



Annual Report 1999



بنك الصادرات والتمويل
EXPORT & FINANCE BANK



بنك الصادرات والتمويل
EXPORT & FINANCE BANK



The Arabian horse is unarguably the most beautiful horse of all; it is unmistakable in character, appearance and utter beauty. It is also the purest and oldest of all breeds, having been carefully bred for thousands of years.

The Arabian's influence is apparent in the greater part of the world's equine population. It is also acknowledged as the foundation of the Thoroughbred, which exceeds the Arabian in size and speed but cannot compare in terms of soundness and stamina.

In the following pages we will highlight some of the most beautiful Arabians, which have transcended across history into this time and age.

All pictures used are with permission from the Royal Jordanian Equestrian Federation and the international photographer Rik Van Lent.

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Chairman

Ali K. Al-Husry

Vice Chairman

Fayiz M. Soheimat

Managing Director / National Petroleum Company

Members

Shaker Bin Zeid

General Manager / New Work Company

Bassem K. Salem

General Manager / Packaging Industries Company

Mohammed M. El-Seif

Chairman / El-Seif Development Company

Said S. Darwazah

Chairman / Hikma Investment

Social Security Corporation represented by
Member of the Board of Directors / Nayef Qasrawi

Arab Potash Company *represented by*

Deputy General Manager for Finance / Anwar O. Al-Masri

Jordan Phosphate Mines Company *represented by*

Deputy Managing Director for Finance / Marwan S. Rishaydat

Jordan Loan Guarantee Corporation *represented by*

General Manager / Mohammed Said Hamami

Investment & Integrated Industries Company *represented by*

Chairman / Elia C. Nuqul

Bayader Trade & Investment Company Ltd. *represented by*

Chairman / Amer M. Fariz

Jaloul Trade & Investment Company *represented by*

General Manager / Mohammed Saleh Hourani

Board of Directors


EXPORT & FINANCE BANK (EFB) aims to be:

- **The** first class provider of comprehensive commercial and investment banking services.
- **The** Bank with the innovative edge in Jordan.
- **The** preferred choice for exporters, corporate clients and talented employees.

EFB's core values are dedication to clients, maximization of employees' potential and provision of superior services.

EFB aims to be a major contributor to the growth and development of Jordan's capital market.

Mission Statement



On behalf of the Board of Directors, I am pleased to present the Fourth Annual Report of the Export and Finance Bank covering the financial year ending December 31, 1999. It was indeed a very good year for the Bank as we once again outstripped our targets, both in terms of profits and return on equity. Our results reflect the fundamental and continuing improvement in the Bank's performance in its various activities. Net Income rose 40 percent, total assets grew 53 percent, and return on average equity rose to 10 percent. Our capital has been fully paid up in addition to a 10 percent stock dividend in the form of capitalized reserves bringing the paid-in capital of the Bank to JD 22 million. This improvement has been achieved despite the turbulence in the financial markets, and the deterioration in several sectors of the economy, which has required a higher level of provisions.

The year 2000 will bring both opportunities and challenges for the economy, as the familiar landscape in which we operate is almost certain to change. Jordan's membership into the World Trade Organization will pose challenges that must be met through collective efforts. Visions of a more efficient economy are clashing with fears of foreign competition. The price of access to international markets is the opening of the domestic economy. Banking is bound to be influenced by WTO, as the banking industry in Jordan will no longer be insulated from global trends. As information technology continues to

shrink the world, it is hard to imagine that Jordan can remain unaffected by this process. Local banks will need to look beyond national frontiers to tap new sources of funds and capital and to seek investment opportunities abroad.

To cope with this new world of liberalized, deregulated, and fast-moving economies, the role of our capital markets will have to develop. A country's economy depends critically upon its ability to provide its manufacturing and services industries with the finance that they need. Unfortunately, apart from retained earnings and other internal sources, the main source of corporate finance and credit in Jordan has been bank lending. Medium and long-term funding, project finance, and term lending are virtually absent. The functions and nature of services provided by Jordanian banks will need to change to accompany the evolution of the financial markets throughout the region and around the world. Increasingly, the banking system will need to provide corporate finance, investment banking services, and asset management services. Instead of providing bank debt and lending to our corporate borrowers, we must focus on arranging finance through debt and equity issues on the securities market. The availability of an efficient capital market in Jordan will be critical to mobilizing resources and channeling domestic and foreign capital into productive investments. Financial deepening of our capital market will allow for the sharing of investment risk, will provide

Chairman's Statement

liquidity to the economy, and will aid in the distribution of wealth throughout the Kingdom.

Looking ahead, the priorities of the Export and Finance Bank continue to be those of strengthening our financial position, and enhancing the capabilities of our management and staff in order to support our growing ambitions and our contributions in the Jordanian economy. What the Bank lacks in size, we make up for in our mobility. Our advantage thus far has been our flexibility and responsiveness to changes in our operating environment. In 1999, we were the first bank to announce consecutive reductions in our prime lending rate, following the reduction in the Central Bank of Jordan's CD and discount rates. We continue to be the only local bank to issue certificates of deposits in local currency to our clients, and have been expanding the range of investment products in both Jordanian Dinars and foreign currencies. We are continuously looking to diversify our income stream in response to the narrowing spreads on interest income. Our income from capital gains, dividends, and investments has increased by 246 percent this year, and our fee based income from indirect facilities, brokerage services, and investment banking services has also been substantial.

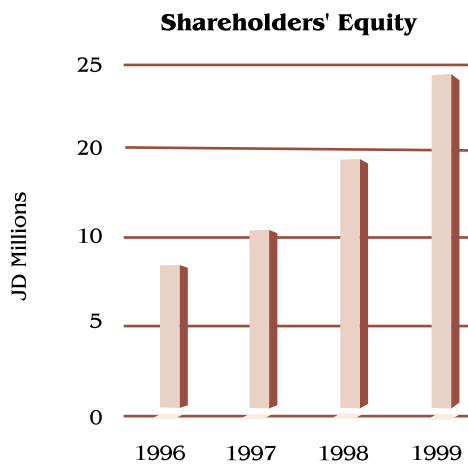
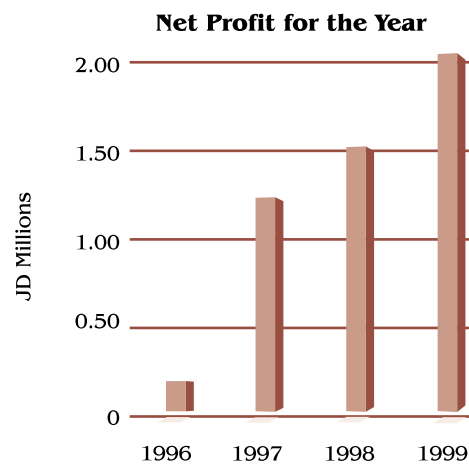
Our dynamism, however, does not mean that we are not prepared to substantially increase the size of our balance sheet. We recognize the trend toward globalization and see a wave of consolidation as almost inevitable. In the medium term, we believe that a strategic partnership or merger is the only way to ensure consistently superior financial performance. However, any merger or acquisition that we undertake must result in a number of strong operational synergies with a commitment to the long-term growth of shareholders' value.

