

PILLAR III

at 31 december 2022



التجاري وفا بنك
Attijariwafa bank

Believe in you

Pillar III : Risks and capital adequacy

The publication of financial information with regard to regulatory capital and risk exposure is conducted on a consolidated basis in compliance with Article 2 of directive 44/G/2007. Other information about the parent company and significant subsidiaries is published separately, in compliance with Article 8 of the same directive.

Pillar 3 of the Basel III framework aims to promote market discipline through regulatory disclosure requirements with regard to supplementary financial communication. These requirements enable market participants to access key information relating to a bank's regulatory capital and risk exposure, in order to increase transparency and confidence about a bank's exposure to risk and the overall adequacy of its regulatory capital.

I. Capital management and capital adequacy of Attijariwafa bank Group

1- Moroccan regulatory framework

The Moroccan regulatory framework is changing in compliance with the principles laid down by the Basel Committee. In 2007, Bank Al-Maghrib put forward the Basel II accord, which is based on three pillars:

- **Pillar 1:** calculation of minimum capital requirements for various prudential risks: credit risk, market risk, and operational risk;

- **Pillar 2:** implementation of internal reviews of capital adequacy and risks incurred. This pillar covers all quantitative and qualitative risks;

- **Pillar 3:** disclosure requirements and standardization of financial information.

Bank Al-Maghrib has also applied the Basel III Committee guidelines for regulatory capital. The new requirements took effect in June 2014.

2- Prudential scope of application

Solvency ratios prepared on a parent-company basis (domestic banking) and on a consolidated basis are subject to Basel Committee international standards and governed by Bank Al-Maghrib regulatory directives:

- circular 26/G/2006 (see technical note NT 02/DSB/2007) about the standard calculation of capital requirements with regard to credit, market, and operational risk;

- circular 14/G/2013 (see technical note NT 01/DSB/2014) about the Basel III calculation of regulatory capital of banks and credit institutions.

For ratios prepared on a consolidated basis, in accordance with Article 38 of circular 14/G/2013, the shareholdings of insurance and reinsurance companies shall be treated on a consolidated basis using the equity method, even where the shareholdings are wholly owned or part of a joint venture.

Name	Business Activity	Country	Method	% Control	% Stake
Attijariwafa bank	Banking	Morocco	Top		
Attijariwafa Europe	Banking	France	IG	99.78%	99.78%
Attijari International Bank	Banking	Morocco	IG	100.00%	100.00%
Attijariwafa bank Egypt	Banking	Egypt	IG	100.00%	100.00%
CBAO Groupe Attijariwafa Bank	Banking	Senegal	IG	83.08%	83.08%
Attijari bank Tunisie	Banking	Tunisia	IG	58.98%	58.98%
La Banque Internationale pour le Mali	Banking	Mali	IG	66.30%	66.30%
Crédit du Sénégal	Banking	Senegal	IG	95.00%	95.00%
Union Gabonaise de Banque	Banking	Gabon	IG	58.71%	58.71%
Crédit du Congo	Banking	Congo	IG	91.00%	91.00%
Société Ivoirienne de Banque	Banking	Ivory Coast	IG	67.00%	67.00%
Société Commerciale De Banque	Banking	Cameroon	IG	51.00%	51.00%
Attijari bank Mauritanie	Banking	Mauritania	IG	100.00%	67.00%
Banque Internationale pour l'Afrique Togo	Banking	Togo	IG	56.58%	56.58%
Wafasalaf	Consumer credit	Morocco	IG	50.91%	50.91%
Wafabail	Leasing	Morocco	IG	98.90%	98.90%
Wafa immobilier	Mortgage loan	Morocco	IG	100.00%	100.00%
Attijari Factoring Maroc	Factoring	Morocco	IG	100.00%	100.00%
Wafa LLD	Long-term leasing	Morocco	IG	100.00%	100.00%
Bank ASSAFA	Banking	Morocco	IG	100.00%	100.00%
SUCCURSALE BURKINA	Branch	Burkina Faso	IG	83.08%	83.08%
SUCCURSALE BENIN	Branch	Benin	IG	83.08%	83.08%
SUCCURSALE NIGER	Branch	Niger	IG	83.08%	83.08%

3- Capital Composition

In June 2014, Bank Al-Maghrib's prudential regulations for the adoption of Basel III entered into force. Consequently, Attijariwafa bank is required to comply with, on both an individual and a consolidated basis, a core-capital ratio of no less than 8.0% (including a conservation buffer of 2.5%), a Tier 1¹ capital ratio of no less than 9.0%, and a Tier 1 and Tier 2 capital ratio of no less than 12.0%.

At the end of December 2022, in accordance with circular 14/G/2013, the regulatory capital of Attijariwafa bank Group comprised both Tier 1 and Tier 2 capital.

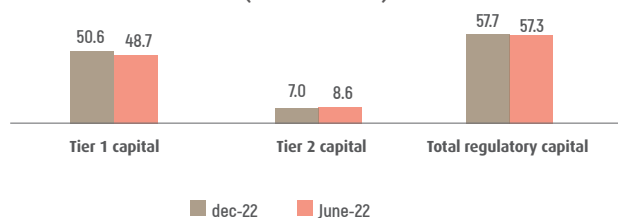
Tier 1 capital is determined on the basis of Core Equity Tier 1 capital (CET1) adjusted for: the anticipated distribution of dividends; the deduction of goodwill, intangible assets, and unconsolidated equity investments² that are held in the capital of credit institutions and equivalent in Morocco and abroad, and in the capital of entities with banking-related operations in Morocco and abroad; and prudential filters.

