Kengele also involved for his second exhibition with the gallery.

Mukalay lectures at the Kinshasa Academy of Fine Arts and creates a vivid multi-coloured, multi-dimensional world in his works with an underlying message of peace and love. Mambengi is also a lecturer at the Kinshasa Academy whose work features bold, intense colours depicting working women and the great burden they bear in all of their roles in society. Kengele deals in several different types of woodwork in large volumes which simultaneously express humanity's gentleness and inner greatness.

THE ENVIRONMENT:

A TREASURE TO BE GUARDED

Ending the year with a touch of beauty, Le Monde des Flamboyants featured an art exhibition focused on raising awareness about the environment - "Art and the Environment" - in partnership with UNESCO and the Terre d'Artistes organisation. The exhibition coincided with international attempts to raise awareness regarding the challenges facing the environment during the COP21 meetings in Paris, which looked at what steps countries should take to protect our most precious resource: Mother Earth. This is a particularly vital issue for the Congo Rainforest which, after the Amazon Rainforest, is the planet's second largest lung and is threatened by deforestation on a daily basis.

**// TMB
AND BISMACK
BIYOMBO:
WE ARE THE
FUTURE! //**

A DIVERSE RANGE OF ACTIVITIES

Support for the art world is just a small part of TMB patronage and its sponsoring activities. TMB is an institution that has become a leading figure in Congolese community life and is committed to a vast number of causes: culture, sport, education, healthcare, the environment, and others. "We're ready to get behind any type of community activity as long as there are no political undertones and the cause is morally sound," states Isabelle Duvigneaud.

At its heart TMB is dedicated to developing the most suitable solutions to the specific needs of the various groups of people living in the Congo. Its business extends beyond the banking sector and it engages in long-term projects which seek to have a positive impact on Congolese society.

INVESTING IN AN ECOLOGICAL FUTURE

TMB has been involved in the development of ecological initiatives and from early 2015 our Uvira branch has been powered by solar energy. We were the first commercial bank to open in Uvira in the Sud-Kivu region, back in November 2012, and this solution was devised as a work-around to the challenges faced in terms of being able to connect to the grid. Using generators running off of diesel was not viable from both economic and environmental standpoints, so solar power it was. By doing so, TMB hopes to demonstrate that solar energy is a viable economic alternative for all of the country, and Uvira was not a one-off in this sense as we subsequently opened a sub-branch in Goma which likewise runs off of solar power. These pilot projects will be analysed and most likely expanded on over the following months and years.

MUSIC!

Music also features prominently in TMB's commitment to the arts. The Bank acted as a partner for the second Amani Music Festival ("amani" meaning "peace" in Swahili) which took place in Goma (North Kivu) in the African Great Lakes region from 13 - 15 February 2015. This annual festival was first held in 2014 with the aim of being completely apolitical and not-for-profit in an attempt to reach people and help them rebuild relationships via dance and music with a slogan of "dance for change, sing for peace". For the organisers, culture in general can simultaneously be a symptom and driver of a new society, with change not being possible unless there is peace, unity and sharing.

In this once war-torn region, the Amani Festival means to showcase the best of a country replete with talent which is ready to change things for the better. In addition to both nationally and internationally renowned acts, traditional groups from all over the region also performed.

Over three days Amani saw the arrival of more than 30,000 festival-goers as well as 75 NGOs to its humanitarian village providing innovative, participatory activities based on the values advocated by the festival: conviviality, reconciliation and peace.



BASKETBALL PARTNER

Bismack, the basketball star with a big heart

In another inspiring area of civil society action, TMB is a leading partner in the world of sport, seen particularly in its sponsorship of Bismack Biyombo, a young Congolese basketball player born in Lubumbashi who now plays in the NBA, the most prestigious basketball league in the world. Biyombo makes it a point to return home to the Congo each year and has set up various education programmes for young people wishing to play basketball in various cities around the country.

These programmes provide support to young people who come from disadvantaged areas and aim to instil the values of respect, tolerance and peace. Five pupils - Jonathan, Daryl, Hugo, Jerry and Oscar - received sport-study scholarships from Biyombo after taking part in the basketball camps and are now in the United States where they hope to improve their skills in a more propitious environment.

Others may very well follow in their footsteps shortly.

The next stage of development for the project consists of the creation of basketball academies in Lubumbashi and Kinshasa over the next two to three years. A permanent educational programme is also being considered which would help those who do not have the opportunity to go to the United States carry on with their studies in Congolese schools whilst still playing basketball.

Biyombo believes there is still a lot of work to be done but it's an interesting challenge he relishes.

TMB has partnered with Bismack Biyombo and as a first step has helped renovate basketball courts in Lubumbashi, Kinshasa and Goma for the benefit of the participants of the programme. The young star with a big heart for others has also kindly agreed to lend his image to the launch of Pepee Mobile.

PJB, an association born on the court

As a partner of sport and basketball in particular, TMB has sponsored the Promo Jeune Basket (PJB) association for several years now. This not-for-profit organisation based in Goma (North Kivu) uses basketball as a means to teach young people to take responsibility for their education and civic duties. The first objective is to engage with young people in the Congo so they will one day grow up to be responsible, educated adults who are capable of assisting in the rebuilding of their country; PJB being convinced that education is vital to the development of society. On the sport side of things PJB is geared towards training a generation of talented basketball players capable of competing in the sport for their country at the highest levels. TMB and PJB share these core values of respect for others, team spirit and a strong work ethic.