On behalf of the Export and Finance Bank, I would like to take this opportunity to express our appreciation to our clients and shareholders that have put their trust in our bank. I also extend our gratitude to the Central Bank of Jordan for their support and guidance. Finally, I wish to thank my fellow board members for their contribution and assistance, and the management and staff for their hard work and commitment. Their collective efforts have been instrumental in achieving our remarkable 1999 results.

Ali K. Al-Husry
Chairman & CEO

Dynamism and change set the tone in 1999. The developments in the Bank echo the dynamic processes in our environment, where competition is fierce and customers demanding. In this challenging environment, we set out to create shareholder value by adding value for our clients. To do this required us to anticipate market conditions and respond rapidly to the changing conditions. We ended the year stronger than ever. Total assets grew by 53 percent to reach JD 131.7 million, total deposits grew by 85 percent to reach JD 76 million, and net income after provisions and taxes grew by 40 percent to reach JD 2.1 million. This year, the final installment of our authorized capital was paid up and our shareholders received a stock dividend of 10 percent by capitalizing part of our reserves resulting in a fully paid-in capital of JD 22 million and a return on average equity of 10 percent.

By almost any measure, the performance of the Bank was extraordinary. We take this opportunity to recommend to the General Assembly the approval of a cash dividend distribution equal to 4.5 percent of the par value of each share - equivalent to a dividend pay-out ratio of approximately 50 percent of net income for the year.



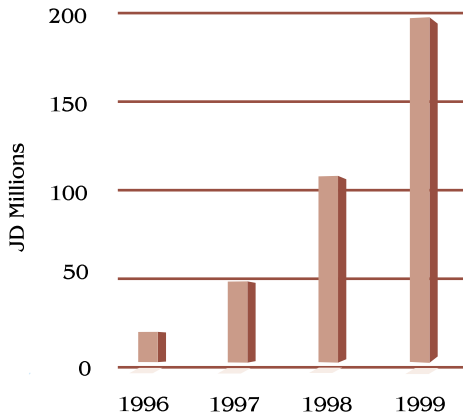
CREDIT FACILITIES

Total direct credit facilities grew by 69 percent over the past year. The Bank's direct credit facilities at the end of 1999, after provisions stood at around JD 71.3 million representing approximately 54.1 percent of total assets. Indirect credit facilities extended throughout 1999 reached JD 199 million, a growth of 79

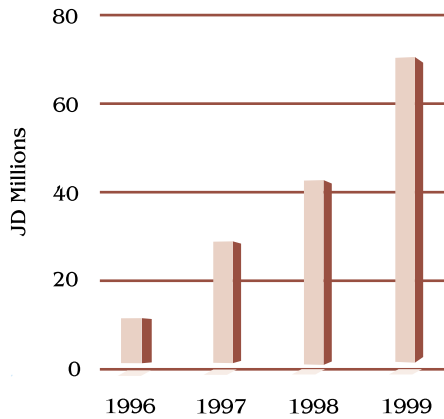
Board of Directors' Report

percent from the previous year. With the narrowing spreads on loans to deposits, the Bank continued to focus on fee-based revenue

Indirect Credit Facilities Extended



Direct Credit Facilities Balance at Year End



as an important generator of income. Commission income from indirect facilities and other services grew by 49 percent in 1999 to reach JD 896 thousand.

Extension of credit facilities is subject to qualitative diversification to include various sectors of the economy to minimize the inherent risks associated with highly cyclical industries. The table below illustrates the Bank's loans portfolio according to various economic sectors.

SECTOR	JD MILLION	PERCENT
Manufacturing	41.0	55.8%
General Trade	17.2	23.4%
Transport Services	3.5	4.7%
General Services	2.2	3.0%
Other	9.6	13.1%
Total	73.5	100%

We made allowances in the course of the financial year for the difficult economic conditions still persisting in our market by making a substantial increase in debt provisioning. In addition, the stringent screening measures already introduced in previous years and intensified during this year made our risk much more transparent. Despite the sustained difficult market environment, the steps taken in the past year to optimize both risk management and monitoring, and to improve the risk quality of the credit portfolio have increased our confidence in meeting our targets. The reported debt provisions for the Bank's credit portfolio totaled JD 1.956 million in 1999 compared to JD 955 thousand in the previous year.

(JD Thousands)	1999	1998
General Provisions	1.279	877
Specific Provisions	677	78
Total Provisions	1.956	955

TRADE FINANCE

Against a backdrop of sluggish Jordanian exports, the Bank succeeded in maintaining its leading role in export finance through our extensive relationships with various export credit agencies and export insurance institutions. This year we advanced JD 39.1 million in total export facilities to our clients, accounting for over 53 percent of our direct credit facilities for the year. In 1999, we continued to be the most active intermediary in the country for the Arab Trade Finance Program of the Arab Monetary Fund utilizing our existing lines four times over. We increased our activity in utilizing the export facilities offered by the World Bank allocating JD 3.6 million this year to reach a cumulative of over JD 4 million in credit facilities offered through the program. We continued to be the premier bank in allocating Central Bank of Jordan (CBJ) funds for financing export projects throughout the country which totaled JD 14.7 million at the end of 1999. Unfortunately, despite becoming an agent for the export credit facilities of the Jeddah-based Islamic Development Bank, we were unable to channel any meaningful credit facilities to Jordanian exporters because of the formidable procedural encumbrances. With regard to export insurance, we continued to be an active participant of export insurance facilities of the Inter-Arab Investment Guarantee Corporation based in Kuwait, the Islamic Corporation for the Insurance of Investment and Export Credit in Jeddah, and the Jordan Loan Guarantee Corporation.

