

Annual Report

2022





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01. Strategic Report





1.1 | TNB at a Glance

Trusted Novus Bank (TNB) serves over 3,300 customers, offering a comprehensive set of banking products and services to support our customers' everyday banking needs.

We offer full banking services to personal, corporate and private clients.

Throughout the year, our focus on becoming the Bank of choice in Gibraltar has guided our actions, allowing us to provide proactive support to individuals, families, and businesses during the challenging times brought about by the COVID-19 pandemic and economic upheavals. We have stood alongside our customers, delivering a solid financial performance while helping them navigate uncertainty. To continue our support and drive sustainable growth, we are investing in technology and nurturing closer relationships with customers based on insight and shared goals. By offering

personalised advice and tailored products, we aim to make a positive impact on our customers' lives. Collaborating with partners and maintaining prudent risk management practices, we believe in the strength of our underlying business despite reporting a loss due to non-cash accounting adjustments. We remain highly liquid, well capitalised, and committed to our long-term prospects, focusing on creating a sustainable future for our customers, colleagues, and society at large.



3,358

Customers served



22.5%

Capital Ratio



8%

Increase in year



£883m



56%



1.2 | Chairman's Statement

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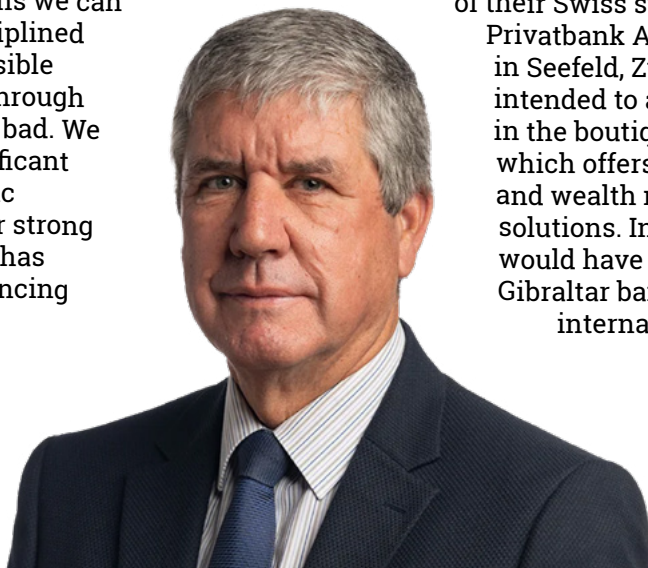
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Amidst an energy crisis, war in Europe, multiple Bank of England rate hikes after years of low rates, rising imported inflation, and renewed recession concerns worldwide, TNB continued to post encouraging operating results across its three core segments for 2022. In addition, the failure of Silicon Valley Bank (SVB), the consequent contagion and failure of Signature Bank, and the takeover of Credit Suisse, are events that demonstrate the importance we attach as a Board to having a clear and balanced growth plan. This is underpinned by an unwavering commitment to delivering quality and value for our customers and stakeholders.

While domestically we face strong competition for deposits and client assets, our relationship-driven business model allows us to maintain a stable core deposit base. This means we can steer a steady and disciplined course towards responsible organic asset growth, through the good times and the bad. We continue to make significant progress in our strategic priorities, including our strong media presence which has been a catalyst to enhancing our brand name and market position. We have made an impact and brought



substance in the moments that matter. We believe that this focus has brought us closer to our clients and closer to becoming the bank of choice in Gibraltar in all our target segments.

An important component of our strategic focus is to grow through acquisitions, giving priority to synergistic alliances with small credit institutions with longstanding private banking and wealth management traditions preferably operating in the United Kingdom, European Economic Area, or Switzerland. We see growth through acquisitions as an important path for opening up access to markets that complement our domestic service offerings and expand our geographical presence. In January, we announced a binding agreement with AS Citadele banka regarding the sale of their Swiss subsidiary Kaleido Privatbank AG, a bank based in Seefeld, Zurich. TNB had intended to acquire a 100% stake in the boutique private bank, which offers private banking and wealth management solutions. In doing so, TNB would have become the first Gibraltar bank to acquire an international bank.

The acquisition was expected to

be completed in 2023, subject to regulatory approval. However, the Board recognised that any acquisition involves a certain degree of uncertainty and despite the best intentions of all parties involved, the application will not proceed as announced. The Board will nonetheless continue to seek opportunities for growth that will serve to develop our adaptive space and enable us to discover, develop and diffuse new ideas into and across our organisation for the benefit of our customers and stakeholders.

Secure, efficient and scalable information technology is a key element of our digital transformation journey in supporting our business growth. In September 2021 the Board gave approval to enter into a formal letter of engagement with Temenos SA. Our collaboration with Temenos will give our customers access to the digital functionalities of Temenos Transact and allow us to expand our capabilities exponentially via integration with other product suites and network partners. Since then, we have committed considerable resources towards exploring the opportunities to merge the best of the digital and physical worlds, in a way that preserves and enhances the personalised banking service that our customers have come to expect from us. This has meant closely examining each link in the customer experience chain and understanding how the



new technology will build on that experience. We expect to go-live on the new platform in 2023. This represents a major investment in the future of banking services in Gibraltar and marks an important milestone for TNB as it creates the opportunity to leverage the latest technology that will enable us to deliver an even more compelling customer experience going forward.

Board changes and personnel

This year saw the retirement in March of Jens Lauritzen as Chairman. Jens served with dedication and distinction throughout his twenty years on the Board. In June, we were delighted to welcome Nyreen Bossano-Llamas and Melo Triay to the Board as nonexecutive directors. Melo succeeded me as Chair of the Board Audit & Risk Committee in December. Their appointment reinforces our commitment to strong independent oversight, while adding considerable expertise and experience to our Board.

Enhancing risk governance

The Board is committed to upholding high standards of corporate governance and sound risk management principles. Our core objective in the oversight of risk management is to protect our customers and safeguard the interests of our stakeholders, while retaining the ability to seize value. Thus creating business opportunities and sustainable growth in the fast-changing

environment in which we operate. In this dynamic context, the Board is called upon to make judgements about the level and types of risk that we are willing to accept in pursuit of our business objectives. These articulations of risk appetite are embedded in TNB policies and day-to-day operations, setting the parameters for risk taking to achieve our strategy. Through the work of the Audit & Risk Committee (ARC) and the Board Credit Committee (BCC) over the past year, the Board has been actively supporting the evolution of TNB's Risk Management Framework and strengthening our risk culture by reviewing how risks are changing and identifying areas for improvement in our control environment.

New corporate values for today's TNB

Our core values are deeply embedded within our work culture and for over thirty years they have conveyed the ethos of our bank, creating the foundation for everything we do. As a values-based organisation, we tend to think of them more as an instinctive mode of operation, than as a written down set of principles to follow. So, when we decided this year that the time was right to revisit (and challenge) our set of corporate values, we knew we had to proceed carefully. Indeed, the exercise itself was a palpable expression of our corporate values, as we invited all our employees – old and new – to come together to reflect, discuss and share ideas on a new set of corporate values that more closely

reflects TNB's corporate identity today. This ensures their relevance for all employees to really live our purpose and deliver our vision. We concentrated on the main values that we considered critical for creating strong relationships with our customers and stakeholders. Seven themes emerged (open & honest, resilience & sustainability, fun & unity, adaptable & flexible, genuine & equal respect, and driven to achieve) and each of these were then expressed as single-word adjectives (Transparent, Resilient, United, Sustainable, Tailored, Equal, Driven); their first letter spells out the word "TRUSTED". Each core value is accompanied today by a set of value statements that describe their enactment. They will serve us well for many years to come.

