

# Structure and Strategy

## Governance: Traditional Values at Work in a Changing World

As a strong proponent and avid practitioner of transparent business practices, responsible lending policies and careful investment strategies, the Byblos Bank Group conducts regular reviews to ensure that its governance model remains appropriate to both regulatory requirements and market developments and is being adhered to. Our systems, codes of conduct and internal controls are designed with an eye toward meeting the requirements of Basel II and other international standards. Since many of these follow definitions of “best practice” as determined by thoroughgoing and carefully studied research, they are also consistent with a determination to develop a Group-wide approach to risk that facilitates accurate assessment and successful management by individual departments.

Founded in 2004, our Group Risk Management (GRM) division uses the guidelines set down by Basel II as a starting point. GRM appraises the Group’s position according to several factors, including credit, operational, and market risks, as well as those associated with interest rates, liquidity, and credit concentration risks (measured by country, industry, borrowers and connected groups thereof). GRM has also authored a Risk Management Charter aimed at obtaining organizational structures suitable for the management of the Group’s strategic, operational and financial risk, as well as its compliance goals.

In keeping with Basel II’s emphasis on accurately managing and quantifying credit, market and operational risks, Byblos Bank relies on departments established within the GRM Division. Portfolio Management and Credit Risk Analytics (PM CRA) keeps track of the commercial portfolio, while Operational Risk Management (ORM) addresses mostly non-credit factors that are also telling on the bottom line. Market Risk Management undertakes the measurement of market risk for the Group, stress-testing and assessing impact on liquidity and interest rate risk.

PM CRA uses Moody’s Risk Analyst (MRA), one of the most respected platforms on the market, to rate the credit risk to which Byblos Bank is exposed by its commercial portfolio. In addition, while the MRA’s multidimensional criteria are highly effective in creating clear pictures of both individual and collective credit risk,

Byblos Bank has undertaken a detailed customization effort aimed at improving the platform's sensitivity to the particular conditions of the Lebanese marketplace. PMCRA is also in the process of continuously updating the Bank's credit policies and procedures, and expanding its credit-loss database.

Simultaneously, ORM has been implementing its mandate to provide Byblos Bank with a carefully conceived framework to deal with operational risk. This has involved the crafting of an overall strategy to deal with operational risk and ensure its centrality to governance. Within that strategy, policies and procedures have been refined and continue to be refined. In addition, specific responsibilities have been assigned to particular individuals and departments, each of which has been provided with the necessary tools to help provide a fuller picture of the group's risk profile.

At Byblos Bank, the constant evolution of processes relating to assessing, managing and reducing risk are not just a collection of tasks: they are part and parcel of our corporate culture, a way of life, even, for those members of our team responsible for this aspect our business. This attention to detail can only be upheld by individuals committed to our core values, all of which revolve around being there for our customers through thick and thin, and by structures designed to maintain these standards in the face of every conceivable obstacle, from day-to-day challenges to circumstances that can never be predicted, only accounted for. This is why, for instance, Byblos Bank has established a dedicated facility, backed by comprehensive contingency plans, in order to minimize service disruptions and protect our clients' interests in the event of a natural disaster or some other catastrophic event.

It is also why the Group is currently in the process of carrying out at three-year project aimed at reviewing and updating a variety of policies, systems and procedures – from human resources to headquarters' docking mechanisms with our increasingly important foreign subsidiaries – in order to ensure that the current level of growth is sustained in a healthy fashion. As we move into more markets, we need larger numbers of qualified people and a greater capacity to measure and improve the performance of our subsidiaries: neither of these requirements leaves any room for complacency.

All of these examples demonstrate the power and versatility derived from adhering to the values associated with traditional banking – a conservative approach to risk, total commitment to the many overlapping interests of our customers, investors, and employees, attention to detail bordering on obsession, and boundless faith in hard work.

Our adherence to these values reflects a determination to remain concentrated on what we know best: commercial banking, retail banking, and trade financing. It also serves as a prophylactic against the high- (not to say incalculable) risk instruments and strategies that imploded with such devastating consequences around the world in late 2008. Our values encourage us to constantly update our products and services in order to meet the diverse and evolving needs of our clients. They do not, however, permit us to so much as consider irresponsible gambles on unproven practices that might provide higher returns in the short and medium terms but which threaten severe losses over the long haul.

For the Byblos Bank Group, traditional values provide solid footing as we engage in a never-ending process of change in order to increase our competitiveness in an ever-evolving market. By doing so, they are also a primary source of added value for all our stakeholders in all that we do.

Byblos Bank S.A.L.

# Profile of the Group

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## OUR HISTORY

Established in Byblos, Lebanon, in 1950, the Byblos Bank Group is a leading financial institution focused on domestic and selected overseas markets. After nearly six decades of consistent growth, Byblos Bank now has an extensive branch network spread evenly across Lebanon. The Group also has expanded to several other countries, including Armenia, Belgium, Cyprus, France, Iraq, Nigeria, Sudan, Syria, the United Arab Emirates, and the United Kingdom.

