

Sustainability Report 2016
Association of Development Financing Institutions in Asia and the Pacific (ADFIAP)



Many Colors. One World.

Sustainability and ADFIAP

The Association of Development Financing Institutions in Asia and the Pacific (ADFIAP) is a non-stock, non-profit organization established in October 1976 during the 6th Asian Development Bank Regional Conference for Development Financing Institutions in Manila. As of end-2016, we have 106 members in 39 countries and territories.

Our Products and Services

We provide knowledge and information for the development banking and finance industry and profession through our service units:

Asia-Pacific Institute of Development Finance (IDF) conducts regular training and capacity-building activities organized and implemented together with ADFIAP's partners and donor-institutions.

ADFIAP Consulting (AC) provides advisory and business development services to ADFIAP members and other institutions.

ADFIAP Responsible Citizenship Institute (ARC Institute) serves as the corporate social responsibility and outreach unit of ADFIAP.

ADFIAP Finance & Investment Center (AFIC) links members and partners to develop and undertake business cooperation projects using the ADFIAP Secretariat and ADFIAP consulting team as adviser and facilitator.

We hold various programs and events designed to promote learning and build awareness for the valuable role that development banks, financial institutions and professionals play in advancing sustainable development.

ADFIAP also publishes materials that help raise awareness and promote our various advocacies. We strive to minimize the environmental impact of our products by increasingly disseminating information electronically via our website and other microsites.

Governance

The ADFIAP Board of Directors (BOD) sets the tone for our governance principles and practices. Three out of our 24 Board members belong to the 30-50 age group while the rest are 50 years old and above.

Our Secretariat, which runs the day-to-day affairs of the organization, is headed by a full-time Secretary General and is comprised of 20 senior officers, consultants and support staff. ADFIAP staff are encouraged to raise concerns about compliance, ethics, or business conduct with the ADFIAP Secretary General. There are policies in place to protect employees from facing retaliation if they

report in good faith any violation or suspected violation of ADFIAP's legal, ethical, or policy obligations.

We abide by a set Code of Conduct with high standards of integrity and ethics in the conduct of our business. This also ensures that our operations comply with all applicable laws, rules, and regulations in the countries where we and our members operate. ADFIAP has not formally adopted the precautionary principle, which would apply primarily to activities that could potentially harm human health or the environment, even if not fully established scientifically. However, we are fully aware of these risks and are deeply engaged to reduce, avoid, or mitigate them.

Our Commitment to Sustainability

With an enduring commitment to building a sustainable world, ADFIAP is focused on initiatives that promote economic, social and environmental responsibility, as well as good governance.

We consider these as our Four Key Pillars:

- **Economic Responsibility:** supporting micro, small and medium enterprises
- **Environmental Responsibility:** advocating green banking and sustainable consumption and production
- **Social Responsibility:** promoting social banking and microfinance
- **Good Governance:** promoting fair, transparent and accountable governance principles

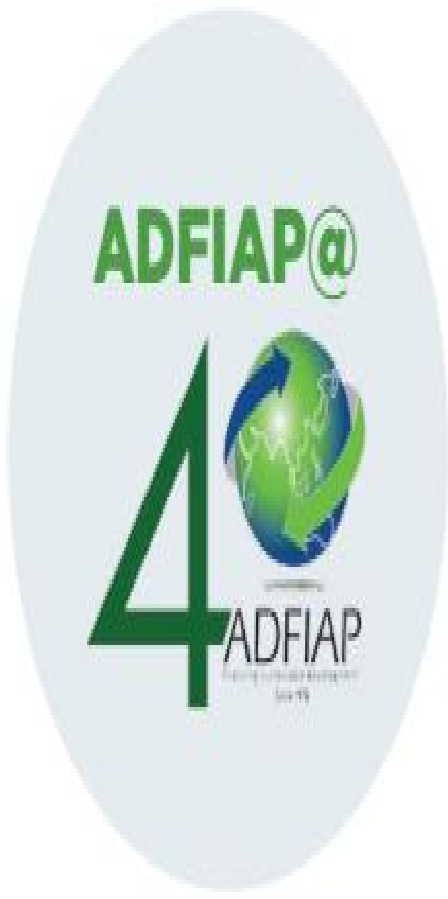
Our Sustainability Report

Every year since 2008, ADFIAP publishes a Sustainability Report that provides information about our performance and progress in the pursuit of our sustainability agenda. The report covers the economic, environmental and social impact of our ADFIAP Secretariat operations based in Makati City, Philippines. Comparative data for the past five years (2012-2016) are included where applicable and all financial data are stated in U.S. dollars.

We keep track of our sustainability performance using the Global Reporting Initiative (GRI) G4 Guidelines (NGO Sector Disclosures), as well as the United Nations Sustainable Development Goals. A full-time Sustainability Officer conducts an independent external assurance on the sustainability report of ADFIAP, as well as those of other like-minded organizations.

An electronic copy of this 2016 Sustainability Report may be downloaded from our website (www.adfiap.org).





1976 31 founding development financing institutions sign the ADFIAP Charter during the Asian Development Bank Annual Meeting in Manila. The first ADFIAP Management Committee Meeting is also held.

1977 ADFIAP starts its operations, with Mr. Vicente R. Jayme as its first-ever Chairman. Mr. Orlando Peña becomes the first Executive Officer. PDCP Bank provides an office space for the ADFIAP Secretariat in Makati City, Philippines. The Association's strategic objectives are set at the 4th Management Committee Meeting.

1983 ADFIAP helped organize the World Federation of DFIs based in Madrid.

1991 The ADFIAP International Headquarters was inaugurated in the presence of Jesus P. Estanislao, then the Philippine Secretary of Finance.

1993 ADFIAP is accredited by the United Nations' Economic and Social Council as an NGO on Consultative Status.

2004 A new mission statement is drafted during the Board of Directors' retreat in Almaty, Kazakhstan.

2002 The ADFIAP Awards is launched to recognize outstanding people and institutional achievements in development.

2000 The Asia Pacific Institute of Development Finance is launched. ADFIAP partners with the US-Asia Environmental Partnership to promote environmental due diligence in Asia.

1998 ADFIAP launches website: www.adfiap.org

1997 The First World Summit on Development Finance is held in Manila, in time for ADFIAP's 20th Annual Conference. ADFIAP Awards is launched.

1994 ADFIAP assumes the chair and Secretariat of the WFDFI.

2005 ADFIAP receives a grant from the European Union's Asia Environment Governance Standard Projects.

2006 ADFIAP unveils new logo and new branding strategy.

2008 ADFIAP wins two Associations Make a Better World Award from the 24,000-member American Society of Association Executives & the Center for Association Leadership for its corporate and environmental governance projects.

2009 ADFIAP's 1st integrated annual and sustainability report using the Global Reporting Initiative guidelines is published. ADFIAP Consulting is formally launched.

