

2011

SUSTAINABILITY
Report



Millennium
bim

2011

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**Mário Fernandes
da Graça Machungo**
Chairman of the
Board of Directors

CHAIRMAN'S STATEMENT

The Sustainability Report we hereby present reflects the growing commitment of Millennium bim to the sustainable development of the country and of the Bank. For Millennium bim, sustainable management consists in the long-term maximisation of financial results and shareholder value.

That long-term perspective involves a balanced analysis of the economic, social and environmental aspects underlying our business. Sustainable development constitutes a priority for Millennium bim within the scope of its activity and present and future vision of a competitive, solid and prosperous company that comprehends and incorporates sustainability in its business at its highest level of understanding and respect for future generations.

Millennium bim incorporates sustainability in its business on a daily basis through: the commercialisation of ethical funds (official credit lines with the objective of supporting the development of the Mozambican economy); the promotion of financial inclusion supported by the programme to increase the Mozambican population's participation in the banking sector; extending financial services to the entire country, from urban to rural areas; fostering the regional development of less-favoured areas; creating specific products and services that promote social integration and improve Customers' access to the Bank; promoting programmes that foment financial education and good savings and money appreciation habits by children and young people, such as the "Banking Olympics" project of the Social Responsibility programme of the Bank – More Mozambique for Me.

In addition to these various initiatives, Millennium bim has always played an important role in society through continuous and active intervention, responding to the various requests for support with a view to promoting education, culture, sport and solidarity in the country.

This report demonstrates the commitment of the Board of Directors of Millennium bim to sustainability via its form and reach as an instrument of accountability to society.

The commitment of Millennium bim to sustainability will continue to be characterised by increased ambition and reach in the form and content of its actions. There is still a long way to go, but we believe in this project and we are aware that it was not conceived to only serve the present but to build a solid future, founded on hope, in which the transformation of the world takes place everyday, with the collaboration of everyone.

We intend to continue to merit the trust and respect of our Stakeholders, achieving and surpassing the defined objectives and reporting in a regular, systematic and exempt manner our performance, reflecting our motivation and certainty that we are and will always be the largest and best Bank for Mozambicans and the reference Bank in Mozambique for the international community.

We also strive to continue to be the preferred financial partner of the Mozambican State, complying with the rules, laws and regulations of the country.

We believe that the strategy and commitments undertaken, within the scope of sustainable development, are an active contribution to the reinforcement of the relationship of trust, materialised in the perception of our Customers and which have enabled the Bank to perform well in the main business areas.

The confidence placed in us by our Shareholders constitutes one of the key success factors of our corporate project, which is supported by the commitment of all our Employees, indispensable to the affirmation of the brand in the market and determinant for the progress of Millennium bim in the future.

O Millennium bim has over the years celebrated many victories and achievements, such that it could not fail to highlight the special event of 2011 which we are very proud of – The Bank reached **One Million Customers**, a milestone in the history of the banking system of Mozambique, on the path to the future.

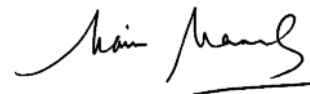
We owe this success to our Customers that have made this conquest possible and that have allowed us to be the Bank of the Mozambicans, to our Employees for their rigour and dedication to their work and to our Shareholders that place unconditional trust in our performance and in our management.

For Millennium bim, being market leader in Mozambique and reaching One Million Customers is not the end, but a principle. A principle for an increasingly decisive contribution towards the socio-economic development of the country, as well as greater responsibility in developing lasting relations with our Customers.

Millennium bim is today a reference in the African continent and in the world, according to the most prestigious international institutions that identify through market research the Banks that present the best results at a financial and social level. In this context, Millennium bim was distinguished in 2011 as the Best Local Bank of Africa, a distinction that was awarded for the first time in Mozambique.

We want to continue to be the Bank of all and that reaches all Mozambicans from "Rovuma to Maputo", through our business and through our Social Responsibility programme – More Mozambique for Me.

We want to grow in a gradual and sustainable manner, so we will continue to invest in people, our greatest asset, renewing and diversifying our offer, investing in the quality of our services and making Millennium bim the Bank that is most increasingly present in the life of Mozambicans. Through More Mozambique for Me, we want to be a driver of hope, enabling all to look forward to a better future.



Mário Fernandes da Graça Machungo
Chairman of the Board of Directors



CHAPTER 1 – CHARACTERISATION OF MILLENNIUM BIM

1.1.ABOUT THE BANK

Millennium bim is a banking financial institution, resulting from a strategic partnership between Banco Comercial Português, currently Millennium bcp, and the Mozambican State, held in 1995.

The path taken by the Bank since then is full of meaning and has been marked by an in-depth knowledge of the market, continually investing in the modernisation of the Mozambican financial system and increasing the level of participation of the Mozambican people in the banking sector.

The 16 years of history of Millennium bim overlap with the recent history of banking in Mozambique. Over the years the Bank has been a structural and decisive element in the stability, credibility and modernisation of the Mozambican banking system, namely:

- First Bank operating in real time from Rovuma to Maputo;
- Pioneer in the introduction of ATM and POS;
- Pioneer in the introduction of Debit and Credit Cards;
- First telephone banking operator and first offering an Internet Banking system.

Millennium bim currently has the largest banking distribution network in Mozambique, with 138 branches, spread out over 51 districts, of which in 14 of those districts it is the only commercial Bank present, which demonstrates its strong commitment to the increase in the usage of banking services in the country. In addition to having the largest banking network, the Bank also has the highest number of ATM and POS, 345 and 3,025, respectively.

Millennium bim continues to invest in innovation, inspired by the segmentation of the financial needs of Customers, having recently created pioneer savings products directed at Mozambican families, specific solutions for companies and providing world-class, state-of-the-art technological services, such as the Millennium sms.

The market once again recognised and rewarded the value proposal presented by Millennium bim, through the subscription and confidence in its products and services, confirmed by the increase in the Customer base by more than 100 thousand in 2011, representing a year-on-year growth of 18.6%.

The Bank is the largest employer of the financial system, with 2,230 Employees, the largest tax payer of the financial sector and has a Social Responsibility Programme that reflects the organisational culture of the Institution.

All the objectives achieved were only possible due to a visionary strategy supported by the unconditional support of all its Stakeholders.

Since its grassroots origins, Millennium bim's history has been filled with significant and profound transformations that have required the involvement of all its Employees to face the challenges and responsibilities that the logic of change imposes.

Millennium bim manifests the vitality of the national financial market, reflecting the strong contribution it has made towards national development, not only by financing investment but also constituting strategic partnerships in new projects, fostering new technologies and introducing new products and services, which support the stability and development of the largest Commercial Bank of Mozambique. The core objective of this strategy is Customer satisfaction.

As a result, Millennium bim has become the largest Bank operating in the national market, having conquered the preference of the majority of Mozambicans. Likewise, in the insurance sector, Millennium seguros and its commercial network, Impar, are the leading references in the national insurance market due to the professionalism and the array of products and services on offer, adjusted to the national reality.

LARGEST MOZAMBIKAN FINANCIAL GROUP

Having reached more than one million Customers in 2011, an historic milestone for the national financial sector, Millennium bim is market leader in Total Assets, Loans to Customers and Customer Deposits, positioning itself as an innovative Bank with the capacity to satisfy the needs of its Customers, having during various periods set the pace of development of the banking sector in Mozambique.

EMPLOYEES

The Employee management policy is guided by the principles of accountability, skills development and upgrading, as well as continuous training, so that Employees can respond to the challenges that arise with quality and efficiency, motivation and dedication, responsibility and self-realisation, without excluding the quality of Customer service.

1.2. SHAREHOLDER STRUCTURE

1.2.1. SHAREHOLDER STRUCTURE OF MILLENNIUM BIM

Millennium bim has the Mozambican State as Shareholder and also the particularity of having Employees as Shareholders taking part in decision-making.

Since its foundation, the Bank has considered the sharing of the Bank's responsibilities with the managers, technicians and employees of the Institution as essential. This option is consistent with the principle of respect for human rights, a vital component in the development of its Employees.

Millennium bim	
%	Shareholders
66.69	Millennium bcp Participações, S.G.P.S., Soc. Unipessoal Lda
17.12	Mozambican State
4.95	National Social Security Institute (INSS)
4.15	EMOSE – Empresa Nacional de Seguros, S.A.
1.08	Foundation for Community Development (FDC)
6.01	Managers, Technicians and Employees (GTT)

1.2.2. SHAREHOLDER STRUCTURE OF MILLENNIUM SEGUROS

Millennium seguros is positioned as a leading company in the Mozambican market, where it has a portfolio of products specifically geared towards guaranteeing security, in both Life and Non-Life businesses.

In the Mozambican insurance market, up until then there had been no tradition of products designed for Private Individuals, with Millennium seguros having contributed enormously to the Mozambican market. A contribution that was widely recognised by Customers of both Millennium seguros and Millennium bim through the cross-selling insurance sales programme at Millennium bim branches.

For this purpose, Millennium seguros offered a complete range of Life business products, such as: Personal Accident, Health, Workman's Compensation and Retirement Complements, some of which were launched for the first time in the market.

At the same time, and in the Non-Life business, Millennium seguros has sought to satisfy the asset protection needs of Private Individuals and Corporate Customers of the Bank, by focusing on the commercialisation of Multi-risk, Transport and Third-party Liability products.

Millennium seguros	
%	Shareholders
89.914	BIM – Banco Internacional de Moçambique, S.A.
5.8351	PT Participações, S.G.P.S.
2.0824	Foundation for Community Development (FDC)
2.0824	TDM – Telecomunicações de Moçambique, S.A.
0.0860	Other

The Impar Brand

Offering a range of products for Companies and extending the offer for the Individuals segment, Impar (branch network of Millennium seguros) favours a traditional approach to the insurance market, operating predominantly in the main cities of the country, as well as maintaining a markedly strong position in the brokerage channel, which normally represents the largest companies operating in Mozambique.



Impar offers a complete range of products for the Corporate and Individuals segments, with emphasis on Motor, Fire, Workman's Compensation, Third-party Liability, Engineering, Transport, Life and Personal Accident.

1.3. MISSION AND STRATEGIC OBJECTIVES

Millennium bim develops its business based on: know-how, rigour, truth, value and transparency.

The primary Mission of the Bank is to build value for its Customers, Employees and Shareholders, through a strategic alignment that safeguards the full respect for their interests and well-being, understanding and exceeding their needs. Millennium bim considers it its duty to contribute in an increasingly more profound and proactive manner to the socio-economic development of Mozambique.