## OUR MAJOR LINES OF BUSINESS

- Consumer Banking
- Commercial Banking
- International Banking
- Financial Markets

## OUR VALUES

- Integrity
- Mutual Respect
- Professionalism
- Accountability
- Customer Focus
- Teamwork

## OUR STRATEGIC GOALS

The focus of Byblos Bank's strategy is to build on our leading position in the Lebanese market while diversifying into foreign ones. To do this, we strive to be a full-service bank providing comprehensive solutions for our customers in commercial, trade and project financing, retail banking, private banking, asset management, and assorted advisory services.

## OUR MISSION

"Byblos Bank Group is a universal institution that is focused on the domestic and regional markets while striving to offer world-class services to its customers, fulfillment to its employees, and economic benefit to the communities it serves."

## KEY DATES

*Our past gives us vision and strength and shows us the way to better seize all available future opportunities.*

Establishment of Société Commerciale et Agricole Byblos Bassil Frères & Co., engaged in natural silk and leather tanning and agricultural credit activities.

Company's name changed to Société Bancaire Agricole Byblos Bassil Frères & Co.

Company's name changed to Byblos Bank S.A.L. and registration with Central Bank of Lebanon.

Establishment of Byblos Bank Europe in Brussels (Branches in Paris and London).

Establishment of Adonis Insurance and Reinsurance Company S.A.L. (ADIR).

Acquisition of Banque Beyrouth pour le Commerce (BBC)

Listing of 30% of its shares on the Beirut Stock Exchange.

Acquisition of Bank of Nova Scotia's Lebanon branch.

Full integration of the subsidiary in Europe as Byblos Bank Europe S.A.

1950

1961

1963

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1999

## ADONIS INSURANCE AND REINSURANCE PARTNERSHIP WITH NATIXIS ASSURANCES – FRANCE

ADIR is a subsidiary of Byblos Bank established in 1983. The company combines financial stability with an ongoing quest for product innovation and an uncompromising commitment to its customers in terms of service, coverage, and proper handling of claims. ADIR provides a comprehensive range of standard and tailored insurance products to both individual and institutional clients, including life, fire, general accident and medical coverage, among others. In 2001, Natixis Assurances, the fifth largest bancassurance group in France and an affiliate of Natixis Banque Populaire, acquired

a 34 percent stake in ADIR, with Byblos Bank retaining a controlling interest of 64 percent. The Group believes that the association with the French banking giant will continue to facilitate the offering of bancassurance services to Byblos Bank customers in Lebanon and other selected markets where ADIR seeks to forge local partnerships.

## BYBLOS BANK EUROPE S.A.

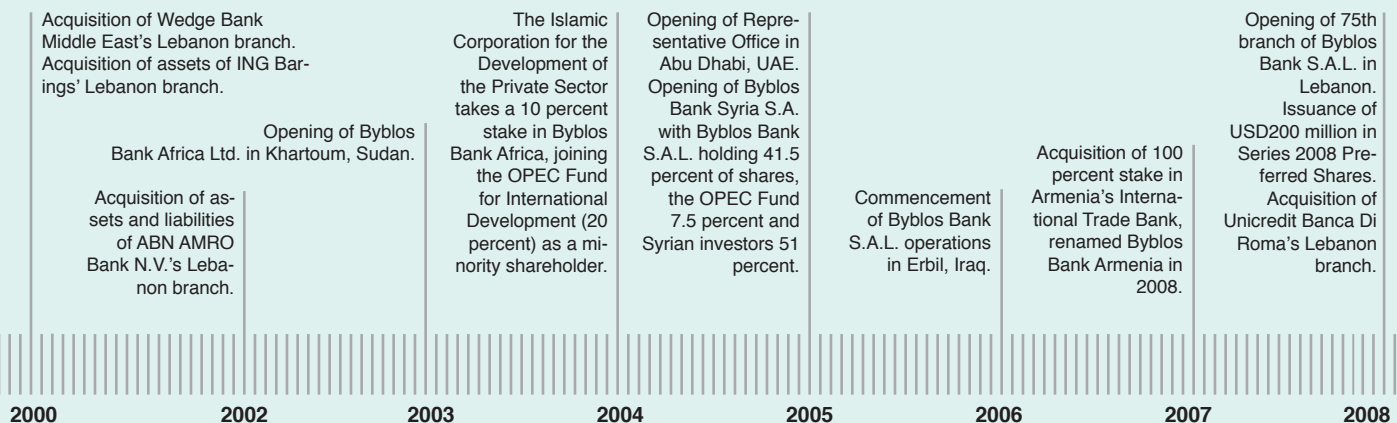
Byblos Bank Europe was officially founded in 1976. Legally known as Byblos Bank Belgium S.A., Byblos Bank Europe is headquartered in Brussels and has branches in London and Paris. Byblos Bank S.A.L. holds more than 99 percent of the shares in Byblos Bank Europe, which specializes in short-term trade finance for selected exporting companies in Europe and offers correspondent banking services

in the Middle East and North Africa. In addition, the Paris branch provides banking services to customers in French-speaking African countries, while the London branch serves clients in English-speaking countries on the same continent.