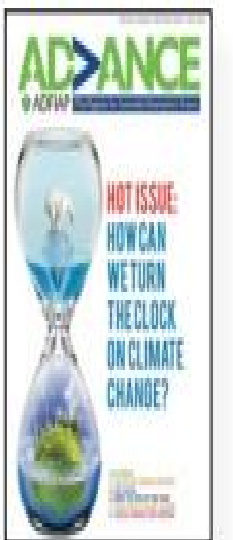
2012 ADFIAP and the Association of African Development Finance Institutions hold 1st joint CEO Forum in Johannesburg, South Africa.

2013 ADFIAP becomes a member of the United Nations Economic and Social Commission for Asia-Pacific Business Advisory Council. ADFIAP joins 84 pioneers worldwide in the Global Reporting Initiatives's G4 program.

2016 ADFIAP and partners launch in New Delhi, India the 3-country Asia Cleantech Micro, Small and Medium Enterprises Financing Network project funded by the European Union through its SWITCH Asia Programme. ADFIAP and the WFDFI co-organize the WFDFI CEO Forum in Gaborone, Botswana, gathering over 350 delegates from 31 countries. ADFIAP becomes a finalist at the Asia Sustainability Reporting Awards 2016 for its 2015 Sustainability Report, "@The Forefront of Sustainability."

2015 WFDFI designates ADFIAP as its Secretariat for the second time since 2010. ADFIAP and the Asian Development Bank jointly organize a workshop themed "Catalyzing Investment in Climate-Friendly Infrastructure." ADFIAP's 2014 Sustainability Report, "Creating Stronger Communities," wins in the SME category of the Asia Best Sustainability Report 2015 held in Singapore.

2014 ADFIAP and the Council of Development Finance Agencies sign a partnership agreement for the launch of the US-Asia Pacific Development Finance Exchange program. ADFIAP and its German partners launch the Global Sustainability Center. ADFIAP and Writers Edge co-publish ADVANCE Magazine, a specialist publication on sustainable development finance.



ADFIAP has been building a sustainable future for four decades now, not only for ourselves and for our member-development financing institutions (DFIs), but also for the communities we serve and for the world around us. We are not about to stop.

During the past year, we made notable progress in our ongoing efforts to grow a brighter future responsibly, reliably, and efficiently in areas related to our Four Key Pillars in sustainability.

Message from the Chairman



To promote economic responsibility, ADFIAP, through our Institute of Development Finance (IDF), continued to conduct capability-building workshops on assisting micro, small and medium enterprises.

To advocate environmental responsibility, we highlighted initiatives on the "Greening of DFIs" which started in 2002 and strengthened our partnerships with the United Nations Environment Programme (UNEP) and the Germany-based European Organization for Sustainable Development (EOSD), among other partners.

On social responsibility, we continue to promote social banking and microfinance. We also participated in initiatives to develop and implement programs in fulfillment of the United Nations-backed sustainable development goals (UN SDGs) 2030.

On good governance, we champion programs that promote transparency, fairness, and accountability in our member-institutions' boards.

Yet for all of our accomplishments in the past 40 years, we recognize there is much more to do. Our members and the communities they serve depend on ADFIAP more than ever at a time of unprecedented, indeed intensifying, changes in technology and the climate. The status quo is not an option.

Our unique role as a focal point of all DFIs engaged in the financing of development in the Asia-Pacific region remains vital. Diversity and inclusion are essential to fostering an environment that can help us achieve our goal to have an even greater impact in leading our members toward a sustainable future. With the continued support of our dedicated Board, members, partners, and Secretariat staff, I remain confident that we are up to the test.

Arjun Fernando
ADFIAP Chairman
Director and Chief Executive Officer
DFCC Bank PLC, Sri Lanka

How We Did in 2016

ADFIAP slightly improved its economic performance in 2016. Membership dues still comprised half of our funding sources, with training fees and grants making up a third.

In the area of environmental responsibility, we were able to reduce our carbon footprint in 2016, particularly in terms of travel-related carbon emissions which

significantly went down by 16% to 82,578 miles from 71,323 miles in 2015. This was due to the growing reliance of the Association on the use of web-based seminars and other knowledge-sharing online tools in lieu of face-to-face meetings. We were also able to cut our electricity and water consumptions by 2% and 7%, respectively, in 2016, as we grow more mindful of the costs of our Secretariat operations and our environmental impact.





While our member-institutions across the globe drive ADFIAP's sustainability agenda, a full-time Secretariat based in Manila executes our strategy and manages our day-to-day operations. Our Secretary General reports directly to the ADFIAP Board of Directors. Our ADFIAP Consulting, composed of seasoned practitioners with extensive work experience in various fields, serves as our consulting and advisory service unit.