For a financial institution that has existed for 16 years such as Millennium bim, sustainability consists in the effective adoption of practices and behaviour capable of providing a dynamic and progressive balance to the wider Mozambican society and to its Stakeholders in particular:

Millennium bim considers sustainability as a factor of competitiveness par excellence at the most varied levels: commercial, reputation/image, capital markets, labour market, and in recruiting and retaining talents.

The principles of sustainable development that Millennium bim shares and incorporates in its organisational culture are:

- Considering sustainable development as a key aspect in the sound management of the Bank;
- Seeking to increasingly integrate assessment and measurement systems of the progress achieved at every level in day-to-day management;
- Considering the primacy of Customers' interests and the respect for the integrity of the markets as key principles of the Bank;
- Making the commitment, as a member of the Global Compact, to respect and ensure respect for Human Rights both internally and externally;
- Strongly opposing any practice involving fraud and/or that is included in the classification of money laundering, committing to, once identified in its sphere of influence, denouncing them to the competent authorities;
- Promoting high standards of transparency in the management of the Bank's activities and of the activities financed;

- Taking into consideration environmental aspects in operations, the management of resources and other corporate decisions;
- Striving for the best environmental management practices, including energy efficiency, recycling and the reduction of waste at the level of the institution;
- Striking a balance between the business principles and practices and the interest and improvement of the quality of the service provided to the Customer;
- Promoting sustainable development among Customers is also part of the commitment of Millennium bim;
- Recognising that dialogue and transparency in the relationship with stakeholders is an integral part of the social responsibility of the Bank;
- Being a proactive institution, open and alert to the expectations of its stakeholders and developing dialogue management mechanisms;
- Maintaining the Stakeholders informed about best practices in social responsibility undertaken by the Bank, through communications and sustainability report;
- Fostering and rewarding excellence and efficiency, vital for the creation of value;
- Promoting equal opportunities;
- Being aware of the importance of granting access to funding to entities from developing economies or to disadvantaged communities, as a means of managing risks associated with inequalities.

1.4. CREATION OF VALUE

Millennium bim is the Bank with the largest market share, corresponding to about 35% both in Assets and in Loans to Customers and Customer Deposits. This positioning results from a strategy that is rigorously pursued with a view to maintaining the Bank's leadership in the market relative to its competitors. In order to maintain this positioning, Millennium bim has defined operational goals to respond to the present and future expectations of the various Stakeholders.

STRATEGIC OBJECTIVES



Millennium bim continues along the path of fulfilment of its medium-term strategic objectives, based on a logic of value creation for Customers, Employees and Shareholders and of permanent contribution to the Community.

The strategy adopted by the Bank is underpinned by the sustainable growth of its local business. This growth is accompanied by the definition and implementation of management policies focusing on the Bank's efficiency levels and through the maintenance of strict discipline in the management of financial resources.

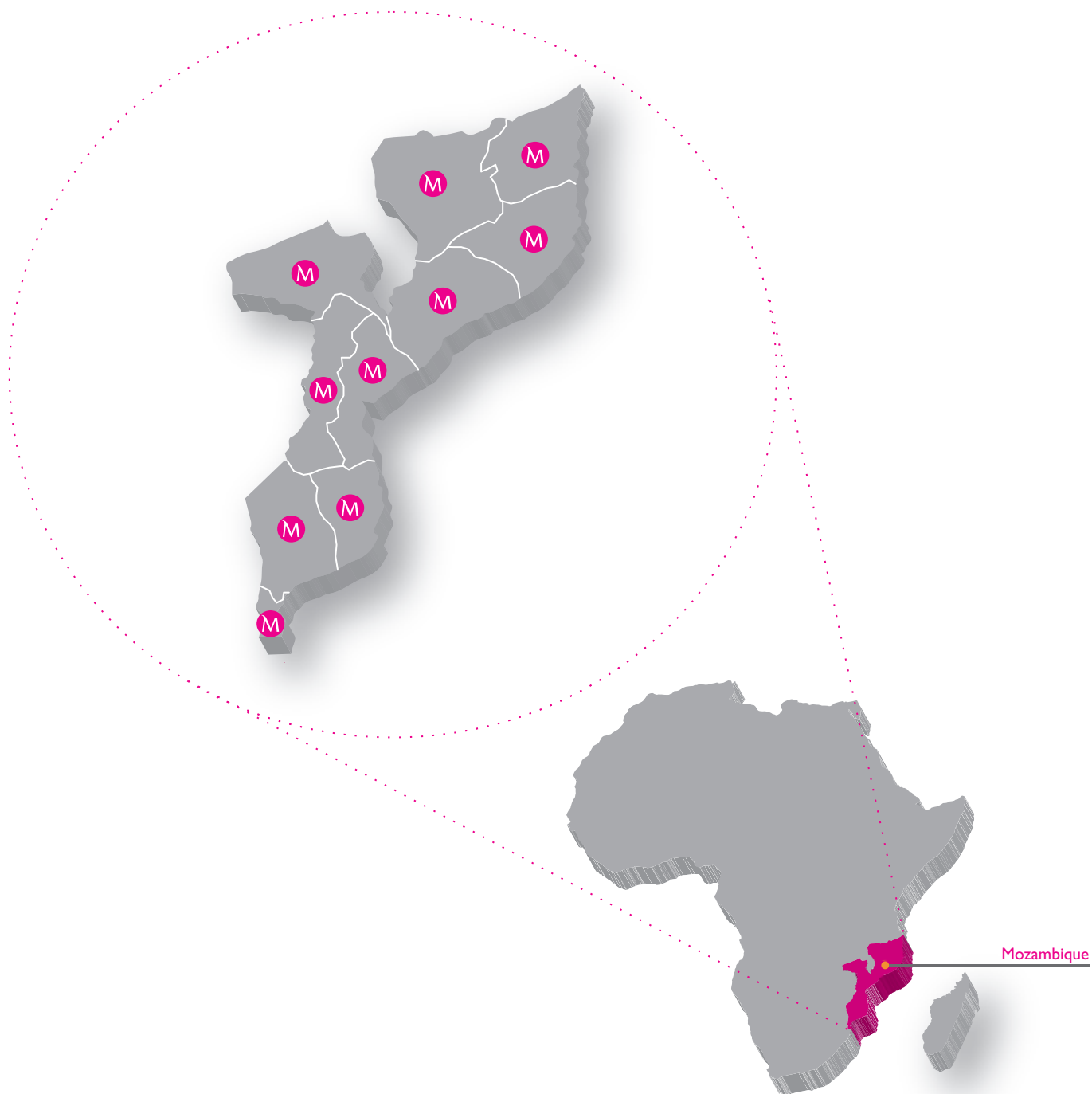
FUTURE CHALLENGES OF MILLENNIUM BIM



1.5. GEOGRAPHICAL PRESENCE

With 138 branches, Millennium bim has the largest network of branches (urban, peri-urban and rural) in the country and the highest number of ATM e POS (345 and 3,025, respectively), and it is also renowned for being the Bank with the greatest number of Customers, more than One Million, representing a year-on-year growth of 18,2%.

Millennium bim is undoubtedly the largest financial institution in the market with the widest geographical dimension, expansion and penetration, covering the entire country and most districts.



MAPUTO	GAZA	INHAMBANE	SOFALA	MANICA
Branches: 58	Branches: 10	Branches: 10	Branches: 15	Branches: 6
ATM: 154	ATM: 23	ATM: 23	ATM: 31	ATM: 15
POS: 2.136	POS: 157	POS: 163	POS: 244	POS: 55
TETE	ZAMBÉZIA	NAMPULA	NIASSA	CABO DELGADO
Branches: 8	Branches: 7	Branches: 13	Branches: 6	Branches: 5
ATM: 23	ATM: 17	ATM: 27	ATM: 16	ATM: 16
POS: 52	POS: 44	POS: 116	POS: 29	POS: 29

I.6. CODE OF CONDUCT

The legal rules, the internal code of ethical conduct and the management guidelines are the benchmark of values, principles of behaviour and good practice, which constitute, due to their legislative content, an important operational instrument. Applicable to all Employees, they must be reflected in the relationship with the Stakeholders, Customers in particular; improving the integration of the Bank in the Society in which it develops its business.

In addition to the internal codes of conduct, the Bank signed up to the Principles of the Global Compact of the United Nations and of FEMA – Corporate Forum for the Environment.

The **Global Compact** seeks to contribute to the construction of a more sustainable global market through the sharing of values that allow access to opportunities for the poorer and more vulnerable populations, asking participating companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of Human Rights, Labour Standards, the Environment and Anti-corruption.



The main objectives of **FEMA** are raising the awareness of the business community to the continuous improvement of the quality of the environment; serving as interlocutor for the Government in representation of the business sector for environmental policy issues; promoting interest in protecting the environment and public health; supporting the agricultural, industrial, commercial and services sectors and their associations in solving environmental problems.



In addition to the Bank being associated to these nationally and internationally recognised first-class institutions such as Global Compact and FEMA, Millennium bim has sought to identify local partners, which share the same values and support the actions of the Bank in fostering social well-being.

In this regard, Millennium bim has been associated to AMOR – Mozambican Association of Recycling since 2010, an environmental association geared towards the separate collection of urban waste. Having become its main financier, the Bank thus guarantees the continuity of a much needed and priority project to bring about a change in social attitude, concerning good hygiene habits and the preservation of the environment.



CHAPTER 2 – BUSINESS INDICATORS

2.1. BANK INDICATORS

Millennium bim is a reference Bank in the Mozambican market, committed to exceeding the expectations of its Customers and contributing to the social and economic development of Mozambique and of the national financial system.

The continued commitment of Millennium bim to improving quality and providing a better service to the Customer enabled the Bank to achieve striking financial results, as well as an equally remarkable growth rate. The indicators set out below are a clear and factual sample of the Bank's performance. Net Income of the Bank came to 3,417 million Meticaís, which represents a 52% increase relative to 2010. Total Assets grew 12.1%, reaching the value of 60,899 million Meticaís in December 2011.

MZN 000			
Net Income for the Year	'11	'10	CHANGE %
Total Assets	60,889	54,326	12.1%
Total Customer Funds	48,852	44,634	9.5%
Equity and Subordinated Liabilities	10,400	8,107	28.3%

2.2. RECOGNITION

Millennium bim has shown great commitment in the quest for better and more suitable products and services for its Customers and, as a result, has received many national and international awards, nominations and distinctions.

