



# ALPHA BANK

Alpha Bank Srbija je članica Alpha Bank Group, vodeće bankarske grupacije u regionu, sa tradicijom dugom više od jednog veka. Alpha Bank Group je prisutna u Jugoistočnoj Evropi (Grčka, Srbija, Kipar, Rumunija, Bugarska, Albanija, Makedonija), ali i u Njujorku, Londonu, Jersey, a od 2008. godine i u Ukrajini. Snagu Alpha Bank Group ilustruje ukupna aktiva, koja je na kraju 2009. godine iznosila 69,6 milijardi evra i ukupan kapital od blizu šest milijardi evra. Područje Jugoistočne Evrope, sa populacijom od oko 60 miliona ljudi, uslužuje mreža Alpha Bank Group od oko 1.000 filijala.

Intervju: **Veselinka Milošević**, Član Izvršnog odbora ■■■

## Visoki standardi Alpha Bank Group u Srbiji

■■■ Alpha Bank Group ušla na srpsko tržište kupovinom državne Jubanke 2005. godine za 180 miliona evra. – Danas Alpha Bank među najvećim investitorima u Srbiji. – Finansijska podrška u Srbiji – blizu jedne milijarde evra

Dolazak Alpha Bank na tržište Srbije 2005. godine ostaće upamćen po prvoj i uspešno sprovedenoj privatizaciji državne Jubanke A.D. i investiciji vrednoj 180 miliona evra. Danas, posle pet godina poslovanja u Srbiji, Alpha Bank je prepoznatljiva po svojoj razgranatoj mreži, pouzdanom imenu, podršci koju pruža najvećim privrednim subjektima u zemlji, kao i po veoma atraktivnim uslovima za štednju i kreditne proizvode koje nudi građanima.

Kako je Alpha Bank Srbija razvijala poslovanje na tržištu Srbije i na koji način je postala jedna od vodećih banaka objašnjava **Veselinka Milošević**, član Izvršnog odbora Alpha Bank Srbija

### Ko je vlasnik Alpha Bank Srbija?

- Vlasnik 100 posto akcija Alpha Bank u Srbiji je Alpha Bank A.E. sa sedištem u Atini. Na tržište Srbije Alpha Bank A.E. je ušla 2002. godine, ali je svoje prisustvo konačno pozicionirala 2005. godine, kupovinom 100 posto akcija Jubanke A.D.

Prodaja državnih akcija Jubanke A.D. 2005. godine ostaće upamćena po tome što je prva i veoma uspešna privatizacija jedne državne banke i po dolasku jedne od najvećih banaka Grčke u Srbiju.

Ta kupovina je tada imala veliki doprinos za reformu bankarskog sektora u Srbiji i uticala je na vraćanje poverenja u banke. Istovremeno, investicija u inicijalnom iznosu od oko 180 miliona evra pozicionirala je Alpha Bank Group na sam vrh stranih investitora u Srbiji.

### VELIKA MREŽA BANKE

Po veličini i rasprostranjenosti svoje mreže, Alpha Bank Srbija je danas na samom vrhu liste banaka u Srbiji. Od 2005. godine do danas, broj ekspozitura i filijala povećao se sa 90 na 165 u više od 100 gradova u Srbiji. Osim ekspozitura, Banka je razvila mrežu bankomata na 176 lokacija širom Srbije. Banka ima više od 450.000 računa, pruža usluge za 265 000 građana, 23.500 preduzetnika i preko 12 000 malih, srednjih i velikih preduzeća.

U Banci radi 1.497 zaposlenih, od kojih su 77 posto žene.



■■■ Gospođa Milošević se nalazila na poziciji zamenika generalnog direktora Jubanke A.D. Beograd, u vreme dolaska Alpha Bank i tokom procesa privatizacije. Od oktobra 2006. godine nalazi se na funkciji člana Izvršnog odbora.