ADFIAP Secretariat

1 *** Secretary General
Octavio B. Peralta

2 *** Executive for Business Development
Victor C. Abainza

3 *** IDF Executive
Sandra C. Honrado

4 *** Knowledge Management & Sustainability Executive
Enrique I. Florencio

5 *** Executive for Finance & Administration
Lorina E. Cervantes

6 *** Senior Information Officer
Robert B. Juan

7 *** Membership & Events Management Consultant
Ma. Sandra I. Lim

8 *** Training Officer
Ma. Eloiza Rosario R. Olvina

9 *** IT Officer
Ma. Cristina O. Arenas

10 *** Staff Support
Jordan R. Isidro

11 *** Staff Support Finance & Administration
Jasper Glenn S. Sancho

12 *** Staff Support
Regienal M. Villaflores

Staff Support/IT Staff

13 *** **Mark R. Ramilo**

14 *** **Marvin C. Garcia**

ADFIAP Consulting

1 *** **Corazon D. Conde**
Group Head

2 *** **Alberto B. Reyno**
Managing Principal

3 *** **Cecilia M. Ibarra**
Head, Training and Advocacy

4 *** **Arlene S. Orenca**
Head, Projects and Programmes

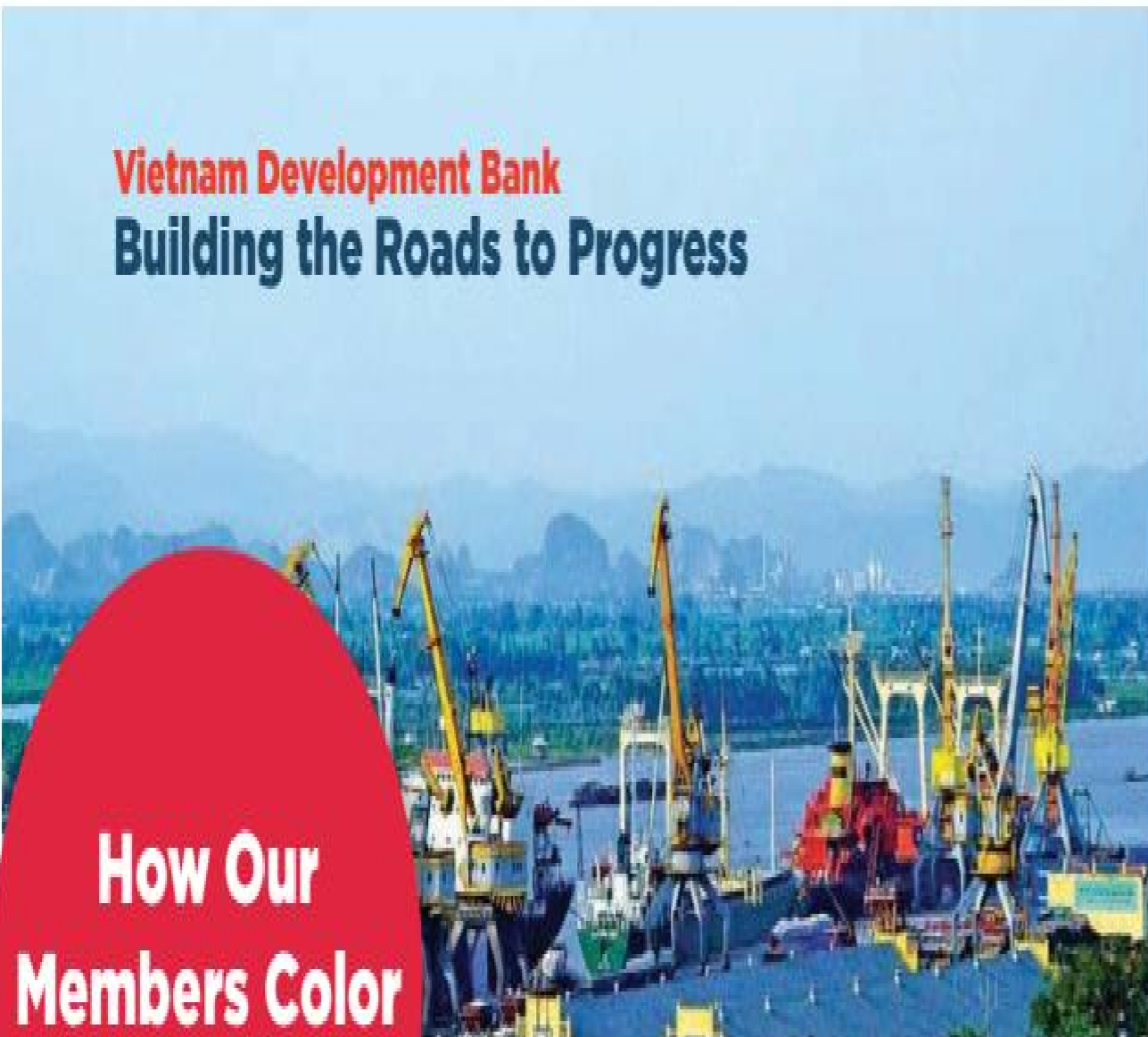
5 *** **Ma. Cristina T. Aquino**
Head, Business Development

6 *** **Carmelita M. Chavez**
Head, Product Development and Research

7 *** **Carmen F. Cintura**
Finance Officer

**Vietnam Development Bank
Building the Roads to Progress**

**How Our
Members Color
the World**



Infrastructure plays a critical role in community and rural building as its reach, quality, and resilience will help steer sustainable development forward.

This is why Vietnam Development Bank (VDB) has poured financing into crucial infrastructure projects that will open up a world of opportunities for provinces.

In June 2016, VDB signed a \$40-million loan contract to fund the Hoanh Son international general port. Situated on a 17-hectare land in the Ha Tinh province, the project comprises a wharf and logistics area in the port poised to berth 50,000-ton ships and maintain a projected annual capacity of 2.3 million tons.

The international port is envisioned to improve the province's infrastructure, boosting local revenue and creating jobs. It is anticipated to ease the congestion on Vung Anh Port, which has reached its maximum capacity in the last three years.

Total investment in Hoanh Son Port is estimated at \$62 million, of which VDB funding will come in the form of state investment credit with a 12-year maturity and 2-year grace period.

Another major infrastructure venture that VDB is bankrolling is the \$16-million bypass project along Highway 10 in Dong Hung town of Thai Binh province. The national highway runs from the coal mines in Quang Ninh to several coastal provinces.

Upon completion, the project is deemed instrumental in developing a modern and well-synchronized infrastructure to meet higher transport standard demands, ensure traffic safety, and support environmental protection.

\$40 million
VDB loan for Hoanh Son international port development



**SME Bank Malaysia
Indigenous Community Finance in Action**

No one should get left behind in the long and often arduous journey to ending poverty and attaining economic growth.

Operating on this belief, SME Bank Malaysia offers the Malay Reserve Development Financing Program (MRDF) to help improve the standard of living of the local community amid the rapid development in their surroundings.

With an allocation of RM 200 million (\$45 million) from the government under its national budget in 2014, the financing program focuses on developing Malay Reserve Land in strategic locations, including Kampung Baru, Kampung Datuk Keramat, and Kampung Pandan. It seeks to assist in developing or redeveloping target indigenous land and optimize the use of land within the Malay Reservation Area.

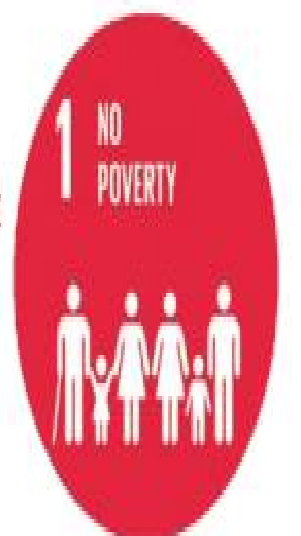
Based on the Syariah financing concept, the program covers SME-qualified *bumiputera* sector members involved in developing or redeveloping Malay Reserve Land, whether as sole proprietors, partners, or companies.

Poverty among local communities is believed to run deep and persistently. While the poverty level has been significantly reduced in Malaysia, this segment of the nation remains over-represented in poverty statistics, according to a United Nations Millennium Development Goals report in 2016.

Around 7% of the Sarawak *bumiputera* are poor, compared to the national rate of just 0.6%. These households have limited access to quality healthcare, and mostly live in crowded urban communities.

Thus, development financing continues to heed the call for action, helping ensure that the most vulnerable – such as the less privileged who live in and off indigenous lands – do not fall through the cracks in the face of rapid development and an even more fast-paced world.

\$45 million
Malaysian government allocation for the Malay Reserve Development Financing Program





Fiji Development Bank Setting Sail for Greatness

Development financing is all about making things happen. Thanks to development funding, a sea vessel became the first ship carrying the Fiji flag to sail through the Italian port of Messina and the Suez Canal.

Patterson Shipping Ltd.'s vessel, the Spirit of Altruism, set sail from the port of Napoli, Italy to herald its important arrival on the shores of the Pacific island nation of Fiji. This was made possible through a loan facility with Fiji Development Bank (FDB). Shipping is critical to Fiji, the "hub of the Pacific," as it provides over 90% of overseas cargo trading and transports almost 100% in local movement between the islands.

The ship's voyage through treacherous waters took more than a month. It began in the Italian islands of Sicily and Crete, and proceeded through the Suez Canal, and past some of the world's most infamous waters that include pirate-infested areas of Egypt, Sudan, Ethiopia, Yemen, and Somalia.