With more than one million Customers and as market leader in Total Assets, Loans to Customers and Customer Deposits, Millennium bim has always positioned itself as an innovative Bank with the capacity to satisfy the needs of its Customers, having during various periods set the pace of development of the banking sector in Mozambique.

AWARDS

Millennium bim is, in Mozambique, the Bank with the most wide-ranging Corporate Social Responsibility programme, having conquered the "Entrepreneur of the Year in 2008" award attributed by Ernst & Young, in the Multinational Social Responsibility category. This award has to date not been won by any other national financial institution.

This award recognises those companies that, transcending their basic vocation for creating value, respect and incorporate in their strategies, principles, practices and rules of conduct that foment and enhance relationships with Employees, Customers, Shareholders, Suppliers, Competitors and Public Entities and that benefit the entire community through corporate social responsibility actions, thus creating recognisable added value.

In addition to this award, which in 2008 brought about a stronger dynamic to Millennium bim, but more specifically to the Social Responsibility programme, the Bank received, during the course of the previous year, various other awards that enhance and strengthen the brand and its commitment to meet Customers' demands.

In 2011 it was awarded the "The Best Bank" prize by Global Finance. The assessment criteria for this award include parameters such as Asset Growth, Profitability, Strategic Relations, Products and Services for the Customer, Price List and Innovation. Customers demand, more than ever, a higher level of competence from their banking partners, which makes the award more difficult to conquer every year.

It was awarded the "The Best Banking Group" prize by World Finance. This award attributed by World Finance, one of the most prestigious publications in the financial area, intends to underscore Millennium bim as a solid Bank, with an above-average performance. The criteria taken into consideration for this nomination were: diversification and innovation of products offered; growth and solidity in the market and geographical expansion of the commercial network.

The EMEA Finance magazine, a publication that essentially addresses topics related to the economic and financial sector in Europe, the Middle East and Sub-Saharan Africa, awarded the "The Best Bank in Mozambique" prize to Millennium bim. This prize was awarded for the third consecutive year, which reflects the value and international recognition of the Bank.

Millennium bim was considered the "Best Local Bank of Africa", in 2011, by the African Banker magazine. African Banker dedicates itself exclusively to the study and monitoring of banks operating in the African continent, being considered the leading reference in the sector. The "Best Local Bank" prize is attributed to the Institution that demonstrates the best performance in several indicators: financial solidity, innovation in products and services, success strategy, extensive network of branches and clear contribution to a more efficient private sector, with greater access to financial services and whose activities significantly shape the future of the financial sector of the country. As such, the prize awarded bestows upon Millennium bim and Mozambique a position of prestige and notoriety that had never been achieved to date.

It also received the "Best Bank of Mozambique, 2011" prize, for the sixth time, attributed by the international publication 'The Banker', due to the results achieved. 'The Banker' is one of the most prestigious international financial publications, considered one of the main sources of information and analysis of the financial sector. This award also enhances the strong performance and the efforts undertaken by the Bank, rewarding its excellence among the leading global institutions in commercial banking, reflecting the recognition of its operations in the Mozambican market, characterised by the quality of the products and solutions, by the constant innovation of its financial structure and by the market share achieved.

DISTINCTIONS

Millennium bim was distinguished in 2011 by the international organisation "Superbrands" as an "Excellent Brand" in Mozambique. This status was not achieved by chance, Millennium bim is a Superbrand of Mozambique because it reflects the attributes that this organisation considers essential for granting this title: Market domination, Longevity, Goodwill, Customer loyalty and Acceptance.

The fact that Millennium bim is considered a Superbrand is also a reflection of the excellent work undertaken not only by the Bank but also by its Employees, which has helped the institution to become a distinctive icon in the banking sector.

CHAPTER 3 – INTEGRATING SUSTAINABILITY

3.1. DOMESTIC PROFILE

The path taken by Millennium bim concerning social responsibility has contributed towards the economic and social development of Mozambique.

With a universe of 2,230 Employees, representing 280 new jobs compared to 2010, Millennium bim continues to be the largest employer in the Mozambican financial system.

Millennium bim continues committed to the expansion of its branch network, with a view to increasing the usage of banking services by the population and the reduction of regional asymmetries in terms of access to financial services.

Millennium bim is the Bank that covers the greatest number of districts of the country and provides banking services to more than a million Customers. With a multi-disciplinary brand, committed Employees, and a solid Social Responsibility programme, the Bank shapes its path on the way to greater excellence, without losing focus on the business and the needs and expectations of its Customers.

The dissemination and disclosure of information to Employees in the health area, namely HIV/AIDS prevention, is also part of the social responsibility policy of the Bank.

3.2. BUSINESS SEGMENTATION

Millennium bim has its business segmented into different business areas, namely Mass Market, Prestige and Corporate. Covering Customers with financial assets as indicated in the table below.

Customers	Segments	Criteria
Mass Market	Individuals	Resources < 350,000 MZN or Monthly income < 60,000 MZN
	Business segment	Annual turnover < 38,000,000 MZN or Bank Involvement < 500,000 MZN
Prestige	Individuals	Resources >= 350,000 MZN or Monthly income >= 60,000 MZN
	Business segment	Annual turnover >= 38,000,000 MZN or Bank Involvement >= 500,000 MZN or Companies belonging to Economic Groups; Prestige-Business Customers
Corporate	Corporate	Annual turnover >= 100,000,000 MZN or Bank Involvement >= 5,000,000 MZN or Companies belonging to Economic Groups in which the majority shareholder is in the Corporate segment and Corporate Customers of the Millennium BCP Group

On the other hand, the Corporate segment has a portfolio of Customers with a specific profile for this segment, with an annual turnover of more than 100,000,000 Meticaís and a Bank involvement of more than 5,000,000 Meticaís. The Corporate segment also covers Customers whose majority shareholder is in the Corporate segment of Millennium bim, the largest shareholder of Millennium bim.

BANK POSITIONING

The expansion of the Customer base and the readjustment of the portfolio in accordance with financial assets make an ongoing contribution to the Bank's consolidation as market leader and to the personalisation of the commercial offer.

In spite of the Bank's efforts to financially educate the population participating in the banking sector, with a view to increasing the use of the alternative channels, the branch network continues to be the main channel and the one that the majority of Customers favour, maintaining their preference for personal contact with the Customer Manager. Hence, during 2011 Millennium bim continued its commercial strategy underpinned by the branch, ATM and POS network expansion programme.

Regarding Customer service improvement, the Bank has continued, year after year, to promote its alternative access channels, continually improving the activity of the Call Centre which incorporates the various remote banking channels that complement the branch network, namely the Millennium bim Line, the Millennium sms and internet banking (www.millenniumbim.co.mz). These alternative channels enable increasing the Customer's participation in managing their financial assets and in the use of the Bank's services and is associated to high security parameters, which enable increasing the fluidity of Customers' interaction with the Bank and to eliminate schedule constraints, as well as the need to travel to branches.

Electronic banking guarantees the desired national coverage enabling greater accessibility for Customers. The increase and modernisation of ATM and POS, through the substitution of older machines for modern equipment with improved performance, contributed to a marked growth in transactions.

3.3. DIALOGUE WITH STAKEHOLDERS

Establishing suitable and available channels to enable an effective dialogue with the major Stakeholders constitutes a priority in the implementation of the Bank's sustainability.

3.3.1. CUSTOMERS

Effective Customer service is a necessary condition to ensure the sustainability and very existence of the Institution. In view of the basic principle of recognising and exceeding Customer expectations, the activity of Millennium bim constitutes a reference in the market owing to the difference of its innovative product and service proposals on offer. Being a universal Bank in terms of its offer, Millennium bim has adopted a segmented approach for its more than one million Customers throughout the entire country, ensuring an effective and targeted interaction to provide each Customer with a suitable response to their expectations, based on an in-depth and comprehensive knowledge of their needs.

The commercial strategy of Millennium bim is essentially based on the offer of products and services, with emphasis on:

- The comprehensive range of financial products and services, directed at the different market segments, which have different and specific needs in accordance with their characteristics;
- The high degree of accessibility, through the integration of the various access channels to the Bank enabling an improved level of service and an effective interaction with the Customer.

The relationship with Customers requires from the Bank a keen sensitivity to customer service, in order to identify situations of lack of efficiency and to comply with the recommended levels of service. To that end, Millennium bim uses the figure of the Mystery Customer, an instrument whose results contribute to the monitoring of improvement actions in terms of behaviour, practices and processes.

Visits are undertaken by the Mystery Customer throughout the year to various branches in order to assess the quality of the service provided to Customers in connection with welcoming, sales or the resolution of complaints.

Contact Centre

The Contact Centre consists of a qualified and technologically well-equipped human platform that transports the voice of the Customer into the Institution. It answers all phone calls made to the Bank, whether of an operational purpose or to make a complaint and resolves all requests in timely fashion, guaranteeing that all contacts are appropriately handled.

Through a front-end personalised telephone service (Millennium bim Line) and a back-end service specialised in resolving more complex problems (Customer Service Centre), the Contact Centre plays a central role in Customer satisfaction, seeking to transmit trust and confidence to the Customer in the resolution of their concerns.

The Customer Service Centre acts as a barometer to assess the recurrence of complaints and to detect product and service bottlenecks, in order to subsequently solve them. The Customer Service Centre acts impartially, essentially in accordance with internal regulations. It has a telephone communication quality control programme with the objective of reinforcing the Bank's customer service excellence and convenience.

Millennium bim Line

Another offer of the Bank is the Millennium bim Line which constitutes a complementary access to branches and that allows Customers, anytime and anywhere, to contact their Bank, 24 hours a day, 365 days a year, for whatever reason, be it to obtain information, carry out transactions or communicate any issue related to their accounts.

Millennium bim continues to be the only Bank in Mozambique with a Telephone Banking service as an alternative channel to the branches, making the difference in the exemplary manner in which it has to serve its Customers.

Millennium bim also offers a vast range of other remote channels with a view to reinforcing the convenience and availability of the Customers' access to the Bank, as in the case of Internet Banking, the Millennium sms service, ATM and POS.

3.3.2. EMPLOYEES

The dialogue with employees model is underpinned by a series of integrated policies, considering that these are a valuable asset and driving force behind the implementation of the Bank's strategic approach and the results achieved.

A fundamental instrument in this process is the carrying out of an annual employee satisfaction survey, which in line with previous years registered a high level of participation, reflecting the involvement and interest of all employees in the present and future of the Bank.