TREASURY

Money Markets and Foreign Exchange

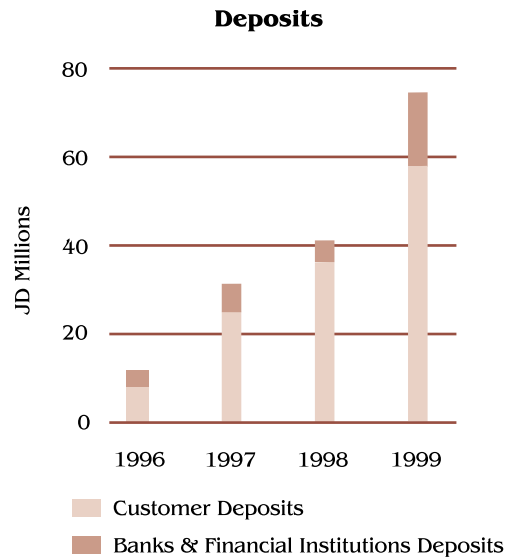
The Treasury proved once again to be an innovative and dynamic group in managing the Bank's dealings in foreign exchange and money market activities. Money market trading significantly exceeded our targets in the past year. In foreign exchange, we adapted rapidly to the elimination of the EMU currencies and the introduction of the Euro. The Treasury was instrumental in providing financial instruments to hedge against interest rate and currency exposure, and keeping our clients abreast of developments in the international market. In addition, the Treasury actively participated in the primary market for Treasury and Development Bonds, and continued to play a considerable market-making role for secondary inter-bank dealings of both government bonds and Central Bank of Jordan CDs. All Treasury deals are undertaken within pre-set limits that ensure that the Bank is not over exposed to any particular counter-party, currency, or market.

Asset / Liability Management

As a part of our ongoing management of our assets and liabilities, the Treasury continued to issue certificates of deposits giving us the ability to select exact maturities to correspond with future cash requirements. In 1999 we issued JD 26.5 million worth of CDs with maturities ranging between 3-months and 9-months. We also issued bank-only CDs in an effort to create longer-term inter-bank placements with potential for secondary market trading. We remain the only bank in Jordan to issue local currency CDs, and will continue to introduce similar instruments, such as US Dollar denominated CDs in the forthcoming year.

Liquidity Management

The Treasury Department's careful monitoring of the maturities of loans, deposits, and other financial instruments ensured that there are always sufficient funds available to cover the maturity and withdrawal of liabilities, and to meet all our financial commitments. Active inter-bank operations along with pioneering market-making in the bond and CD market has proven instrumental in building an efficient balance sheet and maintaining sufficient liquidity. At year-end 1999, the liquidity ratio for the Bank was 43.8 percent, and the capital adequacy ratio stood at 30 percent.



Correspondent Banking Network

In 1999, the Bank continued to expand its correspondent bank network in international markets. Today, we have correspondent relationships with 30 banks geographically situated throughout North America, Europe, East Asia, Africa, and the Arab World to meet the requirements of our growing clients' needs.

DEPOSITS

In 1999, we substantially increased our deposits and continued to widen and diversify our core deposit base. Total deposits in 1999 grew by 85 percent to reach JD 76 million. Customer deposits worth JD 58.7 million made up 77 percent of our total deposits while the remaining JD 17.3 million came from banks and other financial institutions. Our aim in the coming years will be to continue to build up our deposits in both Jordanian Dinars and foreign currency to further strengthen our overall funding structure.

CAPITAL MARKETS

Capital market development remains a core priority for the financial sector in Jordan, and the Export and Finance Bank's aim is to be a major contributor in this field. Our objective in this regard is to develop a fully integrated investment house offering a range of standardized and innovative products specifically tailored toward the market. In 1999 the Bank focused on strengthening its own capital markets division and building-up the three core operating units: Investment Banking, Securities Brokerage, and Research.

Investment Banking

Investment banking services at the Bank cover a wide range of corporate finance activities including the arrangement of private equity and initial public offerings, management of corporate bond issues, and providing financial advisory services related to valuation, mergers and acquisitions, and privatization. One of the most notable achievements of the Investment Banking Unit in 1999 was our continued involvement as the local advisors to the Government of Jordan for the landmark privatization of the Jordan Telecommunications Company.

Following several delays, the government finally endorsed the sale of 40 percent of JTC to an international consortium led by France Telecom and the Arab Bank. The sale, worth US\$508 million, is the largest deal to date in Jordan's privatization process, and we are proud to have played a major role in its success.

Also in 1999, we continued our leading role in the primary market as arrangers of corporate bond issues. The Investment Banking Unit acted as the sole lead manager for the issue of Zara Investment (Holding) Company's JD 10 million 5-year bond. The issue, which was fully subscribed, had broad appeal with 50 investors subscribing to the notes. The bonds are currently listed on the Amman Stock Exchange, and have already demonstrated a high degree of liquidity. We are playing an active role in the after-market, working to maintain the issue's liquidity and acting as both custodian and paying agent for the notes throughout its term.

Securities Brokerage

This year was the first full year of operations for the Securities Brokerage Unit. The task of setting up our own securities unit was considerable; requiring preparation of procedures, policies, and appropriate accounting systems in coordination with the relevant regulatory authorities and the concerned departments within the Bank. However, with the necessary procedures and policies established, and the operational infrastructure in place, the Securities Brokerage Unit quickly moved toward building up its client base. At year-end 1999, we secured a market share of 3.52 percent for equity dealings, and a market share of 94 percent for bond trading putting us in the top 13 out of 30 brokers seated on the Amman Stock Exchange. This solid position in the market gives the Bank stronger placement power and allows us to play an active market-making role. Revenues from commissions, dividends, capital gains, and corollary business such as custody services surpassed our targets, and we expect to continue to grow in the coming years.

Research

This year, we substantially upgraded our research capabilities and expanded the scope of activities we undertake. In 1999, the research division of our Investment Banking Unit produced and published a number of studies and forecasts on economic conditions, financial markets, industry developments, and individual companies. This included our landmark country report entitled "The Jordanian Economy: Oasis...or Mirage?" which was regarded domestically and internationally as the premier report ever published on the Jordanian economy by a Jordanian bank.

Also in 1999, the research division published and distributed two in-depth Jordanian equities reports: "Jordan Cement Factories: Building a Solid Future" and the more recent "Jordan Phosphate Mines Company: Phosphate...Jordan's Precious Resource." Both reports provide a detailed discussion on the respective companies with carefully prepared financial forecasts and intrinsic valuations. The intention of these reports was to provide the reader with a comprehensive analysis of the companies with our recommendation on investing in their stock, and we hope they were found to be a valuable contribution in further broadening awareness in listed Jordanian shareholding companies.

The research division continued to produce securities brokerage reports on a wide range of companies for the purpose of supporting the portfolio management services for both our clients and the Bank's investments. Building superior research capabilities is integral part in supporting the Bank's activities and has been instrumental in expanding our client base.

TECHNOLOGY AND MANAGEMENT INFORMATION SYSTEMS

Modern and efficient information systems play a vital role in keeping costs down, supporting innovation, and helping the Bank adapt to changes in the competitive environment. In view of our commitment to be in the forefront of using the latest technology available for the banking industry, the Bank continued to expand its technological and automative capabilities. We put in place a fully automated trade finance program tailor-made to further support our trade related operations. In 1999 the MIS department was geared towards control and management needs. A major focus in 1999 was adjusting support technologies to meet Y2K contingencies given that hardware and application software adjustment and corrections needed to be done. No internal or external Y2K problems were found testifying to the quality of the information systems that support our operations. In addition, the MIS department swiftly adapted to the introduction of the Euro demonstrating the Bank's ability to use its technical infrastructure to serve its business needs.