"We are very thankful to the Fiji Development Bank for their continuous financial support allowing us to purchase this new vessel all the way from the other side of the world. They have been with us for a long time and we are happy to share our success with them," said the shipping line's director, Trevor Patterson, who dubbed the journey a "truly trying experience" for Altruism.

FDB has had strong ties with Patterson Ship since 1983 when the family-run company's patriarch, Henry Patterson, secured a loan from the bank to purchase a vessel from Japan.

In a small island nation where there is a great deal of inter-island transport of people and large amounts of cargo, development financing is considered a vital cog in the engine of economic growth.

Over 90%
Fiji's share of
overseas cargo
trading



Nanjing New Town transformation
(Photo: www.nextinsight.net)

China Development Bank Transforming Shanty Towns and Urban Cities

In line with China's "new urbanization" development strategy, China Development Bank (CDB) continues to finance the creation of more urban infrastructure, giving shanty towns a new lease in life. In 2015, it allotted RMB 9 trillion in urban-related loans, with outstanding urbanization loans of RMB 6 trillion (around \$870 billion).

One major target of the national program is the transformation of shanty towns in urban areas and so-called "villages within cities."

In 2015, CDB, as the largest development financial institution in China, contributed to the early completion of 5.8 million shanty town transformation units across China. It poured over RMB 236 billion into monetized resettlement, which resulted in a reduction of around 100 million square meters of existing commercial housing properties across the nation.

Receiving priority are projects situated in coal-mining subsistence areas, state-owned mines, forests, reclamation areas, resource-exhausted cities, and saturated areas in the central, western, and northeastern regions.

About RMB 19 billion worth of loans were channeled into shanty town transformation in the Northeast's mining zones. Outstanding loans also cover programs in infrastructure construction and the optimization of urban layout. A total of RMB 27 billion worth of loans, for instance, supported the building of underground utility tunnels in urban locations.

CDB promotes market-oriented financial platforms, such as Public-Private Partnerships and government procurement of public services, such as the new underground tunnel projects in Yunnan, Shijiazhuang, and nine cities in Jilin province. It also remains an active voice in shaping national policies, from mapping a national urbanization plan to the timely upgrade and transformation of economic and technological development zones.

\$870 billion
Outstanding CDB
loans to transform
shanty towns into
urban areas





Development Bank of Japan Setting a Mark for Health

Health and well-being in the workplace matter. The Development Bank of Japan (DBJ) knows this, that's why it supports companies and organizations that take care of their employees' health.

Through a uniquely designed rating system called Employees' Health Management Rated Loan Program, the Bank also set a new milestone: becoming the first institution in the world to offer a loan facility that incorporates employee health management ratings.

As of March 31, 2016, the program has financed 76 projects with a total of ¥85 billion (\$774 million) in loans.

DBJ's pioneering effort is important as Japan expects its working population to shrink in the coming years, making it necessary to achieve and maintain high levels of human wellness and productivity.

Aiming to bring the concept of health management to the fore, the loan program offers discounted-rate loans based on DBJ's health management rating of corporations, with three different levels established based on evaluation results.

Each entity is evaluated according to occupational health, safety, and employee health management, with the Bank updating its 110-part screening sheet every year to reflect up-to-date laws and policies related to industrial well-being. It conducts interviews directly with leaders, and makes the loan available to Japan-based companies regardless of industry and size.

\$774 million
DBJ loans released for Employees' Health Management Rated Loan Program



FSMDB lowered interest rates on home loans to help Micronesians recover from the damage caused by three devastating typhoons in 2015.

FSM Development Bank Rebuilding Dreams

Housing in the Federated States of Micronesia (FSM) is heavily influenced by its Western Pacific location, island roots, and colonial roots. Traditional feast houses and meeting houses remain important sites for social interaction in rural settings while homes in urban centers feature modern kitchens, separate bedrooms and driveways.

Comprehensive shelter financing then proves crucial, given the young nation's amalgam of indigenous and western, as well as its unique set of socio-economic challenges.

FSM Development Bank's housing loans responds to the call of the times and helps first-time homeowners build their primary homes, fund home improvements, and satisfy related shelter needs.

In 2015, 2% of the Bank's \$14.7 million worth of loans went to housing. A staggering 75% of consumer loans were also allotted to home improvement, which was critical given the continuing assault of typhoons in FSM.

In the same year, FSM was hit by typhoons Maysak, Noul, and Dolphin, which affected all four states and resulted in damaged crops and properties. FSMDB lowered interest rates to help in the recovery.

Shelter plays an important role in the sustainable development that FSM is working hard to achieve. Today, it is on the crossroads of protecting its natural resources, lifting its citizens out of poverty, and advancing sustainable economic growth.

Amid scarcity in meaningful employment, adequate basic infrastructure, and quality health facilities, FSMDB fills the yawning gaps by enabling residents attain decent homes for their families.

75%
Share of home improvement in the consumer loans portfolio of FSM Development Bank





Small Industries Development Bank of India Firing up the Entrepreneurial Spirit of India

Sometimes, all it takes is someone to believe in a big idea, lend a hand, and help get the wheels turning.

This is the mission of Small Industries Development Bank of India (SIDBI), which launched a website in 2012 to promote youth entrepreneurship and arm budding entrepreneurs with tools and techniques they need to get started. Through SmallB.in, SIDBI seeks to demystify and simplify the process of starting a business.

The website offers the right fit for new and budding entrepreneurs and existing micro, small and medium enterprises (MSMEs). It was built to create awareness about business opportunities in India, gather ideas and learnings from the most successful startups in the world, and discuss technologies and access to premier institutions for commerce and industrialization.

Quality and up-to-date resources and information are broken down into different sections: thinking about entrepreneurship for steps to convert

ideas into viable business propositions; funding for banks' lending criteria and how to approach these financial institutions for funding; policies and schemes on various policy measures, schemes, and incentives from the government along with registration requirements; attaining energy efficiency; and exports for relevant MSME exportation laws, trends, and practices.

The SmallB Forum, too, offers a platform for discussions and inputs from subject matter experts.

With a knowledge portal that can be accessed free and 24/7, there is now more reason for beginners to start their own venture and for established players to thrive and make it bigger than they can imagine.