Both PJB boys' and girls' teams have been North Kivu champions for two years now whilst the organisation has built five new basketball courts in the city of Goma and has offered over 150 scholarships since its foundation in 2006.

“OUR GOAL IS TO GIVE BACK SOME OF WHAT THE CONGO HAS EARNED TO PEOPLE WHO ARE LESS FORTUNATE THAN OURSELVES.”

“WE’RE READY TO GET BEHIND ANY TYPE OF COMMUNITY ACTIVITY AS LONG AS THERE ARE NO POLITICAL UNDERTONES AND THE CAUSE IS MORALLY SOUND.”

MALAIKA PROJECT: EMPOWERING GIRLS THROUGH EDUCATION

An educated girl will increase her future earnings by approximately 10-20% for each additional year of schooling and will reinvest most of that back into her family and community. These are widely recognised to be key factors in a nation’s socioeconomic development and yet, as Isabelle Duvigneaud notes “most girls continue to have great difficulty accessing education in the DRC.”

The mission of Malaika, a non-profit operating in the Congo, is to empower Congolese girls and their communities through education. The goal is one TMB can fully identify with, and the Bank has been an enthusiastic supporter of Malaika for a number of years.

Malaika operates in Kalebuka, close to Lubumbashi. Their work takes three distinct paths, all offered completely free of charge to the community:

- Built in 2011, the Malaika School provides a comprehensive and high quality education to 230 girls. The girls also receive two nutritious meals a day, often their only ones. Malaika builds the leadership capacity of each student so that she is empowered to give back to her community and has a positive, long-term effect on the DRC.

- Malaika supports the surrounding Kalebuka village through its Community Centre, which offers education, health and sports programs to 7,000 people per year.

- Malaika also provides essential infrastructure development having developed five wells that supply fresh water to 10,000 people, greatly reducing incidences of disease and illness.

“TMB has always recognised that education is one of the most important factors in ensuring a brighter future for the Congo of tomorrow” adds Isabelle Duvigneaud.

In highlighting our support for Malaika, we encourage our clients, staff and partners to consider what assistance and support they themselves can give to this inspiring and truly worthwhile initiative. Visit www.malaika.org to learn more.

SUPPORTING AGRICULTURE

TMB participated in the Agribusiness Forum held in Kinshasa in March 2015. With the blessing of the Congolese Government, the Forum was organised by Belgian outfit EMRC alongside the Congolese Fund for the Promotion of Industry (FPI), the United Nations Development Programme (UNPD), and the Food and Agriculture Organization (FAO), with support from the Rabobank Foundation and TMB.

The AgriBusiness Forum is held on an annual basis in an African country and aims to strengthen the agro-food sector on the continent by promoting partnerships and exchange of best practices as well as by attracting investment. It also seeks to promote agricultural initiatives amongst African SMEs and has become the most

important pan-African agro-business conference.

In 2015 the theme was "Towards inclusive growth: a new vision for the transformation of agriculture in Africa".

For David McEvoy, who is in charge of institutional relations at TMB, the Bank's contribution to the forum is testament to the importance it places on the agricultural sector as a driver of economic growth in the Congo. "If there ever was a sector of the economy which best represents a potential major source of job creation and can help improve people's living conditions, it has to be agriculture; and the Congo's agricultural potential is huge. Were the agricultural resources available here used astutely, production in the Congo alone would be enough to feed the entire African continent. Unfortunately today the Congo continues to be a net importer of food and food insecurity is still a major issue. The Forum presented a unique opportunity for local operators to highlight the needs of Congolese agriculture with key decision-makers present."

Other initiatives led by TMB aim to help young people, the elderly or other less privileged groups. We support a variety of schemes in the Congo and are discreet in our actions with a preference for making a direct difference in the lives of people on the ground.

As Marketing Director Isabelle Duvigneaud, who oversees the Bank's social impact activities, says: "The words 'mollycoddling' and 'profligacy' are unknown to us. Our goal is to give back some of what the Congo has earned to people who are less fortunate than ourselves, as long as we're all working towards the same idea of development."





A high-angle photograph of a fisherman in a long, narrow wooden canoe on a wide, calm river. The fisherman is wearing a white cap and is using a long pole to navigate the water. The canoe is filled with various items, including a blue bucket and some green plants. The water is a deep blue color, and the sky is a lighter blue. In the background, there are some small boats and a distant shoreline. An orange triangle is in the top right corner of the image.

Financial inclusion illustrated

In the early morning, a fisherman on the River Congo, up-river from Kwamouth - Mai-Ndombe



A journey

through Maniema illustrated

Kris Pannecoucke, a professional photographer, followed for ten days the TMB team responsible for providing payroll services to police and military in the province of Maniema. His photos illustrate this section.