OUTLOOK

We remain driven by our standing mission to be a first-class provider of comprehensive commercial and investment banking services. Only by adding value for our clients do we believe we can create value for our shareholders. This strategy has proven successful thus far. Return on weighted-average equity has soared over the past four years, and now stands at a healthy 10 percent. Sustaining controlled and balanced growth remains our core priority, and we look forward to achieving even greater success in the years ahead. Although we face a challenging year 2000, we see these challenges as opportunities, because we have built this young institution on a foundation of solid banking principals with a focus on innovation and dynamism. The landscape in which we operate is continuously changing and we stand prepared to embrace these changes with confidence and optimism.

The Financial Statements

(FOR THE YEARS ENDED DECEMBER 31, 1999 AND 1998)

BALANCE SHEETS

AS OF DECEMBER 31, 1999 AND 1998 (In Jordanian Dinars)

	NOTES	1999	1998
ASSETS			
Cash on Hand and at Banks	5	17,004,736	12,016,078
Deposits at Central Bank of Jordan	4	25,965,402	15,432,865
Government Bonds and Bills	5	7,868,693	12,199,702
Trade Investments	6	6,236,624	2,664,524
Credit Facilities, net	7	71,330,315	42,269,954
Long Term Investments	7	600,326	100,000
Fixed Assets, net	8	540,870	605,508
Other Assets	9	2,209,616	759,928
Total Assets	10	131,756,582	86,048,559
LIABILITIES AND SHAREHOLDERS' EQUITY			
Customers' Deposits	11	58,722,662	37,048,951
Banks and Financial Institutions Deposits	12	17,247,449	3,956,821
Loans and Advances	13	15,617,058	10,386,931
Margin Accounts	14	11,317,633	13,148,513
Sundry Provisions	15	1,293,980	778,404
Proposed Dividends	16	990,000	-
Other Liabilities	17	2,686,344	2,958,659
Total Liabilities		107,875,126	68,278,279
Contingent Liabilities	27		
Shareholders' Equity	18		
Authorized capital JD 22,000,000			
Paid-in capital		22,000,000	15,000,000
Statutory Reserve		739,040	402,167
Voluntary Reserve		1,041,859	804,335
General Reserve and Retained Earnings		100,557	1,563,778
Total Shareholders' Equity		23,881,456	17,770,280
Total liabilities and Shareholders' Equity		131,756,582	86,048,559

The Accompanying notes are an integral part of these financial statements

INCOME STATEMENTS

FOR THE YEARS ENDED DECEMBER 31, 1999 AND 1998 (In Jordanian Dinars)

	NOTES	1999	1998
Interest and Commission			
Interest Income	19	9,356,329	6,315,086
Commission Income	20	1,421,486	961,233
		10,777,815	7,276,319
Interest and Commission Expense			
Interest Expense	21	(5,751,157)	(3,725,826)
Commission Expense		(50,404)	(72,382)
		(5,801,561)	(3,798,208)
Net Interest and Commission Income		4,976,254	3,478,111
Foreign Exchange Income	22	328,682	195,022
Income from Investments	23	531,392	153,382
Other Income		112,248	190,478
General and Administrative Expenses	24	(1,445,203)	(1,277,904)
Other Expense		(133,280)	(79,812)
Net Income before Provisions for possible loan losses and income tax		4,370,093	2,659,277
Provision for possible loan losses	7	(1,001,363)	(364,049)
Net Income Before income tax		3,368,730	2,295,228
Prior years' income tax		1,180	10,961
Provision for income tax	25	1,134,000	700,000
Board of Directors' remuneration		65,000	32,500
Provision for Jordanian Universities fees		33,687	22,952
Provision for scientific research and vocational training support		33,687	22,952
Net Income for the year		2,101,176	1,505,863
Earnings per share		0.096	0.068
Weighted average number of shares		22,000,000	22,000,000

The Accompanying notes are an integral part of these financial statements

STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY

FOR THE YEARS ENDED DECEMBER 31, 1999 AND 1998 *(In Jordanian Dinars)*

	Paid in Capital	Statutory Reserve	Voluntary Reserve	General Reserve and Retained Earnings	Total
Balance as of January 1, 1998	11,944,247	172,644	345,289	746,484	13,208,664
Share capital proceeds	3,055,753	-	-	-	3,055,753
Net income	-	-	-	1,505,863	1,505,863
Appropriations	-	229,523	459,046	(688,569)	-
Balance as of December 31, 1998	15,000,000	402,167	804,335	1,563,778	17,770,280
Share capital proceeds	5,000,000	-	-	-	5,000,000
Bonus issues	2,000,000	-	(436,222)	(1,563,778)	-
Net income	-	-	-	2,101,176	2,101,176
Proposed dividends	-	-	-	(990,000)	(990,000)
Appropriations	-	336,873	673,746	(1,010,619)	-
Balance as of December 31, 1999	22,000,000	739,040	1,041,859	100,557	23,881,456

The Accompanying notes are an integral part of these financial statements

STATEMENTS OF CASH FLOWS

FOR THE YEARS ENDED DECEMBER 31, 1999 AND 1998 (In Jordanian Dinars)

	1999	1998
<u>CASH FLOWS FROM OPERATING ACTIVITIES</u>		
Interest and commissions received	11,036,526	7,184,791
Interest and commissions paid	(5,433,053)	(3,737,165)
General and administrative expenses paid	(1,214,496)	(1,061,410)
Other income received	693,198	374,764
	5,082,175	2,760,980
Decrease (increase) in operating assets		
Trade investments	(3,572,100)	(1,478,220)
Credit facilities	(30,061,724)	(13,512,667)
Other assets	(1,325,865)	126,603
Increase (decrease) in operating liabilities		
Customers' deposits	21,673,711	11,665,809
Banks and financial institutions deposits	13,290,628	(2,033,092)
Loans and advances	5,230,127	3,828,211
Margin accounts	(1,830,880)	8,025,317
Sundry provisions	(50,801)	(61,278)
Other liabilities	(1,162,163)	734,610
Income tax paid	(701,180)	(340,961)
	6,571,928	9,715,312
<u>CASH FLOWS FROM INVESTING ACTIVITIES</u>		
Purchase (sales) of government bonds, debentures and treasury bills	4,331,009	(9,802,568)
Purchase of long term investments	(500,326)	-
Purchase of fixed assets	(78,924)	(361,121)
Income from investment portfolios	20,205	1,950
	3,771,964	(10,161,739)
<u>CASH FLOWS FROM FINANCING ACTIVITIES</u>		
Share capital proceeds	5,000,000	3,055,753
Net cash from financing activities	5,000,000	3,055,753
	15,343,892	2,609,326
Net increase in cash	177,303	82,356
Difference of exchange		
Cash and cash equivalents, beginning of the year	27,448,943	24,757,261
Cash and cash equivalents, end of the year	42,970,138	27,448,943

The Accompanying notes are an integral part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 1999 AND 1998 *(In Jordanian Dinars)*

(1) GENERAL

The Export and Finance Bank was established as a public shareholding company on August 30, 1995 with an authorized and subscribed capital of JD 20,000,000, divided into 20,000,000 share of JD 1 each. The bank was granted the license to operate on November 22, 1995 and commenced its banking operations on January 1, 1996.