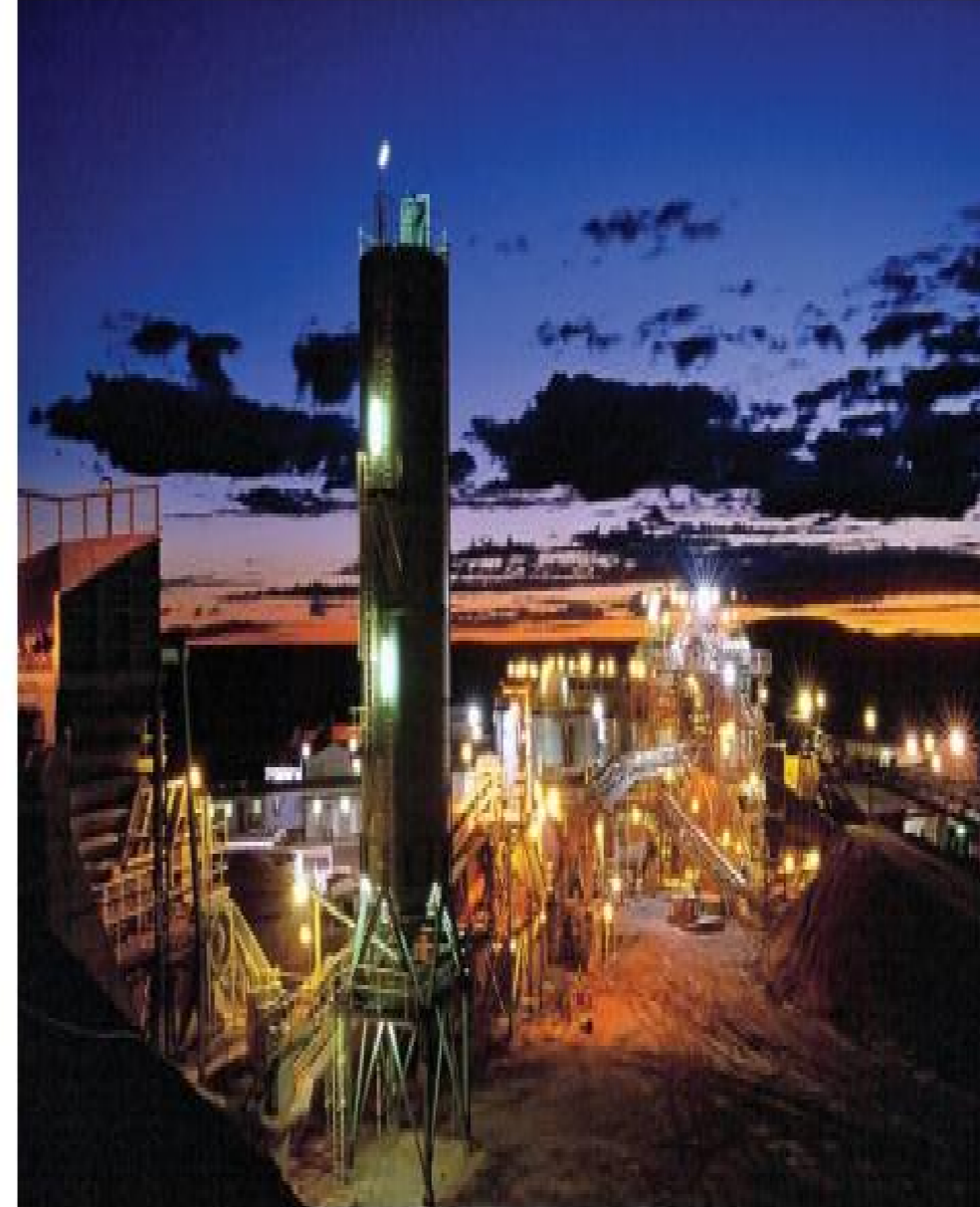


Photo: Darren Stevens blogsite
<https://darrenstevens21.wordpress.com/2013/06/24>

Bank of Industry and Mine Building Strong Industries

For many industrial projects, it only takes some form of faith and material assistance to get their production line started.

This is the belief that Iran's Bank of Industry and Mine (BIM) operates on, remaining steadfast to its mission of supporting the country's industrial and mining sectors through various banking facilities and services provision.

In 2015 alone, BIM funded 120 industrial and mining projects, which collectively received funds of up to 400 billion Iranian Rial (\$12 million) and translated to the creation of over 5,000 new jobs.

Among the projects inaugurated in 2015 were 33 large-scale initiatives, leading to the birth of over 3,600 new employment opportunities for the public.

The state-owned development bank also staunchly caters to small and medium enterprises, financing 87 SME projects in the same year, with up to 900 billion Iranian Rial in loans.

These projects were set into motion to provide 1,400 new jobs in the country.

BIM is also setting its sights on promoting private sector-led growth and participation, where modern technologies are adopted and conditions are conducive for sustainable development.

Iran's economic challenges are wide-ranging, but the Bank remains well-equipped in helping the nation emerge out of economic stagnation, prompt non-oil exports, and foster a resilience economy. Here, empowering the industries are a massive key.