In February 2016, Kris flew to Kindu where he joined the payroll services team. He participated in one of the TMB team's last trips of this kind in what is a remote and sparsely populated region in the centre of Congo. Their journey brought them to the cities of Kipaka, Kunda, Kasongo, Mwanendeke, Wamaza, Mombese, and Salamabila. The trip reflects the Bank's commitment to expanding access to financial services right across our great nation. Gradually, as TMB deploys its Pepele Mobile and agency banking services, the movement of personnel off-site for weeks on such trips will reduce, replaced by a mobile banking service offering greater efficiency and security.

Kris Pannecoucke describes a setting that is both beautiful and challenging:

"Maniema is a remote part of the world, still very wild in places. This remoteness has ensured that Maniema remains an exceptionally beautiful part of the country. At the same time our ability to provide services in this region has sometimes been undermined by a lack of infrastructure. At times on this trip we were greeted by impassable roads and thick tropical rainforest growth that slowed our efforts to reach some of the more isolated communities we are privileged to serve."

The TMB team are accompanied by police officers on this ten day trip. On arrival at each destination more police officers could be found waiting patiently for their salary payment. Once the job is done, the convoy continues onwards. There's a certain rhythm to the trip. At each stop, small groups of public sector staff are paid in the villages in which they work.

The effect of having salaries paid in full, on time, each month can be quite transformative for local communities. This regularity allows people to plan their finances, to save a little, even to take out a loan, always prudently, from

TMB, allowing them to invest in and take greater ownership of their futures. By ensuring liquidity remains in these communities, TMB is a partner for sustainable change. Thus are sown the seeds of economic empowerment and development.

Progress waits for nobody, and in time these trips will no longer take place, replaced instead with the ping of an SMS alert notifying a client that their salary has been credited to their Pepele Mobile account. Rather than await a convoy, clients will then be able to access their salary at any of an array of independent Pepele Mobile agents located right across the country. Indeed, in many towns this is already the case. And so in these following pages we take the opportunity to look at what may soon be an important but historic milestone in the progress towards financial inclusion in the Congo.







A police payroll mission undertaken by TMB staff in the province of Maniema.

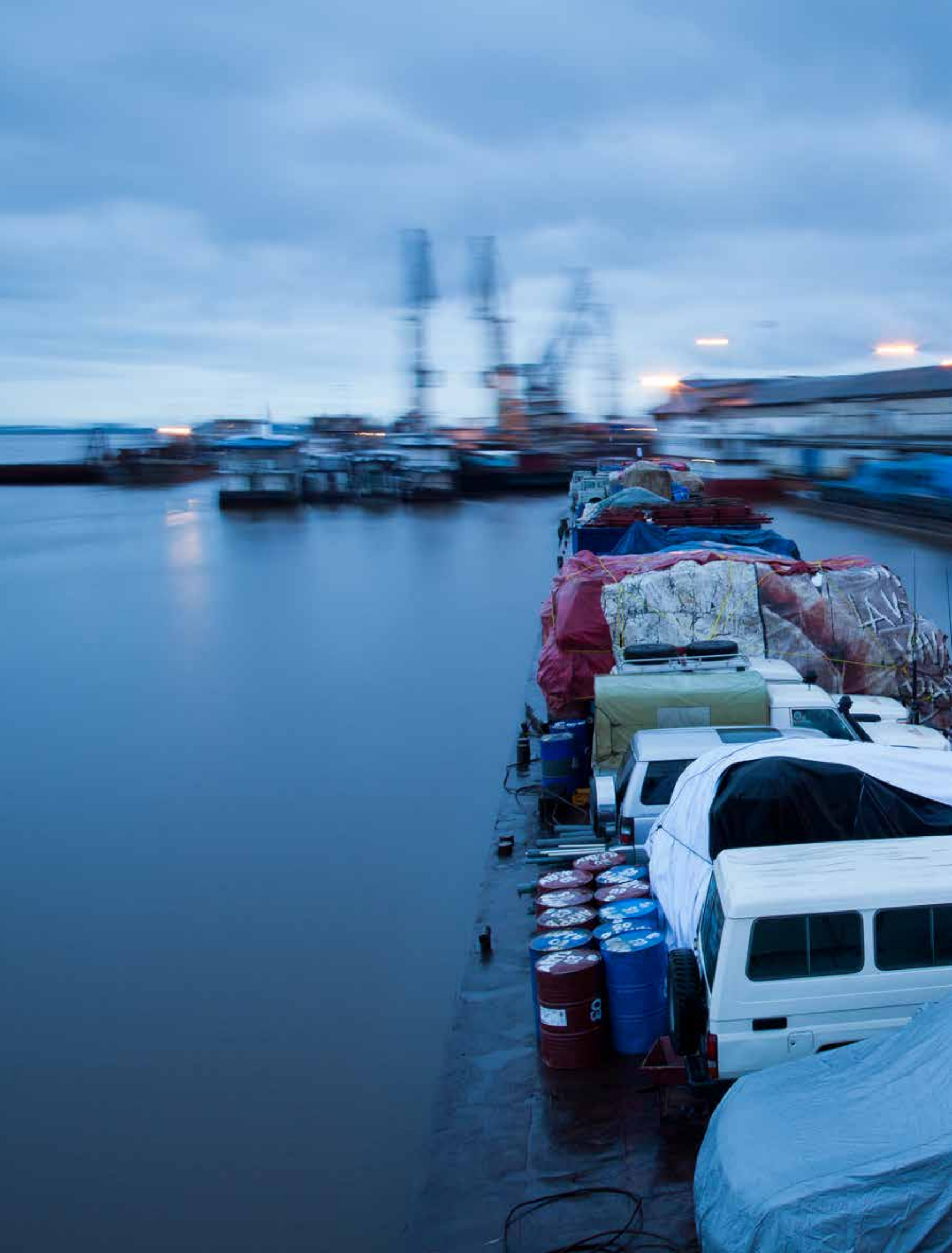




Two police officers receive their salaries in Salamabila.



