



Go Global!?

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My experience

- Hansabank 1991-2005, CEO 1999-2005
- Bank of Saint Petersburg, Chairman 2005-
- Private investor, member of several boards 2005-



Hansabank story

- 1994 Private placement
- 1995 Start of leasing operations in Latvia
- 1996 Acquisition in Latvia: DLB
- 1997 Start of leasing operations in Lithuania
- 1998 Merger with Estonian Savings Bank. Swedbank acquires 50% of Hansabank
- 1999 Start of banking business in Lithuania. Sale of Faba Bank in Russia



Hansabank story (continued)

- 2000 Acquisition of Ventspils UBB in Latvia
- 2001 Acquisition of Lithuanian Savings Bank
- 2002 Start of leasing operations in Russia
- 2003 Acquisition of Lietuvos Draudimas in Lithuania
- 2004 Acquisition of Faba Bank in Russia
- 2005 Swedbank acquires 100% of Hansabank



Why become international?

- Local market is too small
- For "survival"
- Stock-listed company "must grow" otherwise it will be taken over



Recommendation no. 1

- Answer the question:
 - What is your competitive advantage or where is your core strength?
 - Synergies?
 - Do you sell products or services?



Recommendation no. 2

- Look into the mirror: what do you expect from an acquirer?



Recommendation no. 3

- Learn from history:
 - War – takeover
 - Tax – profit and dividends
 - Religion – corporate identity



Recommendation no. 4

- How to manage the company:
 - Colony or federation?
 - Centralised vs. Decentralised decision making



Recommendation no. 5

- Remember: Independence is the best motivator.
 - “Independence within framework”



Recommendation no. 6

- Empowerment.
 - People must be involved in the decision making process.



Recommendation no. 7

- All nations are different. Talk with people, don't just communicate.
- Telephone vs. face-to-face
- E-mail vs. telephone



Challenges for employees

- Make life more interesting
- Make new friends
- Good learning experience

- **It is a real challenge!**



Other issues

- Sometimes it is endless coordination
- Additional bureaucracy
- Language: translation of documents
- Travelling



Summary

- Start from question no. 1



- Thank You!