The General Assembly, in its extra-ordinary meeting held on June 30, 1999, resolved to increase the Bank's capital from 20,000,000 to 22,000,000 shares of JD 1 per share by distributing bonus shares through capitalizing the general reserve, retained earnings and part of the voluntary reserve.

The Bank's principal activities include the provision of direct and indirect credit facilities primarily to the export and manufacturing sectors, trade in marketable securities for the Bank and its' customers, and brokerage deals in Amman Stock Exchange.

(2) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The presentation of the accompanying financial statements conform with the guidelines provided by the Central Bank of Jordan. The significant accounting policies are:

Revenue and expense recognition

Income and expenses are recognized using accrual basis.

Government bonds, debentures and treasury bills

Investments in government bonds, debentures and treasury bills are stated at cost. The Bank intends to hold such investments to maturity.

Trade investments

Trade investments are stated at the lower of aggregate cost or market. Gains and losses on sale of investments are recognized upon the completion of the transactions.

Long term investments

Long term investments are stated at cost. Allowance for decrease in value of investments is taken when the financial positions of the investees become permanently impaired.

Fixed assets

Fixed assets are stated at cost and are depreciated over their estimated useful lives using the straight line method at annual rates ranging from 2.5% to 20%.

Establishment and pre-operating expenses

Establishment and pre-operating expenses are amortized over a period of five years using the straight line method.

According to IAS 38 "Accounting for Intangible Assets" approved by the IASC Board, which becomes effective for the financial statements covering the periods beginning on or after July 1, 1999, the balance of establishment expenses will be written off during the year 2000.

Foreign currencies

Assets and liabilities denominated in foreign currencies are translated to Jordanian Dinars using the Central Bank of Jordan's middle exchange rates at year end. Foreign currency transactions during the year are recorded using exchange rates that were in effect at the dates of transactions. Gains or losses arising from foreign currency translations are reflected in the statement of income.

Provision for possible loan losses

The provision for possible loan losses is based on the instructions and regulations of the Central Bank of Jordan.

Interest in suspense

Loans are placed on non accrual status when principal or interest is six months or more past due. Past due interest on loans is credited to a suspense account at the time the related loans are placed on non accrual status.

Income Tax

The Bank provides for income tax in accordance with the Income Tax Law no. (57) of 1985 and its subsequent amendments, the last of which being law no. (14) of 1995 effective on January 1, 1996,

and in accordance with IAS 12. The Bank makes provisions for possible loan losses in accordance with the regulations of the Central Bank of Jordan. These provisions are not allowable as deductible expenses for income tax purposes, until such time is accepted by the Income Tax Department. This gives rise to a potential deferred tax asset as of December 31, 1999. Because of the uncertainty over the recognition of this deferred tax asset, the bank believes it would not be appropriate to recognize it as an asset in the financial statements.

Financial Instruments

Financial Instruments include both on and off balance sheet instruments

1) On-balance sheet financial instruments

On balance sheet financial instruments include cash at banks, deposits at the Central Bank of Jordan, trading and investment securities, loans and advances, deposits, due to banks and other assets/liabilities.

The fair value of on-balance sheet financial instruments except for investment securities and loans and advances are not significantly different than the carrying values included in the financial statements.

The fair value of investments securities is based on quoted market prices or pricing models with the exception of unquoted equity investments which are based on their latest financial statements.

Due to the lack of secondary market, it is not practical to determine the fair value of loans and advances to customers with sufficient reliability.

The maximum credit risk from on balance sheet financial instruments is equal to the carrying values disclosed in the accompanying financial statements excluding the fair value of collaterals received.

2) Off-balance sheet financial instruments

Off-balance sheet financial instruments include letters of credit and guarantee and derivatives products such as futures, forwards and currency swaps and option transactions undertaken by the bank.

Off-balance sheet trading financial instruments are carried in the balance sheet at their fair value which is derived from market values. Realized and unrealized gains and losses from off-balance sheet trading financial instruments are included in interest income or expense and foreign currency transactions in the statements of income.

(3) CASH ON HAND AND AT BANKS

	1999	1998
Cash on hand	912,261	760,073
Deposits with local banks and financial institutions	1,043,544	4,140,906
Deposits with foreign banks and financial institutions	15,048,931	7,115,099
	<u>17,0041,736</u>	<u>12,016,078</u>

Cash on hand and at banks as of December 31, 1999 and 1998 include amounts in foreign currencies equivalent to JD 15,221,029 and JD 7,786,403 respectively.

(4) DEPOSITS AT THE CENTRAL BANK OF JORDAN

Deposits at the Central Bank of Jordan include a statutory cash reserve in foreign currencies equal to JD 1,988,529 and JD 792,918 as of December 31, 1999 and 1998 respectively.

Deposits at the Central Bank of Jordan include a statutory reserve of JD 4,676,873 and JD 4,539,947 as of December 31, 1999 and 1998 respectively.

Deposits at the Central Bank of Jordan include certificates of deposit amounting to JD 19,300,000 and JD 10,100,000 as of December 31, 1999 and 1998 respectively.

(5) GOVERNMENT BONDS, DEBENTURES AND TREASURY BILLS

	1999	1998
Government bonds	1,346,650	916,331
Treasury bills and bonds	2,047,010	9,918,934
Water Authority bonds	3,005,993	1,007,627
Development bonds	1,469,040	356,810
	<u>7,868,693</u>	<u>12,199,702</u>

Governmental bond, debentures and treasury bills include foreign currency investments equivalent to JD 1,346,650 and JD 916,331 as of December 31, 1999 and 1998 respectively.

Treasury and development bonds mature during the years 2001 to 2005, while government bonds mature during the year 2023.

Water authority bonds mature during the year 2003.

The market value of the government bonds as of December 31, 1999 and 1998 amounted to JD 1,492,448 and JD 857,890 respectively.

(6) TRADE INVESTMENTS

	1999	1998
Local shares	2,943,047	1,215,834
Local bonds	3,194,095	1,448,690
Traded government bonds	99,482	-
	6,236,624	2,664,524

Trade investments as of December 31, 1999 and 1998 include amount in foreign currencies equivalent to JD 234,482.