POLICE



A long-exposure photograph of a river at dawn. In the foreground, a barge is visible with a white tarp covering a large object and stacks of corrugated metal sheets. The river's surface is dark and reflects the light. In the background, a city skyline is blurred, with a prominent cylindrical building illuminated by lights. An orange triangular graphic is in the top right corner.

Made in Congo

A barge sets sail at dawn from Kinshasa for Kisangani, a journey of one month – Kinshasa

Made in

Congo

CONGO, A LAND OF INNOVATION, CREATIVITY AND PRIDE

In taking ownership of the opportunities and challenges faced by the country, local players demonstrate how a brighter future lies within our grasp.

Innovation, creativity, and sheer hard work. These are the tools necessary in the modern world to solve the challenges we face and leverage the opportunities we meet. Pride in our efforts and in our place are essential to ensure the sustainability of our actions.

Congo has long been known as one of the creative powerhouses of Africa. Congolese music is famous all over the world and continues to be a major influence in the African music scene. The country's art scene, as reported on in last year's annual report, is vibrant and diverse. In this section of the report we take a look at three different home grown projects that exemplify innovation, creativity and pride in Congo today.

In each their own way, Pepele Mobile, Bana Boul, and the Bismack Basketball Training Camp demonstrate the immense creative powerhouse that is the Congo.

PEPELE MOBILE

As we have seen already in this report, Pepele Mobile is TMB's highly innovative mobile banking solution designed specifically with the needs of the Congolese market in mind. As Yannick Mbiya notes "Pepele Mobile is a bespoke solution that marries world leading technology with our own deep understanding of the local market, enhanced with our very own creative touch."

BASKETBALL:

BISMACK BIYOMBO

Isabelle Duvigneaud, Head of Marketing at TMB, discussed our ongoing participation in the basketball programme run by NBA star Bismack Biyombo in the "TMB in Society" section of this report. This truly exciting project seeks to lead the youth of our country on the path of hard work, discipline, application and team spirit to enable them to achieve their objectives in life.

BANA BOUL

To end on an artistic note, we cast our eye over Bana Boul, a hugely successful Congolese animation programme. The short comedy animation films are developed and produced in Kinshasa. TMB is particularly pleased to sponsor the characters Dadou and Pitshou, along with producer Halain Paluku. Bana Boul is a fitting demonstration of an inventive, highly creative product proudly Made in Congo.

Made in Congo. Three simple words that are a source of pride, inspiration, motivation, and energy, to encourage us all to build and make ours a better future.





DISPONIBLE RETRA



DISPONIBLE
ICI

Par plus d'antennes de 2000

500 YA TAMBA
ROULE EN PRADO VX
LE GRAND PRIX

vodafone

500 YA TAMBA
JE ROULE EN PRADO VX
LE GRAND PRIX

vodafone

VENTE UNITES
EN GROS et en DETAIL



PAIEMENT ET DEPOT

Paiement
marchands

Transfert
d'argent



Recharge
carte crédit
Prépayée

Balance,
historique

24/24
heures
7/7 Jours

An independent Pepele Mobile agent's stall in Kindu.



Bismack Biyombo leads a workout with participants of the youth basketball camp in Goma.



TBT

JIMMY JOHN'S

belgacom





Bismack Biyombo during his training camps in July 2015 in the cities of Lubumbashi, Kinshasa and Goma. Hundreds of young people participate in these camps each year. TMB proudly supports the NBA star.





Hallain Paluku, director of the hit series Bana Boul.



Snapshots of the adventures of Dadou, the mascot of the Bana Boul series, broadcast on several TV channels in the DRC.







Financial Report

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Assets

SUMMARY AND COMPARISON OF ASSETS 2015 AND 2014

ASSETS	IN CDF - THOUSANDS OF CONGOLESE FRANCS	
	31.12.2015	31.12.2014
TREASURY AND INTERBANK OPERATIONS		
Cash	40,465,359	50,619,123
Central Bank of Congo and interbank loans	60,725,236	38,229,330
Correspondent Nostri accounts	201,564,068	202,859,650
Total Treasury and Interbank Operations	302,754,663	291,708,103
CUSTOMER TRANSACTIONS		
Loans to customers	196,658,175	179,157,019
Total Customer Transactions	196,658,175	179,157,019
ACCOUNTS RECEIVABLE AND DEFERRED INCOME		
Other short-term assets	20,983,406	9,306,939
Accruals	18,732,963	19,831,917
Total Accounts Receivable and Deferred Income	39,716,369	29,138,856
FIXED ASSETS		
Deposits and long and medium term sureties	547,693	479,209
Equity investments	21,556	182,002
Tangible and intangible fixed assets	36,474,931	32,120,488
Total Fixed Assets	37,044,180	32,781,699
TOTAL NET ASSETS	576,173,387	532,785,677
SUSPENSE AND COMMITMENT ACCOUNTS		
Commitments received	111,651,966	176,026,498
Internal commitments	2,652,616	17,785,360