Sustainability and being at the centre of the community we serve

At TNB we are a forward-looking organisation by nature. Making decisions today with a view to serving the best interests of multiple generations is key to our mindset. This draws our focus continually toward long-term performance to balance short-term priorities. Recognising the responsibility that we have towards society at large, to protect and hand over a sustainable, greener environment for the enjoyment of future generations, TNB has embarked on a journey towards sustainability through the power of thoughtful action. For instance, our Treasury continues to work on improving



the Environmental, Social & Governance (ESG) profile of our own investment portfolio, as well as offering socially responsible financial investment solutions for our clients. The portfolio consists of bonds issued by companies with a higher ESG rating than average, and there is currently no exposure to controversial assets, or entities that violate United Nations Global Compact principles.

During this past year, we have continued to be present and connected with our local community, not only by way of our prominent position as a trusted provider of financial services and helping our clients navigate these challenging times, but through actions and engagements that seek to make a positive environmental and social impact. We pride ourselves on our community initiatives, ranging from our contribution to financial education in our visits to schools to promote financial literacy, to supporting community projects, local charities, and sporting endeavours. We also remain committed to being a diverse and inclusive organisation, one that reflects the community in which we serve. There remains more to be done, and we have a number of initiatives underway to extend the reach and impact of our ESG footprint, both internally and outwardly through collaboration with others, which will create both immediate and long-term value. I believe that the energy that drives the organisation today gives us the dynamism to aim higher.

And finally, a vote of thanks...

As always, the continued success of TNB reflects the hard work and commitment of our employees. On behalf of the Board, I extend our thanks for their contribution in 2022, especially through these challenging times – their enthusiasm and drive to do the best for our customers and for the community we serve makes TNB what it is today. And in closing, I would like to thank our customers and stakeholders for their continued confidence in us. I look forward to another successful year in 2023 and trust we will have an opportunity to show once again why TNB is your bank of choice.



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1.3 | CEO's Letter

Throughout the year, our refreshed purpose – to become the Bank of choice in Gibraltar – has continued to guide our actions.

In 2022, as we began to recover from the COVID-19 pandemic, we witnessed economic conditions not seen in generations. The highest inflation rate in decades, rising interest rates, a steep increase in energy costs and supply chain disruption had a huge impact on people's lives. This meant that being guided by our purpose to support our stakeholders and drive long-term sustainable value was as important as ever. We have focused on providing proactive support to help vulnerable individuals, families, and businesses manage financially during these challenging times. Our strong balance sheet has enabled us to stand alongside our customers and deliver a solid core financial performance, whilst helping them navigate heightened uncertainty.

New Technology

To continue supporting our customers and drive sustainable growth, we are evolving our capabilities by investing in technology and developing our team members to provide new and easier ways of serving our customers. Our emphasis is on nurturing closer relationships with our customers based on insight, understanding, and shared goals, fuelled by data-driven innovation. By offering personalised advice, products, and support to unlock potential, we can make a real difference to our customers' lives. We will also work with partners to provide the services and products our customers expect, when they need

them, tailored to their unique lifestyles. This approach will create sustainable growth for the bank by strengthening customer relationships, increasing recommendations and usage, and building loyalty. We strongly believe that relationships matter, and we are doing more than ever before to harness their power. By providing the support and security our customers, colleagues, economy, and society need, we can help build a more sustainable future for people, families and businesses.

Future Developments

At TNB, we are committed to staying at the forefront of technological advancements in the financial industry, as part of our ongoing efforts to continuously improve our operations and enhance customer experience.

We have dedicated significant resources to the development and deployment of our new core banking solution during 2023, with implementation scheduled for 2024. This will empower our bank to deliver an enhanced customer experience, with innovative

features that will enable our customers to seamlessly access our services through multiple channels, including online and mobile banking. This will provide our customers with greater convenience, flexibility, and security in managing their financial needs. Furthermore, this technology upgrade will also enable us to strengthen our risk management practices, enhance data analytics capabilities, and comply with regulatory requirements more effectively, ensuring that we continue to operate with the highest standards of security and compliance.

We value the ongoing support of our stakeholders, including our customers, shareholders, employees, and the broader community. We will continue to work diligently to deliver positive results and enhance shareholder value in the coming year.

The directors are committed to ensuring that TNB is a future-ready and resilient organisation with a focus on long term value-creation. Our business is underpinned by strong governance and risk management practices, and an ethos of being a trustworthy financial institution. The directors continue to believe in TNB's strong market position within Gibraltar and remain confident of its underlying value and becoming The Bank of Choice for Gibraltar.



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1.4 | Our Purpose and Strategy Framework

“Our ambition is to be the Bank of Choice in Gibraltar”

Christian Bjørnløw, CEO



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Achieved through... Our purpose

To make banking an enjoyable and out of the ordinary experience. Customer service is our top priority and the key to our success.

Strengthened by... Our values

Our values drive our customer-centric approach, shaping everything we do within our organisation.

- T**ransparent
- R**esilient
- U**nited
- S**ustainable
- T**ailored
- E**qual
- D**riven

Delivered via... Our business model

Differentiation – we have developed a client value proposition for the key segments we wish to serve, co-creating banking solutions based on client engagement. By using data analysis to understand clients wants, needs, pain points and behaviours, we have been able to develop more targeted and personalised banking solutions.

We recognise that the pace of change in technology is the main disruptor in our industry and we look forward to leveraging the benefits of our new core banking system, significantly enhancing our technological capability.

Supported by... Our strategic priorities



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1.5 | Our New Values

Our values based conduct reflects our company culture and our organisation, and provides the link between our Bank's Vision, Mission and our Employee goals.

Our values will continue to evolve meaning they are strategically business and employee driven. Our value-based approach gives direction to our customers, inspires employees, and promotes the long-term sustainability of our business.

"Our values are carved in stone. And, as they are common to us all, paragraphs interpreting values should start with WE".

Christian Bjørløw, CEO





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Transparent



We are open and honest with our business activities and encourage a feedback culture.

We manage expectations through regular communication and provide timely, clear and concise communication.

2

Resilient



We have the ability to quickly react to change. We are mindful of our long-term relations, committed in our approach and continuously work on building our resilience.

United



We trust each other and have a sense of belonging. We strive to maintain a positive, fun and optimistic environment as we work towards our common goals.

We are one team as we share common values and we live them.

Sustainable



We empower our employees to encourage motivation and build retention. We challenge the norm to achieve greater success and develop long term relationships with all of our stakeholders.

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TRUSTED

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Tailored



We accommodate and provide a personalised service for our clients individuals needs. We challenge the norm as we do not believe that one size fits all.

Equality



We listen, we care, we communicate and lead by example, as we are an organisation that values inclusivity and diversity.

We apply respect and interest to ensure the quality of our service is offered.

Driven



We are an engaged workforce, determined and persevering. We aim to exceed expectations as we believe in what we do and support each other to help reach our goals.

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1.6 | Operating Environment

A year of volatility and external challenges

2022 was a challenging year for our clients who began to emerge from the effects of the COVID 19 pandemic, only to face new challenges as the war in the Ukraine impacted the overall cost of living and the cost of doing business. Property prices reached record levels in Gibraltar, triggered by low supply levels which made it increasingly difficult for local residents to enter the property market.

In response to high inflation triggered by energy prices and economic uncertainty, clients faced rising interest rates and increased taxation as governments sought to bring inflation under control. The net effect of these factors was to increase costs and this placed a financial strain on our clients in all segments. TNB witnessed a lower level of mortgage transactions in 2022, which was reflective of the wider mortgage market.

