

# MESSAGE OF THE GENERAL DIRECTOR

## COMMITMENT – OPPORTUNITY FOR LASTING STABILITY

### Dear Clients and Partners,

With great pleasure, I would like to present the achievements and challenges Ameriabank faced during the whole year 2008 for your thorough consideration.

#### Review of 2008

Over the past two years, we have not only worked hard to ensure profit, but we have also spent significant time and resources extending a strong basis for long-term growth. In fact, when we measure our performance, we not only review financial results but also consider numerous indicators of health.

Due to the unique advantage of having Troika Dialog as our strategic partner, we enhanced the Bank's chances of storming into the banking sector as a highly professional corporate and investment Bank. The utmost specialized experience, knowledge, technical and methodical advisory that one of the biggest and most successful Russian investment companies, Troika Dialog, has passed on to Ameriabank, is an invaluable asset that has substantially increased the start-up value of our Bank's goodwill that we all are proud of.

We work both by operating efficiently and maintaining a sound balance-sheet. So there are several intrinsically linked aspects that serve as permanent goals and fundamental performance indicators to our success: **strong financials, qualitative growth through clientele growth, technological development & the HR-**

**Dream Team.** We will go through each of these aspects for the 2008 results.

#### Financial Results

The Bank's figures experienced on average a 5-6 fold growth in 2008 as compared with the same figures in 2007 (total assets, net loans, total liabilities, deposits, capital, etc.). In just a year's time the Bank was able to position itself in the 8th place in the market by its assets, 10th place by deposits and 1st place by its statutory fund.

We would like to highlight other tangible advantages of the Bank, which are its low leverage ratio, of just 1, and the low ratio of NPL to total loans equaling 0.8%. These indicators rank Ameriabank as one of the most reliable and least risky institutions especially during the global financial crisis.

We are proud to announce that in a year's time Ameriabank has stormed into the top ten Banks by all key indicators such as assets, capital, liabilities & deposits.



**We remained disciplined and committed to preserving a stronghold balance-sheet.**

We operate in risky businesses; therefore having a stronghold balance-sheet is a strategic imperative, not a philosophical bent. It is also a critical differentiator for us – especially in uncertain times. We achieved it through ensuring each of the following elements:

We are committed to achieving a high level of earnings. This does not mean increasing short-term earnings by reducing investments for the future. Together with our increased margins, we continued to invest in network expansion, client outreach, product extensions, technology enhancements and employee development.

These are the areas that we believe will drive good, strong growth in our businesses for decades to come.

**We expanded branches network.**

The Bank launched its first branch in Stepanakert, NKR, in 2008 and started the initiation process of three more branches aimed at opening during 2009 in Dilijan, Kapan & Kajaran.

In addition, the Bank has been working on repairing its new head office in Yerevan Plaza during the year. We are planning to relocate our head office in the middle of 2009, leaving the current address as a fully operating branch.

**We increased client coverage.**

The Bank has inherited the work culture of prioritizing clients and their satisfaction as the most important goal for both the managers and each employee of the Bank.

We staffed a special client coverage group that is committed to building up relationships with potential corporate clients. Moreover, we have developed an unprecedented system of cooperation with our clients assuming an individual service tailored to every single client. We treat each of our clients individually by understanding the core of the business and trying to provide the most applicable service with the best terms to leave our client happy and ensure long-term cooperation.

The individual service that we offer assumes that a specially assigned manager will coordinate the relationship between your company and the Bank and arrange the service of your company.

**We extended products and expanded services to better meet our clients' needs.**

During the whole year we were committed to developing product lines of the Bank. Among the services the Bank renders, we would like to stress those offered by the Corporate Banking & Investment Banking businesses of the Bank. Both departments provide an internationally competitive range of diversified products with high quality.

All services mentioned are being maximally customized and tailored to the needs of each of our clients.

**We focused on technology to improve client service, sales, marketing and innovation. First Bank to introduce CRM (Client Relationship Management) in Armenia.**

In addition to increasing the number of new branches and points of sale, and as part of our commitment to expand our products &

services, we will continue to invest in technology. We believe this investment will be a key driver of growth over the next decade.

After a tremendous amount of investment, work and efforts from both our local specialists and the ones from Terrasoft – the biggest CRM supplier in the CIS – we accomplished introduction of the Terrasoft-CRM system (installed, tested and configured).

**We advanced our ongoing efforts to recruit, train and retain top talents of the industry.**

Attracting and retaining outstanding individuals is one of our top priority goals. Today, at every level throughout our company you will find most talented people, all of whom form the Dream Team of Ameriabank.

The goal of HR in Ameriabank is to develop a culture, work environment and values that will make each member of the Dream Team love and enjoy his/her job and employer, care about the results of their work and fully invest his/her potential and skills to contribute to the overall performance of the Bank. We strive to become a company deserving the HR brand of the year, like our strategic partner Troika Dialog during each of the last three years.

**Word of Appreciation**

All of us are dedicated to building a great Company of which you, our shareholders, our clients and all of our employees can be proud – and we are well on our way. I would like to express my boundless appreciation to all our employees, suppliers, our colleagues on the Board for their sound guidance and support during an eventful year. To our clients, for their continued support, and our shareholders whose confidence has rendered it possible to achieve important strategic developments, in other words **to all our Partners**, I extend my gratitude.

Sincerely,  
**Artak Hanesyan**  
Chairman of the Management  
Board-General Director

