

# PARTNER REPORT

# 2025



**BYBLOS BANK**  
ARMENIA


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# 1. Byblos Bank Armenia: An Overview

## Who We Are

Byblos Bank Armenia was founded in December 2007 as a result of a 100% stake acquisition by Byblos Bank SAL.

Identity of the Bank lies within the framework of conservative banking, with low risk appetite and strong emphasis on service excellence.

Target markets are middle- and upper-income individuals living in Yerevan, employees of commercial clients, solid and sustainable small businesses and large commercial companies with sound financial standing. At present, we serve our customers in Yerevan through an efficient network of 4 branches designed to deliver an exceptionally personalized banking experience.

Customers also access essential banking services via the Bank's Mobile Banking app, quickly, safely and conveniently, all without having to visit the Bank.

## Our Values and Vision

- **Customer Focus:** Our customers are our ultimate priority. All of our products and services reflect our commitment to serving our customers with fairness, transparency, prudence and dependability.
- **Integrity:** We maintain the highest standards of ethical conduct vis-à-vis our clients, our partners and society at large in a spirit of tolerance, transparency and corporate social responsibility.
- **Teamwork:** Our productivity is based on strong coordination and consolidated efforts. We collaborate across divisions and with our Group, sharing knowledge and aligning around common goals.
- **Performance:** We set clear targets, manage risks prudently and hold ourselves accountable for profitable, sustainable growth and disciplined cost management.
- **Innovation:** We pursue operational excellence by continuously improving our processes, embracing innovative approaches and fostering intellectual curiosity among our people.

**Our Vision** is to be a responsible and highly trusted Bank, driven by innovative banking solutions and excellence in client service.

## Key Strategic Directions



Service Excellence as  
Strategic Differentiator



Digital Transformation &  
Operational Excellence

## 2. Key Milestones in Development

Byblos Bank Armenia CJSC is founded in December 2007 to deliver the highest standards of service quality in Armenia

2007

The Bank officially opens a new branch to expand its physical presence and better serve customers in key residential districts

2012

Internet banking service is launched to provide customers with anytime access to their accounts and transactions

2014

Online banking service is introduced to enhance accessibility and enable banking on the go

2019

One more branch is opened in the heart of the capital to strengthen visibility and offer greater accessibility in a high-traffic location

2020

The Bank's latest branch is opened to broaden its network and bring services closer to a wider customer base

2021

Online onboarding is launched to enable a seamless, fully digital customer journey

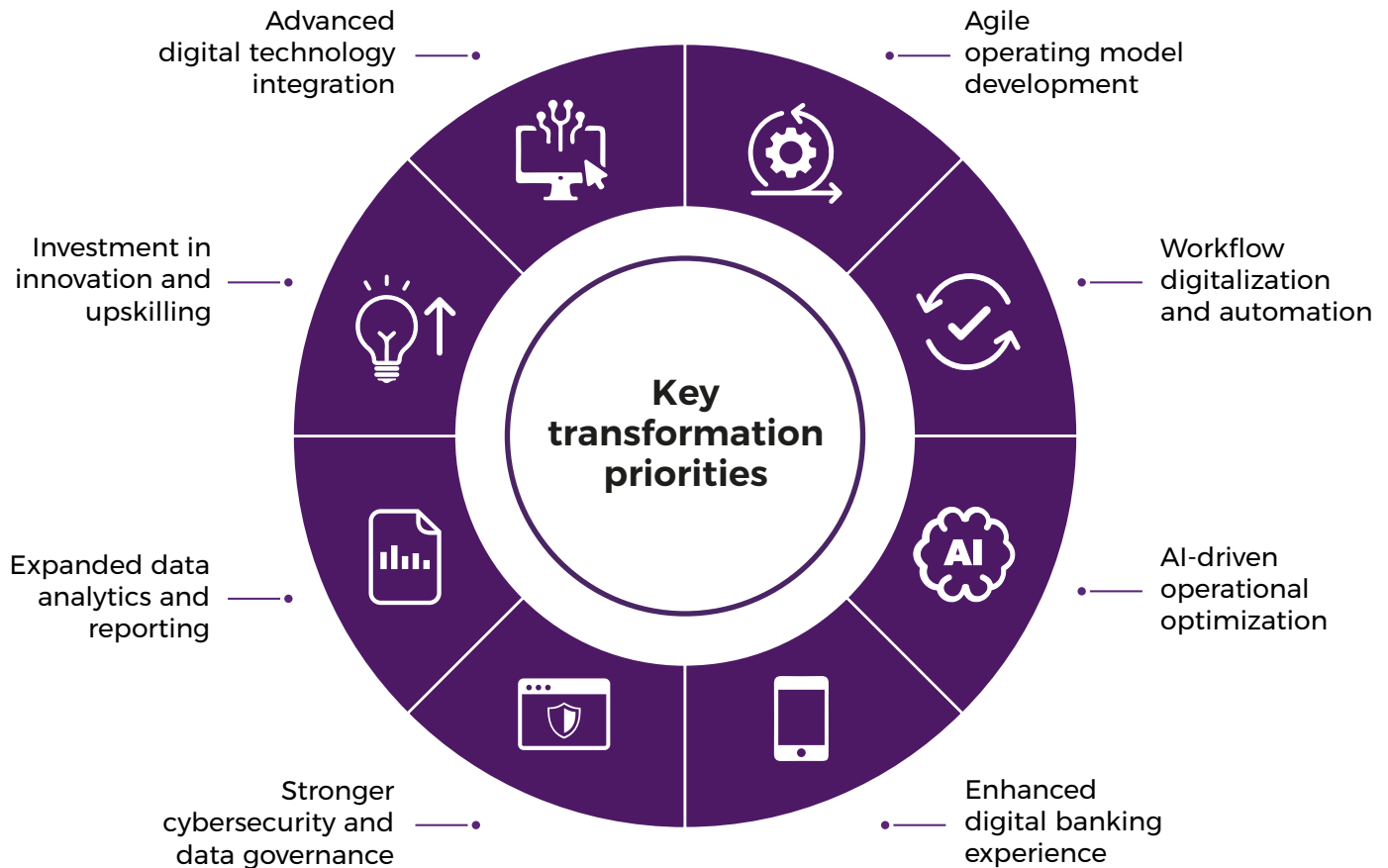
2025

Online lending capabilities are added to provide faster access to financing

2026

## 3. Digital Transformation

Byblos Bank Armenia is executing a comprehensive digital transformation strategy focused on innovation, operational efficiency and customer-centric banking services. The Bank continues to modernize its technological infrastructure and business processes to meet evolving market expectations and strengthen long-term competitiveness.



### Digital channels

Byblos Bank Armenia is a digital-first, service-driven institution that regularly introduces practical and user-friendly digital solutions. However, its core objective remains unchanged: ensuring that customers feel a genuine sense of personal attention, even in the digital environment.

- **Internet Banking** – Anytime access to accounts and transactions
- **Mobile Banking** – Biometric identification, registration and convenience

## 4. Main Products and Services

Across all of its branches and Online Banking, the Bank offers an extensive array of both retail and corporate financial products. These offerings span from mortgage and consumer loans to a range of cards and deposit options. Additionally, the Bank provides comprehensive financial solutions for large businesses and supports small and medium-sized enterprises (SMEs).