The performance assessment system is another instrument of vital importance in the integrated human resource management model. Employee surveys and assessments enable validating the identification of possible critical areas that affect their degree of satisfaction, implementing actions aimed at their correction and, consequently, increasing employee motivation.

Employee Surveys

They are an indispensable instrument to support an effective dialogue with Employees, with all Millennium bim Employees participating simultaneously, via electronic means, with less environmental impact, reduced costs and improved efficacy in handling the information obtained.

Internal Communication

Sharing knowledge within the Bank, creating conditions that result in value added decisions is one of the most important forms of establishing a true corporate and Group culture. In this sense, the internal communication of Millennium bim seeks to integrate, share and extract relevant information for the various areas of the Bank, disseminating it through various channels, both from a domestic and multi-domestic viewpoint via the Group to which it belongs.

Reaching all Employees in a timely manner is the objective of the Bank's internal communication, namely:

- Informing Employees about the most relevant aspects of the life of the Bank;
- Providing information that supports and contributes to the improvement of the business;
- Sharing information relative to the various operations, providing Employees with recent information on the Millennium Group and its business aspects.

Supported by channels of distinct characteristics and periodicity, internal communication has defined priorities and objectives for each of the means used.

Among the various internal communication instruments that the Bank has, the following are noteworthy:

Corporate Home Page

Corporate home page is a universal channel, updated on a daily basis. Its objective is to maintain Employees informed about the most relevant aspects of the Institution, disclosing the different areas of activity of the bank, discussing topics of an institutional nature, highlighting useful and general information for employees, but strongly focused on the sharing of knowledge, dissemination and availability of support data and instruments directed at the commercial activity (products, business objectives, simulators, Customers, library, front-office and back-office applications, etc.).

The most relevant daily newspapers are also available in electronic format on the portal.

About Us

About us is a weekly electronic newsletter sent to all Employees, summarising the main highlights of the Operations of the Millennium Group.

Still within the scope of internal communication, there are two significant events in the Bank's calendar which are important means of transmitting information and of interaction between Employees and other stakeholders.

Strategic Corporate Meeting

Millennium bim holds on an yearly basis, involving the participation of management staff and other Employees with senior positions, being a privileged form of disclosing information related to the strategic objectives defined by the Bank, new projects or fundamental changes to be implemented, being also the opportune moment and forum to reward those Employees who have excelled in terms of performance.

Social Dialogue

The Bank favours dialogue and collective bargaining as means of regulating working conditions, striking a balance between Employees' interests and those of the Institution and the definition and internal dissemination of suitable and equitable parameters of people management.

3.3.3. SUPPLIERS

During 2011, Millennium bim continued to give priority to choosing Mozambican companies for the provision of goods and services that it needs to develop its business, only resorting to foreign companies when the internal solutions are not yet sustainable or do not exist, always ensuring that all comply with the rules imposed by the Mozambican Government and the various social commitments with respect to taxes and social security.

Investors/Stakeholders

In the relations with the Stakeholders, Millennium bim ensures the dialogue and provision of information that includes the disclosure of the Bank's results, the preparation and disclosure of information relative to various events (relevant facts and communications), such as disposals, acquisitions, investment plans and changes in assets or holdings.

3.4. PRODUCTS AND SERVICES

3.4.1. SOCIALLY SUSTAINABLE PRODUCTS AND SERVICES

Millennium bim gives priority to the confidentiality and protection of all the information regarding its Customers, essential for the establishment of a relationship based on mutual trust. The Millennium net, Millennium sms and Netshop (internet banking) are examples of financially sustainable products and services that the Bank offers, and which reflect the concern of Millennium bim in creating various options to meet Customers' needs.

The products and services that the Bank provides are the clearest evidence of the Bank's commitment to contribute to a sustainable development of the Mozambican people, in such relevant areas as the financial

inclusion of people who, since they belong to sectors of society that are not covered by the traditional offer of financial institutions, lack alternatives to fulfil their legitimate aspirations and life projects, as well as for Customers that already participate in the banking sector and that wish to be treated differently in accordance with their financial capability.

3.4.2. REMOTE CHANNELS

Millennium sms – access to the bank account via mobile phone. The service enables transfers between Millennium bim accounts and other Banks accounts, consulting current account balances, ordering cheques, carrying out service payments, consulting exchange rates and credit card movements and carrying out top-ups of mobile and landline phones, available 24 hours a day, 365 days a year.

Millennium bim Line – telephone banking service, through which it is possible to obtain information on products and services, consult account balance or movements, make transfers, request or cancel cards, order cheques, subscribe to insurance or leasing, etc., in a fast and accessible manner, 24 hours a day, 365 days a year.

Millennium net – electronic portal of the Bank, which operates via the Internet and allows individual Customers and companies to carry out a variety of financial operations, at any time on the portal www.millenniumbim.co.mz.

Netshop – E-commerce Service, a space available for companies to place their products and services on sale, through a "virtual store", where the Bank only provides an online payment platform. Its advantages involve giving the Customers (sales entities) the opportunity to reach their Customers more quickly, enabling the online sale of their products and services without bureaucracies.

3.4.3. CARDS

Among the many types of cards available to Customers, the following are noteworthy:

Visa Electron Debit Card – is a means of payment that allows access to ATM and POS of the Visa Network.

Visa Electron Woman Card – is a debit card issued by Millennium bim directed at the feminine segment, which offers a number of exclusive benefits, among which are Health Insurance that covers expenses with breast cancer and cervical cancer, and discounts at various participating commercial establishments.

Visa Credit Card – card with a previously established credit line and limit, which allows making payment of goods and services at millions of establishments around the world that are members of the VISA network. Classic and Gold variants have the advantage of allowing cash withdrawals (cash advance) and partial payments (revolving credit) to be made, which may vary between 10% and 90%.

Flamingo Visa Credit Card – is an exclusive product of Millennium bim, which guarantees automatic access to the "Flamingo Club Frequent Flyer Programme" for the cardholder. It is a package of services associated to different partners, enabling the purchase of travel services and winning double miles (for the purchase and the miles travelled), in addition to access to a special points (miles) programme associated to the Flamingo Club Frequent Flyer Programme.

"Cobranded" Cards – In addition to others, we highlight the Home Center Credit Card, a means of payment that allows one to determine the card instalments, and which guarantees immediate access to the Permanent Credit Line for purchases at the Home Center and Premier Group Mica establishments from the north to the south of the country. With no annual fee, it enables an additional card associated to the card-account to be issued, managing the card payment, and provides access to discounts and special promotions at the Home Center and Premier Group Mica establishments.

3.4.4. FINANCING

New Life Loan – is a short/medium-term loan to meet personal needs, with a maximum repayment period of 5 years. It is intended for the purchase of furniture, household appliances and computer equipment, among other durable goods, and allows paying for car maintenance expenses, travel services and holidays, taxes, as well as medical, wedding and training expenses.

Factoring – With the Factoring of Millennium bim, corporate Customers sell on credit and receive immediately. It Anticipates revenues, handles collections and improves treasury management.

Leasing – It is a medium and long-term financing directed at Individuals, Companies and Sole Proprietorships for the acquisition of movable or immovable property, with the advantage of enabling monthly payments adjusted to the Customer's needs, exempt from stamp duty. This service is available on the various channels of Millennium bim.

Mortgage Loan – it is a loan product that Millennium bim offers its individual and/or company customers to meet their housing or real estate needs, more specifically for acquisition, construction and works.

Innovative Term Deposits – Family Saving Plan – It is an innovative Term Deposit that allows for programmed savings, carried out automatically by the Bank. There is no minimum subscription amount or minimum amount for scheduled payments. The term is 365 days (renewable). Scheduled additional deposits are possible. Total flexibility with respect to scheduled payments, and the Customer defines the date and the amount, with the possibility of making changes at any time. It is also possible for the Customer to make additional deposits at any time, with no limit in value or in the number of additional deposits per month. In the event of early liquidation, the interest corresponding to the month in which the liquidation was requested will be penalised.

3.5. RIGOUR AND TRANSPARENCY

The Bank follows a corporate governance model with separation between executive and supervisory powers. At Millennium bim the executive powers are delegated by the Board of Directors to the Executive Committee, whereas the supervisory powers are, delegated to the non-executive governing bodies. The various committees, created with the objective of analysing strategic issues for the Group, play an important role in the approach that the Bank follows in its day-to-day.

In addition to the corporate governance model, the Compliance, Risk Management and Audit areas are responsible for the consolidation of the procedures by which the Bank conducts its business, always in accordance with the best international corporate governance practices and those of the International Financial Reporting Standards (IFRS).

Any Annual Report of the Bank that reports its financial activity for the year under analysis is also an important support in the analysis of the financial situation of the Bank and of the Group. The Group portal (www.millenniumbim.co.mz) is a tool whereby said Reports can be accessed, as well as other information of interest for customers or any person interested in the Bank's business.

3.5.1. COMPLIANCE

With the task of ensuring compliance with the internal rules of the Bank, laws and legislative acts issued by the competent authorities, as well as the best international practices in the banking business, the Compliance Office, in conducting its activity, monitors compliance with regulations by the various areas of the Bank, with a view to guaranteeing their fulfilment and assessing the knowledge of employees regarding the same.

The Bank provides a recurrent training programme for Employees on issues related to compliance with rules and makes available regulations on the intranet that guide the business in terms of Compliance. The employees' training programme is transversal to the Bank and its associated company (Insurance company) and covers all business areas.

In Mozambican legislation, Law no. 7/2002 was published in the Boletim da República (Official Gazette) no. 7/2002, of 13 February, which establishes the legal regime for the prevention and prosecution of acts involving the laundering of money, assets, products or rights resulting from criminal activities, regulated by Decree no. 37, published in Boletim da República no. 37, of 8 September 2004. This legislation entered into force for financial institutions through Notice no. 1/GBM/03, of 26 February, of the Governor of the Bank of Mozambique. The Bank recognises the validity of the recommendations of the Group d'Action Financiere/Financial Action Task Force (GAFI/FAFT) on the prevention of the use of the financial system for the purposes of money laundering, issued in 1990 as well as its update, in 2001, with the inclusion of the combat against terrorism financing. The abovementioned legislation and recommendations were included in the Bank's regulations.

Compliance with the best international practices regarding Know Your Customer (KYC) and due diligence involved the installation of filters in order to detain operations of entities subject to confiscate or international sanctions and transactions in cash of a total amount or partial amounts equivalent to 441 minimum salaries, subject to verification according to the law.