Liabilities

SUMMARY AND COMPARISON OF LIABILITIES 2015 AND 2014

LIABILITIES	IN CDF - THOUSANDS OF CONGOLESE FRANCS	
	31.12.2015	31.12.2014
TREASURY AND INTERBANK TRANSACTIONS		
Correspondent Lori accounts	0	0
Total Treasury and Interbank Transactions	0	0
CUSTOMER TRANSACTIONS		
Deposits and current accounts	324,406,804	301,104,922
Term deposits and savings accounts	154,517,328	123,554,906
Other customer accounts	30,091,342	46,613,505
Total Customer Transactions	509,015,474	471,273,333
ACCOUNTS RECEIVABLE AND DEFERRED INCOME		
Other liabilities	4,542,731	6,062,584
Deferred income	3,460,393	2,254,123
Total Accounts Receivable and Deferred Income	8,003,124	8,316,707
FIXED CAPITAL		
Equity capital		
Subscribed capital or injection of capital	10,474,372	10,474,372
Reserves and issue premiums	5,517,186	5,512,407
Profits carried forward	18,065,438	8,421,373
Profit for the period	5,851,189	9,587,155
Revaluation appreciation and statutory provisions	17,186,858	17,148,145
Provisions for liabilities, charges and losses	2,059,746	2,052,185
Sub-total Equity	59,154,789	53,195,637
Other Long-Term Funds		
Long term loan	0	0
Sub-total Other Long-Term Funds	0	0
Total Fixed Capital	59,154,789	53,195,637
TOTAL LIABILITIES	576,173,387	532,785,677
SUSPENSE AND COMMITMENT ACCOUNTS		
Commitments made	16,555,508	11,335,402

Income statement

SUMMARY AND COMPARISON OF INCOME STATEMENT 2015 AND 2014

CODE	DESIGNATION	IN CDF - THOUSANDS OF CONGOLESE FRANCS			
			31.12.2015		31.12.2014
1	Income from treasury and interbank operations	+	351,030	+	113,265
2	Expenditure on treasury and interbank operations	-	401,313	-	89,109
3	Income from customer transactions	+	40,870,425	+	43,488,735
4	Expenditure on customer transactions	-	7,060,880	-	6,817,351
5	Other banking income	+	17,600,438	+	15,956,376
6	Other banking expenditure	-	5,179,694	-	- 3,420,614
7	NET BANKING INCOME	+	46,180,006	+	49,231,302
8	Sundry income	+	2,183,071	+	2,156,349
9	Operating subsidies	+	0	+	0
10	General operating expenditure	-	21,774,251	-	20,176,547
11	Personnel costs	-	10,807,091	-	10,368,387
12	Taxes and duties	-	1,596,818	-	1,202,127
13	GROSS OPERATING INCOME	+	14,184,917	+	19,640,590
14	Provision for depreciation	-	3,299,943	-	3,038,471
15	Write-back of depreciation	+	0	+	0
16	OPERATING PROFIT BEFORE TAX	+	10,884,974	+	16,602,119
17	Capital gain on disposal of assets	+	640,536	+	251,995
18	Provisions and losses on irrecoverable debts	-	2,568,220	-	1,957,309
19	Exceptional earnings	-	85,283	-	31,543
20	PROFIT BEFORE TAX	+	8,872,007	+	14,865,262
21	Tax expense	-	3,020,818	-	5,278,107
22	NET PROFIT FOR THE YEAR	+	5,851,189	+	9,587,155

Cash flow statement

SUMMARY AND COMPARISON OF CASH FLOW STATEMENT 2015 AND 2014

DESIGNATION	IN CDF - THOUSANDS OF CONGOLESE FRANCS	
	31.12.2015	31.12.2014
CASH FROM OPERATING ACTIVITIES		
Profit for the year	+ 5,851,189	+ 9,587,155
ELIMINATION OF EXPENDITURE AND REVENUE NOT AFFECTING CASH POSITION		
Depreciation and provisions	+ 6,443,701	+ 5,181,706
Exchange rate gains	- 2,176,485	- 1,719,346
Non-operating income	- 2,730,886	- 2,195,995
Exchange rate losses	+ 2,326,594	+ 1,403,886
Non-operating expenses	+ 24,521	+ 24,817
Variation in debts and current liabilities	+ 20,240,985	+ 86,470,097
Other	- 11,677,625	- 11,816,258
Total (1)	+ 18,301,994	+ 86,936,062
CASH FROM INVESTMENTS		
Acquisition of fixed assets	- 7,738,896	- 2,441,161
Receipts from disposal of fixed assets	+ 391,500	+ 0
Variation in sureties	- 68,484	+ 3,299,723
Total (2)	- 7,415,880	+ 858,562
CASH FROM FINANCING ACTIVITIES		
Increase in capital in cash	+ 0	+ 0
Repayment of loans	- 0	- 2,313,758
Disposal of securities	+ 160,446	+ 0
CASH FLOW RELATING TO FINANCING ACTIVITIES (3)	+ 160,446	- 2,313,758
CASH VARIATION FOR THE PERIOD		
CASH DURING YEAR (1) + (2) + (3)	+ 11,046,560	+ 85,480,866
CASH AT START OF YEAR	+ 291,708,103	+ 206,227,237
CASH AT 31 DECEMBER	+ 302,754,663	+ 291,708,103