5,000
New jobs spawned by BIM's funding to 120 industrial and mining projects



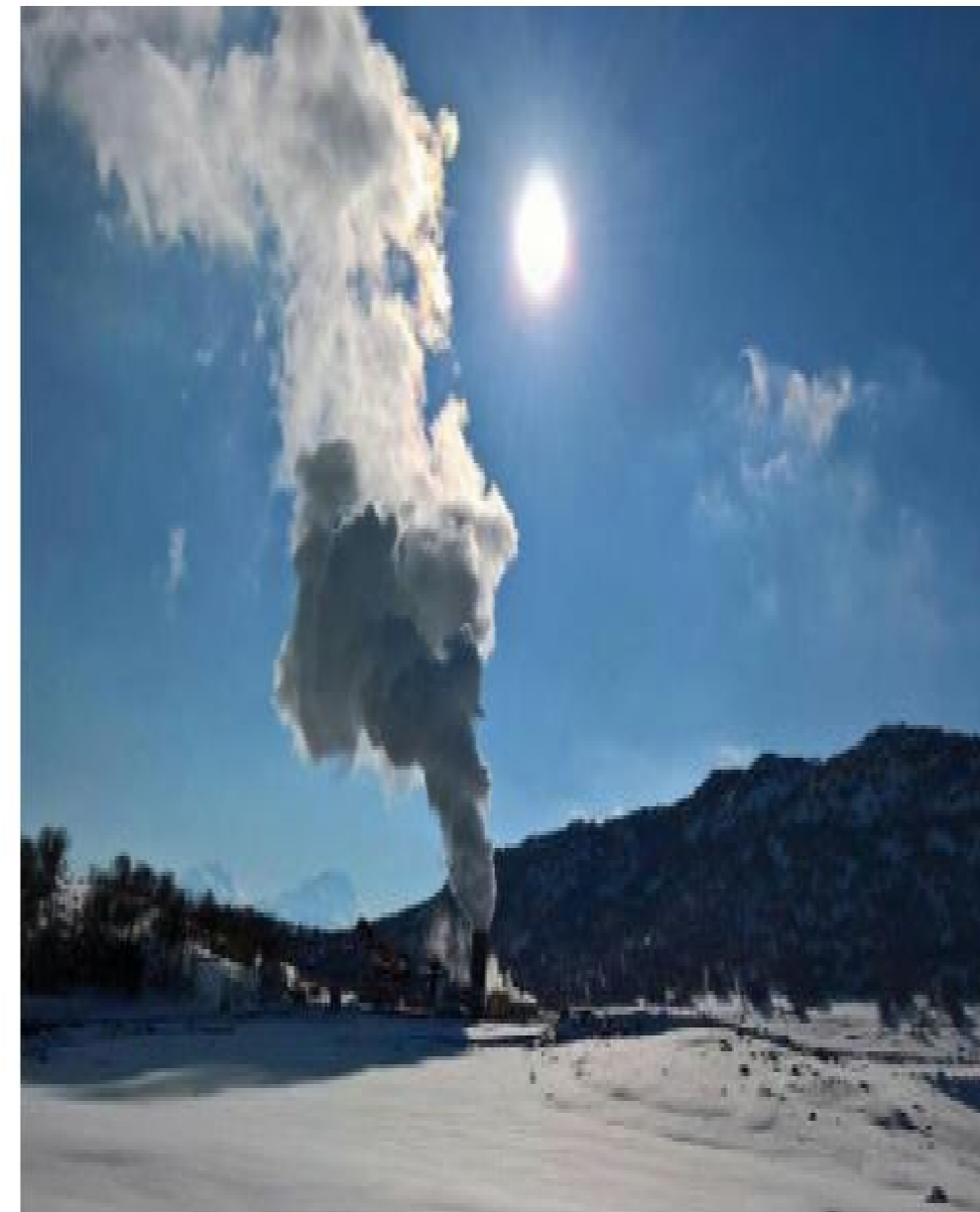


Photo: www.thinkgeoenergy.com

Development Bank of the Republic of Belarus More than a School Bus

Every child, regardless of where he or she lives, should have free access to quality education. The Development Bank of the Republic of Belarus (DBRB) pays attention to the unique transportation needs of children in rural areas. Thus, it has initiated the "School Bus Program" to ensure that they get access to quality education regardless of their socio-economic situation.

The program, which receives over \$20 million in funding, seeks to acquire at least 300 units of specially equipped school buses from 2013 to 2017 to transport young kids from small rural settlements to and from the nearest educational institutions.

Meeting rigorous U.N. standards in child transportation, the buses are equipped with arm rests and seats for adult companions, and follow a seating arrangement that enable the kids to be supervised during trips.

Not only are educational services kept within each rural child's reach, car accidents, as well as children's injuries or deaths from taking public

transport are lessened. Wornout and outdated vehicle parks were also renovated to meet the safety requirements of schoolchildren.

These special school buses, designed with rural landscapes in mind, can transport about 6,000 children every day and operate within over 300 routes that span more than 10,000 kilometers across the Brest, Grodno, and Minsk regions. Women are also welcome to apply as school bus drivers as part of the program.

For DBRB chairman Sergei Roumas, providing high-quality education to everyone is an "issue of national security," and empowering village schools is an important tool in ensuring that the educational system remains efficient and open to all.

\$20 million
Funding set aside by DBRB in the School Bus Program that benefits 6,000 school children a day



Development Bank of Turkey Clean Energy Now and for the Future

Geothermal power from the depths of the Earth awaits, and the development of this clean, sustainable energy commands huge investments.

The Development Bank of Turkey (DBT) secured a \$40-million Clean Technology Fund grant from the World Bank to encourage and finance geothermal energy investments in the private sector. Supporting this renewable energy agenda is a \$100-million loan agreement with a long maturity period and capacity-building measures expected to spark investments during development stages.

Under the agreement, DBT serves as the implementing agency that will invite more private geothermal explorers. Risks are reduced through a risk-sharing mechanism, as well as access to long-term financing.

The credit line is expected to support geothermal projects in the capacity/production drilling stage, as well as in the steam gathering, power plant, or direct use facility construction phase.

Enhancing renewable energy generation is critical in achieving energy security and climate change mitigation in Turkey, whose renewable energy sector has grown rapidly over the last decades. The country's unique geothermal development project is also positioned to teach the global community a lesson in risk sharing and designing similar mechanisms to stimulate healthy geothermal exploration in various markets.

Geothermal power plants, which harness subterranean heat for driving electricity-generating turbines, can provide low-carbon power that will help propel economic activity and growth.

\$40 million
Clean Technology Fund grant secured by DBT from the World Bank





CHAIRMAN

1. Mr. Arjun Rishya Fernando
Director and CEO
DFCC Bank PLC

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2. Mr. Shivjee Roy Yadav
General Manager and CEO
NIDC Development Bank, Ltd.

3. Mr. Nguyen Chi Trang
Deputy General Director
Vietnam Development Bank

MEMBERS

4. Mr. Phub Dorji
Chief Executive Officer
Bhutan Development Bank, Ltd.

5. H.E. Kao Thach
Chief Executive Officer
Rural Development Bank

6. Mr. Michael Denham
President and CEO
Business Development Bank of Canada

7. Mr. Hu Huaibang
Chairman
China Development Bank

8. Mr. Deve Toganivalu
Chief Executive Officer
Fiji Development Bank

9. Ms. Claudia Schmerler
Head of Division
Financial and Private Sector Asia
KfW Bankengruppe

10. Mr. Yaduvendra Mathur
Chairman and Managing Director
Export-Import Bank of India

11. Mr. Mahesh Kumar Jain
Managing Director and CEO
IDBI Bank, Ltd.

12. Mr. Ali Ashraf Afkhami
Chairman and Managing Director
Bank of Industry and Mine

13. Mr. Masanori Yanagi
President and CEO
Development Bank of Japan, Inc.

14. Mr. Bolat Zhamishev
Executive Chairman
Development Bank of Kazakhstan

15. Datuk Mohd Radzif bin Mohd Yunus
Group Managing Director
SME Bank Malaysia

16. Mr. Randolph Koppa
President
Trade and Development
Bank of Mongolia

17. Mr. Abdulaziz Mohammed
Zahir Al Hinai
General Manager
Oman Development Bank

18. Mr. Pervez Said
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House Building Finance Company, Ltd.

19. Ms. Cecilia C. Borromeo
President and CEO
Development Bank of the Philippines

20. Mr. Sergey N. Gorkov
Chairman
Vnesheconombank

21. Ms. Susana Lauu
Chief Executive Officer
Development Bank of Samoa

22. Mr. Mongkol Leelatham
President
SME Development Bank of Thailand

23. Mr. Ahmet Buçukoğlu
Chairman and General Director
Development Bank of Turkey

24. Mr. Saidakhmat Borievich Rakhimov
Chairman of the Board
National Bank for Foreign Economic
Activity of the Republic of Uzbekistan