■■■ Mrs. Milosevic held the position of the Deputy General Manager at Jubanka A.D. Belgrade during the Alpha Bank arrival and in the process of privatization. Since October 2006, she has been appointed as the Member of the Executive Board

### Da li je Alpha Bank Group primenila svoje standarde poslovanja u Srbiji?

- Tradicija i dugogodišnje međunarodno iskustvo Alpha Bank Group bili su garancija i dobar osnov za nastavak poslovanja u Srbiji. Alpha Bank Group se u prve dve go-

Alpha Bank Serbia is a member of Alpha Bank Group, the leading bank group in the region, with more than a century-long tradition. Alpha Bank Group is present in South-East Europe (Greece, Serbia, Cyprus, Romania, Bulgaria, Albania, Macedonia), but also in New York, London, Jersey, and since 2008 in Ukraine as well. The strength of Alpha Bank Group is illustrated by its total assets worth EUR 69.6 billion at the end of 2009, and capital equal to nearly EUR six billion. Alpha Bank Group network comprising about 1,000 branches provides its services to around 60 million people living in this region.



ALPHA BANK

Interview: **Veselinka Milosevic**, Member of the Executive Board ■■■

## High Standards of Alpha Bank Group in Serbia

■■■ **Alpha Bank Group has entered the Serbian market by acquiring the state Jubank in 2005 for 180 million Euros. - Today Alpha Bank among the largest investors in Serbia. - Financial support in Serbia - approximately a billion Euros**

The appearance of Alpha Bank on the Serbian market in 2005 will be remembered as the first and successfully conducted privatization of the state-owned Jubanka A.D., and as investment worth EUR 180 million. Today, after five years of operating in Serbia, Alpha Bank is recognizable by its wide network, its esteemed name, the corporate support it provides to the biggest corporate names in the country as well as the highly attractive terms and conditions it is offering for savings and lending products to citizens.

**Veselinka Milosevic**, a Member of the Executive Board of Alpha Bank Serbia, explains the way in which Alpha Bank Serbia was developing its operation on the Serbian market, becoming one of the leading banks.

### Who is the owner of Alpha Bank Serbia?

- The owner of 100 percent shares of Alpha Bank in Serbia is Alpha Bank A.E. headquartered in Athens. Alpha Bank A.E. entered the Serbian market in 2002, but it definitely established its presence in 2005 by acquiring 100 percent of Jubanka's shares. The sale of state-owned shares in Jubanka A.D. in 2005 will be remembered as the first and very successful privatization of a state-owned bank, and by the coming of one of the largest Greek banks to Serbia. At the time, this purchase largely contributed to the reform of Serbia's banking sector and helped restore confidence in banks. At the same time, by the initial investment of around EUR 180 million, Alpha Bank Group was at the very top of foreign investors in Serbia.

### Has Alpha Bank Group applied its operating standards in Serbia?

- Alpha Bank Group's tradition and longstanding international experience were a guarantee and good basis for continuing business in Serbia. In the first two years of operation, Alpha Bank Group opted for a strategy of its own step-by-step presentation to the Serbian market striving, under the slogan "united", to present its coming here as unification of the business tradition and a vision of operation in Serbia in the best interest of its clients. This actually explains why the first business plans of Alpha Bank Serbia included the strategy of a planned and intensive expansion, and of reconstruction of the business network.

### What illustrates the size and volume of the Bank's operations?

- With total assets worth 73.6 billion dinars (EUR 768 million), the Bank is ranked as the 10th largest among 34 banks in Serbia. At the close of 2009, the Bank's total assets tripled against 2005, while its capital of EUR 132 million had increased by 60 percent. This growth was due to the raising of deposits on the domestic market and also to the significant financial support provided by the parent bank. Additional investments in Serbia by the parent bank during the past five years have been worth hundreds of millions of euros, both through medium-term loans and deposits and permanent investment in the form capital increase completed in 2008.