Statement of changes in shareholders' equity

SUMMARY AND COMPARISON 2015 AND 2014

DESIGNATION	IN CDF - THOUSANDS OF CONGOLESE FRANCS				
	Balance at 01.01.2015	Movements in 2015			Balance at 31.12.2015
		Increase	Decrease	Revision	
Capital	10.474.372	-	-	-	10.474.372
Legal reserve	2.684.874	-	-	-	2.684.874
Other reserves	2.827.533	-	-	4.779	2.832.312
Profit carried forward	8.421.373	9.587.155	-	56.910	18.065.438
Net profit for period	9.587.155	5.851.189	9.587.155	-	5.851.189
Gain on revaluation	13.278.546	-	-	-	13.278.546
Provision for reconstitution of capital	3.869.599	38.713	-	-	3.908.312
General provisions	2.052.185	-	-	7.561	2.059.746
TOTAL SHAREHOLDERS EQUITY	53,195,637	15,477,057	9,587,155	69,250	59,154,789

Auditor's report

Auditor's report to the General Meeting of Shareholders on the accounts for the financial year ending 31 December 2015.

UNQUALIFIED OPINION OF THE BANK'S ACCOUNTS

We have audited the financial statements of TMB; they have been prepared in accordance with the Accounting Guide for Credit Institutions (in French 'GCEC') as recommended by the Central Bank of Congo. The balance sheet amounts to CDF 576.17 billion with a profit of CDF 5.8 billion.

RESPONSIBILITY OF THE BOARD OF THE BANK

The preparation of the accounts is the responsibility of the Board of Directors of the Bank. This responsibility includes the design, implementation, monitoring of internal audit, and the selection and application of the appropriate regulations for assessment to enable the preparation and fair presentation of the financial statements.

RESPONSIBILITY OF THE AUDITOR

Our responsibility is to express an opinion on the financial statements submitted, based on our audit. We have carried out the audit in accordance with international standards for reviewing accounts. These standards require that we plan and perform the audit so as to obtain reasonable assurance that the accounts presented are free of material misstatement and reflect a true image of the Bank's position. We believe that the assessments, explanations and analyses of the facts we have performed are a sufficient and reasonable basis for the opinion expressed hereafter.

UNQUALIFIED OPINION

In our opinion, the financial statements of the Bank are consistent with the Board of Directors' management report and the financial statements produced, which we have examined with reference to accounting principles generally accepted internationally, and give a true picture of the assets of TRUST MERCHANT BANK,

the results of its operations and of its cash flows for the financial year ended 31 December 2015.

ADDITIONAL COMMENTS

The preparation and content of the Bank's management report are the responsibility of the Board of Directors. The information contained herein is in compliance with the financial statements presented.

On this basis, we have made several specific checks which have led us to include the following additional comments, but which do not alter the import of our opinion expressed above:

- *All Congolese banks must comply with the requirement to provide financial statements in accordance with the GCEC standard converted into IFRS standard, by no later than 15 May 2016.*
- *TMB has complied with all prudential management standards mandated by Instructions No. 14 and No. 16 of the Central Bank of Congo;*
- *We have no knowledge of any violation of the provisions of the OHADA Uniform Act relating to commercial companies, of the Banking Law 2002, or of Act No. 4/016 of 19 July 2004 on fighting money laundering and terrorism financing.*

STRONG NKV
8 bis Avenue de la Mongala
Gombe, Kinshasa

Danny NKUVU
Expert-Comptable ONEC
Réviseur-Comptable IRC
Senior Partner

Dieudonné MAMPASI
Expert-Comptable ONEC
Réviseur-Comptable IRC
Associate Partner

March 21st 2016.





The TMB Network and its correspondent Banks

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72 Correspondent banks

73 The TMB branch network

The Representative Office

IF YOU'RE IN BRUSSELS, TMB IS BY YOUR SIDE.

Moving to a better home

Ever committed to improving the quality of our clients' reception, the Bank has decided to move the location of the representative office to newer, more spacious premises.

This move, which is planned for 2016, will provide our customers with a better space in terms of meeting the levels of quality expected of a leading bank.

TMB representative office in Brussels

Address up to July 2016:

1A Square du Bastion / box 2 (1st floor)
B- 1050 Brussels

Address from August 2016 onwards:

78 Rue Defacqz / box 9 (4th floor)
B- 1060 Brussels

For any queries please contact:

Carine Douenias
Tel: +32 (0)2 511 00 02
Fax: +32 (0)2 511 40 02

In January 2011 TMB opened its representative office in Brussels, becoming the first bank founded under Congolese law to obtain an agreement with the Belgian banking and financial authorities to do so. The representative office is a branch office incorporated under Belgian law with its statutes published in the 'Moniteur Belge' on 9 December 2010.