Deposits



Cards



Accounts



Internet/Mobile  
Banking



Online  
Lending



POS  
Terminals



Personal  
Loans



Auto Loan



Mortgage  
Loan



Corporate  
and SME Loans



Small Business  
Loans



Repo/Reverse  
Repo Transactions

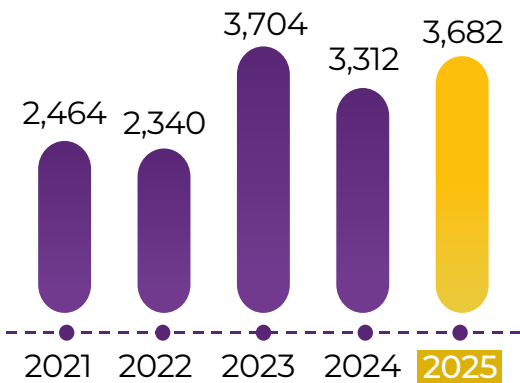


Trade  
Finance

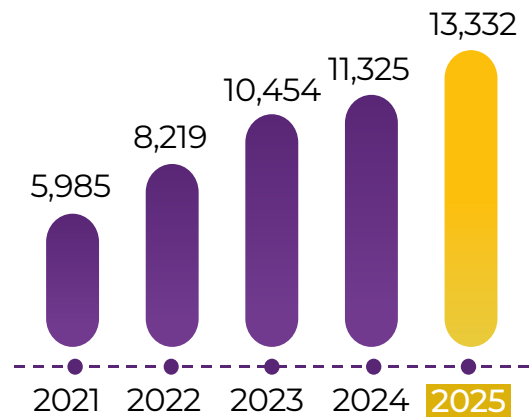
## 5. Financial Indicators

### Income Statement

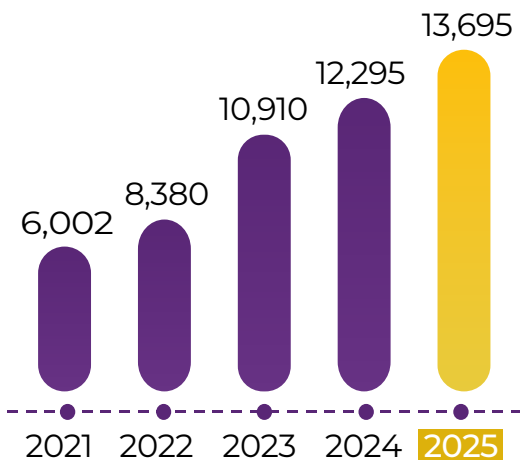
**NET PROFIT (K USD)**



**NET INTEREST INCOME (K USD)**



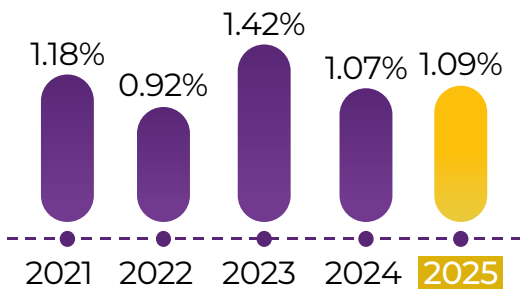
**TOTAL OPERATING INCOME (K USD)**



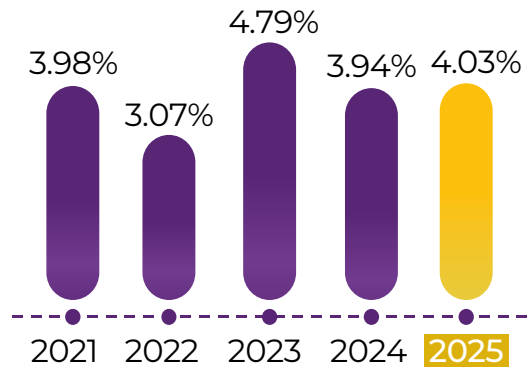
- Net Profit showed 11.2% growth in 2025.
- Total operating income showed an average increase of 23.5% over the last four years.
- The Bank's net interest income showed a substantial increase of 22.6% over the last four years, driven by the expansion of the loan portfolio base, resulting in a higher net interest margin.

# Profitability

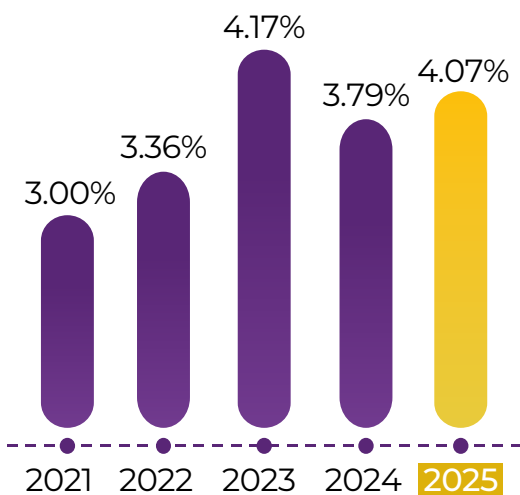
## ROA



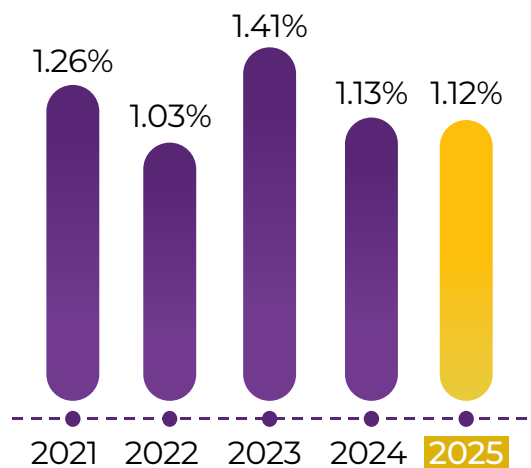
## ROE



## NIM



## NET PROFIT MARGIN

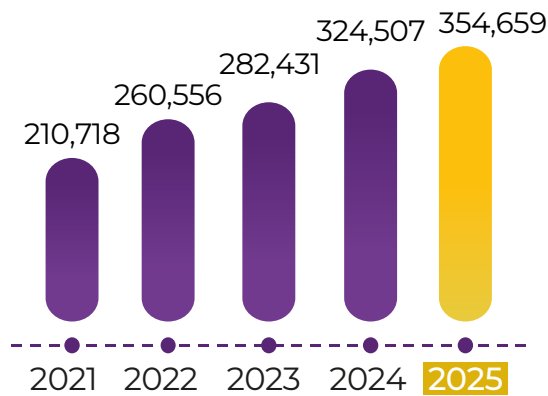


● Net Interest Margin (NIM) increased by an average of 8.6% over the last 4 years.

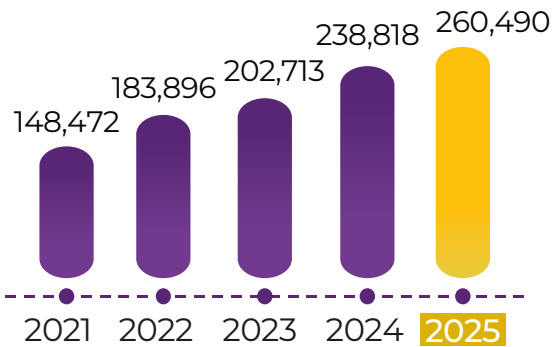
# Financial Position

- In 2025, the Bank showed stable growth of 9% in assets and liabilities, and 10% in equity.