2022 also saw Gibraltar added to the FATF grey listing pending the successful implementation of 2 FATF recommendations, and although this finding did not arise from the Banking sector, the grey listing continues to affect Financial Services and the reputation of the jurisdiction.

Navigating change through values based leadership

The Bank responded by further supporting our community, as always, according to our values and with a focus on our key stakeholders.

For our employees, the Bank has sought to support colleagues through flexible home working arrangements, recognising the new behaviours and realities as a result of the pandemic.

For our customers, we have introduced fixed rate lending to remove some of the uncertainty with borrowing costs, supporting our existing mortgage clients as they faced increases in their borrowing costs.

For our community, we have brought new initiatives to the market in key areas of benefit to Gibraltar as a jurisdiction, launching our Affordable Homes initiative and helping our young people to move on the property ladder.

For our shareholder, we have protected value in the balance sheet through robust credit management, maintaining our low levels of impairment despite a tougher economic environment. The Banks lending policies are focused on repayment affordability and liquidity, and this has meant that our clients have been able to absorb the inflationary and interest rate increases in the short term.

2023 is a year which brings new opportunities for TNB in the local market

The release of new housing developments means that TNB will continue to support owner occupiers as well as residential property investors. The jurisdiction has seen a marked increase in the number of visits to Gibraltar in 2022, which has a positive net effect on the local economy, on tourism and on our retail clients. TNB will continue to support a number of the main construction projects in Gibraltar. The jurisdiction awaits an outcome on the Shengen Agreement and expects that this will remove some of the business uncertainty in the local market and could result in increased investment from business people within the territory.



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1.7 | Financial Review

TNB has been deeply rooted in the local community for more than 165 years. First as Galliano Bank, then as Jyske Bank and now as Trusted Novus Bank.

We have always believed that we are a truly local bank and our aim for 2022 was to ensure that we continued to engage with our customers and our community in a positive and enriching manner.

TNB reported a net loss of £1.3m for the year. While we reported a loss, it is important to provide context to this figure. The underlying business performance of our Bank has been strong, with positive results in key operational areas. Our core operations, including our lending and deposit activities, have performed well, and we have continued to maintain a healthy customer base and expand our market share.

However, our financials were impacted by the performance of our mark-to-market portfolio, which resulted in unrealised losses of approximately £6.1 million for the year. This non-cash accounting adjustment has affected the loss figure we have reported for 2022. However, TNB emphasise that these unrealised losses do not reflect the Bank's operational performance or its long-term prospects. Our underlying business remains solid, and we are confident in our strategic direction and the strength of our operations.

We remain committed to prudent risk management practices and will continue to closely monitor and manage our mark-to-market portfolio to mitigate any potential impact on our financials in the future.

TNB remains highly liquid and well capitalised with a Common Equity Tier 1 (CET1) ratio of 22.64%. TNB's Liquidity Coverage Ratio (LCR) remains high and well in excess of the minimum required ratio at 189%.

Profit and loss

Net profit after tax is down £2.6m compared to previous year largely due to the mark-to-market portfolio. Net interest income however has doubled, with an increase of £5.4m, driven by the growth in lending – a net increase of £22m during the year, aided by large increases in interest rates during the year.

Net fee and commission income

Non interest income has fallen by 26%, largely due to fees and commissions received from lending activities, as expected due to the significant growth and the associated arrangement fees that were incurred during 2021. Fees and commissions received from securities trading has also decreased.

Operating expenses

Total operating expenses have increased by 7% (£809k) compared to the previous year. This is partly attributed to the prevailing inflationary environment, which has led to higher costs across various aspects of the organisation. Staff costs remain the largest component of our cost base, at 53%. There has been an increase in staff during the year of 8 employees, together with an average cost of living increase of 4.3% in 2022

35% of the increase in operating expenses relates to £284k of costs attributed to the Kaleido acquisition.

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Balance Sheet

In 2022, we navigated unprecedented economic conditions stemming from the COVID-19 pandemic. With soaring inflation, higher interest rates, escalating energy costs, and supply chain disruptions, people faced significant challenges. Guided by our purpose, we remained committed to supporting stakeholders and generating sustainable value.

Our focus centered on proactive assistance, aiding vulnerable individuals, families, and businesses in managing their finances amidst these difficult circumstances.

Our strong balance sheet has enabled us to stand alongside our customers and deliver a solid core financial performance while helping them navigate heightened uncertainty.

Deposits

We have funded this lending by growing our customer deposits, which have increased by £23m during the year, driven largely by a net increase in fixed term deposits.

Other assets

There has been a significant investment of £4.2m in intangible assets, relating to the development of the new core banking system.

Lending

Total assets increased by £22m to £599m, following strong growth in loans and advances to customers, which has had a net increase of £22m during the year. TNB had a target to grow the loan book by £88m, which was almost achieved, at 97%.

Capital

We ended the year with a CET1, Tier 1 and total capital ratio of 22.64%. The level of capital held throughout the year was comfortably in excess of regulatory requirements.





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02.

Governance & Risk





2.1 | TNB Board Roles & Responsibilities

Composition of the Board

During the year, the composition of the Board was refreshed to ensure it continues to have an effective balance of skills, knowledge, experience, and diversity to deliver on TNB’s strategic objectives. The size and composition of the Board is kept under review to ensure an appropriate balance of skills and experience is maintained. TNB aims to ensure that at least half of the non-executive directors on the Board, including the Board Chair, are independent. All appointments to the Board are based on merit with candidates assessed against objective criteria. The Board recognises the importance of having a wide range of perspectives to draw upon and any appointments will seek to increase its diversity, while not compromising on the quality of the Board.

The skills, experience and committee membership of the directors in office as of 31 December 2022 are summarised here:



PETER CAETANO - CHAIRMAN

Peter joined the Board as an independent non-executive director in July 2020 and in March 2022 he was appointed Chairman. With a banking career that spans over thirty-five years, twenty of these based in Geneva, Switzerland, he returned to Gibraltar in March 2014 to take up the role of CEO of Lombard Odier & Cie (Gibraltar) Limited, the Gibraltar subsidiary of the Swiss private banking group, prior to the acquisition of its client base by J. Safra Sarasin Group in July 2019. With extensive experience in international private banking and investment management, he also serves on the Board of the Gibraltar Financial Services Commission (GFSC).

Appointed

July 2020. Peter was appointed Board Chair on 24 March 2022.

Committee Memberships

Since 24 March 2022 Peter has been Chair of the Board Credit Committee (BCC) and since 27 July 2022 has served as a member of the Audit & Risk Committee (ARC). Joseph E. (Melo) Triay replaced Peter as ARC Chair on 1 December 2022.



ADRIAN OLIVERO - DEPUTY CHAIRMAN

Adrian played an important role in the change of control process, which saw the bank become an independent credit institution. Prior to his appointment to the Board, he served as Managing Director of Finsbury Trust & Corporate Services Limited and brings over thirty years’ experience in strategic planning, corporate governance, as well as responsibility for a wide range of private and institutional clients.

Appointed

July 2020

Committee Memberships

Adrian was appointed a member of the Board Credit Committee (BCC) on 24 March 2022.

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NYREEN LLAMAS
NON-EXECUTIVE
DIRECTOR

Nyreen has over twenty years' experience in corporate, commercial, and regulatory matters (both as external advisor and within operations). She trained as a lawyer and was called to the Bar in 2001 (Gibraltar and England & Wales). In 2020 she joined RG Advisors Limited, a private family office, as Senior Advisor on Strategy and Legal matters. Ancillary to her principal roles, she has served as a non-executive director at Gibraltar International Bank and is currently a member of the Public Service Commission of Gibraltar, appointed pursuant to the Gibraltar Public Service Commission Act, as well as an alternate non-executive director at Recognise Bank Limited (UK).