As a Congolese bank open to the world and implementing the tenets of best international banking practice, it was a given TMB would want to create a presence in the capital of the European Union. TMB staff receive and deal with customers in a warm and welcoming environment, all of which has helped in terms of developing the best possible relationship between the Bank, its various departments and our customers in Belgium or elsewhere in Europe. Office staff likewise advise individuals and companies who wish to settle in the Congo, with our website (www.tmb.cd) also providing information in this regard in the "Moving to the Congo" page.

Aside from assisting TMB clients, our Belgian representative office also introduces people to the Congolese

banking system and the possibilities the country has to offer. The office provides information on TMB's business in general as well as services and products and participates in various events around Europe: investment forums, preparation sessions for economic missions in the Congo, seminars for socio-economic information, and economic round tables on Sub-Saharan Africa, business forums and company networking events as well numerous events organised by the Congolese embassy in Belgium.

These events are useful in terms of making contacts and ensuring a strong connection with the various departments of the Bank based back home so as to offer the highest quality of services for people interested in the Congo.

Participating in these events likewise gives the office the chance to promote the Congolese private sector and highlight the business opportunities available.

TMB also sponsors various cultural events held in Brussels for the benefit of local actors in the Congo.

Correspondent Banks

TMB has a first class network of international correspondent banks.

BELGIUM
ING BELGIUM
KBC BANK

FRANCE
BRED Banque Populaire

UNITED KINGDOM
CITIBANK LONDON

UNITED STATES OF AMERICA
CITIBANK NEW YORK

SOUTH AFRICA
NEDBANK LIMITED
RAND MERCHANT BANK

KENYA
KENYA COMMERCIAL BANK

The TMB

branch network

(AS AT END OF MAY 2016 - FOR THE LATEST NEWS ON OUR BRANCH NETWORK SEE: WWW.TMB.CD)

LUBUMBASHI

LUMUMBA - REGISTERED OFFICE

1223 Avenue Lumumba - Centre Ville
Tel.: 099 702 3000
Fax: +32 2 791 92 35
tmb@tmb.cd

MOERO

761 Avenue Moero - Centre Ville
Tel.: 097 001 1206

LOMAMI

786 Avenue Lomami - Centre Ville
Tel.: 099 300 8010

PNC-Ville

Cross of Avenues Sendwe and
Tabora - Centre Ville
Tel.: 097 002 0005

PLANET HOLLYBUM - *TMB Plus* branch

975 Avenue Kilela-Balanda -
Kimbwambwa
Tel.: 097 001 1207

STADE TP MAZEMBE

2100 Avenue des Sports - Kamalondo
Tel.: 097 001 1214

RUASHI

5415 Chaussée de Kasenga - Ruashi
Tel.: 097 001 1224

HYPER PSARO CARREFOUR

1 Avenue Luvungi - Kampemba
Tel.: 097 606 0977

SNCC

115 Avenue Lumumba - Place de
la Gare - Kampemba
Tel.: 097 001 1209

LA PLAGES

Route du Golf - Golf
Tel.: 099 300 8200

GRAND KARAVIA - *TMB Plus* branch

55 Route du Golf - Golf
Tel.: 099 300 8160

GALERIE AZZAS

20 Avenue Mukuntu -
Golf Plateau Karavia - Annexe
Tel.: 081 709 9937

LA LUANO

Aéroport de La Luano - Annexe
Tel.: 097 001 1208

KINSHASA

PLACE DU MARCHÉ - HEAD OFFICE

1 Place du Marché - Gombe
Tel.: 081 756 2771
Fax: +32 2 791 92 35

BOULEVARD

42A Boulevard du 30 juin - Gombe
Tel.: 081 830 9705

HÔTEL DU GOUVERNEMENT

Cross of Boulevard du 30 Juin and
Avenue Père Boka - Place Royale - Gombe
Tel.: 082 850 2607