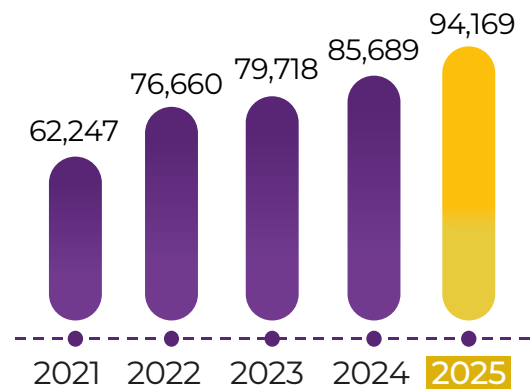
## TOTAL ASSETS (K USD)



## TOTAL LIABILITIES (K USD)

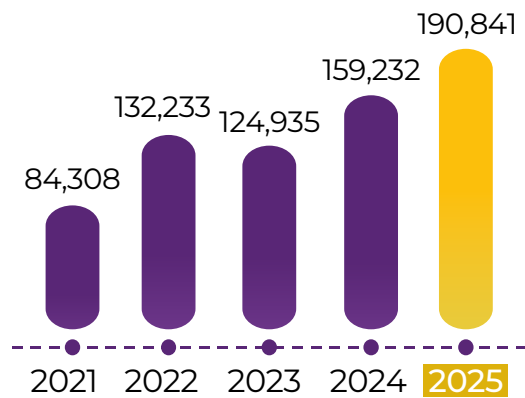


## TOTAL EQUITY (K USD)

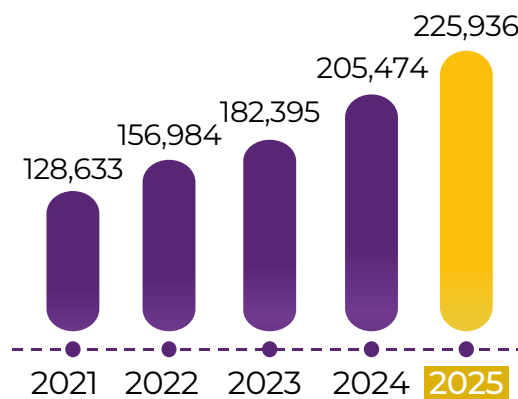


- During 2025, Byblos Bank Armenia experienced stable growth in its customer loan portfolio and deposit portfolio, with increases of 20% and 10%, respectively.

### TOTAL CUSTOMER LOANS (K USD)



### TOTAL CUSTOMER DEPOSITS (K USD)

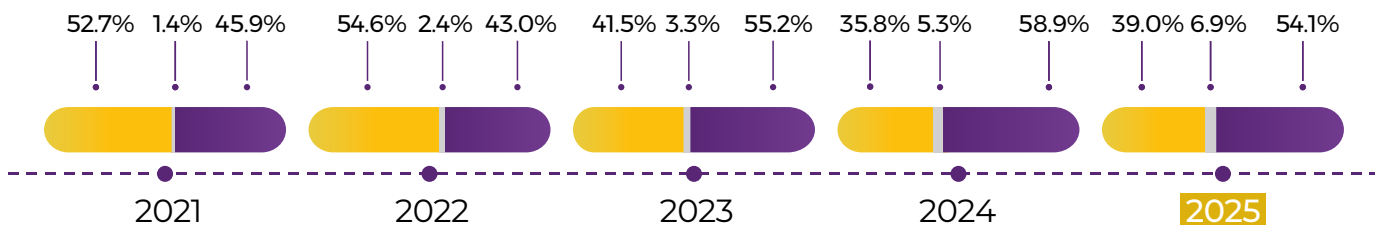


# Loan Portfolio

- Byblos Bank Armenia's customer net loan portfolio demonstrated notable dynamic growth, increasing by 52.8% over the last three years.

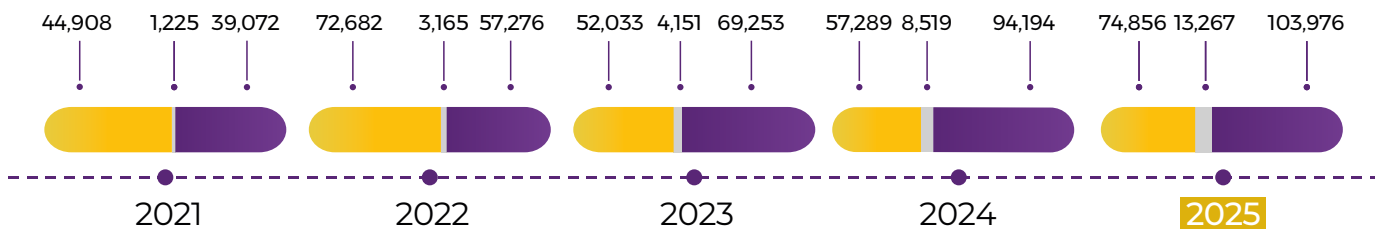
## TOTAL LOAN PORTFOLIO STRUCTURE

Corporate   Small Business Loans   Retail Customers



## TOTAL LOAN PORTFOLIO STRUCTURE (K USD)

Corporate   Small Business Loans   Retail Customers

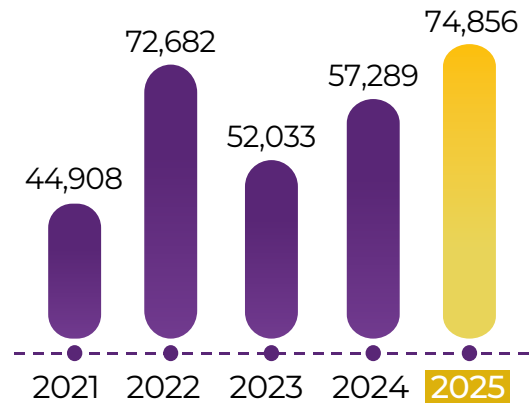


- During 2025, Byblos Bank Armenia demonstrated notable growth in its gross corporate loan portfolio of 30.7% and in its retail loan portfolio of 14.1%.

# Corporate Loan Portfolio

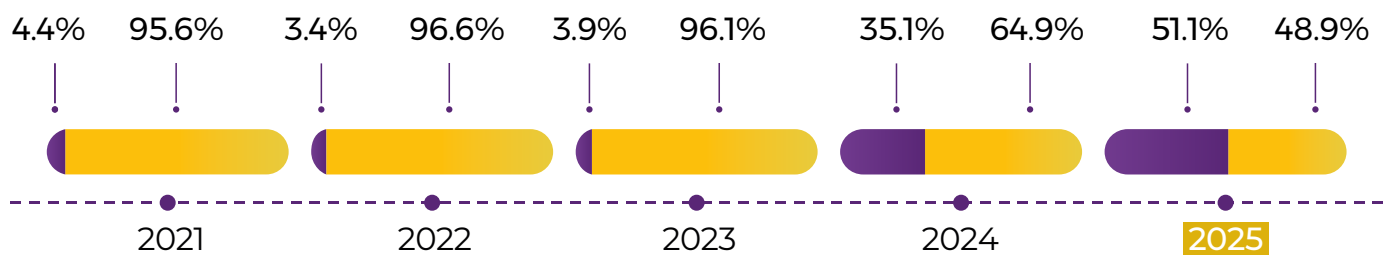
As of year-end 2025, the corporate loan portfolio was concentrated in the services, trade and energy sectors.