Tier 2 capital consists mainly of subordinated debt whose initial maturity is less than five years. An annual discount of 20% is applied to subordinated debt with less than five years of residual maturity. Tier 2 capital is restricted to 3% of risk-weighted assets.

(in MAD thousands)

	Dec-22	June-22
Tier 1 capital= CET1+AT1	50 646 907	48 666 277
Items to be included in core capital	56 300 432	55 043 797
Share capital	2 151 408	2 151 408
Reserves	48 156 991	48 209 327
Retained earnings	3 384 393	1 884 573
Minority interests	3 885 971	4 058 849
Translation difference	-280 054	-153 619
Ineligible core capital	-998 278	-1 106 741
Items to be deducted from core capital	-12 653 525	-12 537 410
Core Equity Tier 1	43 646 907	42 666 277
Additional equity (AT1)	7 000 000	6 000 000
Tier 2 capital	7 036 733	8 631 524
Subordinated debt with maturity of at least five years	6 906 628	8 348 613
Unrealized gains from marketable securities	129 684	136 709
Other items	420	146 202
Total regulatory capital (Tier 1 + Tier 2)	57 683 639	57 297 802

Changes of Attijariwafa bank's regulatory capital (in MAD billion)



4- Solvency ratios

At December 31,2022, the Group's Tier 1 capital ratio amounted to **11.16%** and its capital adequacy ratio stood at **12.71%**.

(in thousand MAD)

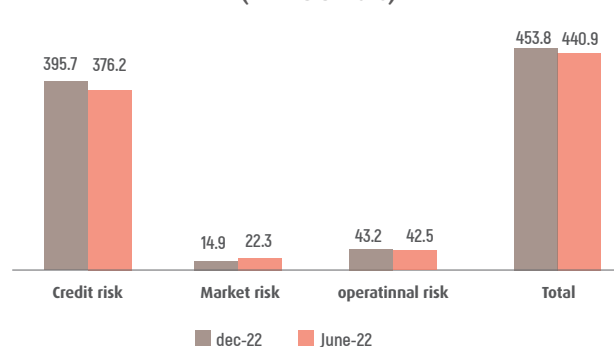
	Dec-22	June-22
Tier 1 capital	50 646 907	48 666 277
Total capital	57 683 639	57 297 802
Risk-weighted assets	453 817 768	440 947 435
Tier 1 capital ratio	11.16%	11.04%
Capital adequacy ratio	12.71%	12.99%

II. Capital requirements and risk-weighted assets of Attijariwafa bank Group

At December 31,2022, total risk-weighted assets for Pillar I, in compliance with circular 26/G/2006 (standards for calculating capital requirements under credit and market risk, using the standardized approach) for Attijariwafa bank Group amounted to **MAD 453,817,768 thousands**. Risk weighted assets are calculated by means of the standardized approach for credit, counterparty, and market risks, and by means of the Basic Indicator approach for operational risks.

	Pillar I	
	Hedged risk	Method for assessment and management
Credit and counterparty risk	√	Standardized approach
Market risk	√	Standardized approach
Operational risk	√	BIA (Basic Indicator Approach)

Changes in weighted risks in Attijariwafa bank group (in MAD billions)



1) Tier 1 capital is composed of equity capital and additional capital (any instrument that can be converted to capital or depreciated when the solvency ratio falls below a predefined threshold of 6%) after deductions and prudential adjustments

2) Equity holdings of more than 10% whose historical value is less than 10% of Group Tier 1 capital are weighted at 250%.

The following table shows the annual change of capital requirements and risk-weighted assets under Pillar 1:

(in thousand MAD)

	Dec-22		June-22		Variation	
	Risk-weighted assets	Capital requirements ³	Risk-weighted assets	Capital requirements ³	Risk-weighted assets	Capital requirements
Credit risk on balance sheet	303 106 450	24 248 516	286 153 121	22 892 250	16 953 329	1 356 266
Sovereigns	34 324 113	2 745 929	32 907 589	2 632 607	1 416 525	113 322
Institutions	7 785 026	622 802	6 977 476	558 198	807 550	64 604
Corporate	204 265 574	16 341 246	186 719 265	14 937 541	17 546 309	1 403 705
Retail	56 731 737	4 538 539	59 548 792	4 763 903	-2 817 055	-225 364
Credit risk off balance sheet	53 198 455	4 255 876	52 576 102	4 206 088	622 353	49 788
Sovereigns	-	-	-	-	-	-
Institutions	1 408 596	112 688	947 601	75 808	460 995	36 880
Corporate	49 875 255	3 990 020	51 134 707	4 090 777	-1 259 452	-100 757
Retail	1 914 605	153 168	493 794	39 504	1 420 811	113 665
Counterparty risk⁴	2 056 700	164 536	3 048 064	243 845	-991 364	-79 309
Institutions	324 092	25 927	610 014	48 801	-285 921	-22 874
Corporate	1 732 608	138 609	2 438 051	195 044	-705 443	-56 435
Credit risk from other assets⁵	37 300 228	2 984 018	34 377 068	2 750 165	2 923 161	233 853
Market risk	14 912 620	1 193 010	22 255 780	1 780 462	-7 343 160	-587 453
Operational risk	43 243 314	3 459 465	42 537 300	3 402 984	706 014	56 481
Total	453 817 768	36 305 421	440 947 435	35 275 795	12 870 333	1 029 626

1- Credit risk

The amount of weighted credit risk is calculated by multiplying the assets and the off balance sheet by the weight coefficients provided for in Articles 11-18 and 45-47 of circular 16/G/2006. Credit risk depends mainly on the type of commitment and the counterparty.