GALERIE DU FLEUVE

4739 Avenue de l'Equateur - Gombe
Tel.: 081 830 9707

MEMLING - *TMB Plus* branch

5D Avenue de la République du Tchad -
Local 06 - Gombe
Tel.: 081 830 9700

MEMLING II

5D Avenue de la République du Tchad -
Local 07 - Gombe
Tel.: 082 850 2605

GRAND HÔTEL

4 Avenue Batetela - Gombe
Tel.: 081 200 0033

FLEUVE CONGO HÔTEL

TMB Plus branch
119 Boulevard Colonel Tshatshi - Gombe
Tel.: 081 707 1858

HASSON & FRÈRES

Avenue des Aviateurs - Gombe
Tel.: 081 200 0028

BON MARCHÉ

4251 Avenue Kabasele Tshamala -
Barumbu
Tel.: 081 830 9711

SHOPRITE

11268 Avenue de l'OUA - Ngaliema
Tel.: 081 710 1887

MA CAMPAGNE

5 Chemin des Trèfles
Place Commerciale - Ngaliema
Tel.: 081 710 5000

UPN

2 Avenue de la Libération
Binza UPN - Ngaliema
Tel.: 081 710 1891

MONISHOP CENTER

150 Avenue Kasa-Vubu - Kintambo
Tel.: 081 710 1888

VICTOIRE

3/A Avenue de la Victoire - Kalamu
Tel.: 081 830 9709

LIMETE

Place Commerciale - Limete
Tel.: 081 830 9703

HASSON & FRÈRES LIMETE

16^e rue - Limete
Tel.: 081 830 9713

MATETE

Immeuble Solidaire - Kinsaku 49/D -
Matete
Tel.: 081 710 1892

NDJILI

2 Avenue Mama Mobutu - Quartier 8 -
Ndjili
Tel.: 081 706 7822

BANDUNDU

14 Avenue du Parc - Basoko
Tel.: 081 200 0027

BENI

40 Boulevard Nyamwisi - Bungulu
Tel.: 081 710 1882

BOMA


470 Avenue Mobutu - Nzadi
Tel.: 081 706 7835

BUKAVU

BUKAVU - MAIN BRANCH

133 Avenue Patrice Emery Lumumba -
Ndendere - Ibanda
Tel.: 081 200 0025

BUKAVU - PANORAMA HÔTEL

 branch
12 Avenue du Lac - Ndendere - Ibanda
Tel.: 081 706 7607

BUNIA

177 Boulevard de la Libération -
Lumumba
Tel.: 081 710 1889

BUTEMBO

75 Avenue Président de la République -
Mususa
Tel.: 081 710 1883

FUNGURUME

Route Kolwezi
Tel.: 099 300 8140

GBADOLITE (scheduled to open in July 2016)

25 Boulevard Mobutu
Tel.: 082 977 9191

GEMENA

161 Avenue Mobutu - Centre Ville
Tel.: 081 706 8021

GOMA

GOMA - IHUSI

Avenue Vanny Bishweka - Boulevard
Kanyamuhanga - Les Volcans
Tel.: 081 200 0023

GOMA - JAMBO SAFARI

360 Avenue Walikale - Les Volcans
Tel.: 081 830 9820

GOMA - MAIRIE

23 Avenue Karisimbi - Mikeno
Tel.: 081 707 4990

GOMA - IHUSI HÔTEL

16 Avenue Corniche - Boulevard
Kanyamuhanga - Les Volcans
Tel.: 081 710 1885

KALEMIE

26 Avenue Lumumba - Katakwi
Tel.: 099 100 4130

KAMINA

25 Avenue Lumumba - Centre Urbain
Tel.: 081 710 1884

KANANGA

Boulevard Lumumba - Malandji
Tel.: 081 830 9880

KASUMBALESA

Bâtiment KBP - Frontière Kasumbalesa
Tel.: 097 001 1145

KENGE

Boulevard Lumumba - Masikita
Tel.: 081 710 1890

KILWA

1 Avenue Laurent-Désiré Kabila -
Administratif
Tel.: 099 300 8150

KINDU

105 Boulevard du 4 janvier - Kasuku
Tel.: 081 200 0026

KISANGANI

1 Avenue de la Radio - Makiso
Tel.: 081 710 1881

KOLWEZI

113 Avenue Kamba - Dilala
Tel.: 099 300 8110

LIKASI

30/32 Avenue Lumumba - Centre Ville
Tel.: 099 300 8120

LODJA

1 Avenue Otema W'Osanto - Diocèse de Tshumbe - Procure de Lodja - Lokenya
Tel.: 081 706 7833

MATADI

MATADI - MAIN BRANCH

5 Avenue Vivi - Ville Basse
Tel.: 081 200 0022

PORT SEC AIDEL-TICOM (LEDYA)

6497 Avenue Ango-Ango - Kinkanda
Tel.: 081 711 8483

MBANDAKA

109 Avenue Bonsomi - Wangata
Tel.: 081 200 0024

MBUJI-MAYI

1 Boulevard Laurent Désiré Kabila - Masanka
Tel.: 081 710 1880

MUANDA

700 Avenue du Commerce - Océan
Tel.: 081 200 0015

MWENE-DITU

SNCC - Avenue des Rails
Tel.: 081 706 7828

UVIRA

1 Avenue du Congo - Kimanga
Tel.: 081 710 1886

POLICE AND ARMY

SUB-BRANCHES

LUBUMBASHI

PNC-Ville (also accessible to the public)
Camp Bel Air - temporary sub-branch

KINSHASA

EMG - Etat-Major Général
Camp Kokolo
Circo - Commissariat Général de la PNC
Camp Lufungula
Camp Kabila
LNI - Légion Nationale d'Intervention
+ 5 temporary sub-branches

BUKAVU

PNC Bukavu

KAMINA

Camp militaire de Kamina - temporary sub-branch

MBANZA-NGUNGU

Mbanza-Ngungu - temporary sub-branch

MUANDA

Base de Kitona

SUB-BRANCHES EXCLUSIVELY

FOR INTERNATIONAL

INSTITUTIONAL CUSTOMERS

BENI

BUKAVU

BUNIA

GOMA

KALEMIE

KINSHASA (2)

KISANGANI

UVIRA

BRUSSELS

REPRESENTATIVE OFFICE

(up to July 2016)
1A Square du Bastion
1050 Brussels - Belgium

(from August 2016)
78 Rue Defacqz
1060 Brussels - Belgium

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