The market value of the local shares as of December 31, 1999 and 1998 were JD 2,948,551 and JD 1,299,941 respectively, while the market value of local bonds as of December 31, 1999 and 1998 amounted to JD 3,240,052 and JD 1,466,000 respectively.

The market value of traded government bonds as of December 31, 1999 equivalent to JD 106,846.

(7) CREDIT FACILITIES

	1999	1998
Discounted bills	25,366,265	11,547,782
Overdrafts	11,170,650	8,892,769
Loans and advances	37,020,038	22,788,483
	73,556,953	43,229,034
Less: Allowance for possible loan losses	(1,955,904)	(954,541)
Interest and commission in suspense	(270,734)	(4,539)
	71,330,315	42,269,954

The movements on the allowance for possible loan losses were as follows:

	1999	1998
Opening balance at January 1,	954,541	590,492
Provision for the year	1,001,363	364,049
	1,955,904	954,541

The allowance for possible loan losses consists of the following:

	1999	1998
General provision	1,278,874	877,000
Specific provision	677,030	77,541
	1,955,904	954,541

The movements on the interest and commission in suspense were as follows:

	1999	1998
Opening balance at January 1,	4,539	8,233
Interest suspended during the year	266,195	28,424
Less: Interest suspended on settled loans	-	(32,118)
	270,734	4,539

Non performing credit facilities as defined by the Central Bank of Jordan's regulations as of December 31, 1999 and 1998 amounted to JD 2,636,272 and JD 374,174 respectively.

Credit facilities granted by sector are set forth below:

	1999	1998
Manufacturing and mining	41,016,244	32,719,136
General trade	17,253,689	4,958,588
Transportation services	3,478,431	814,495
Services	2,236,932	599,500
Agriculture	1,614,109	-
Construction	1,814,137	177,702
Tourism, hotels and restaurants	604,771	91,950
Other	5,538,640	3,867,663
	73,556,953	43,229,034

Credit facilities granted to the government and guaranteed by the government as of December 31, 1999 and 1998 amounted to JD 602,452 and JD 814,495 respectively.

Credit facilities include balances in foreign currencies equivalent to JD 13,550,529 and JD 6,516,975 as of December 31, 1999 and 1998 respectively.

Credit facilities granted to exporters as of December 31, 1999 and 1998 amounted to JD 39,141,000 and JD 26,246,000 respectively.

Credit facilities granted to governmental institutions as of December 31 1999 and 1998 amounted to JD 2,746,167 and JD 1,660,095 respectively.

(8) LONG TERM INVESTMENT

	1999	1998
Investment in local companies' shares	100,000	100,000
Investment in foreign companies' bonds	500,326	-
	600,326	100,000

Long term investment as of December 31, 1999 include amounts in foreign currencies equivalent to JD 500,326.

Investment in foreign companies' bonds mature during the years 2004 to 2009.

The market value of investment in foreign companies bonds as of December 31, 1999 amounted to JD 475,286. The bank intends to keep this investment until its maturity.

(9) FIXED ASSETS

	1999	1998
Furniture and fixture		
Equipment	125,288	113,805
Vehicles	85,178	80,253
Computers	3,600	49,195
Installations	500,029	437,352
	<u>155,631</u>	<u>137,553</u>
Less: Accumulated depreciation	869,726	818,158
	<u>(328,856)</u>	<u>(212,650)</u>
	<u><u>540,870</u></u>	<u><u>605,508</u></u>

(10) OTHER ASSETS

	1999	1998
Establishment and pre-operating expenses	42,345	84,690
Brokerage office receivables	858,545	-
Accrued interest and commission income	629,597	466,965
Brokerage office license in Amman Stocks Exchange, net	187,060	-
Capital increase fees	194,645	74,923
Prepaid expense	38,419	34,883
Advance payment	41,218	-
Refundable deposits	4,066	4,566
Other	213,721	93,901
	<u>2,209,616</u>	<u>759,928</u>

Other assets include items denominated in foreign currencies equivalent to JD 194,315 and JD 92,699 as of December 31, 1999 and 1998 respectively.

(11) CUSTOMERS' DEPOSITS

	1999	1998
Current accounts and demand deposits	4,805,834	3,081,924
Time, notice and saving deposits	43,847,828	30,467,027
Certificates of deposit	10,069,000	3,500,000
	58,722,662	37,048,951

Customers' deposits denominated in foreign currencies are equivalent to JD 17,267,868 and JD 6,424,791 as of December 31, 1999 and 1998 respectively.

Non interest bearing deposits as of December 31, 1999 and 1998 amounted to JD 3,173,527 and JD 1,397,445 respectively.

Governmental institutions' deposits as of December 31, 1999 and 1998 were JD 22,961,633 and JD 18,771,094 respectively.

Dormant deposits amounted to JD 31, 752 as of December 31, 1999.

(12) BANKS AND FINANCIAL INSTITUTIONS DEPOSITS

	Current accounts and demand deposits		Deposits due within one year		Certificates of Deposit		Total	
	1999	1998	1999	1998	1999	1998	1999	1998
Local	4,395,740	65,518	4,782,984	2,483,300	4,650,000	-	13,828,724	2,548,818
Foreign	1,525,384	1,395,704	643,341	12,299	1,250,000	-	3,418,725	1,408,003

Banks' and financial institutions' deposits include deposits denominated in foreign currencies equivalent to JD 5,397,142 and JD 3,790,725 as of December 31, 1999 and 1998 respectively.

(13) LOAN AND ADVANCES

	1999	1998
Central Bank of Jordan advances	10,557,967	9,672,023
Foreign loans and advances	5,059,091	714,908
	15,617,058	10,386,931

Loans and advances include balances denominated in foreign currencies equivalent to JD 1,044,924 and JD 714,908 as of December 31, 1999 and 1998 respectively.

Central Bank of Jordan advances mature during the years 2000 to 2004.

Foreign loans and advances mature during the years 2000 to 2006.

(14) MARGIN ACCOUNTS

	1999	1998
Direct facilities	6,632,030	5,259,252
Indirect facilities	4,685,603	7,889,261
	11,317,633	13,148,513

Margin accounts include balance denominated in foreign currencies equivalent to JD 4,776,370 and 7,969,040 as of December 31, 1999 and 1998 respectively.

(15) SUNDRY PROVISIONS

	1999	1998
Provision for income tax	1,134,000	700,000
Provision for Jordanian Universities fees	56,639	22,952
Provision for scientific research and vocational training support	38,341	22,952
Board of directors' remuneration	65,000	32,500
	1,293,980	778,404

(16) PROPOSED DIVIDENDS

The Board of Directors will propose to the General Assembly, in its meeting to be held during 2000, the distribution of JD 990,000 in dividends.