Risk-weighted assets are calculated from net exposure less guarantees and collateral, then adjusted by risk weight (RW). Off-balance-sheet commitments are also weighted by the conversion coefficient factor (CCF).

• Analysis of credit risk by segment

The following table shows the net and weighted exposure to credit risk for various segments, by type of commitment: on and off balance sheet.

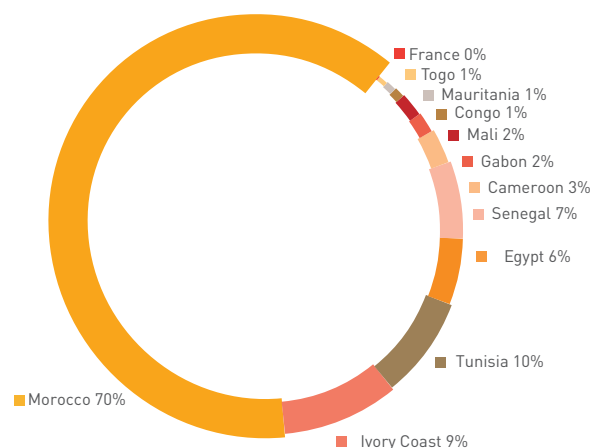
(in thousand MAD)

	Exposure before CRM ⁶ (EAD)		Risk-weighted exposure after CRM (RWA)	
	Balance sheet	Off balance sheet ⁷	Balance sheet	Off balance sheet ⁷
Sovereigns	61 930 834	25 163 855	34 324 113	-
Institutions	32 976 727	1 674	535 018	167
Credit establishments and equivalent	24 573 173	10 652 166	7 250 008	1 408 428
Corporate	229 715 503	136 170 140	204 265 574	49 875 255
Retail	108 015 506	3 631 298	56 731 737	1 914 605
Total	457 211 743	175 619 132	303 106 450	53 198 455

• Geographic analysis of risk-weighted assets

Below is a breakdown of balance-sheet credit risk, by country of the counterparty bearing the default risk. In compliance with Bank Al-Maghrib regulations, when a country rating is less than B- (eg Mali, Mauritania, and Togo), sovereign and corporate risk is weighted at 150%.

Geographical breakdown of weighted risks



2-Counterparty Risk

Market activities (involving contracts with two counterparties) expose the bank to default risk of the counterparty. The amount of risk depends on market factors that might affect the future value of the transactions involved.

• Analysis of net and weighted exposure to counterparty risk, by prudential segment

At December 31,2022, the Group's net exposure to counterparty risk to security-financed transactions and derivative products totaled to security-financed transactions and derivative products totaled MAD 26,460,624 thousand, rose by 6% compared to June 2022. Risk-weighted exposure came to MAD 2,056,700 thousand decreased by 35% compared to June 2022.

(in thousand MAD)

	Dec-22		June-22	
	Net exposures	Weighted exposures	Net exposures	Weighted exposures
Sovereigns	20 844 630	0	17 800 464	0
Credit establishments and equivalent	3 337 432	324 092	3 562 632	610 014
Corporate	2 278 562	1 732 608	3 419 101	2 176 574
Total	26 460 624	2 056 700	24 782 197	2 786 587

3) Calculated as 8% of risk-weighted assets.

4) Credit risk arising from market transactions, investments, and settlements.

5) Fixed assets, various other assets, and equity holdings not deducted from capital.

6) CRM: Credit-risk mitigation: techniques employed by financial institutions to reduce their counterparty risk.

7) Off-balance-sheet commitments comprise financial and other guarantees.

3-Market risk

-Pursuant to Article 48 of circular 26/G/2006 of Bank Al-Maghrib, market risk is defined as risk of losses due to fluctuations in market prices. The definition comprises:

- risk related to instruments in the trading book;
- currency risk and commodities risk for all assets on and off the balance sheet except those in the trading book.

Article 54 of circular 26/G/2006 describes the regulatory authority's methods for calculating all categories of market risk. Since the entry into force of the prudential framework for participative banks, market risk now includes inventory risk.

Market risk comprises:

• Interest-rate risk

Interest-rate risk is calculated for fixed-income products in the trading book. It is the total general and specific risk related to interest rates.

Capital requirements for general interest-rate risk are calculated using the amortization-schedule method. Specific risk is calculated from the net position. The weighting depends on the type of issuer and the maturity of the security, on the basis of the criteria listed in the technical note for 26 G 2006 (see Article 54, part I, paragraph A of the technical note for 26/G/2006).

• Equity risk

The calculation of equity risk comprises: stock positions, stock options, stock futures, index options, and other derivatives whose underlying instrument is a stock or an index. Total equity risk is the sum of general and specific equity risk.

Capital requirements for general equity risk (see Article 54, part II, paragraph B of the technical note for 26/G/2006) represents 8% of the total net position.