## BYBLOS BANK AFRICA Ltd.

After three decades of prosperous business in Sudan via local banks and a selected customer base, the Group established Byblos Bank Africa Ltd. in 2003. Operating under Sudanese law and the Sudanese Central Bank, Byblos Bank Africa's main lines of business are consumer banking, commercial banking, private banking, and correspondent banking. Following an injection of new capital

in 2008, Byblos Bank S.A.L. remains the largest shareholder in Byblos Bank Africa (56.9 percent), followed by the OPEC Fund for International Development (20 percent), the Islamic Corporation for the Development of the Private Sector (10 percent), and Sudanese investors (5 percent).



## Profile of the Group

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### BYBLOS INVEST BANK S.A.L.

Byblos Invest Bank was established in 2003 as a means of increasing medium- and long-term investment options for the Group's customers. Under Lebanese law and the regulations of the Central Bank and the Banking Control Commission, Byblos Invest Bank is a specialized institution: its main objectives are to allow customers to benefit from attractive interest rates on term deposits for periods longer than six months, and to provide medium- and long-term loans to new and expanding companies.

### BYBLOS BANK SYRIA S.A.

Founded in 2004, Byblos Bank Syria is owned (41.5 percent) and managed by Byblos Bank S.A.L., with other shareholders including the OPEC Fund (7.5 percent) and Syrian investors (51 percent). Byblos Bank Syria has developed a wide range of corporate, commercial and retail banking services to meet the needs of clients in the Syrian market.

### BYBLOS BANK ARMENIA C.J.S.C.

Following the 2007 acquisition of a 100 percent stake in Armenia's International Trade Bank, the institution was renamed Byblos Bank Armenia and commenced operations in 2008 as the Group's ninth overseas subsidiary. Byblos Bank Armenia is currently expanding its lines of business to bring them into line with those of the Byblos Bank Group.

# Boards of Directors

Boards of Directors

Byblos Bank S.A.L.  
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**BYBLOS BANK S.A.L.**

<b>Dr. François S. Bassil</b>	Chairman and General Manager
<b>Mr. Semaan F. Bassil</b>	Vice-Chairman and General Manager
<b>H.E. Dr. Samir K. Makdessi</b>	Director
<b>H.E. Dr. Nasser H. Saidi</b>	Director
<b>H.E. Mr. Arthur G. Nazarian</b>	Director
<b>H.E. Sami F. Haddad</b>	Director
<b>Dr. Hassan N. Al-Mounla</b>	Director
<b>Mr. Bassam A. Nassar</b>	Director
<b>Mr. Faisal M. Ali Tabsh</b>	Director
<b>Mr. Ahmad T. Tabbara</b>	Director
<b>Mr. Moussa A. Maksoud</b>	Director
<b>Mr. Abdulhadi A. Shayif</b>	Director

**BYBLOS BANK SYRIA S.A.**

<b>Mr. Semaan F. Bassil</b>	Chairman
<b>Mr. Alain Tohmé</b>	Vice-Chairman
<b>Dr. François S. Bassil</b>	Director
<b>OPEC Fund for International Development</b>	Director
<b>Mr. Moutazz Al Sawwaf</b>	Director
<b>Mr. Samir Hasan</b>	Director
<b>Mr. Andre Abou Hamad</b>	Director
<b>Mr. Mohammad Al Dandashi</b>	Director
<b>Mr. Nader Kalai</b>	Director

**BYBLOS BANK EUROPE S.A.**

<b>Mr. Bassam A. Nassar</b>	Chairman
<b>Mr. Faisal M. Ali Tabsh</b>	Vice-Chairman
<b>Mr. Najah L. Salem</b>	Managing Director and CEO
<b>Dr. François S. Bassil</b>	Director
<b>Mr. Semaan F. Bassil</b>	Director
<b>Mr. Elie A. Bassil</b>	Director
<b>Mr. Fouad N. Trad</b>	Director
<b>Mr. Daniel L. Ribant</b>	Director
<b>Mr. Alain Vander Stichelen</b>	Director
<b>Mr. Jacques De Raeymaeker</b>	Director
<b>Ludo Swolfs Bvba represented by Mr. Ludo Swolfs</b>	Director

**BYBLOS BANK ARMENIA C.J.S.C.**

<b>Dr. François S. Bassil</b>	Chairman
<b>H.E. Mr. Arthur Nazarian</b>	Director
<b>Mr. Alain Tohmé</b>	Director
<b>Mr. Alain Wanna</b>	Director
<b>Ms. Sabina Dziurman</b>	Director

**BYBLOS INVEST BANK S.A.L.**

<b>H.E. Mr. Sami F. Haddad</b>	Chairman and General Manager
<b>Dr. François S. Bassil</b>	Director
<b>Mr. Semaan F. Bassil</b>	Director
<b>Byblos Bank S.A.L.</b>	Director
<b>Mr. Moussa Maksoud</b>	Director
<b>Mr. Alain Tohmé</b>	Director
<b>Mr. Alain Wanna</b>	Director