1. Mr. Mominul Islam
Managing Director and CEO
IPDC Finance Limited

2. Mr. Sergei Roumas
Chairman of the Management Board
Development Bank of the Republic of Belarus

3. Mr. Phub Dorji
Chief Executive Officer
Bhutan Development Bank, Ltd.

4. Mr. Tshering Gyaltshen
Chief Executive Officer
Bhutan Insurance, Ltd.

5. Mr. Kipchu Tshering
Managing Director
Bhutan National Bank, Ltd.

6. Mr. Dungtu Drukpa
Chief Executive Officer
National Pension and Provident Fund

7. Mr. Namgyal Lhendup
Chief Executive Officer
Royal Insurance Corporation of Bhutan, Ltd.

8. Mr. Pema Tshering
Chief Executive Officer
T Bank, Ltd.

9. H.E. Mr. Kao Thach
Chief Executive Officer
Rural Development Bank

10. Mr. Michael Denham
President and CEO
Business Development Bank of Canada (BDC)

11. Ms. Diana Smallridge
President
International Financial Consulting, Ltd.

12. Mr. Hu Huaibang
Chairman
China Development Bank

13. Mr. Manuel Sablan
Executive Director
Commonwealth Development Authority

14. Ms. Vaine Arioka
Managing Director
Bank of the Cook Islands

15. Ms. Anna H. Mendiola
President and CEO
FSM Development Bank

16. Mr. Deve Toganivalu
Chief Executive Officer
Fiji Development Bank

17. Ms. Claudia Schmerler
Head of Division, Financial and Private Sector Asia
KfW Bankengruppe

18. Mr. Aren Palik
President and Chief Executive Officer
Pacific Islands Development Bank

19. Dr. Sailendra Narain
Chairman
Centre for SME Growth and Development Finance

20. Mr. Pradeep Malgaonkar
Chief Executive Officer
Credit Guarantee Fund Trust for Micro and Small Enterprises

21. Dr. Sunil Shukla
Director
Entrepreneurship Development Institute of India

22. Mr. Yaduvendra Mathur
Chairman and Managing Director
Export-Import Bank of India

23. Mr. Mahesh Kumar Jain
Managing Director and Chief Executive Officer
IDBI Bank, Ltd.

24. Mr. Malay Mukherjee
Chief Executive Officer and Managing Director
IFCI Ltd.

25. Mr. Ramesh G. Dharmaji
Chief Executive Officer
India SME Technology Services, Ltd.

**26. Dr. Harsh Kumar Bhanwala**

Chairman
National Bank for Agriculture and Rural
Development (NABARD)

27. Mr. Sriram Kalyanaraman

Managing Director and Chief Executive Officer
National Housing Bank

28. Mr. Ravindra Nath

Chairman and Managing Director
National Small Industries Corporation, Ltd.

29. Mr. B. Paul Muktieh

Chairman and Managing Director
North Eastern Development Finance Corporation,
Ltd. (NEDFI)

30. Mr. Ravi Tyagi

Managing Director and Chief Executive Officer
SIDBI Venture Capital, Ltd.

31. Dr. Kshatrapati Shivaji

Chairman and Managing Director
Small Industries Development Bank of India

32. Mr. Dedy Ihsan

President and Director
Bank Nagari

33. Mrs. Emma Sri Martini

President and Director
PT Sarana Multi Infrastruktur (PERSERO)

34. Dr. Abbas Askarzadeh

Managing Director and Deputy Chairman
Bank Hekmat Iranian

35. Mr. Ali Ashraf Afkhami

Chairman and Managing Director
Bank of Industry and Mine

36. Dr. Ali Saaleh Abadi

Chairman and Managing Director
Export Development Bank of Iran

37. Mr. Mohammad Reza Jahan Biglary

Managing Director
Parsian Farda Investment and Financial
Counsellors Institute

38. Mr. Mohammad Ali Sahmani

Managing Director and Chairman of the Board
Tose'e Ta' Avon Bank

39. Mr. Milverton Reynolds

Managing Director
Development Bank of Jamaica, Ltd.

40. Mr. Masanori Yanagi

President and Chief Executive Officer
Development Bank of Japan, Inc.

41. Mr. Hiroshi Watanabe

Governor
Japan Bank for International Cooperation

42. Mr. Takashi Ando

President
Japan Economic Research Institute, Inc.

43. Mr. Takeo Okayama

Chief, International Cooperation Office
Japan Finance Corporation, Micro Business and
Individual Unit (JFC-MICRO)

44. Mr. Bolat Zhamishev

Executive Chairman
Development Bank of Kazakhstan

45. Dato' Wan Mohd Fadzmi Wan Othman

President and Chief Executive Officer
AGROBANK

46. Mr. Mohammed Rafidz Ahmed Rasiddi

Chief Executive Officer
Bank Pembangunan Malaysia Berhad

47. Datuk Adinan Maning

Chief Executive Officer
Bank Simpanan Nasional

48. Mr. Mohd Zamree Mohd Ishak

President and Chief Executive Officer
Credit Guarantee Corporation Malaysia Berhad

49. Mr. Adissadikin bin Ali

Managing Director and Chief Executive Officer
Export-Import Bank of Malaysia Berhad

50. Datuk Ismail Ibrahim

Chief Executive Officer
Iskandar Regional Development Authority



51. Dato' Kamaruzzaman bin Abu Kassim
President and Chief Executive Officer
Johor Corporation

52. Datuk Ibrahim bin Ahmad
Director General
Majlis Amanah Rakyat

53. Dato' Syed Kamarulzaman bin Dato' Syed Zainol Khodki Shahabudin
Managing Director
Perbadanan Nasional Berhad

54. Datuk Dzulkifli Fadzilah
Chief Executive Officer
Perbadanan Usahawan Nasional Berhad

55. Datuk Vincent Pung
General Manager
Sabah Credit Corporation

63. Mr. U Zaw Win Naing
Managing Director
Myanmar Microfinance Bank, Ltd.

64. Mr. Krishna Prasad Acharya
Administrator and Chief Executive Officer
Employees Provident Fund

65. Mr. Bhakta Pralhad Pandey
Managing Director
National Investment Company P., Ltd.

66. Mr. Shivjee Roy Yadav
General Manager and Chief Executive Officer
NIDC Development Bank, Ltd.

67. Mr. Matthew MacPherson
General Manager
Niue Development Bank

68. Mr. Imaad Soud Al-Harthy
Acting General Manager
Export Credit Guarantee Agency of Oman

69. Mr. Abdulaziz Mohammed Zahir Al Hinaï
General Manager
Oman Development Bank

70. Mr. Zaigham Mahmood Rizvi
Founding Chairman
Center for Affordable Settlements and Housing

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President and Chief Executive Officer
First Credit and Investment Bank, Ltd.

72. Mr. Pervez Said
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House Building Finance Company Ltd.

73. Mr. Agha Ahmed Shah
Managing Director and Chief Executive Officer
Pak Oman Investment Company

74. Mr. Syed Talat Mahmood
President and Chief Executive Officer
Zarai Taraqati Bank, Ltd.

75. Ms. Claire Harvey
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National Development Bank of Palau



56. Datuk Mohd. Radzif bin Mohd Yunus
Group Managing Director
SME Bank Malaysia

57. Datuk Baharom Embi
Chief Executive Officer and Managing Director
Tekun Nasional, Malaysia

58. Mr. Batbayar Balgan
Chief Executive Officer
Development Bank of Mongolia

59. Mr. Batkhuu Khishigbadrakh
Executive Director
Microfinance Development Fund

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Chairman and Chief Executive Officer
Mongolian National Chamber of Commerce
and Industry