### Has the Bank also established itself as a reliable investor?

- Apart from the initial and additional investments by the parent bank during the five years of our existence, also significant has been the credit support to domestic companies in the form of so-called cross-border credits where Alpha Bank Serbia has been constantly very active. In question is the provision of credits for domestic companies directly from abroad, from the parent bank or other Alpha Group member. This type of "indirect" parent bank's investment together with direct investments via the Bank in Serbia has made Alpha Bank Serbia an

### LARGE BANK NETWORK

According to the size and distribution of its network, Alpha Bank Serbia is currently at the very top of the list of banks in this country. Since 2005, the number of branches and branch offices increased from 90 to 165 in more than 100 cities in Serbia. Apart from branches, the Bank has also developed a network of ATMs at 176 locations Serbia-wide. The Bank has more than 450,000 accounts, provides services to 265,000 citizens, 23,500 entrepreneurs and to over 12,000 SMEs and large companies. The Bank has 1,497 employees, 77 percent of whom are women.



dine poslovanja opredelila za strategiju sopstvenog predstavljanja srpskom tržištu korak-po-korak, težeći da pod sloganom «sedinjeni» svoj dolazak predstavi kao spajanje poslovne tradicije i vizije poslovanja u Srbiji u najboljem interesu svojih klijenata.

To i jeste bio motiv da je u svojim prvim poslovnim planovima Alpha Bank Srbija imala strategiju planskog i intezivnog širenja i rekonstrukciju poslovne mreže.

### Šta ilustruje veličinu i obim poslovanja Banke?

- Sa ukupnom aktivom od 73, 6 milijardi dinara (768 mil evra), Banka je pozicionirana na 10. mestu od ukupno 34 banke u Srbiji.

Na kraju 2009. godine, ukupna aktiva Banke je utrostručena u odnosu na 2005. godinu, a kapital, u iznosu od 132 miliona evra, uvećan za 60 posto.

Ovaj rast obezbeđen je prikupljanjem depozita na domaćem tržištu, ali isto tako i značajnom finansijskom podrškom matične Banke.

Dodatna ulaganja matične banke u Srbiju za pet godina postojanja, izražavaju se u stotinama miliona eura, što kroz srednjoročne kredite i depozite, što kroz trajno ulaganje u vidu dokapitalizacije izvršene u 2008. godini.

### Da li se Banka afirmisala i kao pouzdan investitor?

- Osim početne investicije i dodatnih ulaganja matične Banke za pet godina postojanja, značajna je i kreditna podrška domaćim preduzećima u vidu tzv. prekograničnih kredita, u kojima je Alpha Bank Srbija sve vreme, a i danas veoma aktivna. Reč je o obezbeđivanju kredita domaćim preduzećima direktno iz inostranstva, od matične banke ili druge članice Alpha Bank Group.

Ta vrsta «indirektnog» ulaganja matične Banke, zajedno sa direktnim ulaganjem preko Banke u Srbiji svrstala je Alpha Bank Srbija u značajnog investitora u Srbiji i jednog od pet najvećih stranih banaka investitora.

### Kakvu podršku Banci pruža matična Alpha Bank Group?

- U vreme nastanka ekonomske krize Alpha Bank Group je bila za pregovaračkim stolom sa predstavnicima Vlade, Narodnom Bankom Srbije i MMF i dala je punu podršku

## DRUŠTVENA ODGOVORNOST

Banka ima izrazitu svest i oseća veliku društvenu odgovornost prema okruženju u kojem posluje, dajući doprinos zajednici u oblasti kulture, sporta, obrazovanja, zaštite okruženja, zdravstva.

Kao jedan od najznačajnijih doprinosa navešću donaciju Nacionalnom programu za borbu protiv raka dojke, u kojem Banka deo svojih prihoda po transakcijama, putem široko prihvaćenih i prepoznatljivih HVALA kreditnih kartica, prenosi u ovaj fond.

Tu su i donacije u oblasti školstva, u vidu poklona u nameštaju, kompjutera i sl., kao i donacija poznatom edukativnom centru Petnica, donacije i pomoći pojedincima za podršku sportskih uspeha i specifičnog socijalnog ili zdravstvenog problema.

predloženim merama.

Najznačajnije je bilo učešće u Bečkoj inicijativi i opredeljenje da se ne smanjuje nivo izloženosti, tj. ne povlače uložena sredstva u vreme krize.

Preuzeta obaveza za nivo izloženosti na kraju 2008. godine iznosila je 595 miliona evra.