**ADONIS INSURANCE AND REINSURANCE (ADIR) S.A.L.**

<b>H.E. Mr. Sami F. Haddad</b>	Chairman and General Manager
<b>Mr. René Klat</b>	Managing Director and C.E.O
<b>Mr. Jean Hleiss</b>	Director and Assistant General Manager
<b>Natixis Assurances – France</b>	Director
<b>Mrs. Nathalie Broutele</b>	Director
<b>Mrs. Pascale Asmar</b>	Director
<b>Mr. Bernard Colin</b>	Director
<b>Mr. Youssef Tohmé</b>	Director
<b>Mr. Alain Tohmé</b>	Director
<b>Mr. Mohammad Zaatari</b>	Director
<b>Mr. Hicham Itani</b>	Director

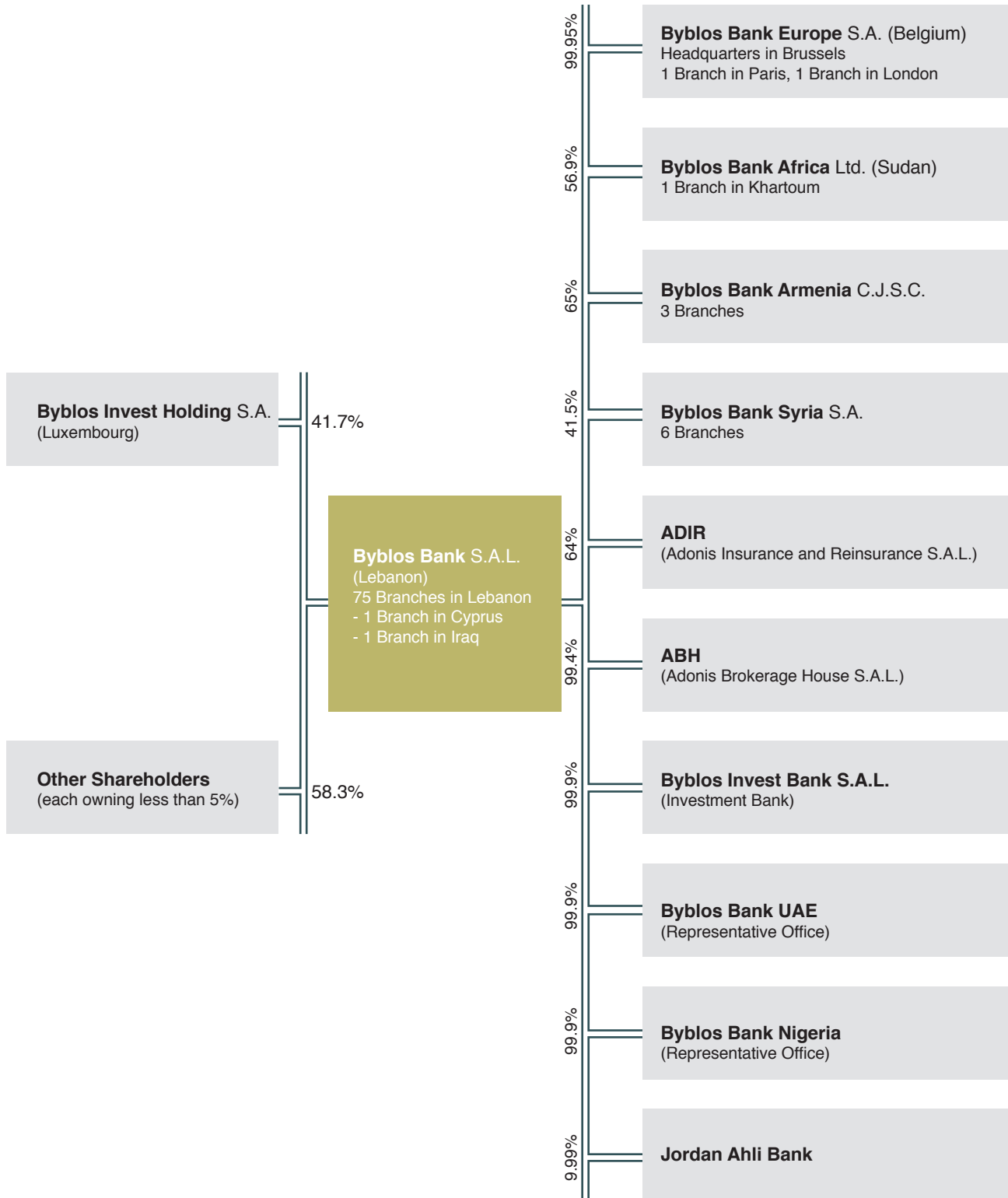
**BYBLOS BANK AFRICA Ltd.**

<b>Dr. François S. Bassil</b>	Chairman
<b>Mr. Semaan F. Bassil</b>	Vice-Chairman
<b>OPEC Fund for International Development</b>	Director
<b>Islamic Corp. for Development of the Private Sector</b>	Director
<b>Mr. Mahmoud Saleh</b>	Director
<b>Osman Saleh</b>	Director
<b>Mr. Alain Wanna</b>	Director