In accordance with the Income Tax Law no. (57) of 1985 and its subsequent amendments, the last of which being law no.(14) of 1995 effective on January 1, 1996, dividends are subject to a dividends withholding tax of up to 10%.

(17) OTHER LIABILITIES

	1999	1998
Accrued interest and commission expenses	761,688	393,180
Interest and commissions received in advance	886,522	465,179
Accrued expenses	101,695	53,361
Certified cheques	140,316	1,870,071
Accrued government fees	216,752	-
Cheques under collections	239,852	29,843
Brokerage office payables	91,629	-
Other	247,890	147,025
	2,686,344	2,958,659

Other liabilities include balance denominated in foreign currencies equivalent to JD 264,283 and JD 102,511 as of December 31, 1999 and 1998 respectively.

(18) SHAREHOLDERS' EQUITY

Capital

The General Assembly, in its extra-ordinary meeting held on June 30, 1999, resolved to increase the Bank's capital for 20,000,000 to 22,000,000 shares of JD 1 per share by distributing bonus shares through capitalizing the general reserve, retained earnings and part of the voluntary reserve.

Statutory reserve

This represents cumulative annual appropriations at 10% of net income. This reserve is not available for distribution to shareholders.

Voluntary reserve

This represents cumulative annual appropriations not exceeding 20% of net income. This reserve is available for distribution to shareholders.

General reserve and retained earnings

Accumulated amounts included in this account represent the cumulative balance of net income after making appropriations to the statutory and voluntary reserves. This reserve is available for distribution

Share capital proceeds

The Board of Directors resolved in their meeting on June 30,1999 to call the last payment of 25% of the subscribed capital. The total amount was fully paid as of December 31, 1999.

(19) INTEREST INCOME

	1999	1998
Credit facilities		
Discounted bills	2,056,114	1,167,620
Overdrafts	1,306,423	947,747
Loans and advances	3,007,863	2,116,505
	6,370,400	4,231,872
Interest on bonds, debentures and treasury bills	1,039,357	457,496
Interest on bank accounts	1,946,572	1,625,718
	9,356,329	6,315,086

(20) COMMISSION INCOME

	1999	1998
Direct credit facilities	525,916	358,808
Indirect credit facilities	895,570	602,425
	1,421,486	961,233

(21) INTEREST EXPENSE

	1999	1998
Current accounts and demand deposits	73,856	105,843
Time and notice deposits	3,442,917	2,685,277
Certificates of deposit	543,439	49,343
	4,060,212	2,840,463
Banks and financial institutions deposits	1,690,945	885,363
	5,751,157	3,725,826

(22) FOREIGN EXCHANGE INCOME

	1999	1998
Income from foreign currencies trading	151,379	112,666
Difference of exchange	177,303	82,356
	328,682	195,022

(23) INCOME FROM INVESTMENTS

	1999			1998		
	Dividends	Income from sale of shares & bonds	Total	Dividends	Income from sale of shares & bonds	Total
Government bonds, debentures and treasury bills	-	20,205	20,205	-	1,950	1,950
Trade investmnets	76,743	434,444	511,187	27,614	123,818	151,432
	76,743	454,649	531,392	27,614	125,768	153,382

(24) GENERAL AND ADMINISTRATIVE EXPENSES

	1999	1998
Salaries, wages and other benefits	690,155	627,803
Rent and building maintenance expenses	140,625	120,011
Depreciation and amortisation	185,909	163,814
Consulting and professional fees	30,094	19,150
Travel and transportation	13,214	35,477
Stationary and printings	41,935	37,187
Board of directors' transportation	29,437	31,200
Reuters expense	67,007	63,827
Taxes and fees	59,912	41,333
Advertisement	39,906	26,169
Subscriptions	27,568	24,250
Entertainment	14,143	10,964
Computer expenses	48,660	38,625
Other	56,638	38,094
	1,445,203	1,277,904

(25) INCOME TAX

Income tax liability for 1999 was computed in accordance with the Income Tax Law no. (57) of 1985 and its subsequent amendments, the latest being Law Number (14) of 1995 which came into effect on January 1, 1996.

The Bank settled its income tax liabilities up to December 31, 1998.

(26) WEIGHTED AVERAGE NUMBER OF SHARES

The weighted average number of shares as of December 31, 1998, was adjusted to reflect the impact of capitalizing JD 2,000,000 from general reserve, retained earnings and part of the voluntary reserve during 1999 and retroactively in accordance with International Accounting Standards.

(27) CONTINGENT LIABILITIES

	1999	1998
Letters of credit	12,242,097	8,900,139
Letters of guarantee	16,645,208	9,152,741
Time drafts	4,153,579	6,264,903
Forward foreign exchange deals	726,997	-
	33,767,881	24,317,783

(28) FOREIGN CURRENCIES POSITION

Assets and liabilities denominated in foreign currencies are translated to Jordanian Dinars using the Central Bank of Jordan's middle exchange rates at year end as follows:

	1999	1998
Assets		
Cash on hand and at banks	17,209,558	8,579,321
Government bonds, debentures and treasury bills	1,346,650	916,331
Trade investments	234,982	-
Credit facilities	13,550,529	6,516,975
Long term investment	500,326	-
Other assets	194,315	92,699
	33,036,360	16,105,326
Liabilities		
Customers' deposits	17,267,868	6,424,791
Banks and financial institutions deposits	5,397,142	3,790,725
Loan and advances	1,044,924	714,908
Margin accounts	4,776,370	7,969,040
Other liabilities	264,283	102,511
	28,750,587	19,001,975
Net position	4,285,773	(2,896,649)

(29) GEOGRAPHICAL DISTRIBUTIONS OF BALANCE SHEET MAIN CAPTIONS

	Inside Jordan	Outside Jordan	Inside Jordan	Outside Jordan
	1999		1998	
Cash on hand and at banks	27,921,207	15,048,931	20,333,844	7,115,099
Long term investment	100,000	500,326	100,000	-
Loans and advances	10,557,967	5,059,019	9,672,023	714,908

All other balance sheet captions are inside Jordan.