Mada je došlo do revidiranja ovakvog dogovora i sporazuma da se prvobitno dogovoreni iznos isloženosti može smanjiti za 20 posto, od februara 2010. godine, Alpha Bank Group nije smanjila, već je naprotiv postepeno i stabilno povećala izloženost prema Srbiji, i ona početkom 2010. godine iznosi preko 650 miliona evra.

### Kakvi su pokazatelji stabilnosti Alpha Bank Srbija?

- Izuzetno je važno da se promene koje je donela ekonomska kriza nisu odrazile na stabilnost Banke. To potvrđuju dva ključna pokazatelja poslovanja.

Prvi je adekvatnost kapitala, kao odnos rizične aktive i kapitala. Ona za Banku iznosi 26 posto, i gotovo je dva i više puta veća od propisanog standarda u Srbiji, koji iznosi 12 posto.

I koeficijent likvidnosti, kao pokazatelj sposobnosti izvršavanja obaveza na kratak rok, bio je u proseku duplo veći od propisanog.

On je propisan na vrednost jedan, a u Banci se u 2009. godini kretao u rasponu od 1.38 do 3.21.

Značajno je navesti, da ni u periodu najveće krize i eskalacije panike koja je rezultirala povlačenjem milijardi eura štednje iz poslovnih banaka, likvidnost bankarskog sektora, pa i likvidnost Alpha Bank Srbija, ni u jednom danu nije bila dovedena u pitanje.

Takođe je važno napomenuti da je sav pomenuti novac od štednje građana, kao i nova štednja, sada ponovo u Banci, te da na taj način svedoči o sigurnosti i poverenju koje građani imaju u nas i bankarski sistem u našoj zemlji.

### Na koji način se upravlja rizikom u Alpha Bank Srbija?

- Veoma su visoki zahtevi i standardi u upravljanju svim rizicima, a posebno rizikom likvidnosti i kreditnim rizikom. Uopšte, cela stabilnost bankarskog sistema, počiva na uspešnom upravljanju bankarskim rizicima, pa i uspeh i opstanak svake banke pojedinačno počiva na toj veštini.

U tom domenu, Alpha Bank Srbija ima zaista visoke i stroge standarde, koji se primenjuju u celoj bankarskoj grupi, bez obzira na kom području Banka posluje.

### Na koji način Banka podržava očuvanje finansijske stabilnosti u zemlji?

- Alpha Bank Srbija je pokazala izuzetnu vitalnost i sposobnost održavanja svoje stabilnosti i podržala je sve programe Vlade koje su imale za cilj očuvanje finansijske stabilnosti zemlje u vreme ekonomske krize.

Potpisnik je i učesnik u kreditiranju preduzeća i građana sa subvencionisanom kamatnom stopom.

Alpha Bank Srbija je, takođe, jedna je od tri poslovne banke u Srbiji koje su učestvovala u kreditiranju Države za pokriće budžetskog deficita, sa iznosom od 30 miliona eura.



important investor of Serbia and one of the five largest foreign bank investors.

**What kind of support does the Bank receive from its parent Alpha Bank Group?**

- At the time when the economic crisis was emerging, Alpha Bank Group was at the negotiating table with representatives of the Government, the National Bank of Serbia and the IMF and fully supported the proposed measures. The most important was through the participation in the Vienna initiative, the decision not to reduce the level of exposure, i.e. not to withdraw the funds invested during the time of crisis. The obligation assumed for the exposure level at 2008-end was worth EUR 595 million. Although this agreement was revised in terms that originally agreed exposure level could be reduced by 20 percent, Alpha Bank Group has not reduced it since February 2010. To the contrary, it steadily and gradually increases its exposure towards Serbia, which in early 2010 was over EUR 650 million.