Specific risk is calculated on the total position by applying the weightings indicated by the regulatory authority, in accordance with the type of asset.

• Currency risk

Capital requirements for currency risk are calculated whenever the total net position exceeds 2% of the core capital. The total net position corresponds to the difference between the long and short positions for the same currency.

• Inventory risk

The calculation of inventory risk concerns the assets held by the participative bank for resale or lease through Murabaha or Ijara contracts respectively.

The capital requirement related to inventory risk is calculated according to the simplified method (cf. Article 56, Part V of Circular 9/W/2018 relating to the capital requirements of participative banks, according to the standard method) retaining 15% of the value of the asset held in inventory.

• Capital requirements for market risks

(in thousand MAD)

Capital requirements	Dec-22	June-22
Interest-rate risk	1 124 721	1 521 674
Specific interest-rate risk	145 833	448 928
General interest-rate risk	978 889	1 072 746
Equity risk	3 352	53 805
Currency risk⁸	62 018	202 065
Inventory risk	2 918	2 918
Commodity risk	0	0
Total	1 193 010	1 780 462

4- Operational risk

Operational risk is calculated using annual NBI for the three past years and Basic Indicator Approach. Capital requirements are 15% of the average NBI for the past three years.

• Capital requirements for operational risk by business line

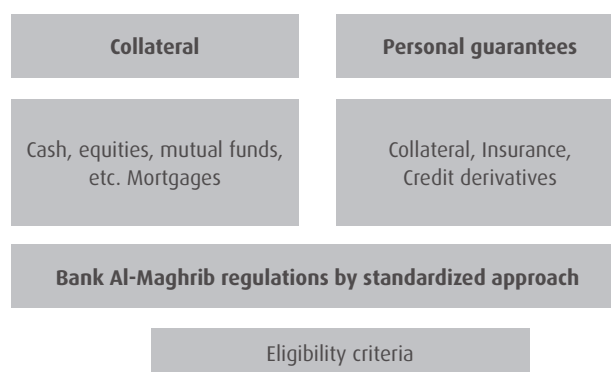
(in thousand MAD)

Capital requirements	Banking in Morocco, Europe, and offshore zone	Specialized financial companies	International retail banking	Total
June-22	1 756 707	387 985	1 258 291	3 402 984
Dec-22	1 771 179	379 768	1 308 519	3 459 465

5- Credit-risk mitigation techniques

Credit-risk mitigation techniques are recognized pursuant to the regulations of Basel II. Their effect is measured by scenario analysis of an economic slowdown. There are two main categories of credit-risk mitigation techniques: personal guarantees and collateral.

- A personal guarantee is a commitment made by a third party to replace the primary debtor in the event of default by the latter. By extension, credit insurance and credit derivatives (e.g., protective calls) also belong to this category.
- Collateral is a physical asset placed with the bank as guarantee that the debtor's financial commitments will be satisfied in a timely manner.
- As shown below, exposure can be mitigated by collateral or a guarantee in accordance with criteria established by the regulatory authority.



• Eligibility of credit-risk mitigation techniques

Attijariwafa bank Group calculates its solvency ratio using the standardized approach, which, contrary to IRB approaches, limits credit-risk mitigation techniques.

For risks treated using the standardised approach:

- personal guarantees are taken into account (subject to eligibility) by enhanced weighting that corresponds to that of the guarantor, for the guaranteed portion of the exposure which accounts for any currency and maturity mismatch.
- collateral (e.g., cash, securities) are subtracted from exposure after any currency and maturity mismatch has been accounted for.
- collateral (e.g., mortgages) that meet eligibility conditions which allow a more favorable weighting for the debt that they guarantee.

Below is a comparative table of collateral eligible on the basis of two methods: standardized and advanced.

8) The capital requirement for foreign exchange risk is zero because the foreign exchange less than 2% of core capital.

	Standardized approach	Advanced approach	
		IRBF	IRBA
Financial collateral			
• Liquidities/DAT/OR	✓	✓	✓
• Fixed-income securities			
- Sovereign issuer with a rating of ≥ BB-	✓	✓	✓
- Other issuers ≥ BBB-	✓	✓	✓
- Other (without external rating but included in internal-rating models)	X	X	✓
• Equities			
- Principal index	✓	✓	✓
- Primary stock exchange	✓	✓	✓
- Other	X	X	✓
• Mutual funds and private equity	✓	✓	✓
Collateral			
• Mortgage on a residential property loan	✓	✓	✓
• Mortgage on a commercial property lease	✓	✓	✓
• Other collateral as long as:			
- there is a liquid market for disposal of the collateral;	X	✓	✓
- there is a reliable market price applicable to the collateral.			
Personal guarantees			
• Sovereign banks and other entities ≥ A-	✓	✓	✓
• Other entities < A-	X	X	✓
• Unrated entities	X	X	✓
Credit derivatives			
• Sovereign issuers, MDB, and financial institutions or other entities with a rating ≥ A-	✓	✓	✓
• Other	X	✓	✓

• CRM amounts

Below are the guarantees and collateral (real and financial) as at the end of December 2022, as well as the hedge amounts for credit risk included in the calculation of risk-weighted assets (standardised approach) at the end of December 2022:

(in thousand MAD)

Dec-22	
Guarantees and collateral	228 790 477
Guarantees	28 412 468
Real ⁹⁾ and financial collateral	200 378 008
Guarantees and collateral eligible for the standardized approach	125 583 743
Guarantees	28 412 468
Real and financial collateral	97 171 275
- Mortgage on residential home loan	66 461 993
- Mortgage on residential home loan	6 908 957
- Other	23 800 325

⁹⁾ collateral at domestic-banking level.