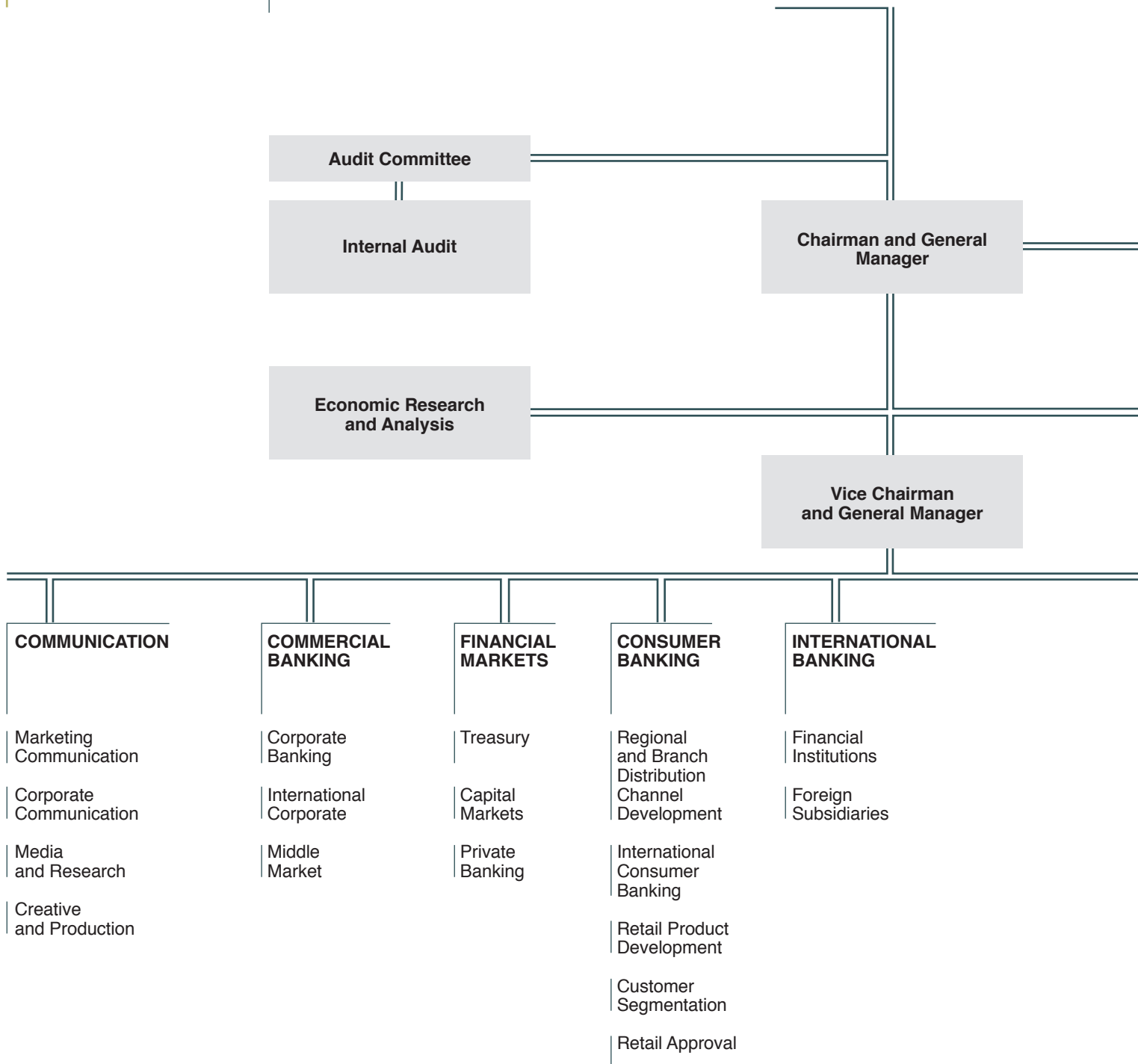
**ADONIS BROKERAGE HOUSE S.A.L.**

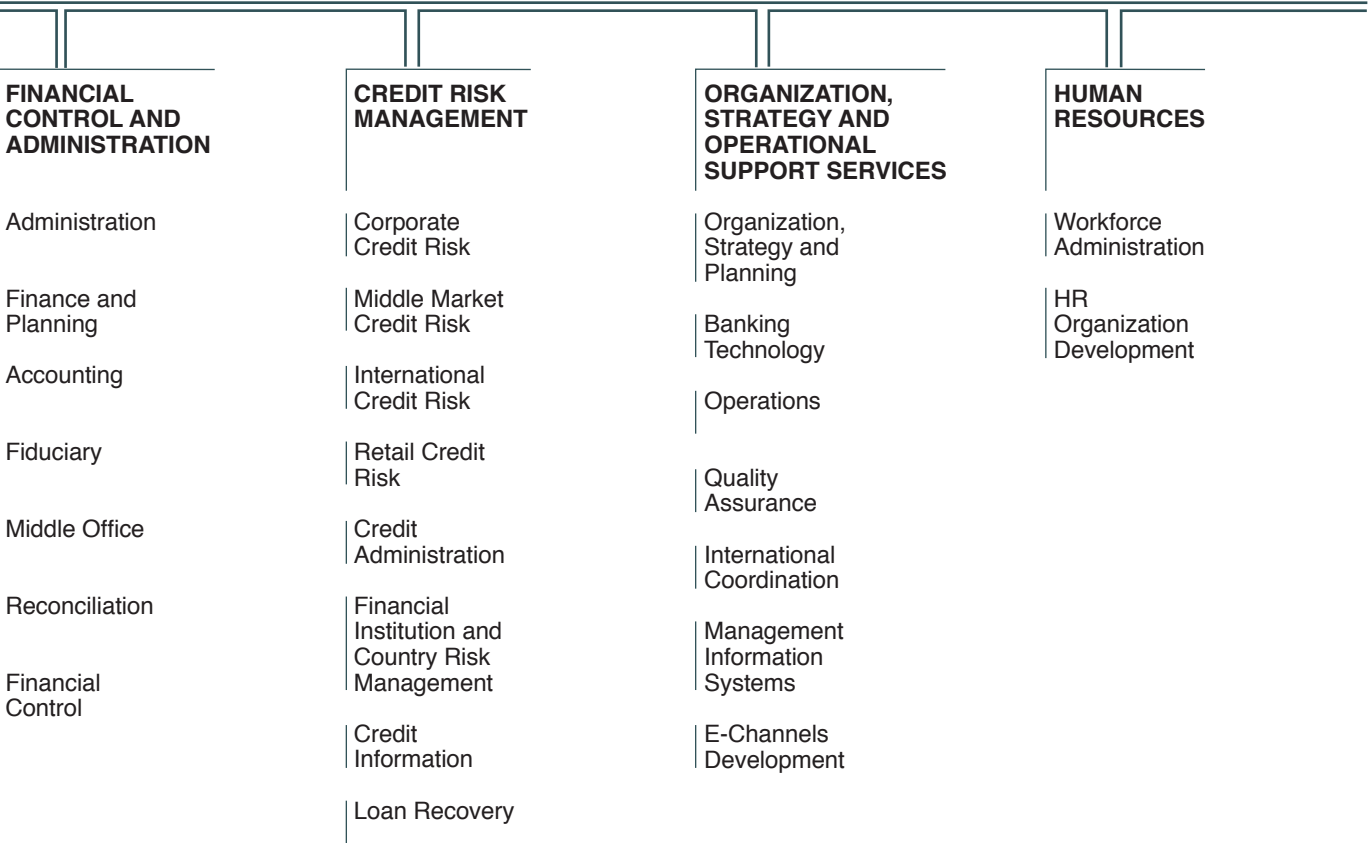
<b>Mr. Moussa A. Maksoud</b>	Chairman
<b>Byblos Bank S.A.L.</b>	Director
<b>Mr. Elie Geara</b>	Director

# Group Chart



# Organizational Chart





## Committees

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## BYBLOS BANK S.A.L.

<b>MANAGEMENT COMMITTEE</b>		
President	Semaan Bassil	Vice-Chairman, General Manager
Vice President	Alain Tohmé	DGM, Head of Group Commercial Banking Division
Members	Joumana Chelala	AGM, Head of Group Consumer Banking Division
	Chadi Hanna	AGM, Head of Group Financial Markets Division
	Nicolas Saliby	AGM, Head of Group Credit Risk Management Division
	Alain Wanna	AGM, Head of Group Finance and Administration Division
	Raffoul Raffoul*	AGM, Head of Group Organization, Strategy and Operational Support Services
	Philippe Saleh*	AGM, Head of Group Risk Management Division
Attendee	Walid Kazan	Head of Group Internal Audit Division
Secretary	Zeina Khaled	Head of Credit Administration Department
<b>CENTRAL AND INTERNATIONAL CREDIT COMMITTEE</b>		
President	Semaan Bassil	Vice-Chairman, General Manager
Vice President	Nicolas Saliby	AGM, Head of Group Credit Risk Management Division
Members	Alain Tohmé	DGM, Head of Group Commercial Banking Division
	Fadi Nassar	AGM, Head of Corporate Banking Department
Secretary	Zeina Khaled	Head of Credit Administration Department
<b>INTERNAL AUDIT MANAGEMENT COMMITTEE</b>		
President/Secretary	Walid Kazan	Head of Group Internal Audit Division
Vice President	Philippe Saleh	AGM, Head of Group Risk Management Division
Members	Semaan Bassil	Vice-Chairman, General Manager
	Alain Wanna	AGM, Head of Group Finance and Administration Division
	Joumana Chelala	AGM, Head of Group Consumer Banking Division