Appointed
June 2022

Committee Memberships
Nyreen has been a member of the Board Credit Committee since 16 June 2022.



JOSEPH E. (MELO) TRIAY
NON-EXECUTIVE
DIRECTOR

Joseph E. (Melo) Triay is a barrister-at-law and was called to the Bar of the Supreme Court of Gibraltar in 1982. As a practicing lawyer he has extensive experience in numerous areas of the law, but he is recognised as a leading individual in the banking and finance sector. He is regularly involved in financial services work and often advises the Gibraltar Financial Services Commission. He is a former member of the Gibraltar Financial Services Commission and former chairman of the Bar in Gibraltar.

Appointed
June 2022

Committee Memberships
Melo was appointed a member of the Audit & Risk Committee (ARC) on 16 June 2022 and since 1 December 2022 has served as ARC Chair.



NGUYỄN THỊ THIÊN
HƯƠNG
NON-EXECUTIVE
DIRECTOR

Nguyễn Thị Thiên Hương has worked in financial services for over twenty-five years, having held senior credit and risk management positions at the Vietnam Technological & Commercial Stock Bank, as well as the Vietnam Maritime Commercial Joint Stock Bank (MSB), where she currently serves as the Vice Chair to the MSB Board.

Appointed
July 2020

Committee Memberships
Madam Huong is a member of the Board Credit Committee

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NILESH BANGLOREWALA NON-EXECUTIVE DIRECTOR

A qualified Chartered Accountant since 1988, Nilesh has over thirty years' experience in Finance and Corporate Banking, spanning across Asia, Canada, and the Gulf region with International Banks. He has held various senior management roles including Chief Financial Officer for Standard Chartered Bank, Indonesia, and Vietnam Maritime Commercial Joint Stock Bank (MSB). He brings to the Board his extensive industry knowledge and financial and operational expertise gained within financial services internationally. Nilesh also serves as a non-executive director on the board of PG Bank, Vietnam.

Appointed
January 2021

Committee Memberships
Nilesh is a member of the Audit & Risk Committee



CHRISTIAN BJØRLØW CHIEF EXECUTIVE OFFICER (CEO)

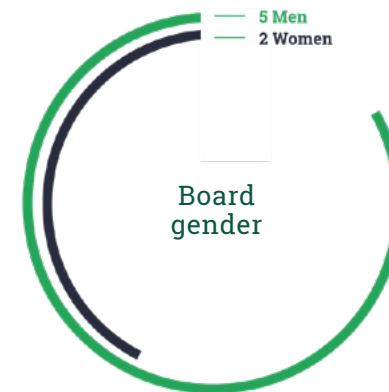
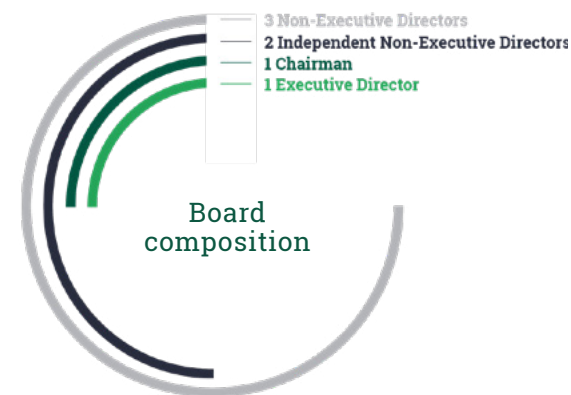
Christian moved to Gibraltar in 2002 to become Manager of Private Banking, a position he held until his appointment to the Board as Chief Executive Officer in June 2007. For over thirty five years he has worked in financial services. Before his appointment to CEO, his main specialism was delivering private banking, wealth & asset management solutions for the local market.

Christian retained the office of CEO after the change of ownership of Trusted Novus Bank, thereby ensuring continuity of executive leadership, stability, and progression.

Appointed
June 2007

Committee Memberships
Christian is not a member of a Board committee

The charts below show the balance of the Board and composition of the Board by gender diversity (as of 31 December 2022)





Role of the Board

The Board is the principal decision-making body for all matters of strategic, financial, risk, regulatory and reputational significance, and is accountable to the shareholder and external stakeholders for creating and delivering long-term sustainable value.

Having regard for the interests of all stakeholders the Board drives informed, collaborative and accountable decision-making, while promoting the highest standards of corporate governance and ethical culture to deliver on TNB's mission, values, and strategic objectives.

The Board is responsible for approving TNB's strategy, risk appetite and related policy statements. These policy statements establish TNB's overall appetite for risk and set out the control environment within which it operates. Implementation of strategy and these policies is the responsibility of the Chief Executive Officer (CEO) and the Senior Management Team (SMT), who report to the Board. In its role of reviewing and approving the financial statements, the Board is ultimately responsible for ensuring the integrity of financial reporting, and that financial controls and systems of risk management remain effective.

In formulating the three-year Strategy Plan, the Board considers opportunities and threats in the external business environment, and internal strengths and weaknesses to identify critical success factors and priority issues.

Board Responsibilities

The Board has oversight of how management implements TNB's strategy and retains control through both challenge at Board, and at Board committee meetings. A clear division of responsibilities exists between the roles of the Chairman and the CEO. Whereas the responsibility to lead and manage the work of the Board resides with the Chairman, the day-to-day management of TNB's business is delegated to the CEO, who is supported in this role by the SMT.

Company Secretary

The Company Secretary provides advice on governance matters and support to the Board and its committees. The Company Secretary is accountable to the Board, through the Chair, on all matters to do with the proper functioning of the Board and serves as an experienced sounding board for the Chairman and CEO.

The Company Secretary works closely with the Chairman, the CEO, the chairs of the Board and executive committees and members of the Senior Management Team to set meeting agendas, circulate management information to the Board and its committees, and the recording of minutes.

Board Activities

To discharge its duties effectively, the Board meets at least four times a year, based on a defined timetable, supplemented by ad-hoc Board meetings to deal with matters arising outside the usual meeting schedule. Standing agenda items such as financial and business performance, risk, compliance, human resources, and strategic matters are reviewed and discussed, with a comprehensive Board pack circulated beforehand, so that Directors are given the opportunity to consider the issues to be discussed. Detailed minutes and actions arising out of the discussions are documented. At the Board's request, members of the Senior Management Team routinely attend Board meetings to provide updates and insights on specific discussion items. This facilitates non-executive directors' engagement with the Executive and drives constructive challenge to senior management thinking. Board committees are convened as per their respective Terms of Reference.



2.2 | Risk Report

Risk Management Overview

TNB operates within a Risk Management Framework (RMF), aiming to comprehend potential adverse outcomes associated with operating a financial enterprise and establishing tolerable parameters for such occurrences. It is not the goal of risk management to eliminate all risks entirely. Instead, TNB focuses on employing resources effectively and efficiently, necessitating prudent risk management practices. Deviating from this approach could result in significant difficulties, costs, and unintended consequences.

Our risk management approach involves identifying, assessing, and mitigating threats, while also leveraging opportunities and addressing business requirements. By employing proactive, detective, and responsive actions and controls, we encourage desired conduct and events while preventing undesired outcomes. These effective risk management measures ensure the bank's stability and resilience, as outlined in this annual report.

To achieve the RMF objectives, the Bank must employ actions and implement controls to ensure it is addressing uncertainty and acting with integrity while pursuing its objectives. The Bank must respond appropriately to desirable and undesirable events, conditions and conduct.