III. Information on significant subsidiaries

1- Regulatory framework

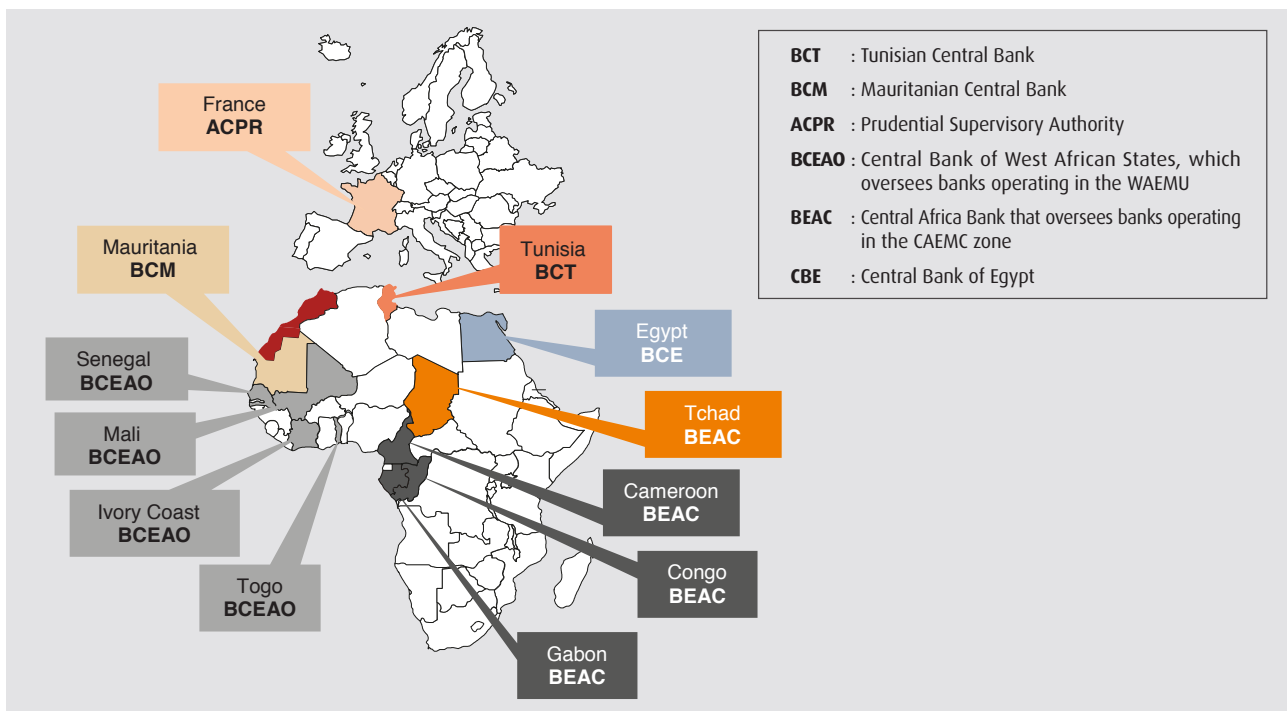
At the parent-company level, Attijariwafa bank must satisfy capital requirements calculated in accordance with the same prudential standards required by Bank Al-Maghrib as those for the consolidated level. All subsidiary credit institutions in Morocco: Wafabail, Wafasalaf, Attijari Factoring and Bank Assafa individually report their solvency ratios to Bank Al-Maghrib, as governed by:

- circular 25/G/2006 (in compliance with Basel I) on calculating capital requirements for credit risk;
- circular 14/G/2013 (see technical note NT 01/DSB/2014) on calculating the regulatory capital of banks and credit institutions (in compliance with Basel III).

The islamic bank of the group, Bank Assafa, reports its solvency ratio on a social basis according to circular 9/W/2018 relating to the calculation of capital requirements for credit, market and operational risk.

Attijariwafa bank Group's international banking subsidiaries calculate their capital requirements in accordance with local prudential standards in the jurisdictions of the countries in which they do business. They are in compliance with Basel I standards in Africa (Tunisia, Mauritania, WAEMU, CAEMC) and with Basel III standards in Europe.

Regulatory authorities of Attijariwafa bank international subsidiaries



2- Ratios of principal subsidiaries as of December 31,2022

Entity	Regulatory authority	Minimum Required	Currency	Regulatory capital requirements (thousands)	Risk-weighted assets (thousands)	Total ratio
Attijariwafa bank	Bank Al-Maghrib	12.00%	MAD	43.3	272.6	15.88%
Attijari Factoring Maroc	Bank Al-Maghrib	12.00%	MAD	0.3	2.4	13.82%
Bank ASSAFA	Bank Al-Maghrib	12.00%	MAD	0.2	1.7	13.06%
Attijari bank Tunisie	BCT	10.00%	TND	0.9	7.4	12.61%
Attijari bank Mauritanie	BCM	12.50%	MRU	1.2	7.4	16.36%
Attijariwafa bank Egypt	CBE	12.50%	EGP	6	36.1	16.73%
Société Commerciale de banque Cameroun	BEAC	11.50%	FCFA	63.6	490.3	12.98%
Crédit du Congo	BEAC	10.50%	FCFA	29.1	166.1	17.52%
Union Gabonaise de Banque	BEAC	11.50%	FCFA	54	221.2	24.41%
Compagnie Bancaire de l'Afrique de l'Ouest	BCEAO	11.50%	FCFA	136.9	1 068.1	12.82%
Crédit du Sénégal	BCEAO	11.50%	FCFA	28.3	198	14.31%
Banque Internationale pour le Mali	BCEAO	11.50%	FCFA	25.2	184.4	13.66%
Société Ivoirienne de Banque	BCEAO	11.50%	FCFA	132.7	935.6	14.18%
Banque Internationale pour l'Afrique au Togo	BCEAO	11.50%	FCFA	11.1	81.3	13.67%