<b>ASSETS AND LIABILITIES COMMITTEE</b>		
President	Alain Wanna	AGM, Head of Group Finance and Administration Division
Members	Semaan Bassil	Vice-Chairman, General Manager
	Alain Tohmé	DGM, Head of Group Commercial Banking Division
	Chadi Hanna	AGM, Head of Group Financial Markets Division
	Felix Tohmé	Head of Financial Institutions Department
	Philippe Saleh	AGM, Head of Group Risk Management Division
	Joumana Chelala	AGM, Head of Group Consumer Banking Division
	Sami Haddad	Chairman, General Manager, Byblos Invest Bank
Secretary	Sharif Hachem	Head of Group Middle Office
<b>BANKING TECHNOLOGY COMMITTEE</b>		
President	Raffoul Raffoul	AGM, Head of Group Organization, Strategy and Operational Support Services
Vice President	Elie Bassil	Head of Group Banking Technology, MIS and QA
Members	Semaan Bassil	Vice-Chairman, General Manager
	Alain Wanna	AGM, Head of Group Finance and Administration Division
	Alain Tohmé	DGM, Head of Group Commercial Banking Division
	Joumana Chelala	AGM, Head of Group Consumer Banking Division
	Philippe Saleh	AGM, Head of Group Risk Management Division
Attendee	Walid Kazan	Head of Group Internal Audit Division
Secretary	Elie Bassil	Head of Group Banking Technology, MIS and QA
<b>HUMAN RESOURCES COMMITTEE</b>		
President	Semaan Bassil	Vice-Chairman, General Manager
Vice President	Alain Tohmé	DGM, Head of Group Commercial Banking Division
Members	Nicolas Saliby	AGM, Head of Group Credit Risk Management Division
	Renalda Hayek	AGM, Head of Group Human Resources Division
	Joumana Chelala	AGM, Head of Group Consumer Banking Division
	Raffoul Raffoul	AGM, Head of Group Organization, Strategy and Operational Support Services
Secretary/Member	Dr. Elie Abi Chahine	Head of Group Human Resources Workforce Administration Department