## TOTAL CORPORATE LOAN PORTFOLIO (K USD)

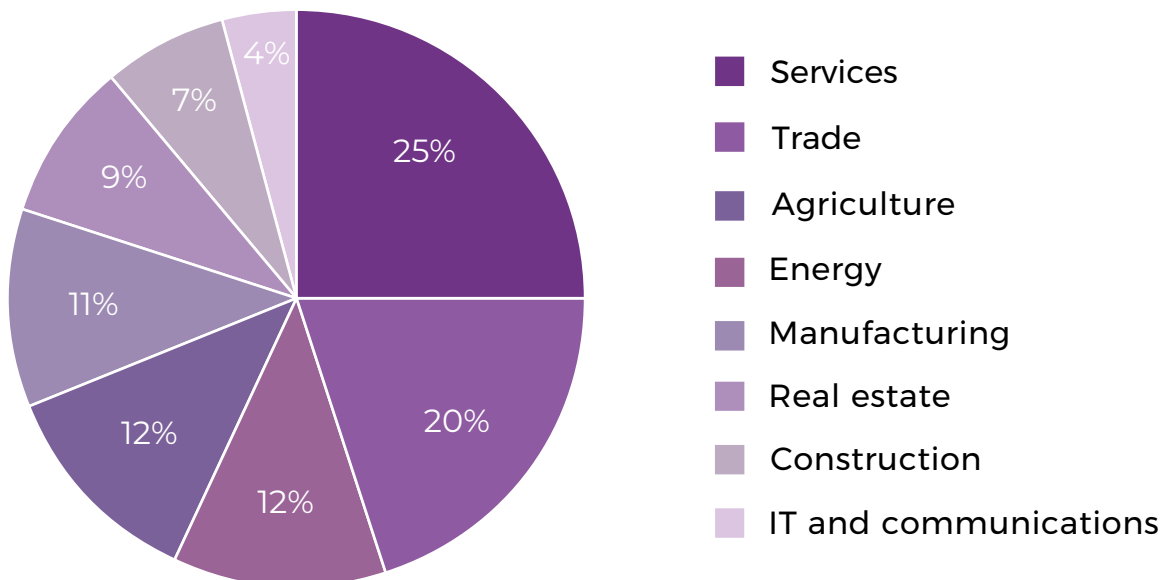


## CORPORATE LOAN PORTFOLIO STRUCTURE

■ SME ■ Large Corporates



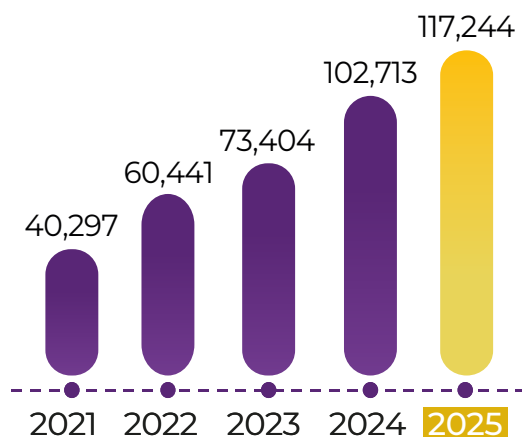
## CORPORATE LOAN PORTFOLIO BY SECTOR



# Retail Loan Portfolio

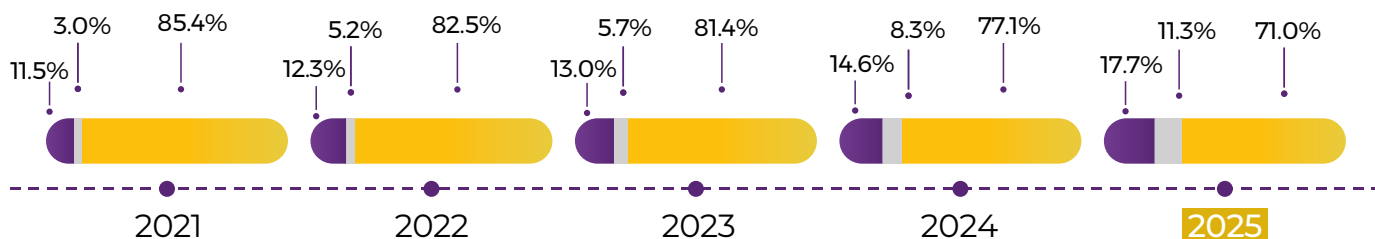
In 2025, all types of retail loans showed growth, with particularly notable increases in the Auto Loan portfolio by 127.6%, the Small Business Loans portfolio by 55.7% and the Overdraft portfolio by 51.6%.

## TOTAL RETAIL LOAN PORTFOLIO (K USD)



## RETAIL LOAN PORTFOLIO STRUCTURE

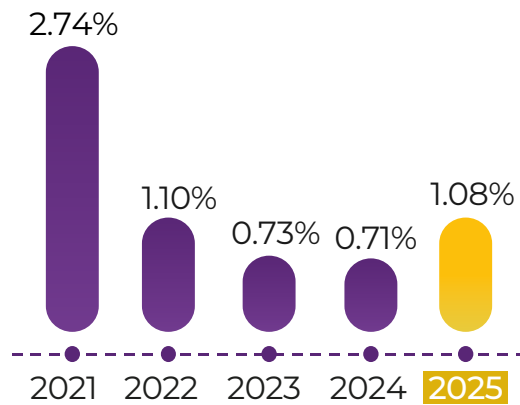
■ Consumer loans   
 ■ Small Business Loans   
 ■ Mortgage loans



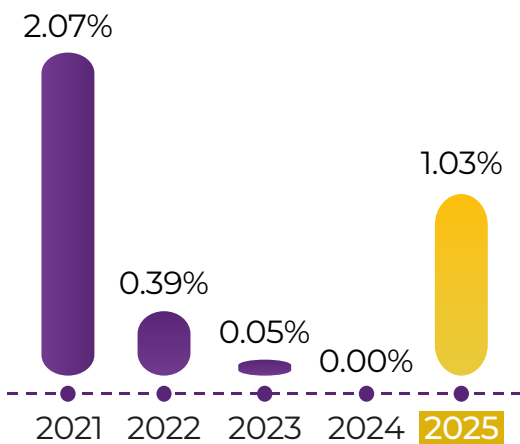
# Loan Portfolio Quality

- Byblos Bank Armenia's customer loan portfolio has historically maintained a below-market level of NPLs across all product types. Corporate and retail NPL ratios stood at 1.03% and 1.12%, respectively, as of year-end 2025.