Currency rate : FCFA (0.0170) MRU (0.2844), TND(3.3954), EGP(0.4220)

IV. Internal capital management

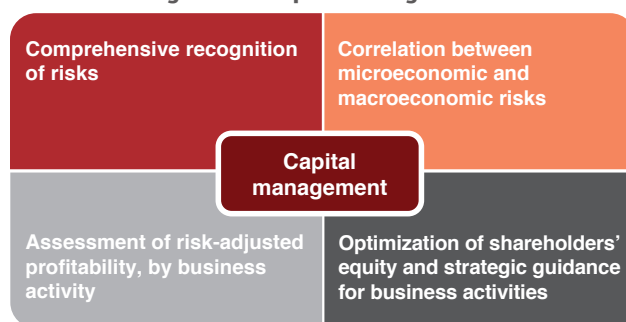
1- Capital management

In recent years, the forecasting of capital requirements has become a vital part of Attijariwafa bank Group's strategic planning. Since Bank Al-Maghrib adopted Basel II in 2006, regulations have undergone constant change, resulting in ever-increasing needs for capital.

The Group's capital-management policy is designed to control this costly obligation and all associated factors. The policy aims to ensure that the Group and its subsidiaries remain solvent and satisfy prudential requirements on both the consolidated and parent-company levels (respecting prudential rules of the local regulatory authority) while simultaneously optimizing returns for shareholders, who provide the required capital.

The capital-management policy extends beyond the regulatory framework, to overseeing investments and their returns (calculations of IRR, dividend forecasts, divestments, tax engineering, etc.), thereby ensuring optimal capital allocation for all business lines and fulfilling capital requirements for both strategic goals and regulatory changes.

Targets for « Capital Management »



2- Gouvernance

The Finance Department's Capital Management Committee (CMC) meets quarterly, under the supervision of General Management, in order to:

- define the capital-management policy and the changes needed on the basis of market conditions and competition, regulations, interest rates, cost of capital, etc,
- anticipate capital requirements for the Group and its subsidiaries and credit institutions, for the next 18 months;
- analyze capital allocation by business line and division;
- make decisions on subjects that can impact capital (all Group entities). In general, support all actions and initiatives that promote optimized capital management.

3- Regulatory stress tests

The results of regulatory stress tests (Bank Al-Maghrib directive 01/ DSB/2012) are reported twice yearly to the regulatory authority.

At the end of December 2020, post-shock solvency ratios for Tier 1 and total capital of Attijariwafa bank were superior than the minimum regulatory requirements.

Regulatory stress tests at the end of December 2020 covered the following scenarios:

- **Credit risk:** claims rising from 10% to 15%, representing high risk for total portfolio and per business segment
- **Concentration risk:** default of key business relationships
- **Market risk:**
 - MAD weakening against the EUR;
 - MAD weakening against the USD;
 - yield curve shifts;
 - interest rates rise;
 - share prices fall;
 - NAVs of mutual funds (bond, money market, etc.) decline.

Country risk:

- stress tests on loans to non-residents in countries with political instability;
- stress tests on loans to non-residents in countries to which the bank.

4- Forecast ratios

Individual and consolidated capital adequacy ratios (CAR) forecast over the next 18 months are well above the current minimum regulatory level of 9.0% for Tier 1 and 12.0% for CAR through the internal policy of capital management.

Prudential funds are calculated in accordance with circular 14 G 2013 and the technical notice 01/DSB/2018 integrating the IFRS9 impacts.

Forecast ratio in an individual basis

In MAD billion	Dec-22	June-23 ^f	Dec-23 ^f	June-24 ^f
Tier 1 capital	37.02	37.91	38.69	40.17
Tier 2 capital	6.26	5.20	4.28	3.27
Total regulatory capital	43.28	43.11	42.97	43.44
Risk-weighted assets	272.57	281.45	288.50	293.92
Core equity Tier1 ratio	13.6%	13.5%	13.4%	13.7%
Global adequacy ratio	15.9%	15.3%	14.9%	14.8%

Forecast ratio in a consolidated basis

In MAD billion	Dec-22	June-23 ^f	Dec-23 ^f	June-24 ^f
Tier 1 capital	50.65	52.32	54.92	57.18
Tier 2 capital	7.04	5.91	4.97	3.87
Total regulatory capital	57.68	58.23	59.89	61.04
Risk-weighted assets	453.8	465.2	477.6	489.6
Core equity Tier1 ratio	11.2%	11.2%	11.5%	11.7%
Global adequacy ratio	12.7%	12.5%	12.5%	12.5%

V. Corporate Governance

Governance system established adheres to the general corporate principles. This system consists of five control and management bodies emanating from the Board of Directors.