\* As of August 2008

**RISK COMMITTEE**

President/Secretary	Philippe Saleh	AGM, Head of Group Risk Management Division
Vice President	Nicolas Saliby	AGM, Head of Group Credit Risk Management Division
Members	Semaan Bassil	Vice-Chairman, General Manager
	Alain Wanna	AGM, Head of Group Finance and Administration Division
	Alain Tohmé	DGM, Head of Group Commercial Banking Division
Attendee	Walid Kazan	Head of Group Internal Audit Division

**INFORMATION SECURITY COMMITTEE**

President	Philippe Saleh	AGM, Head of Group Risk Management Division
Vice President	Elie Bassil	Head of Group Banking Technology, MIS and QA
Members	Semaan Bassil	Vice-Chairman, General Manager
Attendee	Walid Kazan	Head of Group Internal Audit Division
Secretary	Jean-Michel Kawkabani	Head of Information Security Unit

**INTERNATIONAL COMMITTEE**

President	Raffoul Raffoul	AGM, Head of Group Organization, Strategy and Operational Support Services
Vice President	Alain Wanna	AGM, Head of Group Finance and Administration Division
Members	Semaan Bassil	Vice-Chairman, General Manager
	Alain Tohmé	DGM, Head of Group Commercial Banking Division
	Philippe Saleh	AGM, Head of Group Risk Management Division
	Elie Bassil	Head of Group Banking Technology, MIS and QA
	Joumana Chelala	AGM, Head of Group Consumer Banking Division
Attendee	Walid Kazan	Head of Group Internal Audit Division
Secretary	Layla Tohmé	Head of International Coordination Unit

**ANTI-MONEY LAUNDERING – COMPLIANCE COMMITTEE**

President	Philippe Saleh	AGM, Head of Group Risk Management Division
Vice President	Joumana Chelala	AGM, Head of Group Consumer Banking Division
Members	Semaan Bassil	Vice-Chairman, General Manager
	Paul Chammas	Head of Group Operations Division
Attendee	Walid Kazan	Head of Group Internal Audit Division
Secretary/Member	Antoine Dagher	Head of Group Compliance Unit

**LOAN RECOVERY COMMITTEE**

President	Nicolas Saliby	AGM, Head of Group Credit Risk Management Division
Vice President	Alain Tohmé	DGM, Head of Group Commercial Banking Division
Members	Semaan Bassil	Vice-Chairman, General Manager
	Joumana Chelala	AGM, Head of Group Consumer Banking Division
Secretary/Member	Samir Helou	Head of Loan Recovery Department

**OPERATIONAL RISK COMMITTEE**

President	Philippe Saleh	AGM, Head of Group Risk Management Division
Vice President	Raffoul Raffoul	AGM, Head of Group Organization, Strategy and Operational Support Services
Members	Semaan Bassil	Vice-Chairman, General Manager
	Joumana Chelala	AGM, Head of Group Consumer Banking Division
	Nicolas Saliby	AGM, Head of Group Credit Risk Management Division
	Alain Wanna	AGM, Head of Finance and Administration Division
Attendee	Walid Kazan	Head of Group Internal Audit Division
Secretary	Nada Yamout	Head of Group Operational Risk Unit