(30) MATURITY OF ASSETS AND LIABILITIES

	Due within one year	From one year to two years	Over Two year	Total
Assets				
Cash and cash equivalents	42,970,138	-	-	42,970,138
Government bonds, debentures and treasury bills	-	12,670	7,856,023	7,868,693
Trade investments	6,236,624	-	-	6,236,624
Credit facilities	42,952,475	6,164,271	22,213,569	71,330,315
Long term investment	-	-	600,326	600,326
Fixed assets	-	-	540,870	540,870
Other assets	2,209,616	-	-	2,209,616
	94,368,853	6,176,941	31,210,788	131,756,582
Liabilities				
Customers' deposits	58,722,662	-	-	58,722,662
Banks and financial institutions deposits	17,247,449	-	-	17,247,449
Loans and advances	4,795,835	4,165,078	6,656,145	15,617,058
Margin accounts	11,317,633	-	-	11,317,633
Sundry provisions	1,293,980	-	-	1,293,980
Proposed dividends	990,000	-	-	990,000
Other liabilities	2,686,344	-	-	2,686,344
	97,053,903	4,165,078	6,656,145	107,875,126

(31) RELATED PARTY TRANSACTIONS

	1999	1998
Indirect credit facilities	1,447,286	658,354
Direct credit facilities	4,713,399	2,804,944
Customers' deposits	21,326,187	20,779,151
Interest expense	1,771,338	1,453,570
Interest income	322,489	379,696

(32) FINANCIAL INSTRUMENTS

On balance sheet financial instrument/ Interest rate risk

Interest rate risk is the uncertainty of future earnings resulting from fluctuations in interest rates. The rate risk arises when there is mismatch in the assets, liabilities positions which are subject to interest rate adjustment within a specific period. The most important source of such rate risk is the banks lending, facilities and investment activities, where fluctuations in interest rates are reflected in interest margins and earnings.

Interest rate gap is a common measure of rate risk. A positive gap occurs when more assets than liabilities are subject to rate changes during a prescribed period of time. A negative gap occurs in the opposite situation. The interest rate gap position and term to maturity for on balance sheet financial instruments, as of December 31, 1999 are as follows:

	Non-Interest Sensitive			Total
	Within one year	Over one year	Non-Interest Sensitive	
Assets				
Cash on hand and at banks	16,092,475	-	912,261	17,004,736
Deposits at the Central Bank of Jordan	19,300,000	-	6,665,402	25,965,402
Government bonds, debentures and treasury bills	315,635	7,553,058	-	7,868,693
Trade investments	3,293,577	-	2,943,047	6,236,624
Credit facilities, net	42,952,475	28,377,840	-	71,330,315
Long term investments	-	500,326	100,000	600,326
Fixed assets	-	-	540,870	540,870
Other assets	-	-	2,209,616	2,209,616
	81,954,162	36,431,224	13,371,196	131,756,582
Liabilities				
Customers' deposits	53,916,828	-	4,805,834	58,722,662
Banks and financial institutions deposits	11,326,325	-	5,921,124	17,247,449
Loan and advances	4,795,835	10,821,223	-	15,617,058
Margin accounts	6,632,030	-	4,685,603	11,317,633
Sundry provisions	-	-	1,293,980	1,293,980
Proposed dividends	-	-	990,000	990,000
Other liabilities	-	-	2,686,344	2,686,344
Shareholders' equity	-	-	23,881,456	23,881,456
	76,671,018	10,821,223	44,264,341	131,756,582
Interest rate sensitivity	5,283,144	25,610,001	(30,893,145)	-
Cummulative interest rate sensitivity gap	5,283,144	30,893,145	-	-

The maturities set out in the above table are based on contractual re-pricing or maturity date, whichever is earlier.

(33) LITIGATION

The Bank was not involved in any litigation as of the financial statements date.

(34) RECLASSIFICATION

Some of 1998 balances were reclassified to correspond to 1999 presentation.

Other Disclosures

AUDITORS

The Financial Statements of 1999 have been audited by the Allied Accountants (A member firm of Andersen Worldwide) and their fee for the year was JD 6,750.

DIRECTORS' INTEREST

The Directors of the Bank had the following interests in the Bank's capital at the end of 1999 :

Name	No. Of Shares 1999
Social Security Corporation	2,200,000
Mohammed M. El-Seif	1,650,000
Investments & Integrated Industries Company	1,622,500
Jordan Phosphate Mines Company	1,100,000
Bassem K. Salem	660,000
Arab Potash Company	550,000
Ali K. Al-Husry	550,000
Jordan Loan Guarantee Corporation	247,500
Bayader Trade & Investment Co. Ltd.	246,895
Said S. Darwazah	110,000
Shaker Bin Zeid	52,250
Fayiz M. Soheimat	55,000
Jaloul Trade & Investment Company	27,500

SUBSTANTIAL INTEREST IN CAPITAL

Name	No. Of Shares 1999	(%) Interest
Hikma Investment	2,200,000	10.000
Social Security Corporation	2,200,000	10.000
Mohammed M. El-Seif	1,650,000	7.500
Investments & Integrated Industries Company	1,622,500	7.375
Jordan Phosphate Mines Company	1,100,000	5.000
Bassem K. Al-Salem	660,000	3.000
Jordan Trust Investment Company	602,995	2.741
Arab Potash Company	550,000	2.500
Jordan Industrial Cities Corporation	550,000	2.500
Ali K. Al-Husry	550,000	2.500

DIRECTORS' EMOLUMENTS

The emoluments of the Bank's Directors for the year 1999 were as follows:

Name	Transportation	Travel	Remuneration	Salaries
Ali K. Al-Husry	2,400	1,706	5,000	77,000
Fayiz M. Soheimat	2,400		5,000	
Marwan S. Rishaydat	2,400		5,000	
Anwar O. Al-Masri	2,400		5,000	
Bassem K. Salem	2,400		5,000	
Shaker Bin Zeid	2,400		5,000	
Elia C. Nuqul	2,400		5,000	
Said S. Darwazah	2,400		5,000	
Amer M. Fariz	2,400		5,000	
Jamal A. Sarayrah	400		833	
Mohammed M. El-Seif	237		4167	
Jamal M. Salah	2,000		4167	
Mohammed S. Hamami	400		833	
Ahmad H. Sweiti	600		1250	
Nayef Qasrawi	1,800		3750	
Abdullah A. Hourani	400		833	
Mohammed S. Hourani	2,000		4167	

DONATIONS

During the year 1999, the bank made charitable contributions totaling JD 38,221 , as per the following:

Instituion	Amount
Al-Hussein Fund for Creativity & Excellence	30,000
Other (Charitable & Social Foundations)	8,221
Total	38,221

PERSONNEL

Total number of staff and their qualifications at end of 1999 was as follows:

Category	Qualifications				
	No. of Staff	Secondary School	Diploma	University Degree	Masters Degree
Senior Management	12	-	-	8	4
Middle Management	13	-	3	8	2
Management Support	37	8	9	16	4
Total	62	8	12	32	10

TRAINING

Details of training provided to employees during 1999 is as follows:

	Training Courses	
	Inside Jordan	Outside Jordan
No. of staff	42	5

STATEMENT OF DIRECTORS' RESPONSIBILITIES

- The Board of Directors confirms that the financial statements have been prepared on a going concern basis and there are no material transactions that might affect the bank ability to continue in business for the foreseeable time.
- The Board of Directors is responsible for the preparation and the fair presentation of the financial information contained in this annual report. The Board of Directors is also responsible for establishing and maintaining an effective internal control structure and procedures for financial reporting and safeguarding of assets.

Organizational Chart