Board of Directors

The Board of Directors (BD) consists of a group of institutions and individual persons (administrators) in charge of managing the bank. They are appointed by the shareholders general meeting. The BD includes several members including a chairman and a secretary.

Any institution which is member of the BD appoints an individual person to represent it. The organization and the prerogatives of the BD are set by the bank by-laws and are subject to national law.

1- Strategic Committee:

Chaired by the Chairman and Chief Executive Officer, this committee is in charge of operational results and strategic projects of the Group.

Members	Function
Mr. Mohamed EL KETTANI	Chairman and Chief Executive Officer Attijariwafa bank
Mr. Hassan OURIAGLI	Director, Representing AL MADA
Mr. Abdelmjid TAZLAOUI	Director
Mr. Aymane TAUD	Director
Mr. José REIG	Director
Mr. Azdine EL MOUNTASSIR BILLAH	Director
Guest Members	
Mr. Hassan BERTAL	Managing Director, Morocco and Europe Retail Banking Division
Mr. Ismaïl DOUIRI	Managing Director, International Retail Banking, Specialized Financial Subsidiaries
Mr. Talal EL BELLAJ	Managing Director, Group Global Risk Management
MR. EL HASSANE EL BEDRAOUI	Managing Director, Transformation, Innovation, Technologies and Operations
Mr. Youssef ROUISSI	Managing Director, Corporate Banking, Markets & Investment
Secretary of the committee	
Mrs Myriam NAFKHAZ LAZRAQ	Head of Group Governance & Board Secretariat

2- Group Risk Committee:

The Group Risk Committee is responsible for monitoring the process of risk identification and management, with the aim of assisting the Board of Directors in the strategy, management and monitoring of the risks to which the bank is exposed. The Group Risk Committee is set of a minimum of three permanent nonexecutive members, chosen from among the members of the Board of Directors and meets four times a year and whenever it deems necessary at the Chairman's invitation.

Members	Function
Permanent members	
Mr. Lionel ZINSOU	President of the Committee (Independent Director)
Mr. Aymane TAUD	Director
Mr. José REIG	Director
Mr. Abdelmjid TAZLAOUI	Director
Guest members	
Mr. Talal EL BELLAJ	Managing Director, Group Global Risk Management
Mr. Younes BELABED	Executive Director - Head of General Audit of the Group
Mr. Larbi KABLY	Executive Director - Head of Group Compliance

Secretary of the Committee

Mrs Myriam NAFKHAZ LAZRAQ	Head of Group Governance & Board Secretariat
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3- Group Audit Committee:

The Group Audit Committee monitors the Risk, Audit, Internal Control, Accounting and Compliance functions. This committee meets at least four times a year.

The Group Audit Committee is composed of a minimum of three permanent non-executive members chosen from among the members of the Board of Directors and meets at least four times a year and whenever it judges it necessary at the invitation of the Chairman.

Members	Function
Permanent Members	
MR. AYMANE TAUD	President of the Committee
Mrs Françoise MERCADAL-DELASALLES	Independent Director
Mr. Abdelmjid TAZLAOUI	Director
Mr. José REIG	Director
Mr. Aldo OLCESE	Independent Director
Guest members	
Mr. Talal EL BELLAJ	Managing Director, Group Global Risk Management
Mr. Younes BELABED	Executive Director - Head of General Audit of the Group
Mr. Larbi KABLY	Executive Director - Head of Group Compliance
Mr. Rachid KETTANI	Deputy General Manager - Chief Financial Officer

Secretary of the Committee

Mrs Myriam NAFKHAZ LAZRAQ	Head of Group Governance & Board Secretariat
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4- Group Governance, Appointment and Remuneration Committee:

The Governance, Appointment and Remuneration Committee submits to the Board proposals relating to the governance system, the appointment and remuneration of Board members and the Group's main executives.

The Group Governance, Appointment and Remuneration Committee meets twice a year and whenever it deems necessary under the Chairman's call.

Members	Function
Mr. Mohammed Mounir EL MAJIDI	Director, Representing SIGER
Mr. Hassan OURIAGLI	Director, Representing AL MADA

The second sub-committee is composed of the following members:

Members	Function
Mr Mohammed Mounir EL MAJIDI	Director, Representing SIGER
Mr. Hassan OURIAGLI	Director, Representing AL MADA
Mr. Abdelmjid TAZLAOUI	Director
Mr. Mohamed EL KETTANI	Chairman and Chief Executive Officer Attijariwafa bank
Mr. José REIG	Director

The third sub-committee is composed of the following members:

Members	Function
Mr. Mohamed EL KETTANI	Chairman and Chief Executive Officer Attijariwafa bank
Mr. Hassan OURIAGLI	Director, Representing AL MADA
Mr. Abdelmjid TAZLAOUI	Director
Mr. José REIG	Director

Secretary of the Committee

Mr. Mohamed SOUSSI	Deputy General Manager, Head of Group Human Capital
Mrs Myriam NAFKHA LAZRAQ	Head of Group Governance & Board Secretariat

5- The Group High Credits Committee:

The Group's High Credit Committee, which meets on convened by the Chairman and Chief Executive Officer, decides on commitments and recovery operations exceeding a certain Group threshold before their ratification by the Board of Directors .

