



**SBERBANK**

# **New Organizational Structure of Sberbank Headquarters**

**November 7, 2012**

# Disclaimer

This presentation has been prepared by Sberbank of Russia (the “Bank”) and has not been independently verified. This presentation does not constitute or form part or all of, and should not be construed as, any offer of, or any invitation to sell or issue, or any solicitation of any offer to purchase, subscribe for, underwrite or otherwise acquire, or a recommendation regarding, any shares or other securities representing shares in, or any other securities of the Bank, or any member of the Bank’s group, nor shall it or any part of it nor the fact of its presentation or distribution form the basis of, or be relied on in connection with, any contract or any commitment whatsoever or any investment decision. The information in this presentation is confidential and is being provided to you solely for your information and may not be reproduced, retransmitted or further distributed to any other person or published, in whole or in part, for any purpose.

This presentation is not an offer of securities for sale in the United States nor shall it or any part of it form the basis of or be relied on in connection with any contract or commitment whatsoever. The Bank has not registered and does not intend to register any shares, or other securities representing shares, in the United States or to conduct a public offering of any securities in the United States. The shares, or other securities representing shares, may not be offered or sold in the United States except pursuant to an exemption from, or transaction not subject to, the registration requirements of the US Securities Act of 1933, as amended.

This presentation is only being distributed to and is only directed at (A) persons in member states of the European Economic Area (other than the United Kingdom) who are “qualified investors” within the meaning of Article 2(1)(e) of Directive 2003/71/EC (as amended and together with any applicable implementing measures in that member state, the “Prospectus Directive”) (“Qualified Investors”); (B) in the United Kingdom, Qualified Investors who are investment professionals falling within Article 19(5) of the Financial Services and Markets Act 2000 (Financial Promotion) Order 2005 (the “Order”) and/or high net worth companies, and other persons to whom it may lawfully be communicated, falling within Article 49(2)(a) to (d) of the Order; and (C) such other persons as to whom this presentation may be lawfully distributed and directed under applicable laws (all such persons in (A) to (C) above together being referred to as “relevant persons”). The shares, or other securities representing shares, are only available to, and any invitation, offer or agreement to subscribe, purchase or otherwise acquire such securities will be engaged in only with, relevant persons. Any person who is not a relevant person should not act or rely on this presentation or any of its contents.

This presentation does not constitute an offer, or an invitation to make offers, sell, purchase, exchange or otherwise transfer the securities in Russia or to or for the benefit of any Russian person or entity, and does not constitute an advertisement of the securities in Russia. Any foreign securities representing shares have not been and will not be registered in Russia or admitted to public placement and/or public circulation in Russia. Any foreign securities representing shares are not intended for “placement” or “circulation” in Russia except as permitted by Russian law.

The information in this presentation or in oral statements of the management of the Bank may include forward-looking statements. Forward-looking statements include all matters that are not historical facts, statements regarding the Bank’s intentions, beliefs or current expectations concerning, among other things, the Bank’s results of operations, financial condition, liquidity, prospects, growth, targets, strategies, and the industry in which the Bank operates. By their nature, forward-looking statements involve risks and uncertainties, because they relate to events and depend on circumstances that may or may not occur in the future. The Bank cautions you that forward-looking statements are not guarantees of future performance and that its actual results of operations, financial condition and liquidity and the development of the industry in which the Bank operates may differ materially from those made in or suggested by the forward looking statements contained in this presentation or in oral statements of the management of the Bank. In addition, even if the Bank’s results of operations, financial condition and liquidity and the development of the industry in which the Bank operates are consistent with forward-looking statements contained in this presentation or made in oral statements, those results or developments may not be indicative of results or developments in future periods.

The information and opinions contained in this presentation or in oral statements of the management of the Bank are provided as at the date of this presentation or as at the other date if indicated and are subject to change without notice.

No reliance may be placed for any purpose whatsoever on the information contained in this presentation or oral statements of the management of the Bank or on assumptions made as to its completeness.