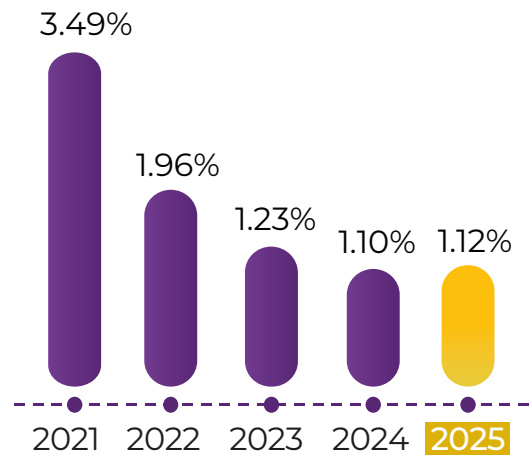
## TOTAL NPL



## CORPORATE NPL



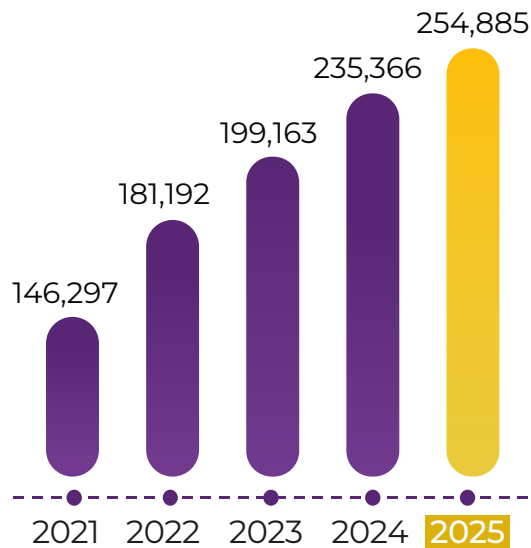
## RETAIL NPL



# Funding Structure

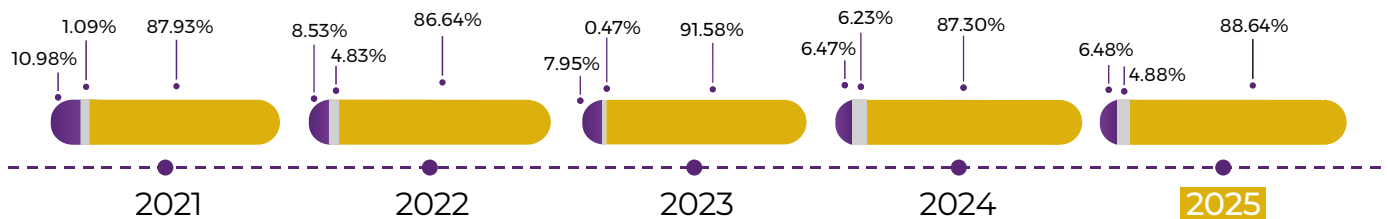
- The Bank's funding showed sustainable growth over the last 4 years, with an average annual increase of 15.1%.

## TOTAL FUNDING (K USD)



## FUNDING STRUCTURE

- Subordinated loans
- Other borrowed funds
- Customers deposits

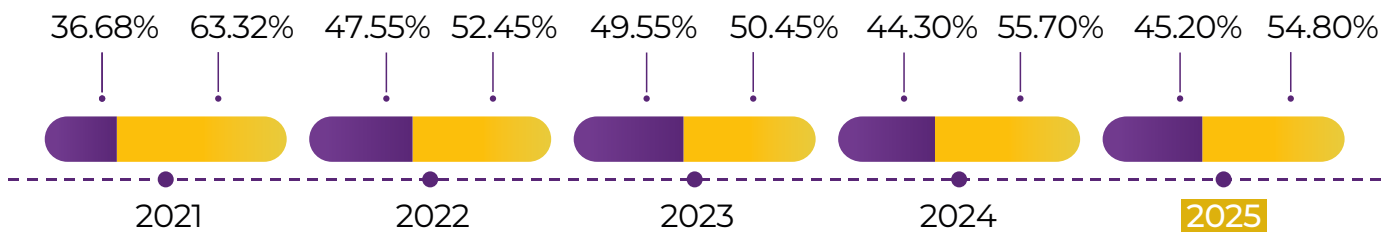


# Deposit Portfolio Structure

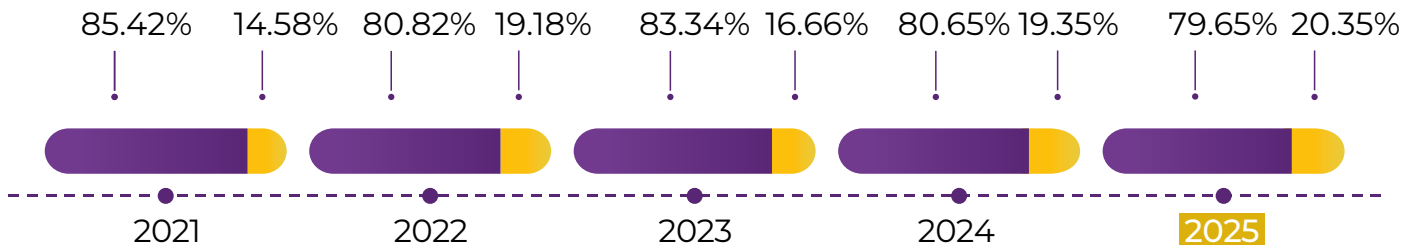
- Depositors of BBAM have demonstrated a historically high level of loyalty, maintaining an average reinvestment ratio of 86% over the last five years.

## DEPOSIT PORTFOLIO STRUCTURE

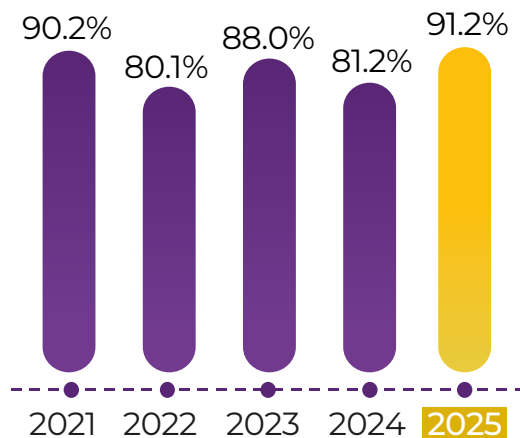
■ Corporate ■ Retail



■ Time deposits ■ Demand deposits



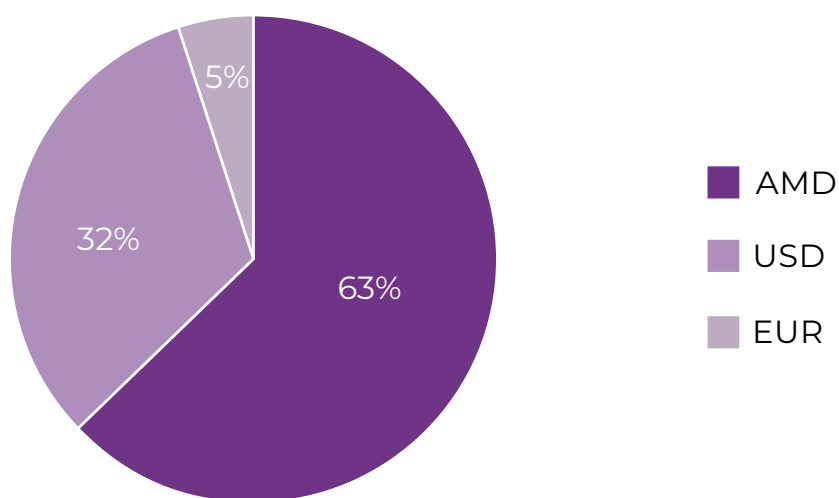
## REINVESTMENT RATE OF TIME DEPOSITS



# Currency Exposure

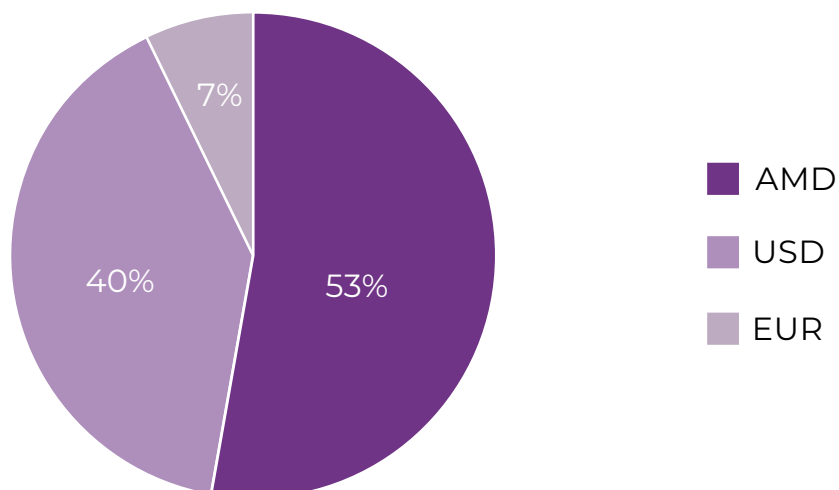
- The share of the customer LCY loan portfolio in total LCY assets stood at 53.7% in 2025.