3.5.2. RISK MANAGEMENT

The Risk Office is the area of the Bank responsible for risk management. The duties attributed to this area are included in the strategic objectives of the Bank in respect of improving solidity and confidence. The activity of this area contributes to the improvement of internal control, based on the improvement and strengthening of the risk measurement and control policies and instruments.

The Risk Management function continues to play an important role, within a context of maintenance as a component of the Bank's internal control system and as a fundamental vector for the sustainability and development of the business. In addition to protecting business profitability through the definition of concrete policies and guidelines for the control of various risks to which Millennium bim is exposed, Risk Management also proactively promotes the implementation of metrics and instruments for the assessment and delimitation of risks.

3.5.3. AUDIT

Internal audit is a component of the internal control system of Millennium bim, whose mission is to provide an independent, objective and consultancy assessment of all the activities of Millennium bim with the objective of adding value, improving operational efficiency, risk management and the internal control system. It ensures that the Bank and the Insurance Company meet their objectives, through the application of a systematic and disciplined approach to assess the effectiveness of the risk management, internal control and governance processes.

In terms of general duties, the Audit Department is responsible for:

- Developing fraud prevention, detection and control activities;
- Examining and assessing the efficiency and effectiveness of the internal control system of the operations and activities;
- Examining the application and effectiveness of the risk management procedures and the risk assessment methodologies concerning operations and activities;
- Examining the financial and management information systems, including the electronic information systems;
- Examining the accuracy and confidence in the accounting data and the financial reports;
- Testing the specific internal control procedures of the various business and support areas of Millennium bim and of Millennium seguros, as well as issue improvement recommendations;
- Assessing adherence to the regulatory, legal and supervision requirements, as well as approved policies and procedures;
- Issuing prior opinions on manuals and procedural rules;
- Assessing the effectiveness of implemented policies and procedures and making recommendations for their improvement;
- Identifying cost cutting opportunities and providing recommendations for improving cost efficiency;
- Assessing if resources are being obtained economically, used efficiently and stored adequately;
- Undertaking investigation processes recommended by the Audit Committee, the Board of Directors or the Executive Committee;
- Interacting with external auditors, other audit bodies and audit communities.

The main recommendations outlined in the reports are analysed by the Audit Committee, which meets quarterly.

The Audit Committee is a decision body in matters related with the activity of the Audit Department, being responsible for defining the strategic guidelines of the internal audit duties, the appreciation of more relevant audit matters at any given time and the sharing of experiences among the various institutions of the Millennium bim Group.



CHAPTER 4 – COMMITMENT TO SOCIETY

4.1. MORE MOZAMBIQUE FOR ME

Committed to social growth, human development and the improvement of the day-to-day conditions of the Mozambican people, Millennium bim created in 2006 its Social Responsibility Programme – More Mozambique for Me – focusing on the principles and values associated to the Institution.

Being socially responsible for the Bank in areas such as health, education, culture, sport and social action, acting and interacting closely with those with the greatest need through the creation and development of sustainable projects, setting targets and fulfilling objectives throughout the country, is the role that the Bank intends to fulfil for the benefit of the country's progress.

Aware of the fact that the obtainment of the results intended, in each action, is only possible with the support of each partner; and that the structured planning is vital for this to be a sustainable and effective programme, Millennium bim outlined the following objectives:

- Strengthen its role in the social welfare sphere by focusing on that which is really important and where it can make a difference.
- Undertake a worthwhile project that serves as an example for civil society, as something positive, useful and necessary.
- Captivate, attract and involve in the project all those partners that identify with it.
- Value life and instil in Mozambicans the capacity to dream, to realise and exceed their dreams.

Millennium bim offers Mozambican people the possibility of dreaming, of inspiring themselves and of continuing to work on building their future. More Mozambique for Me represents the effort, dedication and pride of all those that participate in the programme.

4.2. FROM ROVUMA TO MAPUTO

Participating in the growth and development of the country is a challenge for Millennium bim. Since its creation in 2006, "More Mozambique for Me" has reached more Mozambique and Mozambicans, through actions that extend to provincial capitals, with the objective of providing all with equal opportunities.

Millennium bim Mini Basketball Tournament

Millennium bim organised for the 6th consecutive year the Millennium bim Mini Basketball Tournament which, for the first time, included the participation of the city of Xai-Xai, in addition to Maputo, Beira, Nampula, Quelimane and Tete.

In partnership with the Railroad Club of Mozambique and the Association of Basketball of the city of Maputo, and in collaboration with schools, clubs and neighbourhoods, the Millennium bim Mini Basketball Tournament in 2011 involved more than 1,500 children between 8 and 12 years of age.

As a result of the work undertaken in these last 6 years, there are more and more athletes that began their career in Millennium bim Mini Basketball, and who are now part of the group of athletes that represent Mozambique internationally.

With the holding of this sports event, Millennium bim aims to foment in children the sport, team and solidarity spirit, as well as create the conditions for the development of new school groups and basketball clubs, which will in turn encourage the greatest number of young people to practice basketball.

Six years after their creation, the Millennium bim Mini Basketball Tournaments figure prominently in the national sports calendar, which is why they continue to cover more and more of the entire country, confirming the Bank's commitment to developing and fomenting the sport among the younger population, consolidating what has already been achieved and continuing plans for expansion.

Maputo

In its 6th year, the Millennium bim Maputo Mini Basketball Tournament was one again disputed in the Ferroviário de Maputo field where 400 children, making up 32 teams, had the opportunity to do what they most like doing during eight weeks, having fun and competing.

Having been a pioneer in the Mini Basketball Tournaments year after year, the province of Maputo has witnessed the development of the technical and human qualities of the athletes that participated in past editions of the event, who help and encourage the younger ones, transmitting values and rules of conduct learnt in previous years, helping them grow as men.

Endowed with a fighting spirit and an enormous desire to succeed, the young players showed the public during the games their potential as future athletes.

The closing party was attended by all the athletes that participated in this tournament, with prizes and diplomas having been awarded to all participants, and which also included the performance of musical groups.

Beira

In its fifth edition, the province of Sofala demonstrated once again that its athletes have an extremely high technical quality, having shown enormous commitment, effort and dedication during the Millennium bim Beira Mini Basketball Tournament.

Once again, the Clube Ferroviário at Beira fields played host to this sporting event, where during eight weeks of tournament, about 160 children, making up 16 teams (8 male and 8 female), had the opportunity to practice sport, to combine dancing and culture, and to participate in educational contests.

Nampula

The fourth Millennium bim Nampula Mini Basketball Tournament was held in the field of the Catholic University of Mozambique, in which 16 teams (male and female) participated, involving children of the various schools of the city of Nampula, of between 8 and 12 years of age.

Once again, the success of the Millennium bim Nampula Mini Basketball Tournament was primarily due to the combined synergies of the various partners that believed in and worked together so that a sport project could continue to be a reality for many children, offering its participants all the resources needed for the practice of this sport, in line with the value standards required by this project.

On the closing day it was possible to watch great finals, worthy of major venues and great players, results that kept everyone guessing until the end, twists and turns and a lot of commitment and dedication to achieve the goals intended.

Quelimane

The third edition of the Millennium bim Mini Basketball Tournament was held in the Sporting Pavillion of Quelimane, in which 16 teams participated.

With all the human (instructors, organisers and technical teams), material (equipment, balls, whistles) and physical (premises and fields) resources necessary for the effective practice of the sport, the second year of participation of the province in the tournament consolidated the previous year's performance, having improved in the various areas.

Tete

The 2nd Millennium bim Tete Mini Basketball Tournament was held in the Chingale de Tete field. In 2011, following the success of the performance of its athletes in their debut in the previous year, it is worth highlighting the joyful and heartfelt participation of the 200 participating athletes, as well as the effort of all the technicians involved.

On the closing day, all participants experienced a mix of emotions, joy and pride in their achievement, but also sadness due to the end of a project that represents so much human value for each one.

Xai-Xai

In 2011, and for the first time, the tournament reached the province of Gaza, namely the city of Xai-Xai, where about 200 children competed during 8 weeks in the 1st Millennium bim Mini Basketball Tournament, at the High School of Xai-Xai.

Being this the first year in which the province of Gaza participated in the Millennium bim Mini Basketball Tournaments, the training provided to the instructors, referees and assistant staff lasted longer. All the elements of the technical team received training from teachers specialised in this sport, during which matters of a technical and social level related to the tournament were discussed. The aim of this training is to provide all those responsible for the holding of this tournament with the resources to ensure that Millennium bim Mini Basketball continues to be an excellent opportunity for the practice of this sport, giving athletes the possibility of practising and improving their competitive levels.

The first edition of the Millennium bim Xai-Xai Mini Basketball Tournament focused on the competitive posture and fair play of all those involved, and on the strong participation of the public, present on a massive scale during the days of the Tournament, buzzing with the performance of the athletes and instilling in young people greater motivation and the will to surpass themselves in every play.

The closing ceremony, with animation, parades, speeches and live music, was attended by the Governor of the Province and Education and Sports representatives, among many other guests, who watched a final filled with strong emotions and a result that kept everyone guessing until the very end.

International Children's Day

To mark International Children's Day, and continuing its active participation in the construction of a better future for the younger generation, Millennium bim undertook some actions within the scope of the Children's month commemorations.

In this way, responding to the needs of the wider Community, Millennium bim offered the commemorative lunch of this occasion to the children of the Association for the Professional Art of the Orphan Child in Mozambique, in Tete, computers to the Servant Sisters of Santa Maria Orphanage, in Nampula, school material for the children of the Ajuda a Crescer Association in Maputo and also offered prizes to the winning students that participated in the activities developed at the Minkadjuine Primary School, in Maputo.



Millennium bim Mini Basketball Tournament – Maputo.



Millennium bim Mini Basketball Tournament – Beira.



Millennium bim Mini Basketball Tournament – Xai-Xai.



International Children's Day – offer of school material to the winning students that participated in the activities developed at Minkadjuine Primary School, in Maputo.



Millennium bim Mini Basketball Tournament – Maputo.



Millennium bim Mini Basketball Tournament – Nampula.



International Children's Day – offer of school material for the children of the Ajuda a Crescer Association, in Maputo.



International Children's Day – offer of the lunch to the children of the Association for the Professional Art of the Orphan Child, in Tete.

4.3. MORE MOZAMBIQUE FOR ME – A VIEW OF MOZAMBIQUE

4.3.1. ACTIONS IN THE PROVINCE OF MAPUTO

Road Safety

In partnership with the Police of the Republic of Mozambique (PRM) – Traffic Department of the General Command of the Police, the Road Safety Campaign, launched in December 2010, is a means of contributing to the reduction of the high rate of road accidents in national territory, which has been increasing over the last few years.