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Risk Culture

An effective RMF needs to resonate throughout the organisation and its dissemination needs to be facilitated. This is achieved through the following channels:

1. Communication

The Board of Directors are responsible for providing Management with timely, clear and transparent objectives, together with the risk appetite which they are proposing and that needs to be set in achieving these objectives. This is achieved via the organisation of relevant Management Meetings and any forums which may exist as subsets to Management from time to time. Management will ensure that all employees have access to broad information on the Bank's performance and objectives set, as well as sufficient information to allow employees to familiarise themselves with the role they play in the organisation as a whole.

2. Emphasising the 3LoD Model

First line: Communication of the concept of Business Risk Owners (BRO) is an important step in ensuring that employees take ownership and feel accountable for risk which they are immediately exposed to as they perform their day-to-day role.

Second line: Will provide risk oversight and advice to support the first line in managing risks, including the development of business continuity plans, as part of the Board's risk mitigation strategy planning. Assessing the adequacy and effectiveness of risk governance and control activities.

Third line: Independent assurance where risk management principles are assessed in determining whether these are being implemented effectively across both 1st and 2nd lines.

3. Assessing Risk Culture and its Development

The Chief Risk Officer is responsible for ensuring that a risk culture assessment is performed at least annually. This is a useful exercise which aims to assess how risk is perceived by employees, how it impacts them and what their role is. More significantly, the annual assessment will be able to provide details on its evolution and will be an important metric on evaluating effectiveness of communication.

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Risk Governance and Oversight

By clarifying strategy, competitive context and corporate philosophy and values through communication, training and leadership action, Management reinforces the risk appetite of the Board of Directors. At the same time, Management provides assurance to the Board of Directors about the design and operating effectiveness of actions and controls, and their contribution to the achievement of business/strategic objectives.

Oversight of Strategy and Risk

The Board is responsible for identifying the risks to which the Bank is exposed in relation to its activities and ensuring that proper mandates, policies, authority levels, risk frameworks and systems are in place and functioning effectively. The Board encourages the taking of controlled risks, exploring new opportunities and the use of innovative approaches to further strengthen the internal control framework.

The Board's Control over Business Activities

The Board's mandate is to oversee the conduct of the Bank's affairs by working with and through Management, in particularly in matters concerning:

- Financial performance
- The appetite and management of risk
- The management of the loan portfolio
- The processes for determining the adequacy of provisions for credit exposures
- The bank's asset/liability management

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03. Our People

A place where people want to work



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As a values-based organisation, TNB prioritises the well-being and development of its employees. We firmly believe that our employees are our greatest asset, and are dedicated to creating a workplace culture that fosters inclusion, development and growth.

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Our organisation continues its commitment to maintaining a strong and engaged workforce that reflects our values and supports our mission. We invest in our employees through training and development opportunities that promote career growth and align with our business needs.

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As we continue to grow and evolve as an organisation, we will remain dedicated to fostering a positive and supportive workplace culture that empowers our employees to do their best work and contribute to our collective success.



The external perspective gained from assessment and accreditation by Investors in People (IIP) in September 2021 to assess how well TNB leads, supports, and manages its human assets led to TNB's shortlisting in 2022 as one of IIP's top 20 organisations in the Gold Award category.



3.1 | Workplace Environment

Creating an empowering, engaging and motivating working environment is critical for attracting and retaining top talent, fostering innovation and creativity and driving business success within our organisation.

Key elements to achieve this are:

Corporate culture

By incorporating input from our workforce, we have redefined our values, which now serve as guiding principles for our actions, decisions, and interactions with each other, customers, and stakeholders. As a team, we are dedicated to upholding these values daily, aiming to build a robust, ethical, and sustainable bank for the present and future.

Promoting life balance

TNB prioritises a holistic approach to life balance, valuing work as a meaningful aspect of employees' lives while prioritising personal well-being and fulfilment. By embracing this approach, TNB aims to create a motivated, engaged, and high-performing workforce capable of thriving personally and professionally.

Recognition and reward

TNB has implemented a Recognition and Reward (R&R) scheme to ensure employees focus on the right tasks, take ownership of their development, and align them with the bank's ultimate goals. This scheme offers clarity on individual contributions, providing autonomy, personal development opportunities, and financial recognition. We believe that our R&R scheme not only motivates our employees, but also helps to retain top talent and create a culture of excellence and achievement.

Communication

At TNB, we acknowledge the significance of clear and regular communication at all levels to create an empowering and engaging work environment. This entails regular updates on business performance,

sharing organisational goals and objectives, and actively seeking input and feedback from employees.

Learning and development

Embracing a mindset of continuous learning brings personal and professional growth, increased job satisfaction and improved retention rates, enhanced agility, and adaptability to stay ahead of emerging trends. It also provides a competitive advantage, driving long-term growth and profitability. We prioritise ongoing education and training for employees at all levels, whether through formal programs or informal mentorship and coaching opportunities.

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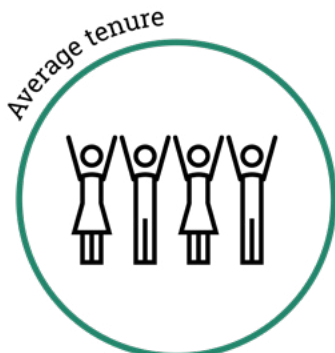


3.2 | Strengthening our Focus with Statistics

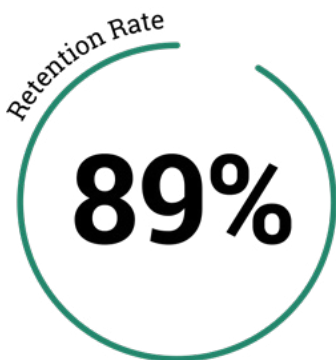
The following key statistics give an insight into our workforce composition, employee satisfaction and well-being, and our diversity and inclusion initiatives.



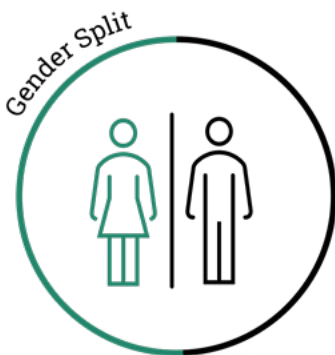
43
Years



16
Years



89%



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3.3 | Remuneration

TNB's remuneration principles have been designed to support a remuneration framework that aligns with TNB's vision, values and strategy. This is appropriate to changing market conditions and that complies with legal and regulatory requirements and expectations.

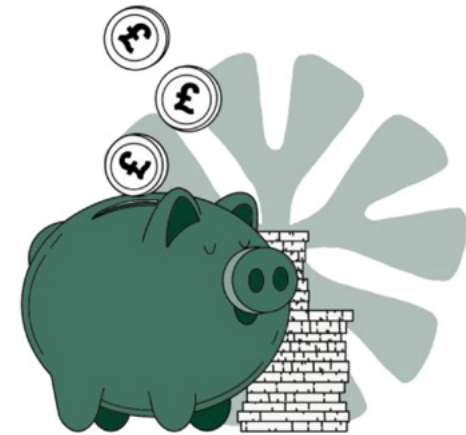
TNB's cultural norms also find expression through TNB's remuneration philosophy - that compensation should remain fair and competitive to attract, motivate and retain talent and create sustainable shareholder value by rewarding good performance while avoiding bonus-centric compensation arrangements, which tend to distort individual motivations and encourage excessive risk-taking.

