

## The bank's Mission and CSR

*We are committed to instill confidence, we make people's lives better, helping them to fulfill their dreams and aspirations.*

*We are determined to build one of the best financial companies in the world, and our success will be based on professionalism, harmony and satisfaction of our employees.*

In 2008, along with the development strategy, we defined the bank's mission. Our mission reflects our deep conviction that the heart of banking lies not in money but in people, their needs and expectations. Our mission has a few dimensions that to a great extent make up the content of the business development strategy.

Firstly, we realize that we cannot achieve growth and profitability of our own business without supporting the welfare and prosperity of our clients. This represents an "economic dimension" which found its way to the bank's development strategy in the form of a special focus on developing small business operations, housing finance, affordability of financial services as well as achieving certain targets that have a considerable social effect promoting further growth and economic sustainability in the long term.

Confidence is another dimension. In fact, all our business is based on the resources that people confided to us, which we use to provide loans to other people that we confide in. Confidence is based on quality service, responsibility, reliability, transparency, ethical norms, and corporate governance standards. The higher is the confidence, the firmer and the longer are the relations between the bank and its stakeholders. This is a "social dimension" of our business.

Finally, the third dimension is our human capital. We'll not be able to achieve our ambitious goals without a professional and well motivated team. This understanding is reflected in the bank's development strategy, and we are keen to implement it in practice.

Our analysis of financial market trends proves that client loyalty and employee involvement will continue to affect business success. Along with personalization of financial services, the relationships between the bank and its stakeholders will have to be based to a larger extent on common, mutually shared life values. On the one hand, this will require an active social position from the bank, involvement in finding solutions to critical social issues, and disclosing our principles, goals and achievements to all our stakeholders. On the other hand, we need to understand their needs, and hear their voice. In this respect, the bank makes every effort now to set up feedback channels with all our stakeholders — clients, shareholders, employees.

Sberbank is only waking up to seeing itself as a Group. Colleagues from other banks and business entities have joined us that represent various market segments and different nations. We still have to become a single team — not in

form, but in spirit. And we still have a long way to go to create common values and integrate different corporate cultures. This is one of the challenges we have to take in the coming days.