The first phase of the campaign covered 20 primary schools of the province of Maputo, where agents seconded by the PRM gave lectures, provided training and alerted to the real dangers of the road.

The older students received specific training, with the objective of, in the future, helping their younger colleagues cross the road at check-in and check-out times, and who will be appropriately equipped with complete traffic kits, composed of vests, traffic signals, whistles and caps, offered by the Bank.

Millennium bim believes that campaigns such as this one are vital for the reduction of the high number of road accidents that have been recorded recently, thus raising the awareness of the population in general and of young people in particular; instilling in them a sense of responsibility as citizens.

Offer of Office Material to PRM

Millennium bim has supported the Police of the Republic of Mozambique (PRM) and the Municipal Police, through the offer of material to three police stations in the city of Maputo, after having accepted an invitation from the Urban District no. 1 of Kampumbe to visit several state institutions.

The stations included in this action were: the Municipal Police Station of the Urban District no. 1, the 7th Station and the Canine Station, chosen due to the lack of appropriate conditions to perform their daily duties.

Hence, with the purpose of improving the working conditions of these police stations, Millennium bim offered office furniture, computers and support material for their administrative activities.

Recycling Project – AMOR

Aware of the importance of environmental issues, Millennium bim has reinforced the partnership initiated in 2010 with AMOR – Mozambican Association of Recycling – which consists of the separate collection of urban waste.

The project operates as follows: on the one hand, through the implementation of a separate collection of urban waste system, which consists of articulated bicycles that collect the waste from companies and residences that have previously requested this service and, on the other hand, through recyclable material purchase centres, where people deposit their litter for recycling.

AMOR currently has six Recyclable Material Purchase Centres, called eco-points, which are geographically distributed as follows: 5 in the city of Maputo (Janete Market, Museum, Downtown, Costa do Sol and Triunfo Neighbourhood) and 1 in the city of Matola (Santo Market), which was inaugurated at the end of the “A Clean City for Me” project, where students after collecting the litter from the city's main streets, carried out its sorting, separating cans, paper and plastic which they then deposited in the new ecopoint.

Waste management has an additional social dimension, in that hundreds of people that spend the day scavenging through garbage to find recyclable material – more commonly known as waste pickers – go out every day to obtain their daily sustenance from waste. In spite of their significant contributions in environmental terms, this group of workers is extremely vulnerable and victim of social exclusion. Millennium bim thus aims to also contribute to the social and economic inclusion of these waste pickers, humanising their social condition.

Another vulnerable group that found, in this project, a way to make a living were the members of the Xitzuki Community Association (HIV-AIDS sufferers), which are responsible for the promotion and management of the ecopoints.

The Bank views this initiative as an important mark in the environmental policy of the city, where poor garbage management is still very much in evidence. However, thanks to the existence of this project, every month more than 70 tons of garbage is collected from ecopoints, and more than 700 families now recycle their garbage, which indicates that one is on the right track to raising the awareness of every member of society to the importance of this issue.

A Clean City for Me

The cities of Maputo and Matola hosted the 5th Edition of the “A Clean City for Me” project. This initiative has become a milestone in the training of young people, raising their awareness of the importance of developing and conserving public spaces by developing sanitation and hygiene habits.

Millennium bim believes that campaigns such as this one are fundamental for raising the awareness of the population in general and of young people in particular; developing their sense of responsibility as citizens with respect to reducing garbage, which day after day fills spaces that should be garbage-free.

This project consists of two components: raising community and youngsters’ awareness to their social roles and provision of support to schools, with a view to helping them meet their most pressing needs. In exchange for students’ voluntary work, the “More Mozambique for Me” project promotes rehabilitation works in schools, as well as offering books and sports supplies, and attempting to meet other priority needs.

In 2011, 3,000 students from 20 Maputo and Matola primary schools participated in “A Clean City for Me”, a project aiming to promote the cleaning of emblematic spots in both cities. Over three Saturdays, the children focused on cleaning priority areas, such as the Zoo, the Xiquelene Square, the Eduardo Mondlane Statue and the Peace Square, amongst others, as well as engaging in activities aimed at preserving their school locations.

The Municipality of Matola was chosen as the final location for the 5th edition of this project. All Maputo and Matola school children gathered at this location to clean its streets; over 1,200 students and teachers, divided into groups, worked together on cleaning streets and symbolic Municipality spots, such as Rua da Rádio, Av. do Zimbabwe, the Commerce (Godinho) Square and its surroundings.

The closing ceremony, which took place at the City of Matola Council Hall, was attended by the Mayor of Matola, Millennium bim directors and the principals of all schools involved, who were presented with participation awards for their contribution to this project.

This second action included the support of strategic partners, such as the Companhia Industrial da Matola and Nestlé, which contributed with the offer of lunch kits for the children involved. Millennium bim also relied on the special collaboration of AMOR – Mozambican Association of Recycling – of which Millennium bim is the main partner in the separate collection of urban waste project. This association taught students the importance of sorting and recycling garbage, complementing that which is the basis of this project.



Road Safety – lectures about the real dangers of the road.



Road Safety – specific training that will help the youngest cross the road at school check-in and check-out times. They received traffic kits composed of vests, traffic signals, whistles and caps.



5th Edition of the “A Clean City for Me” project – awareness of the importance of developing and conserving public spaces.



5th Edition of the “A Clean City for Me” project – development of streets’ sanitation and hygiene habits among young people.



Recycling Project – AMOR, Mozambican Association of Recycling.



AMOR – separate collection of urban waste.



5th Edition of the “A Clean City for Me” project – developing the sense of responsibility as citizens.



5th Edition of the “A Clean City for Me” project – the closing ceremony was attended by the Mayor of Matola, Arão Nhancala, the Director of Millennium bim, Ricardo David, and the Principals of all schools involved.

The following entities participated in the 5th Edition:

- Industrial and Commercial School of Matola;
- SOS Herman Gemneir School;
- Josina Machel High School;
- Polana High School;
- Francisco Manyanga High School;
- Estrela Vermelha High School;
- Noroeste High School;
- Lhanguene High School;
- Emílio Guebuza High School;
- Joaquim Chissano High School;
- São Gabriel High School;
- Matola High School;
- Ana Mogas High School;
- Heróis Moçambicanos High School;
- Quisse Mavota High School;
- Zedequias Manganhela High School;
- 3 de Fevereiro Primary School;
- A Luta Continua Primary School;
- Filipe Samuel Magaia Primary School;
- Alto-Maé Primary School.

This kind of actions evidence the commitment to society assumed by Millennium bim, which this institution wishes to maintain and strengthen: training of youngsters, by raising awareness to their responsibility to society, and encouraging good habits that will guide their future actions.

Millennium bim Banking Olympics

A total of 400 students participated in the Olympics, an initiative involving 10 high schools in the cities of Maputo and Matola, where students answered a written test on banking and general knowledge.

In order to help students prepare for the various assessments, Millennium bim presented all participants with a Manual of Banking Procedures and General Knowledge specifically prepared for this event.

The final took place after the 40 best candidates were selected. This event, which consisted of a competition, was attended by more than 500 students, teachers, parents and press representatives. The undisputed winner was the Francisco Manyanga High School, represented by Anselmo Berto and Irina Razul, who answered the largest number of questions correctly, in a close, heated competition with the Estrela Vermelha High School.

The closing ceremony, where awards were presented to the winners and other participants, included several performances by music groups, followed by a lunch where all participants had the opportunity to fraternise.

It is through projects such as these that Millennium bim assumes its commitment to the development of the country's education through investment in initiatives that contribute to the progress and training of future generations.

The schools that participated in the 2011 edition were:

- I.º de Maio Industrial School;
- SOS Herman Germneir School;
- Eduardo Mondlane Complete School;
- Quisse Mavota High School;
- Matola High School;
- Emílio Guebuza High School;
- Josina Machel High School;
- Polana High School;
- Francisco Manyanga High School;
- Estrela Vermelha High School.

Millennium bim Responsible

In line with the idea that social responsibility practices must begin internally and be shared among all its Employees, Millennium bim created in 2010 its corporate volunteer programme, the Millennium bim Responsible.

Once again the Employees of the Bank participated in social and community interest actions, contributing to the improvement of the quality of life and well-being of the community. The institutions covered in 2011 were the Piloto Centre and the Maguaza Centre.

Piloto Centre – The Piloto Centre is a reception centre for orphan children, located in the Patrice Lumumba Neighbourhood, in Infulene, about 15 Km from the city of Maputo.

The Centre began operating in 2003 and there are currently 60 children living at the centre (40 boys and 20 girls) between the ages of 7 and 18 years old. All the children that live here study at the school that was built at this centre. However, due to the lack of teaching establishments nearby, the school also receives children from the surrounding neighbourhoods.

The Employees of Millennium bim and Millennium seguros joined efforts to offer clothes, teaching material and toys, among other articles, with the objective of contributing to the improvement of the living conditions of the children that reside here.

This Centre also received furniture and computers for the recreation room, where the children spend their free time and do their school work.

Maguaza Centre – The Maguaza Centre is located in the district of Moamba, province of Maputo, and receives children in extreme situations (lost children, victims of rape and abuse, kidnapped children, etc.), which can only remain at this Centre for a maximum of 60 days, being subsequently sent to specialised institutions, depending on each case.

Millennium bim built a bakery, which will in the future serve as a means of subsistence of this Centre.

At the same time, the Employees of the Bank participated actively in improving the remaining premises, painting rooms and restoring the children's playground, among other activities, which together with the children residing there brought happiness and a feeling of accomplishment to everyone.

Christmas Party – Police Force of the Republic of Mozambique – Millennium bim participated, for the second consecutive year, in the Christmas Party for Orphaned Children, organised by the Social Services of the Police Force of the Republic of Mozambique (PRM), having offered school supplies to 400 children attending the party, thus contributing to their academic success.

This event, which took place at the Intervention Force Headquarters, in Maputo, was attended by the General Commander of the Police Force of the Republic of Mozambique and other high-ranking PRM officers, as well as representatives of various companies that joined this initiative in order to provide a memorable day to the 400 children involved, who benefited from this opportunity to socialise and receive several gifts.

Events such as these bear witness to society's recognition of the work and dedication of Law and Order representatives, especially those who have lost their lives in the line of duty.