TNB's Reward & Recognition programme is designed to drive employee performance without detriment to desired customer and stakeholder outcomes.

In 2022 the Board presided over the design of TNB's Reward & Recognition programme (a variable remuneration award scheme) to ensure that the total reward is appropriate and aligned with TNB's long-term strategy, business objectives, and Board risk appetite. These awards are based on an individual's performance and contribution against agreed objectives (both financial and non-financial) measured in terms of what has been delivered and how it was delivered, as well as on TNB's financial results for the year. Discretionary awards for exceptional performance are intended to reward employees who have gone above and beyond expectation in terms of effort and/or results achieved.

Base remuneration is set by reference to market rates and reviewed, although not necessarily changed, annually. Increases are typically to ensure appropriate pay positioning relative to the market and in connection with promotions or changes in role responsibilities. In addition, consideration is given to salary adjustments for increases in cost of living.

Whereas talent is at the heart of everything, and that attracting and retaining good people is critical to our ongoing success, the Board recognises that building a positive reputation by striking the right cultural balance is what keeps TNB on track to becoming the employer of choice.



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Remuneration Principles

1. Long-term value creation

Shareholder value creation is delivered through a strong focus on appropriately stretching short-term goals that build to long-term performance.

2. Transparency

There is a clear link between the upside and downside outcomes experienced by all TNB stakeholders through variable remuneration, supported by setting clear performance and risk accountabilities.

3. Fairness & consistency

Remuneration reflects the broader employee value proposition and is market competitive to attract and retain high calibre talent, without putting undue upward pressure on the market or unduly compromising internal equity.

4. Alignment with values

TNB's values-based and sound risk management culture strongly influences all employee remuneration elements and outcomes.

5. Appropriate risk behaviour

Remuneration supports the risk management framework, promoting individual and collective accountability for sound risk management, enabling appropriate downward adjustments to remuneration (including to zero), while also providing potential upside for sound risk management.

6. Fitness for purpose

Remuneration Arrangements are fit for purpose, reflecting both the measurable value of performance and the non-financial drivers of longer-term value creation.

7. Positive performance outcomes

Remuneration motivates and rewards sustainable outperformance beyond day-to-day role accountabilities and discourages poor performance, excessive risk-taking, or non-compliant behaviour through reward consequences.

8. Simplicity & proportionality

TNB's remuneration approach is simple, transparent, and stable and guided by proportionality (e.g., the ratio of Annual Variable Remuneration to Fixed Remuneration should be appropriate).



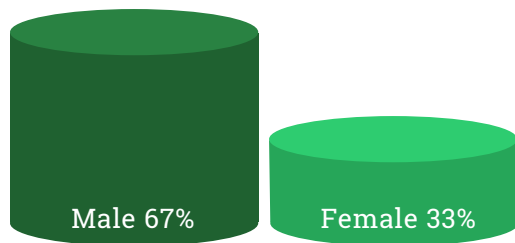
3.4 | Diversity and Inclusion

In TNB, we prioritise diversity and inclusivity, aiming to create an environment where every employee feels valued, respected, and supported.

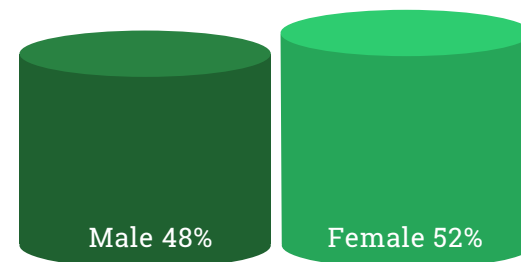
While we don't have a specific gender balance target, our organisation is dedicated to fostering a culture that values diversity, equality, and inclusivity in all aspects. Our merit-based approach to recruitment and promotion ensures equal opportunities for all employees, regardless of gender or other characteristics.

We acknowledge the importance of gender diversity and continually improve our recruitment and promotion practices to attract and retain top talent from diverse backgrounds. By embracing diversity, we enhance our ability to serve clients, community, and foster trust within our workforce.

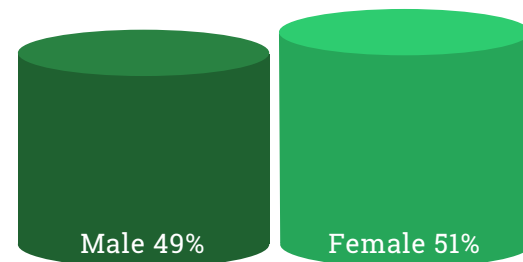
We remain committed to monitoring progress and exploring new ways to further enhance inclusivity and diversity in our workplace.



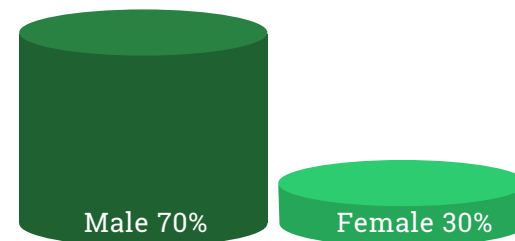
Board of Directors



Heads of Department



All Business



Management Team



3.5 | Investing and Developing our People

Investing in employee development is crucial for building a skilled, engaged, and high-performing workforce.

By providing opportunities for skill and knowledge enhancement, our employees become better equipped to contribute to our organisation's success, embrace new challenges, and drive innovation and growth.

Improved performance

If our employees have the right skills and knowledge, this improves their performance, leading to increased productivity, higher quality work, and better outcomes for the organisation.

Enhanced talent retention

Offering growth and development opportunities within the organisation increases employee retention, reducing costs related to turnover and recruitment.

Improved innovation and creativity

At TNB we believe that by offering employees the opportunity to learn and grow, they are better able to contribute new ideas and perspectives, driving innovation and creativity within the organisation.

Increased engagement and motivation

At TNB we believe that by offering employees the opportunity to learn and grow they are better able to contribute new ideas and perspectives, driving innovation and creativity within the organisation.

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As part of our ongoing project to cultivate an evolving work culture, we are currently developing several key initiatives.

These include a Leadership Programme, a Coaching & Mentoring Programme, proactive planning for continuing professional development (CPD) requirements, and individual-level on-the-job learning and development plans.

These efforts aim to enhance leadership capabilities, foster growth and support, and ensure a proactive approach to skill development at all levels of our organisation.

We look inhouse first offering promotions to employees who meet the required criteria.

We encourage employee's education and celebrate their successes.

2023 will offer an internship programme for future employees.

We offer secondments to different areas of the business.



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04. Our Customers





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Delivering positive outcomes and an out-of-the ordinary experience for customers at all stages of the customer lifecycle will always remain a priority for TNB. In 2022, the Board approved a new product approval policy designed to ensure a thorough risk assessment is conducted on new products and services and on any significant changes to existing ones.

TNB's commitment to providing a fair, efficient, and consistent process for the resolution of customer complaints was the driving force behind the work undertaken in the past year to translate Board policy into good practice, with an emphasis on designing a framework that is responsive, collaborative, and accessible, promoting visibility and traceability. This is all underpinned by a broader quality culture that sees complaints as an opportunity for service improvement.

The new framework significantly improves TNB's approach to handling complaints from identification through to resolution and closure, redefining what constitutes a complaint, clarifying roles and responsibilities, and providing guidance for responding to complaints fairly and objectively within established timeframes.

Our goal is to create a bank that simplifies, rewards, and personalises money management for our customers. We firmly believe in fair treatment, transparency, assisting vulnerable customers, clear communication in easily understandable language, and not charging hidden fees.

Offering a comprehensive range of products and services, we cater to all banking needs with an added personal touch. Exceptional customer service remains our top priority.