No representation or warranty, express or implied, is given by the Bank, its subsidiaries or any of their respective advisers, officers, employees or agents, as to the accuracy of the information or opinions or for any loss howsoever arising, directly or indirectly, from any use of this presentation or its contents.

This presentation is not directed to, or intended for distribution to or use by, any person or entity that is a citizen or resident or located in any locality, state, country or other jurisdiction where such distribution, publication, availability or use would be contrary to law or regulation or which would require any registration or licensing within such jurisdiction.

You must return any copies of this presentation and any other hand-outs before leaving the presentation.

By attending or reviewing this presentation, you acknowledge and agree to be bound by the foregoing.

**\*\*NOT FOR RELEASE OR DISTRIBUTION OR PUBLICATION IN WHOLE OR IN PART IN OR INTO THE UNITED STATES, AUSTRALIA, CANADA OR JAPAN\*\***

# Key Aims of Changes in the Organizational Structure of the Headquarters

- To make collaboration between blocks of the Headquarters (HQ) more efficient
- To enforce strategically important businesses
- To improve interaction within and between divisions
- To emphasize HQ's focus on management and business-development of the Group
- To eliminate duplicating functions
- To promote client-oriented approach throughout the supporting blocks

- ❑ HQ's headcount to be reduced by 3,000 (via transfer to subordinated units)
- ❑ 2013: HQ's new organizational structure to be rolled out in the regional network to increase efficiency

# New Organizational Structure\* of the HQ (Management Team)



# Main Changes in the Organizational Structure (by block) 1/2

## Retail Banking

- ✓ 3 major business lines distinguished within the Block:
  - Segments (newly established and key in the Block),
  - Products
  - Distribution channels

## Corporate Banking

- ✓ Integration of CIB in the Group's structure consolidated from divisions focused on Largest clients, IBGM / supporting divisions from ex-Troika Dialog
- ✓ Fine-tuning of business lines based on client segmentation: Small, Large, Medium
- ✓ Creation of "Product Factory" (within Large/Medium block) to develop and roll out customized products
- ✓ Integration of Brokerage business and Depositary in the Corporate banking Block

## Asset Management (new Block)

- ✓ In the process of establishing the Block

## International Operations

- ✓ Establishment of matrix structure within the Block: 4 Management Directors (by region: CIS / Europe / Turkey / India + China), and 4 divisions (Corporate business / Retail business / Finance / Support)

## Risk Management (new Block)

- ✓ Formation of a new Block in the organizational structure
- ✓ Establishment of 2 major focuses within the Block:
  - Risk control (methodology)
  - Risk taking (execution)

## Main Changes in the Organizational Structure (by block) 2/2

### Strategy, Development, Marketing

- ✓ Establishment of Marketing and Communications Department by means of merger of PR and Marketing

### Finance (new Block)

- ✓ Consolidation of divisions responsible for Finance, Economics management, Accounting and Taxes

### IR

- ✓ Establishment of an independent IR function

### HR

- ✓ Creation of Corporate Culture department

### Admin

- ✓ Substantial restructuring of functions and support within the Block, including Property Management and Construction department
- ✓ Establishment of Center for cash turnover management (based on consolidation of Cash Management and Collection functions)

### IT

- ✓ Substantial restructuring of functions within the Block; fine-tuning management of sub-divisions to meet the internal complexity and scale of the business, as well as accommodate new IT implementation solutions

# Investor Relations Contact Details

---

## IR Contacts

---

### **Head of Investor Relations:**

**Anastasia Belyanina**

AEBelyanina@sberbank.ru

### **IR Team:**

**Ekaterina Generalova**

EVGeneralova@sberbank.ru

**Maria Shevtsova**

MVShevtsova@sberbank.ru

**Victoria Chekurova**

VTChekurova@sberbank.ru

**Anastasia Ryabenkova**

ASRyabenkova@sberbank.ru

**Address:** 19, Vavilova Street  
Moscow, 117997  
Russia

**Phone:** +7 (495) 957-59-60  
+7 (495) 957-59-70

**Email:** ir@sberbank.ru

**www.sberbank.ru/en**  
**www.sberbank.ru**