Department of Paediatrics of the Mavalane General Hospital – Millennium bim has offered educational materials, games and toys to the Mavalane General Hospital, in Maputo, for the paediatrics waiting room.

This initiative arose from the need expressed by the Hospital to improve the conditions offered to paediatric patients. This offer allows patients to relax and enjoy waiting periods, thus strengthening bonds and promoting trust between patients and doctors.

4.3.2. ACTIONS IN THE PROVINCE OF SOFALA

Nhanguco Primary School

The Nhanguco Primary School was built in 2008 by Millennium bim, in a project that reinforces the commitment of the Bank to the development of the country's education, through investment in initiatives that contribute to the progress and training of future generations.

The school currently has 500 students, which represents a significant increase in relation to 2008, when only 150 students attended the school.

Manuel Marecos Duarte, (Chairman of the Executive Committee of Millennium bim), in his most recent visit to Gorongosa, offered the school and all its students books and school material. The objective of this initiative is to, once again, improve the study conditions of the children that attend the Nhanguco Primary School and continue to reinforce the importance of the development of education.

4.3.3. ACTIONS IN THE PROVINCE OF NAMPULA

Netia Mission

The Netia Mission was founded in 1962. It is an institution dedicated to community work in the region of Monapo, province of Nampula, which in conjunction with the local community supports those most in need and helps in the education of more than 1,000 children every day, 50 of which in a boarding school regime.

Based on the belief and sharing of the same values that the Netia Mission has defended, over all these years of activity, that the Bank offered this Institution computers for the opening of a computer room, in recognition of the extensive work that the Institution has undertaken benefitting hundreds of children, helping them grow and supporting their development.

4.4. SPONSORSHIP

Construed as communicating and developing a relationship with society, the objective of the Sponsorship Policy of Millennium bim is to consolidate the image of the institution, subject to the fulfilment of its Mission, Vision and Strategic Guidelines.

This Policy is an integral part of the Annual Communication Plan of the Bank, in addition to being an instrument to leverage businesses, of maintenance of a political-institutional relationship and of identity promotion, which can be executed via the provision of human, physical, financial or material resources in projects geared towards the development of Mozambique.

For Millennium bim the attribution of sponsorship must take into account institutional and marketing objectives, defining the application of the investment of resources in the following segments:

- **Commercial:** that contributes to the leveraging of the Bank's businesses, such as: fairs, exhibitions and other actions where products and services of the institution can be divulged and/or negotiated;
- **Institutional:** that projects the image of the Bank without specifying products and/or services, promoting its positioning or reinforcing its concept and identity in Mozambican society, consolidating its image as a financial institution responsible for the development of the country;
- **Cultural:** that aims to strengthen and develop the art and culture of the country, preserving the national identity; promoting opportunities to create, produce and disseminate Mozambican culture;
- **Educational/Social:** that is able to support the implementation of the Social Responsibility Policy of the Bank, eradicating poverty, providing better education, empowering society and preserving human rights;
- **Sports:** that aims to support the practice of sports activities, as a complement to actions of a social nature, or in support of high performance sports activities, whose promotion enables improving the visibility of the Bank at a national and international level.

4.4.1. EDUCATION

USTM – São Tomás University of Mozambique – attribution of a monetary prize to the best student of the institution in the second Graduation Ceremony of the institution.

AEU – UEM – University Students Association of the Eduardo Mondlane University – financial support for holding the Health Fair based on the International University Student Day.

UCM – Catholic University of Mozambique (Tete Delegation) – attribution of a monetary prize to the best student of the Economics and Management Course during the graduation ceremony.

4.4.2. SPORTS

Shakil Fakir – Sponsorship of the swimmer Shakil Fakir to attend the high performance school, Tuks Sport High School, in South Africa, as a means of reconciling academic and sporting life.

The swimmer Shakil Fakir, who is 12 years of age, is the prodigy of Mozambican swimming. Several times champion in his age group in national and international competitions, he is also the holder of various records and is considered one of the great promises of African swimming.

“ÍDOLO” Magazine – Sponsorship for the monthly edition of the “ÍDOLO”, a Mozambican publication dedicated to the promotion of all sports at all levels.

Vilankulo Football Club – Supporting the participation of the Vilankulo Football Club in the National Football Championship of the First Division of “Moçambola”. The Vilankulo Football Club is the current representative of the Province of Inhambane in the most important football competition of Mozambique.

Grupo Desportivo de Inhambane – Celebration of a contract aimed at supporting the various sports of the club, promotion of sporting activity (top-level, training and recreation), and recovery of the sporting park of the club.

Sporting Clube da Beira – Sponsorship for the participation of the club in the First Division National Football Championship, and improvement of the conditions of its sporting park.

Clube Desportivo da Manhiça – Supporting the participation of the club in the Provincial Championship of Maputo.

Grupo Desportivo de Maputo – Millennium bim has, since 2003, been one of the biggest sponsors of Grupo Desportivo de Maputo, an historic club in Mozambique. The Bank supports the training groups and senior levels of the club's main sports (football, basketball, swimming and hockey), and is closely linked to many of the national and international milestones of the club. The Grupo Desportivo de Maputo is known for its ability to produce great athletes, with emphasis on their conquests the senior women's African basketball bi-championship and the various national titles conquered in football, hockey and swimming.

Maxaquene Sports Club – With the aim of rehabilitating the Maxaquene Pavillion, Millennium bim and the Maxaquene Sports Club signed a partnership agreement in which it was agreed to change the name of the pavillion to “Pavilhão Millennium bim Maxaquene”. This agreement included the modernisation of the infrastructures of the pavillion, transforming it into a perfect place for the practice of sport, improving the performance levels of the athletes in a greater number of sports, creating conditions to hold more games and tournaments, increasing the number of competitions, drawing more public to sports events and also conquering more sportspersons and sports fans. This initiative aims to improve the quality of the offer of sports fields for the practice of sports in the city of Maputo, thus contributing to the development of the sport in general.

Millennium bim Race 2011 – Millennium bim organised in 2011 the 6th edition of the Millennium bim Race, covering a distance of approximately 13 Km and which is already a reference in the national sports calendar. This initiative included the collaboration of the Athletics Association of the city of Maputo and of Friends in Global Health with the intention of promoting the widespread practice of this sport. About 700 athletes divided into various categories (youth, veteran, federated, popular, disabled people on tricycles and disabled people on wheelchairs) had the opportunity to socialise and practice the sport in accordance with its universal rules. Millennium intends to continue to support this initiative by fomenting the development of the sport, as well as contributing to the practice of the sport and the emergence of new talents.

4.4.3. SCIENTIFIC RESEARCH

Mozambican Order of Engineers – Sponsorship for holding the 3rd International Engineering Congress of Mozambique and the 6th Luso-Mozambican Engineering Congress.

São Tomás University of Mozambique – African Journal of Governance and Development – Support for the Research Centre of the São Tomás University of Mozambique for the launch of the scientific magazine called African Journal of Governance and Development. The biennial magazine includes scientific articles from national and foreign academics.

Tax Authority & Piaget University – Sponsorship for holding the Port and Railways Management Conference.

4.4.4. CULTURE

KULUNGWANA – Association for Cultural Development: 7th International Music Festival – Granting sponsorship for holding the 7th International Music Festival of Maputo, an event that brings together jazz artists of Mozambique, soloists and international philharmonic orchestras.

Government of the District of Marracuene – “GWAZA MUTHINI” – Supporting the festivities of 115 years of the mythical Battle of Marracuene, which involved the Mozambican warriors led by Mahazule, Zixaxa and Mwamatibjana against the Portuguese colonial troops. It is an event of meaningful historical value that pays tribute to the Mozambican warriors that sacrificed their lives in the fight against Portuguese colonial penetration in Mozambique.

Consulate General of Portugal – Day of Portugal, of Camões and of the Portuguese Communities – Sponsoring the sculpture workshop on the Day of Portugal and which brought together national sculptors at the Space of the Portuguese School of Mozambique.

Eduardo White – “A Aringa” – Supporting scientific research and the launch of the book “A Aringa”, a work that attempts to uncover the influence that the System Time of Zambezia (refers to the concession of land for a period of time by the Crown) had in the implantation of the colonial system in Mozambique and, subsequently, in the war against the colonial regime. Eduardo White is considered by many as one of the best Mozambican authors.

Samora Machel Documentation Centre – “Ano Samora Machel” – Sponsorship of the Samora Machel Documentation Centre to hold cultural activities, a cinema cycle, an International Conference and a television debate about “Ano Samora Machel”.

Frederico Morim in Person – From Andrade and Muronga to Drummond – Sponsorship for the 3rd exhibition of the artist Frederico Morim.

Edwin Filipe – Financial support for holding the 1st individual painting exhibition of the artist Edwin Filipe.

Government of the District of Massinga – Sponsorship for holding the 1st Beach Festival of Morrungulo, an activity included in the territorial marketing actions of the district of Massinga.

Avenida Theatre – 25 Years of the Mutumbela Gogo Theatrical Group – Sponsorship for holding the Theatre Festival in commemoration of the 25 years of the Mutumbela Gogo Theatrical Group and the launch of the commemorative book. Mutumbela Gogo is the pioneer theatrical group in Mozambique, which has an international dimension and contributes actively towards making the theatre available to the masses.

4.4.5. SOCIAL

MOVE Project – Sponsorship of the MOVE Project, aimed at encouraging national microcredit, supporting in a sustainable manner the growth of small Mozambican entrepreneurs. MOVE was born from an initiative composed by a small group of students of the Portuguese Catholic University, with degrees in Economics and Management, with the objective of volunteering to help improve the living conditions of the population of the Island of Mozambique, in the province of Nampula. In the first two editions, the project granted more than 39 loans in various sectors of activity such as fishing, hotel, tourism, aviculture, distribution, carpentry and metal work, among others.

The main objective of the team of volunteers is to train the local population in business and entrepreneurship, selecting the projects to which credit will be granted and, subsequently, following them up so as to obtain the expected results in line with the feasibility study. The projects are selected according to three parameters: profitability and sustainability, family and community impact and innovation.

Government of the Province of Sofala – Supporting the launch ceremony of the Strategic Plan of Development of the province of Sofala.

Municipality of Beira City – Supporting the festivities of the 104th anniversary of the Beira being recognised as a City.

Municipality of Maputo City – Financial support for the commemorative event of the 124 years of the city of Maputo.

Municipality of Maputo City – Offer of furniture and computer equipment to equip police units of the Police of the Republic of Mozambique (2 stations) and of the Canine Operational Unit of the district of Kampfumu.