4.1 | What Do We Offer?

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	CORPORATE	PERSONAL BANKING	PRIVATE BANKING
DESCRIPTION	<ul style="list-style-type: none"> - Offered to local business and intermediaries - Some of the largest businesses in Gibraltar use TNB as their main bank - Many Gibraltarian businesses are family owned, making business owners potential clients for private banking 	<ul style="list-style-type: none"> - Banking for local private clients - Considered “premier banking” with focus on individuals who are seeking a highly personalised service - Direct access to a Relationship Manager who will make banking an enjoyable experience 	<ul style="list-style-type: none"> - Support the management of private wealth in a holistic way for both local and international clients - Targeting the mass affluent market who find it difficult to receive personalised solutions with other banking institutions - Offering a wide range of investment options to clients seeking to diversify assets or select specific opportunities
EXAMPLE OF SERVICES	<ul style="list-style-type: none"> - Corporate lending (inc. buy to let) - Guarantees - Corporate current accounts and deposits - Cash management - FX 	<ul style="list-style-type: none"> - Residential mortgage loans (Gibraltar only – inc. Buy to Let) - Consumer loans - VISA payment cards - Current/savings accounts - Investments – Mutual funds 	<ul style="list-style-type: none"> - Discretionary Portfolio Management - Invest advisory services for funds and individual securities - Fixed term cash deposits and currency strategies - Asset backed lending to allow for continued investment whilst providing liquidity
RELATIVE PERFORMANCE SPLITS			



4.2 | Customer Experience

During the year, a dedicated customer experience team was established to enhance the quality of service provided to our valued customers.

Customer Survey

A significant milestone was reached in 2022 with the launch of the inaugural TNB Customer Survey. This will be an annual practice which empowers us to continuously enhance our services based on valuable client insights. Our dedicated staff play a vital role in delivering exceptional client experiences. They exhibit genuine interest, providing personalised solutions and effectively addressing challenges.

Client feedback from the survey acknowledges the exceptional service provided by staff members, which continues to exceed expectations. Building upon this foundation of excellence, we actively address the highlighted areas for improvement, including payment services, digital banking options, phone call responsiveness, and the launch of our new card service. These insights guide our efforts to enhance our product and service offerings, prioritising a client-centric approach.

Results of the customer survey are shown below:



Using the feedback from the survey, TNB have focused customer experience efforts on telephony as well as transparent communication with customers, which has been a focus in 2023.

Complaints Framework

We highly value client feedback and are committed to continuously improving our services.

During 2022 we implemented a robust complaints framework that enables us to actively listen, understand, and address any issues raised by our clients. Recognising that mistakes can occur, we have fostered a culture of shared accountability, moving away from a blame-oriented approach to one where we embrace a collective responsibility for resolution.

Our dedicated staff members possess a high level of competence in handling complaints, and we have appointed ambassadors who are proficient in managing and resolving customer complaints.

Through these measures, we strive to ensure client satisfaction and maintain strong relationships built on trust and effective communication.

During 2022, TNB launched a new Cards Management Mobile App and web portal which provides all cardholders with several features, such as:

- Managing all cards on one device
- Viewing card transactions in real time
- Managing the blocking/unblocking of cards
- Viewing and extracting statements
- Viewing spending limit visibility
- Additional security measures such as controlling ATM usage and managing blocking/unblocking of cards
- Viewing pin on the go
- Ability to check spending limits on the go
- Customer support

2024 will see us deliver our new core banking system, with significant resources dedicated towards the development and deployment during 2023. This will enable seamless access to our services across multiple channels, including online and mobile banking. This enhancement ensures greater convenience, flexibility, and security for customers in managing their financial needs.



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05. Our Community



Banking on a Greener Future

During this past year, TNB has continued to be present and connected with our local community, not only by way of our prominent position as a trusted provider of financial services and helping our clients navigate these challenging times, but through actions and engagements that seek to make a positive environmental and social impact. In 2022 TNB implemented various community initiatives intended to deliver long-term benefits for the economy, the environment and society, ranging from our contribution to financial education in visits to schools to promote financial literacy, to supporting community projects, local charities, and sporting endeavours.

TNB recognises the need for ongoing engagement and is committed to extending the reach and impact of its ESG footprint. This involves collaborating with other local entities and firms in the public and private sectors towards shared goals. TNB values open communication with stakeholders, both within and outside formal disclosure frameworks, to provide transparency on its operations' impact on communities and the measures taken to promote positive outcomes. The Board acknowledges the importance of measurable and achievable ESG initiatives within specified timeframes, providing regular progress updates to our stakeholders.

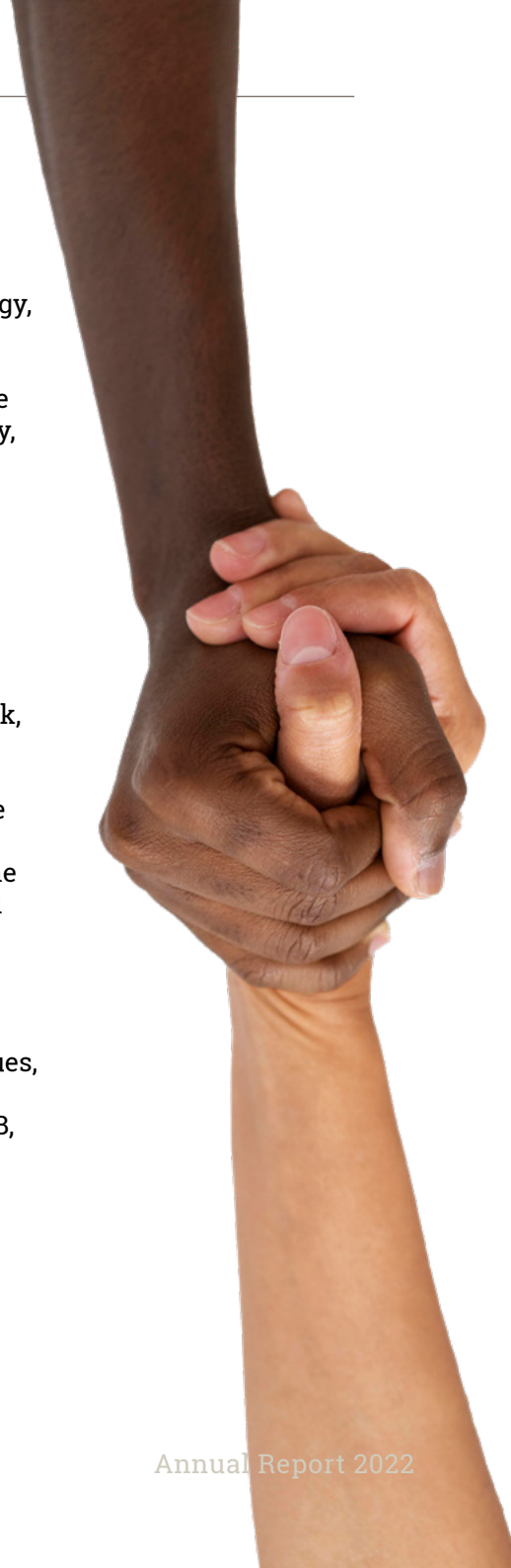
Investing in our future

The evolving nature of ESG programs presents challenges in aligning TNB's priorities with shifting business objectives, operations, and stakeholder values. Our future mission is to become the Green Bank of Choice and our vision is for TNB to become a leading corporate citizen in respect of ESG. During 2022, TNB established an ESG Steering Group to work closely

with the Senior Management Team and the Board. The group's advisory mandate includes preparing a blueprint for integrating ESG into the business strategy, taking into account new frameworks, regulations, and changing stakeholder priorities. By actively involving the ESG Steering Group, TNB aims to ensure meaningful ESG performance measures, transparency, and accountability within its existing policy-making framework.