## Committees

**ADONIS INSURANCE AND REINSURANCE (ADIR) S.A.L.**

<b>MANAGEMENT COMMITTEE</b>		
President	Semaan Bassil	Chairman and General Manager
Vice-President	René Klat	Managing Director and CEO
Members	Joumana Chelala	Deputy Head of Consumer Banking Division
	Bernard Colin	Responsable des Affaires Internationales
	Pascale Asmar	Responsable des Affaires Internationales
	Jean Hleiss	Director and Assistant General Manager
	Alain Tohmé	DGM, Head of Commercial Banking Division
General Secretary	Roger Noujaim	Finance and Administration Manager
<b>MANAGEMENT</b>		
	Semaan Bassil	Chairman and General Manager
	René Klat	Managing Director and CEO
	Jean Hleiss	Director and Assistant General Manager
	Roger Noujaim	Finance and Administration Manager
<b>REINSURERS</b>		
	Munich Re	
	Hannover Re	
	Gen Re	
	Caisse Centrale de Réassurance (CCR)	
	Mapfre	
	Arab Re	
	Scor re	
	Allianz SE	

**BYBLOS BANK EUROPE S.A.**

<b>MANAGEMENT COMMITTEE</b>		
President	Najah L. Salem	CEO, Managing Director
Members	Fouad N. Trad	Deputy CEO
	Daniel L. Ribant	AGM
	Alain Vander Stichelen	Manager — Operations, Head of International Department, MLRO
<b>MANAGEMENT</b>		
Brussels Head Office	Najah L. Salem	CEO, Managing Director
	Fouad N. Trad	Deputy CEO
	Daniel L. Ribant	AGM
	Selim C. Haddad	Manager — Head of Commercial Department
	Alain Vander Stichelen	Manager — Operations, Head of International Department, MLRO
	Dirk Vermeiren	Internal Auditor
	Luc Van Den Broeck	Financial Manager
	France Thiry	HR and Administration Manager
London Branch	Gaby G. Fadel	Branch Manager
	Wissam Ghoussainy	Assistant Branch Manager
Paris Branch	Claude Jeanbart	Branch Manager
	Georges Helou	Assistant Branch Manager

**BYBLOS BANK AFRICA Ltd.**

<b>MANAGEMENT COMMITTEE</b>		
	Fouad Negga	Deputy General Manager
	Labib Sammour	AGM, Head of Support Functions
	Ghassan Cortas	Head of Corporate Banking

**BYBLOS BANK SYRIA S.A.**

<b>MANAGEMENT COMMITTEE</b>		
	Walid Abdel Nour	General Manager
	Jean Bassil	AGM – Head of Commercial Banking and Business Development
	Hanadi Naccache	AGM – Head of Support Functions

**BYBLOS BANK ARMENIA C.J.S.C.**

<b>MANAGEMENT COMMITTEE</b>		
President	Georges Sfeir	Chief Executive Officer
Members	Aram Artinian	Head of Commercial Banking Department
	Haroutioun Bouldoukian	Head of Consumer Banking Department
	Karapet Melkonyan	Chief Financial Officer

**BYBLOS BANK IRAQ S.A.L.**

<b>MANAGEMENT COMMITTEE</b>		
Members	Atira Abdlekader	Branch Manager
	Joseph Wehbe	Head of Finance and Administration
	Alexis Azoury	Assistant Branch Manager

**ADONIS INSURANCE AND REINSURANCE SYRIA (ADIR SYRIA) S.A.**

<b>MANAGEMENT COMMITTEE</b>		
Chairman	René Klat	
Vice-Chairman	Abdel Aziz Al-Soukhni	
Members	Ahmad Hadaya	
	Wahib Merhee	
	Pascale Asmar	
	Semaan Bassil	
	André Abou Hamad	

Board Committee  
Members

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**BYBLOS BANK S.A.L.****Audit Committee**

Chairman	Mr. Moussa Makssoud
Member	Dr. Samir Makdessi
Member	Mr. Abdelhadi Shayef
Member	Mr. Bassam Nassar

**Risk, Compliance, Anti-Money Laundering and Combating the Financing of Terrorism**

Chairman	Dr. Naser Saidi
Member	Mr. Sami Haddad
Member	Mr. Bassam Nassar

**BYBLOS BANK AFRICA Ltd.****Audit Committee**

Chairman	Mr. Wassim Abou Naja
Member	Mr. Alain Wanna
Member	Mr. Mahmoud Saleh Osman Saleh

**Risk Committee**

Chairman	Mr. Semaan Bassil
Member	Mr. Philippe Saleh
Member	Mr. Marwan Moharram

**BYBLOS BANK ARMENIA C.J.S.C.****Audit Committee**

Chairman	Mr. Alain Tohmé
Member	Mr. Alain Wanna
Member	Mrs. Sabina Dziurman

**BYBLOS BANK EUROPE S.A.****Audit Committee**

Chairman	Dr. François Bassil
Member/Secretary	Mr. Ludos Swolfs Bvba represented by Mr. Ludo Swolfs
Member	Mr. Jacques De Raeymaeker

**BYBLOS BANK SYRIA S.A.****Audit Committee**

Chairman	Mr. Semaan Bassil
Member	Mr. Samir Hasan
Member	Mr. Nader Kalai

**Risk Committee**

Chairman	Mr. Alain Tohmé
Member	Mr. Moutazz Al Sawwaf
Member	Mr. Andre Abou Hamad

**Nomination and Compensation Committee**

Chairman	Dr. François Bassil
Member	Mr. Samir Hasan
Member	Mr. Nader Kalai