Municipality of Tete City – Supporting the festivities of the 52nd anniversary of the City.

Ministry of State Administration – Sponsorship of the launch of the National Savings Promotion Campaign. This campaign aims to promote the practice of savings and the involvement of all sectors of activity with a view to developing creative initiatives to achieve this objective.

Municipality of Chókwé City – Supporting the commemorations of the 40 years of the city.



Nhanguco Primary School – built in 2008 by Millennium bim, in a project that reinforces the commitment of the Bank to the development of the country's education.



Millennium bim Banking Olympics – the host on 20 August marked the beginning of the Banking Olympics.



Millennium bim Banking Olympics – Francisco Manyanga High School hosted the Grand Final.



Millennium bim Banking Olympics – offer of a Manual of Banking Procedures and General Knowledge to all participants.



Millennium bim Banking Olympics – the first assessment was attended by 400 students.



Millennium bim Banking Olympics – a written test selected 40 students.



Millennium bim Responsible – Corporate Volunteer Programme – children of Maguaza Centre.



Millennium bim Responsible – social and community interest actions, contributing to the improvement of the quality of life and well-being of the community.

CHAPTER 5 – INVOLVEMENT IN SOCIETY

5.1. ENVIRONMENT

Being socially responsible, for Millennium bim, is to be aware of the impact that the business community has on the environment, it is knowing the importance that each action has so that tomorrow continues to be sustainable. In that regard, the Bank and its Employees endeavour to minimise the impact of its activities on natural resources. Significantly reduced the consumption of paper, through the scanning of information, and energy consumption, through the installation of modern systems of illumination control and automatic acclimatisation, preserving and increasing, in this way, the longevity and sustainability of the environment.

Millennium bim also adhered to the Green IT Project, whose aim is to build a civic and environmental education project, whose aim is to materialise, in its various dimensions, the contribution of the Information Technology (IT) System towards the sustainable exercise of its business activities.

This project involves a number of initiatives to reduce printing, energy and carbon dioxide (CO₂) consumptions, which also include several communication actions to be disseminated periodically, at a time when one of the greatest challenges that the planet faces in the long-term is related to the constant climate changes due to excess CO₂ in the atmosphere.

Millennium bim believes that the collective effort helps to improve the Environment in which we live. These are the first steps that Millennium bim is taking in the collective effort for the fight and preservation of the planet and its resources. There is still a long way to go before the guidelines defended in the Global Compact of the United Nations are effectively complied with.

5.2. MILLENNIUM BIM SOCIALLY RESPONSIBLE

Millennium bim, faithful to all its principles and values continues to be a Bank of all and for all, a Bank that is concerned with social well-being and that is engaged in the individual success of Mozambicans, uniting the country and developing projects that fill with pride and dignity all those that identify themselves with such projects.

Focusing on the fundamental aspects of growth of a society, Millennium bim continues to invest in Education, as the main base of construction and consolidation of the future, and in Sport, through initiatives and projects that teach the main fundamentals of life in society, such as discipline, respect, teamwork and the will to achieve.

Through its Social Responsibility programme "More Mozambique for Me", Millennium bim bridges the gap between its ethical values and its environment, embraces Mozambique as a whole, inspiring it to dream and making one believe that with work, effort and dedication the pursuit of that dream is possible.

Being socially responsible is, for Millennium bim, to provide all Mozambicans with equal rights, from North to South. It is the commitment that the Bank has with the country, with all those that are a part of it, an ethical commitment and a moral value, of mutual respect among its intervenients.

For its commitment and dedication, Millennium bim publishes for the 4th year its Sustainability Report, covering all of its actions developed within the scope of its Social Responsibility programme "More Mozambique for Me".

Being Socially Responsible is the result of a collective effort, of all and of each one of us.

CHAPTER 6 – PROSPECTS FOR 2012

In 2011, Millennium bim once again stood out in terms of its business, having reached One Million Customers, which confirms the efforts that the Bank has made to improve the quality of its offer, being once again recognised by Mozambicans and by foreign entities as the Bank of the Year.

At a social level, for having managed to maintain the quality of the projects of its Social Responsibility programme "More Mozambique for Me", reaching more Mozambicans in a more sustainable manner; improving the quality of its actions. One of the main highlights of the year was the financial literacy project undertaken. The Millennium bim Banking Olympics undertaken in partnership with the high schools of the city of Maputo and Matola aim to provide students with financial and general culture knowledge.

For Millennium bim, the year of 2012 will be no less challenging. The Bank aims to reinforce its leadership position, being the number one bank of Mozambicans and the preferred bank of international investors; continue to focus on increasing the population's participation in the banking sector through the expansion of the Bank's services throughout the country; diversify and specialise its offer, as a means of responding more and better to the demands of the market; invest in the training of its Employees and in the quality of the services provided; consolidate and extend the actions developed by the Social Responsibility programme "More Mozambique for Me", creating new initiatives within the scope of technical and professional training and attracting new strategic partnerships to the programme, adding value to the same.

In 2012, the Bank looks forward to another year of conquests, successes, growth and market penetration, characterised by hard work, professionalism and excellence.



ACKNOWLEDGEMENTS

Millennium bim would like to express its appreciation to all its partners, for their many contributions to the actions to its Social Responsibility programme "More Mozambique for Me".

Millennium bim has always been committed to the development of strategic partnerships, since it believes that the same strengthen and improve the quality of the "More Mozambique for Me" programme.

As a means of recognising and enhancing the value of the work undertaken, we would also like to express our appreciation to all our partners, namely:

- Municipality of Maputo City ;
- Municipality of Matola City;
- Ministry of Education;
- Ministry of the Interior;
- Provincial Directorate of Education of Niassa;
- Provincial Directorate of Education of Gaza;
- Provincial Directorate of Education of Namaacha;
- Provincial Directorate of Health of Niassa;
- Directorate of Public Order and Security – Traffic Department of the General Command of the Police;
- Police of the Republic of Mozambique – PRM;
- District Command of Gaza;
- Canine Station of the city of Maputo;
- 7th Police Station of the Republic of Mozambique;
- Municipal Station of Urban District no. I – Kamphumo;
- Clube Ferroviário de Maputo;
- Clube Ferroviário da Beira;
- Clube Sporting de Quelimane;
- Clube Chingale de Tete;
- Mozambican Federation of Chess;
- Foundation for Citizenship;
- AFAPCOM – Association for the Professional Art of the Orphan Child in Mozambique;
- Friends in Global Heath – Thomas Bonnet;
- AMOR – Mozambican Association of Recycling;
- Athletics Association of the city of Maputo;
- Ajuda a Crescer Association;
- Criança Sã Association;
- Sports Association of People with Deficiencies of the city of Maputo – ADPPD;
- Top Produções;
- Nestlé;

- Sumol;
- Companhia Industrial da Matola;
- Empresa XPTO – Construções Lda;
- Águas de Namaacha;
- Cerâmica do Niassa;
- Portuguese Catholic University;
- Catholic University of Mozambique – Nampula;
- Industrial and Commercial School of Matola;
- I.º de Maio Industrial School, in the city of Maputo;
- Eduardo Mondlane School, in the city of Maputo;
- Xai-Xai High School, in the city of Xai-Xai;
- Estrela Vermelha High School, in the city of Maputo;
- Josina Machel High School, in the city of Maputo;
- Polana High School, in the city of Maputo;
- Francisco Manyanga High School, in the city of Maputo;
- Noroeste-I High School, in the city of Maputo;
- Lhanguene High School, in the city of Maputo;
- Emílio Guebuza High School, in the city of Maputo;
- Joaquim Chissano High School, in the city of Matola;
- São Gabriel High School, in the city of Matola;
- Matola High School, in the city of Matola;
- Ana Mogas High School, in the city of Matola;
- Heróis Moçambicanos High School, in the city of Maputo;
- Quisse Mavota High School, in the city of Maputo;
- Zedequias Manganhela High School, in the city of Maputo;
- Filipe Samuel Magaia Primary School, in the city of Maputo;
- SOS Herman Germneir Primary and High School, in the city of Maputo;
- 3 de Fevereiro Primary School, in the city of Maputo;
- 30 de Janeiro Primary School, in the city of Maputo;
- Lingamo Primary School, in the city of Matola;
- Imaculada Primary School, in the city of Maputo;
- Unidade-2 Primary School, in the city of Maputo;
- 25 de Setembro Primary School, in the city of Maputo;
- Jardim Primary School, in the city of Maputo;
- 7 de Setembro Primary School, in the city of Maputo;
- FPLM Primary School, in the city of Maputo;
- Malhangalene Primary School, in the city of Maputo;
- Dom Bosco Primary and Complete School, in the city of Matola;
- Lhanguene Piloto Primary School, in the city of Maputo;

- I de Junho Primary School, in the city of Maputo;
- Unidade-29 Primary School, in the city of Maputo;
- Costa do Sol Primary School, in the city of Maputo;
- Amical Cabral Primary School, in the city of Maputo;
- I 6 de Junho Primary and Complete School, in the city of Maputo;
- A Luta Continua Primary School, in the city of Maputo;
- Alto-Maé Primary School, in the city of Maputo;
- 24 de Julho Primary School, in the city of Maputo;
- Nhanguco Primary School, in the district of Gorongosa;
- Minkadjuine Primary School, in the city of Maputo;
- Escolinha do Quiduxo, in the city of Maputo;
- Comunidades Monjas Orphanage, in the city of Nampula;
- Pilot Centre – Patrice Lumumba, in the city of Matola;
- Maguaza – Moamba Reception Centre, in the province of Maputo;
- Mumemo – Maracuene Reception Centre, in the province of Maputo;
- Nétia – Monapo Mission, in the province of Nampula;
- Manjacaze Communication and Multimedia Centre, in the province of Gaza;
- Murrumbene Communication and Multimedia Centre, in the province of Inhambane;
- Moamba Communication and Multimedia Centre, in the province of Maputo;
- Namaacha Communication and Multimedia Centre, in the province of Maputo;
- Chokwé Communication and Multimedia Centre, in the province of Gaza;
- Cinfortécnica Maputo – Association of Young Disabled Technicians of Mozambique;
- Cinfortécnica Gaza – Association of Young Disabled Technicians of Mozambique;

GIVE US YOUR OPINION

For any subject related to the sustainability of Millennium bim, and in particular with the content of this report, the following electronic address is available mmprm@millenniumbim.co.mz or www.maismocambiquepramim.blogspot.com.

Millennium bim
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