This collaborative effort demonstrates TNB's commitment to advancing ESG objectives and integrating them into our core business strategy. The topics we aim to address within our long-term ESG strategy range from promoting a healthy corporate culture and staff wellbeing, to supporting charity work, consumer protection, carbon offsetting and offering greener solutions across our product palette. With sustainability now at the forefront of public discourse as well as consumer and investor decision making, our Treasury team continues to work on improving the ESG profile of TNB's own investment portfolio, as well as offering socially responsible financial investment solutions for our clients.

For us here at TNB, it is important for us to communicate our progress both internally to colleagues, as well as externally to customers and our local community. This is currently an exciting time for TNB, for both those working within the bank as well as for our customers and we are looking forward to seeing what the future holds, especially for ESG.



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5.1 | Society

Our Corporate Social Responsibility (CSR)

At TNB we aim to support local initiatives and contribute to the local community of Gibraltar.

As a responsible corporate citizen, we believe in giving back and making a positive impact on the lives of our fellow community members.

We actively support our local community through initiatives such as sponsorships of sports, charities and organisations. By partnering with local organisations and investing in community projects, we strive to strengthen the fabric of our community and create a lasting legacy of support and engagement.



Gibraltar Rugby Youth

Sponsorship in Gibraltar's Rugby is a first for TNB where we will be supporting sports at grass roots level. Youth Rugby Championship (YRC) focus is on small-sided teams where every child feels included, is involved with the game and has a greater chance of touches on the ball. It provides structured meaningful competition, not a win at all costs mentality, but the grounding for what it takes to win and lose. This environment offers the opportunity for goal setting, personal player development opportunities, the sense of achievement and with their experienced coaches, a fun and safe environment. Gibraltar Rugby's core values are very much aligned to those of TNB.



Gibraltar Padel Tennis Association (GPTA)

Padel tennis is officially considered to be the fastest-growing sport in the world and in Gibraltar this is no exception. As the GPTA is a non-profit organisation, funds from sponsorship received go towards the development of the sport locally, including the training of coaches, the cost of tournament organisation and prizes and our junior development programme.



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PossAbilities

“An organisation run by a team of experienced professionals who are also parents of individuals with special needs, emboldened by their collective desire to raise their children in an inclusive society”.

PossAbilities is a non-profit organisation with charitable status aiming to provide a bespoke community support and recreational centre. TNB is proud to support PossAbilities and contribute to this inspirational and valuable cause.

International Women’s Day (IWD)

As part of TNB’s continuing collaboration with the Gibraltar Federation of Small Businesses (GFSB) TNB is main sponsor of the IWD. IWD is global day celebrating women’s achievements and increasing visibility whilst calling out inequality. Interesting panel sessions and workshops comprising men and women alike from across the community engage in discussions and debates about how to try to create a world free of bias, stereotypes and discrimination.



International Women’s Day

TNB Homeowners Expo

As part of TNB’s Affordable Homes Campaign, a mortgage solution offer was created to those purchasing properties in Hassan Centenary Terraces, TNB hosted a Homeowners Expo. The Expo proved to be a huge success, attracting 21 exhibitors and 500-600 visitors. This Expo was so well received by the local community, both in terms of those local business exhibiting as well as the visiting public, that it is definitely an event that TNB will consider hosting again.





5.2 | Education

Preparing young minds to make important financial decisions

We are committed to empowering the youth of Gibraltar through our partnership with local non-profit organisations. By supporting various training and education programs, we aim to provide young individuals with the necessary tools to develop their skills and knowledge.

These programs are designed to equip them for their future work life, enabling them to thrive in their chosen fields.



Gibraltar College of Further Education Annual Awards

Every year the Gibraltar College of Further Education holds an annual awards ceremony to celebrate the students' success. TNB is proud to be sponsoring the awards ceremony as well as providing administration interviews and workshops to those students who are about to leave full time education and begin their working life.



Young Enterprise

(YE) Gibraltar, part of YE UK, a leading charity focusing on empowering young people to harness their personal and business skills.



CYE-CYL

They are a non-profit organisation focused on helping make the world around us a better, happier place. They organise programmes, community-building events, and workshop sessions to help the youth discover their highest potential.

Internship Programme

“At TNB we aim to bridge the gap between the knowledge students gain in school, university etc and the skills they are likely to need in the workplace”

At TNB it is our culture and values that define us, which is why we are committed to providing our interns with an impactful experience. Successful applicants for the Internship Programme will enjoy benefits such as gross basic monthly pay, mentorship opportunities, a potential career at TNB and financial support on banking certificates if applicable.

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06.

Financial Review





6.1 Profit and Loss Account

For the year ended 31 December 2022

	2022 GBP	2021 GBP
Interest receivable	14,171,161	5,560,903
Interest payable	(3,488,569)	(250,784)
Net interest income	10,682,591	5,310,119
Fees and commissions receivable	5,818,783	6,603,500
Fees and commissions payable	(1,214,787)	(979,009)
Dealing (losses)/profits	(3,048,057)	2,951,106
	1,555,940	8,575,597
Total operating income	12,238,531	13,885,716
Administrative expenses	(6,957,797)	(6,183,572)
Depreciation and amortisation	(283,462)	(210,446)
Other operating charges	(6,428,812)	(6,104,286)
Adjustments to provisions	(122,068)	59,432
Bad debts recovered	-	-
	(13,792,139)	(12,438,871)
(Loss)/profit on ordinary activities before tax	(1,553,608)	1,446,845
Tax on loss/(profit) on ordinary activities	206,976	(122,805)
(Loss)/profit for the financial year	(1,346,632)	1,324,040

6.2 Balance Sheet

For the year ended 31 December 2022

	2022 GBP	2021 GBP
ASSETS		
Cash and balances at central banks	3,914,864	3,892,919
Loans and advances to credit institutions	136,509,589	139,426,242
Loans and advances to customers	289,218,869	266,423,921
Investments in debt instruments at fair value	34,973,040	41,134,740
Investments in debt instruments at amortised cost	119,074,221	121,058,826
Investments in equity instruments	2,317,337	2,178,913
Tangible fixed assets	429,847	496,383
Intangible assets	5,063,664	817,397
Derivative financial instruments	278,245	794,899
Other assets	2,863,049	575,467
Assets held temporarily	244,754	244,754
Prepayments and accrued income	4,378,612	1,853,867
Total assets	599,266,091	578,898,328
LIABILITIES		
Amounts owed to credit institutions	4,269,858	4,698,440
Amounts owed to customers	512,925,737	490,944,971
Other liabilities	1,327,555	2,171,996
Corporation tax payable	261,589	122,805
Derivative financial instruments	538,820	409,890
Accruals and deferred income	743,606	4,668
	520,067,165	498,352,770
Called up share capital	26,500,000	26,500,000
Profit and loss account	52,698,926	54,045,558
Total liabilities	599,266,091	578,898,328



**TN TRUSTED
NOVUS
BANK**

The image shows a 3D logo for 'TN TRUSTED NOVUS BANK' mounted on a dark brown wall. The logo consists of a stylized eight-pointed starburst icon to the left of the letters 'TN'. To the right of 'TN', the words 'TRUSTED', 'NOVUS', and 'BANK' are stacked vertically in a bold, sans-serif font. All elements are rendered in a metallic, brushed-gold finish with a slight shadow cast onto the wall behind them.



Annual Report 2022