## CURRENCY STRUCTURE OF TOTAL ASSETS 2025 Q4



- The share of the customer LCY deposit portfolio in total LCY liabilities stood at 97.6% in 2025.

## CURRENCY STRUCTURE OF TOTAL LIABILITIES 2025 Q4

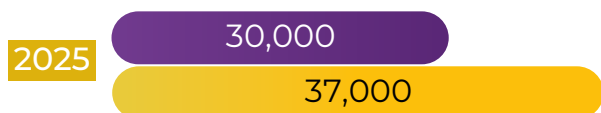


# Obligatory Standards Of The Central Bank of Armenia

- Byblos Bank Armenia maintained a strong level of Liquidity and Capital buffers (CAR and Tier 1), significantly exceeding the regulatory minimum thresholds set by the Central Bank of Armenia.

## TOTAL CAPITAL (MLN AMD)

■ THRESHOLD ■ BBAM



## CHARTER CAPITAL (MLN AMD)

■ THRESHOLD ■ BBAM



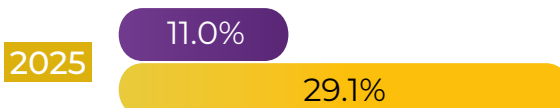
## TIER 1 RATIO

■ THRESHOLD ■ BBAM



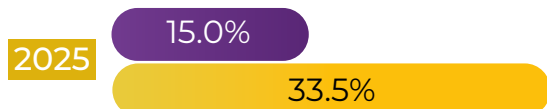
## CAPITAL ADEQUACY RATIO

■ THRESHOLD ■ BBAM



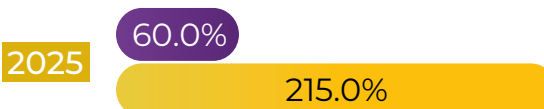
## HIGH LIQUID ASSETS TO TOTAL ASSETS

■ THRESHOLD ■ BBAM



## HIGH LIQUID ASSETS TO DEMAND LIABILITIES

■ THRESHOLD ■ BBAM

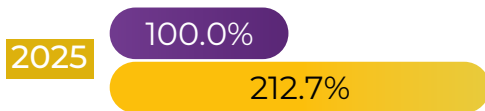


# Liquidity Coverage Ratio (LCR) & Net Stable Funding Ratio (NSFR)

- Byblos Bank Armenia maintained LCR and NSFR ratios significantly above the regulatory minimum threshold of 100% set by the Central Bank of Armenia.

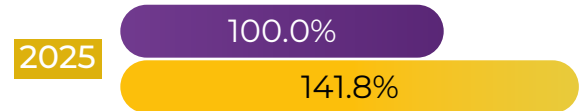
## LCR 2025

THRESHOLD BBAM



## NSFR 2025

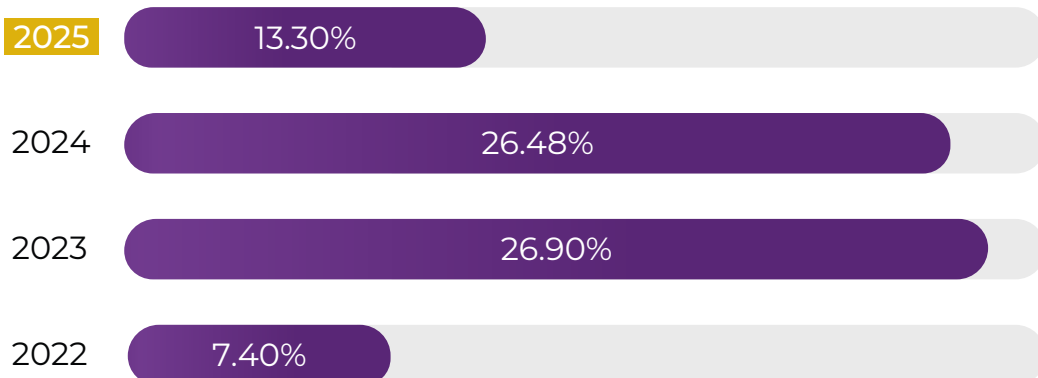
THRESHOLD BBAM



# Offshore Liquidity

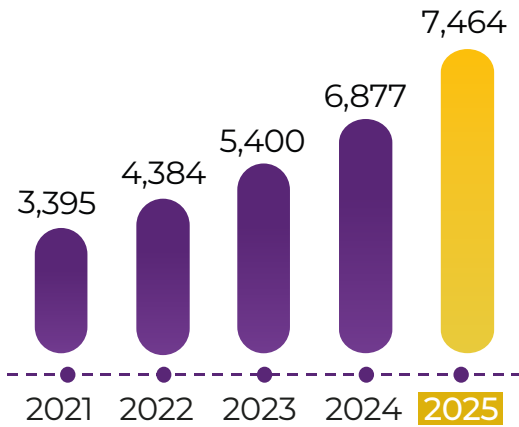
- The high level of the ratio in 2023 and 2024 was driven by increased placements in foreign currency state securities.