It is composed of 4 members (including the Chairman and Chief Executive Officer), appointed from among the members of the Board. The Group's High Credit Committee meets at least once a month and may be convened at any time at the Chairman's initiative if he considers it necessary: if the operation or transaction is urgent or if it is required due to current events at the bank.

Members	Function
Permanent Members	
Mr. Mohamed EL KETTANI	Chairman and Chief Executive Officer Attijariwafa bank
Mr. Hassan OURIAGLI	Director, Representing AL MADA
Mr. Aymane TAUD	Director
Mr. José REIG	Director
Guest members	
Mr. Talal EL BELLAJ	Managing Director, Group Global Risk Management
Secretary of the Committee	
Mr. Talal EL BELLAJ	Managing Director, Group Global Risk Management

Board of Directors

1- General Management Committee

The general management committee joins together the heads of the various centers under the chairmanship of the Chairman and Chief Executive Officer.

This Committee meets once a week and provides a summary view of the operational activities in the different sectors and prepares questions to be submitted to the Board of Directors in a joint approach.

Member	Function	Since
Mr. Mohamed EL KETTANI	Chairman & Chief Executive Officer	2007
Mr. Hassan BERTAL	Managing Director	2022
Mr. Ismail DOUIRI	Managing Director	2008
Mr. Talal EL BELLAJ	Managing Director	2014
Mr. El Hassane EL BEDRAOUI	Managing Director	2022
Mr. Youssef ROUISSI	Managing Director	2022
Mr. Mohamed SOUSSI	Deputy General Manager	2022
Mr. Rachid KETTANI	Deputy General Manager	2022

2- Coordination and Synergy Committee

Headed by the Chairman and Chief Executive Officer or at least two Managing Directors, the Coordination and Synergy Committee is a forum for information exchanging and sharing. In particular the Committee :

- ensures overall coordination between the various programs of the Group and focuses mainly on the review of key performance indicators ;
- takes note of the major strategic orientations and the Group's general policy, as well as the decisions and the priorities agreed in the ad hoc instances ;
- takes functional and operational decisions to maintain objectives and maximize results.

On a monthly basis, the Coordination and Synergy Committee is composed of the members of the Executive Committee and heads of key business areas.

Members of Executive Committee	Function
Mr. Mohamed EL KETTANI	Chairman & Chief Executive Officer
Mr. Hassan BERTAL	Managing Director, Morocco and Europe Retail Banking Division
Mr. Ismail DOUIRI	Managing Director, International Retail Banking, Specialized Financial Subsidiaries
Mr. Talal EL BELLAJ	Managing Director, Group Global Risk Management
Mr. El Hassane EL BEDRAOUI	Managing Director, Transformation, Innovation, Technologies and Operations
Mr. Youssef ROUISSI	Managing Director, Corporate Banking, Markets & Investment
Mr. Mohamed SOUSSI	Deputy General Manager, Head of Group Human Capital
Mr. Rachid KETTANI	Deputy General Manager, Chief Financial Officer

NETWORK

Mr. Rachid EL BOUZIDI	Deputy General Manager - Head of Morocco and Europe Retail Banking Division
Mr. Saâd BENWAHOUD	Deputy General Manager - Head of Rabat - Kenitra - Salé Region
Mr. Othmane BOUDHAIMI	Executive Director - Head of South-West Region
Mr. Mohamed Karim CHRAIBI	Executive director - Head of Marrakech - Beni Mellal - Tafilalet Region
Mr. Rédouane EL ALJ	Executive director - Head of Casablanca - Settat Region
Mr. Khalid EL KHALIFI	Executive Director - Head of Fès - Meknes Region
Mr. Rachid MAGANE	Executive director - Head of Tanger - Tetouan - Al Hoceima Region
Mr. Hassan RAMI	Executive Director – Head of Eastern Region

CENTRAL ENTITIES

Mr. Jamal AHIZOUNE	Deputy General Manager - West & Central Africa Retail Banking Manager
Mrs Yasmine ABOUDRAR	Executive director - Group Strategy & Development Manager
Mr. Jalal BERRADY	Executive Director - Head of Private banking
Mr. Younes BELABED	Executive Director - Head of General Audit of the Group
Mr. Issam MAGHNOUJ	Executive Director - Group head of Communication & CSR
Mrs Bouchra BOUSSERGHINE	Executive Director
Mrs Bouchra LHALOUANI	Executive Director - Head of Retail Banking Support Functions Morocco and Europe
Mr. Rachid KAMAL	Executive Director - Chief operations officer
Mr. Karim Idrissi KAITOUNI	Executive Director - Head of SMEs Banking
Mrs Ghizlane ALAMI MARROUNI	Executive Director- Head of Retail Banking Marketing
Mr. Hicham ZIADI	Executive Director - Head of Group Information Systems
Mr. Larbi KABLY	Executive Director - Head of Group Compliance
Mrs Myriam DASSOULI	Executive Director - Head of Counterparty Risk Morocco
Mr. Ahmed Amine MARRAT	Executive Director - Head of Risk Management
Mr. M'hammed AZZAM	Executive Director - Head of Group Collections
Mr. Adel BARAKAT	Executive Director - Head of Group Corporate Banking
Mr. Karim FATH	Executive Director - Head of Group Investment Banking
Mr. Faïçal LEAMARI	Executive Director - Head of Group Capital Markets



التجاري وفا بنك
Attijariwafa bank

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