61. Mr. Randolph Koppa
President
Trade and Development Bank of Mongolia

62. Dr. Sein Maung
Chairman
First Private Bank Ltd.





76. Mr. Moses Liu
Managing Director
The National Development Bank (NDB)

77. Mr. Rolando B. Victoria
President and CEO
ASKI Group of Companies

78. Mr. Takehiko Nakao
President
Asian Development Bank

79. Ms. Cecilia C. Borromeo
President and Chief Executive Officer
Development Bank of the Philippines

80. Mr. Rajan Ashok Uttamchandani
Chairman and Chief Executive Officer
Esquire Financing, Inc.

81. Mr. Alex V. Buenaventura
President and Chief Executive Officer
Land Bank of the Philippines

82. Ms. Lili B. Ramirez
Chairman
Optimum Development Bank

83. Atty. Darlene M. Berberabe
Chief Executive Officer
Pag-IBIG Fund

84. Atty. Florencio P. Gabriel
Acting President
Philippine Export-Import Credit Agency

85. Mr. Rommel S. Latinazo
President and Chief Executive Officer
RCBC Savings Bank

86. Mr. Nikolay Kosov
Chairman of the Board
International Investment Bank

87. Mr. Sergey N. Gorkov
Chairman
Vnesheconombank

88. Ms. Susana Laulu
Chief Executive Officer
Development Bank of Samoa

89. Mr. Tu'u'u Amaranu Sialaoa
Chief Executive Officer
National Bank of Samoa

90. Mrs. Matautia Rula Levi
Chief Executive Officer
Samoa Housing Corporation

91. Mr. Pauli Prince Suhren
Chief Executive Officer
Samoa National Provident Fund

92. Ms. Fiapaipai Justina Sau Lam
Chief Executive Officer
Unit Trust of Samoa (Management), Ltd.

93. Mr. Arjun Rishya Fernando
Director and Chief Executive Officer
DFCC Bank PLC

94. Mr. R. J. De Silva
Chairman
HDFC Bank

95. Mr. Mongkol Leelatham
President
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96. Ms. Leta Havea Kami
Managing Director and CEO
Tonga Development Bank

97. Mr. Ahmet Buçukoğlu
Chairman and General Director
Development Bank of Turkey

98. Mr. Ercan Ibrahimoğlu
General Manager
TRNC Development Bank

99. Mr. Manraoi Vaaia
General Manager
Development Bank of Tuvalu

100. Mr. Saidakhmat Borievich Rakhimov
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National Bank for Foreign Economic Activity
of the Republic of Uzbekistan



101. Mr. Thomson Pakoa
Chief Executive Officer
Vanuatu Agriculture Development Bank

102. Mr. Nguyen Dinh Nguyen
Director
Ba Ria Vungtau Development
Investment Fund

103. Mr. Vo Thanh Cong
Director
Khanh Hoa Development Investment Fund

104. Mr. Nguyen Tien Thach
Director
Quang Nam Development Investment
Fund

105. Mr. Bui Van Nam
Director
Thanh Hoa Development Investment Fund

106. Mr. Nguyen Chi Trang
Deputy General Director
Vietnam Development Bank

1 Strategy and Analysis

- 1 Statement from the most senior decision maker(s) of the organization...4
- 2 Provide a description key impacts, risks and opportunities ...4

2 Organizational Profile

- 3 Name of the organization ...Cover, 1
- 4 Primary brands, products, services...1
- 5 Location of headquarters...1
- 6 Countries of operations...1
- 7 Nature of ownership and legal form...1
- 8 Markets served...1
- 9 Scale of the organization...1
- 10 Workforce by employment type...5
- 11 Percentage of total employees covered by CBA...N/A
- 12 Organization's supply chain...1
- 13 Significant changes during the reporting period...N/A
- 14 Report whether and how precautionary approach or principle is addressed by the organization ...1
- 15 List of externally developed economic, environmental and social charters, principles, and initiatives ...1
- 16 Membership in national and international advocacy organizations ...2-3

3 Stakeholder Engagement

- 24 List of stakeholders ... 2-3, 18-27
- 25 Basis for identification and selection of stakeholders group ... 2-3
- 26 Organization's approach to stakeholders engagement, frequency of engagement, by stakeholders group ... 1
- 27 Key topics and concerns that have been raised through stakeholders engagement ... N/A

4 Report Profile

- 28 Reporting period... 1
- 29 Date of most recent previous report... 1
- 30 Reporting cycle... 1
- 31 Contact point for question about the report and its content... **Back Cover**
- 32 GRI content index and in "accordance" option chosen ... 1, **Inside Back Cover**
- 33 Organization's policy and current practice with regard to seeking external assurance for the report ... 1

5 Governance

- 34 Governance structure of the organization ... 1

6 Ethics and Integrity

- 56 Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics ... 1

ECONOMIC

- Aspect: Economic Performance**
DMA Generic disclosures on management approach ... 1
- EC1** Economic value generated and distributed, including revenues, operating cost, employee

compensation, donation and other community investments, retained earnings, and payment to capital and governments ... 5

- EC3** Coverage of the organization's defined benefit plan obligations ... N/A

Market Presence

- DMA** Generic disclosures on management approach ... 1
- EC5** Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation ... N/A

Indirect Economic Impacts

- DMA** Generic disclosures on management approach ... 1
- EC8** Significant indirect economic impacts, including the extent of impacts ... 5

ENVIRONMENTAL**Aspect: Materials**

- DMA** Generic disclosures on management approach ... 5
- EN2** Percentage of materials used that are recycled input materials ... 5

Aspect: Energy

- DMA** Generic disclosures on management approach ... 5
- EN7** Reductions in energy requirements of products and services ... 5

Aspect: Water

- DMA** Generic disclosures on management approach ... 5
- EN8** Total water withdrawal by source ... 5

Aspect: Products and Services

- DMA** Generic disclosures on management approach ... 1
- EN27** Extent of impact mitigation of environmental impacts of products and services ... 5

Aspect: Transport

- DMA** Generic disclosures on management approach ... 5
- EN30** Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce ... 5

SOCIAL**Aspect: Employment**

- DMA** Generic disclosures on management approach ... 5
- LA1** Total number and rates of new employee hires and employee turnover by age group, gender and region ... 5
- LA2** Benefits provided to fulltime (permanent) employees ... 5
- LA3** Return to work and retention rates after parental leave ... N/A

Aspect: Labor/Management Relations

- DMA** Generic disclosures on management approach ... 5
- LA4** Minimum notice periods regarding operational changes ... N/A

Aspect: Training and Education

- DMA** Generic disclosures on management approach ... 5
- LA9** Average hours of training per year per employee by gender, and by employee category ... 5

Aspect: Diversity and Equal Opportunity

- DMA** Generic disclosures on management approach ... 5
- LA12** Composition of governance bodies and breakdown of employees per employee category ... 1

Aspect: Equal Remuneration for Women and Men

- DMA** Generic disclosures on management approach ... 5
- LA13** Ratio of basic salary and remuneration of women to men by employee category ... 5

Aspect: Local Communities

- DMA** Generic disclosures on management approach ... 5
- SO1** Percentage of operations with implemented local community engagement, impact assessments, and development programs ... N/A

Aspect: Customer Health and Safety

- DMA** Generic disclosures on management approach ... N/A
- PR1** Percentage of significant product and service categories for which health and safety impacts are assessed for improvement ... N/A

Aspect: Product and Service Labeling

- DMA** Generic disclosures on management approach ... N/A
- PR5** Results of surveys measuring customer satisfaction ... N/A

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