## FCY OFFSHORE HIGH LIQUID ASSETS/FCY DEPOSITS



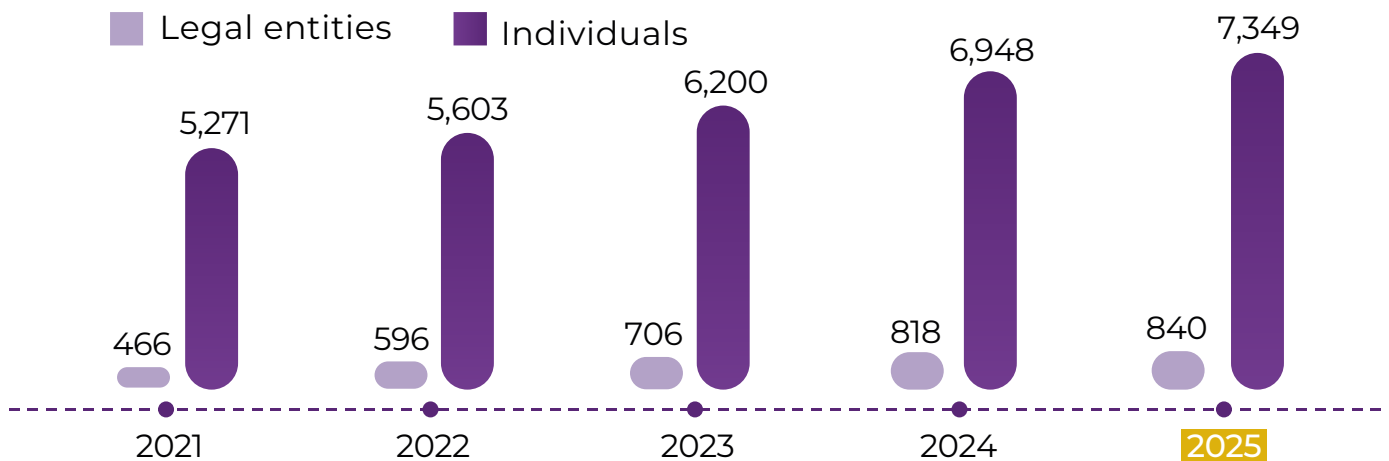
# 6. Transactional Banking

## TOTAL CARDS ISSUED

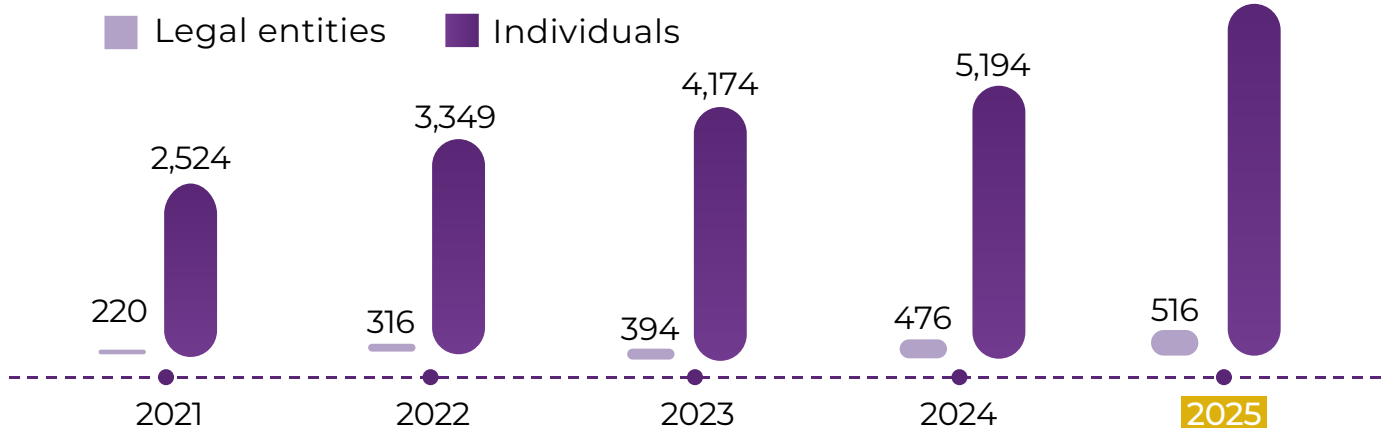


- The total number of Mastercard cards issued over the last four years increased by 157.4%.
- The total number of clients, cards issued and Online Banking users over the last four years increased by 42.7%, 119.9% and 136.7%, respectively.

## TOTAL CLIENTS



## INTERNET BANK CLIENTS

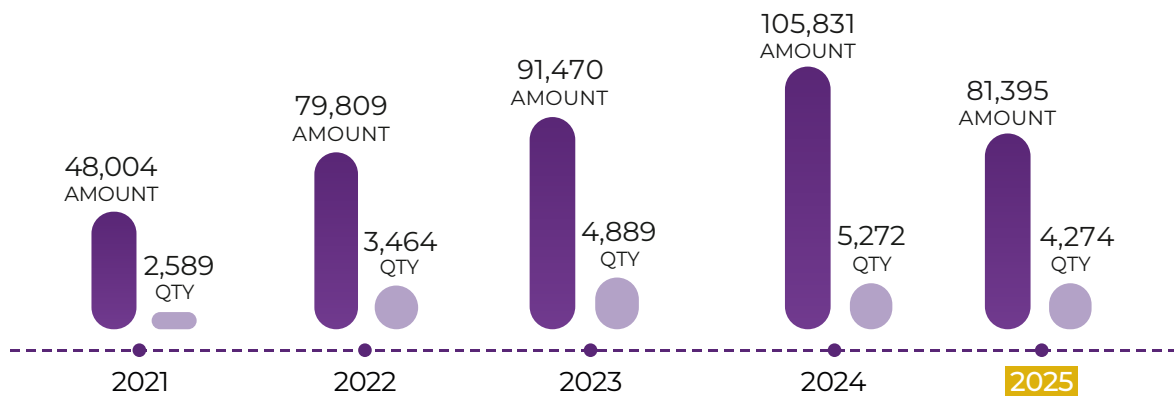


# Transaction Banking

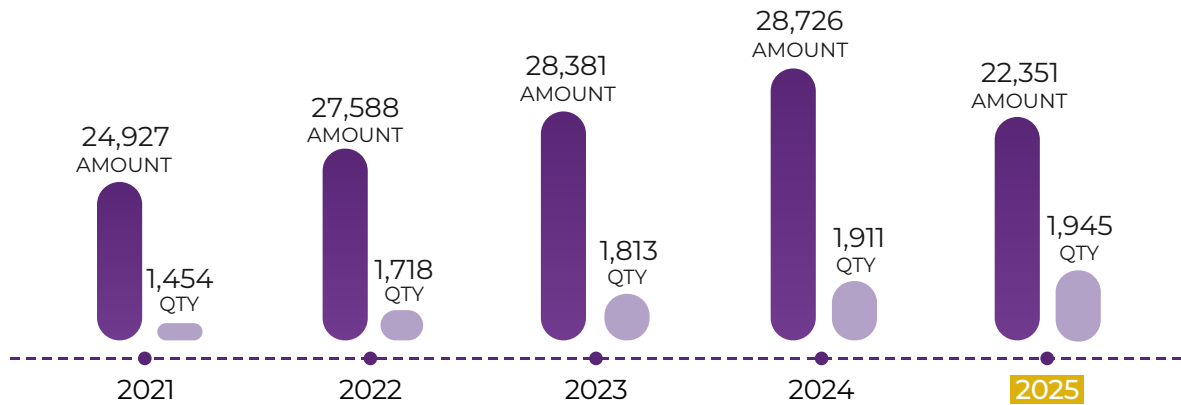


Top 5 countries for inward and outward transfers during 2021-2025 were: the USA, Austria, the United Arab Emirates, the UK and Lebanon.

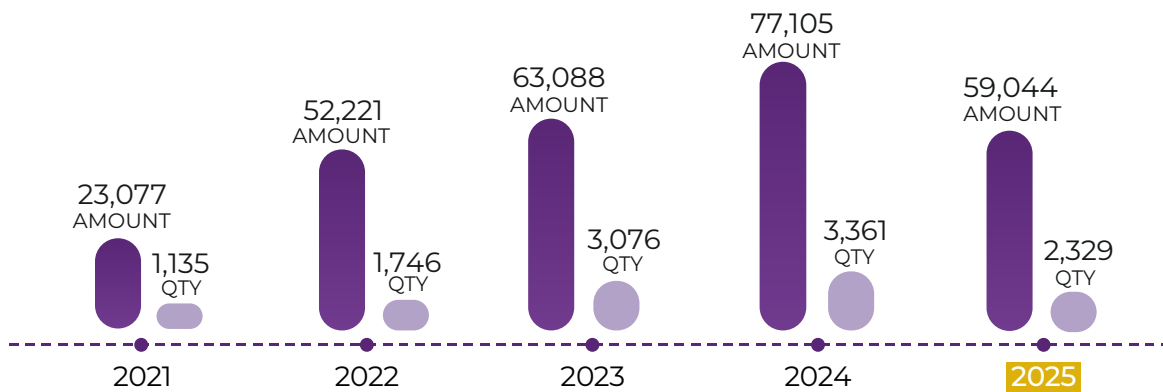
## TOTAL INTERNATIONAL TRANSFERS (K USD)



## TOTAL INTERNATIONAL INWARD TRANSFERS (K USD)



## TOTAL INTERNATIONAL OUTWARD TRANSFERS (K USD)

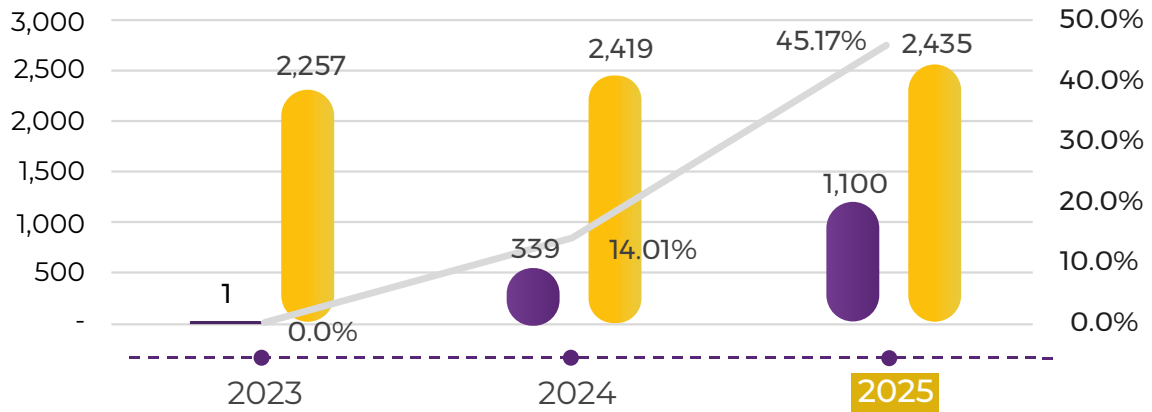


Scan to access the Bank's financial statements on our official website.