**What about the stability indicators of Alpha Bank Serbia?**

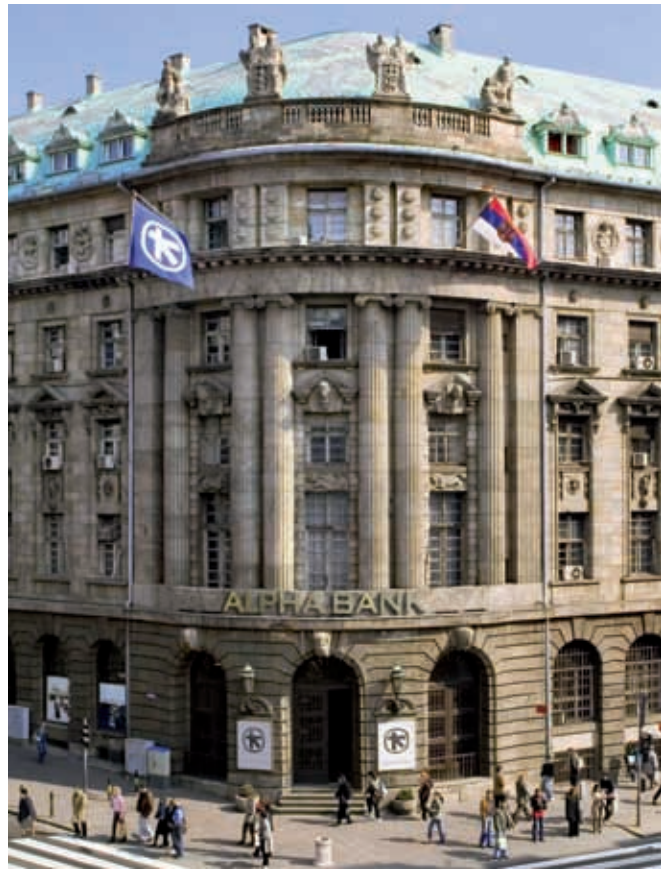
- It is extremely important that the changes brought about by the economic crisis did not affect the Bank's stability. This is confirmed by two key performance indicators. The first is the capital adequacy, as a ratio of risky assets to equity. It is 26 percent in the case of the Bank, and is almost two or more times larger than the prescribed standard in Serbia, which is 12%. The second is the liquidity ratio, as indicator of the ability to meet obligations in the short run, which was on average twice as large as the prescribed. It had been set at the value of 1, while it was ranging in the Bank from 1.38 to 3.21 during 2009. It is important to note that even at the peak of the crisis and in circumstances of escalating panic which resulted in the withdrawal of billions of euros of savings from commercial banks, the liquidity of the banking sector, including that of Alpha Bank Serbia, was not called into question one single day. It is to be noted that as of now all these money plus more have been fully returned evidencing citizens trust and belief on us and the banking system in our country.

**How are risks managed in Alpha Bank Serbia?**

- The requirements and standards for managing all types of risk are very high, particularly when the liquidity and credit risks are concerned. Generally, entire stability of the banking system rests on successful bank risk management, including the success and survival of each individual bank. In this sphere, Alpha Bank Serbia has truly high and strict standards applicable throughout the bank group, regardless of the region in which the bank is operating.

**In what way does the Bank support preservation of financial stability in the country?**

- Alpha Bank Serbia has demonstrated extreme vitality and ability in maintaining its own stability and has sup-



ported all Government programs aimed at preserving the country's financial stability at the time of the economic crisis.

It is a signatory of, and participant in, the program of credit financing of companies and citizens at subsidized interest rate.

Alpha Bank Serbia is also one of the three commercial banks in Serbia that have participated in credit financing of the Government intended to cover the budget deficit. Its share in this financing was EUR 30 million.

**SOCIAL RESPONSIBILITY**

The Bank is strongly aware of, and feels great social responsibility towards the environment in which it is operating, offering its contribution to the community in the fields of culture, sports, education, environment protection and health care. Allow me to mention, as one of the most important contributions, the donation to the National Program for fighting breast cancer. Namely, the Bank is transferring to the Program a part of its income generated from the very well accepted by the public, HVALA credit card transactions. There have also been donations in the area education, in the form of donated pieces of furniture, computers, etc., as well as the donation to the famous educational center Petnica, donations and assistance to individuals as support to sports achievements, and for specific social or health problems.