# Digital Channels

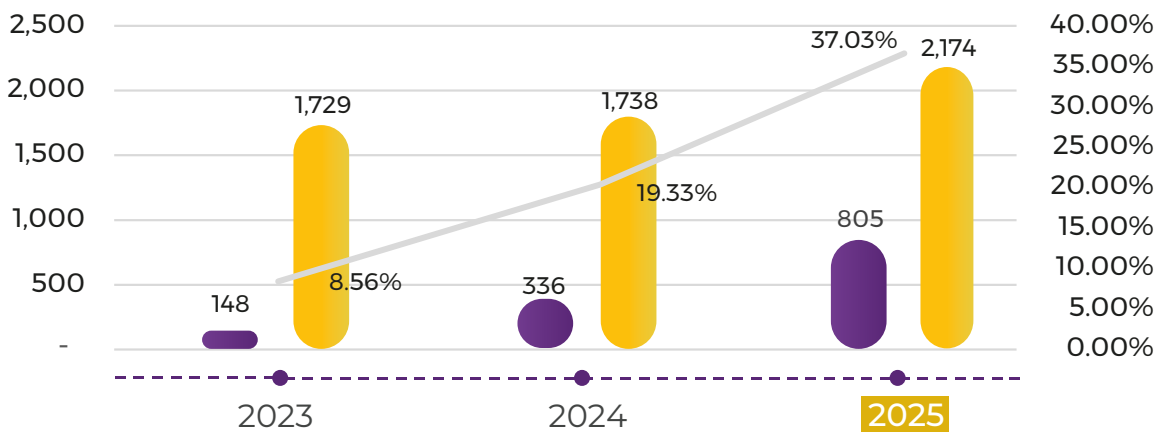
## ACCOUNT OPENING (INCLUDING ACCOUNTS FOR NEW ONBOARDINGS, QTY)

■ Online accounts   
 ■ Total accounts   
 ■ Account opening digitalization rate



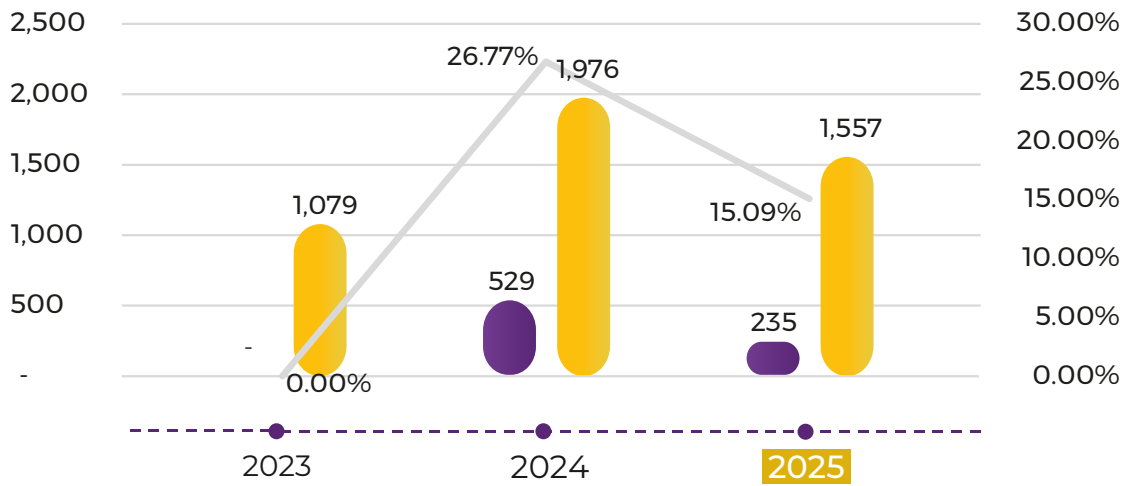
## TERM DEPOSIT OPENING (QTY)

■ Online deposits   
 ■ Total accounts  
■ Deposit opening digitalization rate



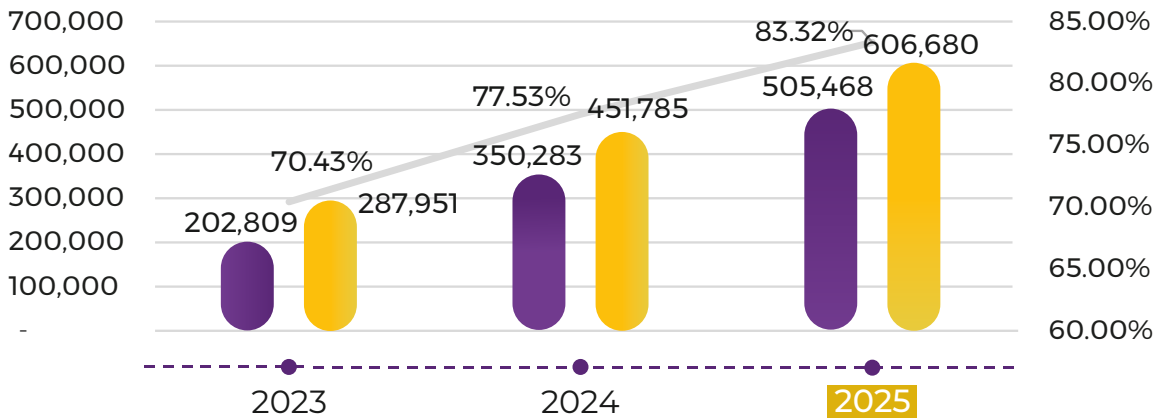
## CARD OPENING (QTY)

■ Cards Online   
 ■ Total cards   
 ■ Cards opening digitalization rate



## TRANSACTIONS DIGITALIZATION RATE (QTY)

■ Digital transactions   
 ■ Client-initiated transactions  
■ Transactions digitalization rate



# Appendix 1. Board and Management

## Board of Directors



**Marwan Moharram**  
Chairman of the Board

More than 30 years of experience in the banking sector. General Manager of Byblos Bank SAL.



**Dr. François Semaan Bassil**  
Board member

About 50 years of experience in commercial banking. Chairman of Byblos Bank Group.



**Selim Stephan**  
Board member

About 30 years of experience in the banking sector. Deputy General Manager of Byblos Bank SAL and Head of Foreign Banking Units of Byblos Bank Group.



**Michel Saroufim**  
Non-executive independent  
Board member

About 40 years of experience in the banking sector.



**Vasken Yacoubian**  
Non-executive independent  
Board member

President of AGBU Armenia, Member of the Board of Trustees of the American University of Armenia.



**Fadi Hayek**  
Board member

About 30 years of experience in Audit, Finance and Banking. Deputy General Manager of Byblos Bank SAL Head of Group HR and Operation Support.

# Management Committee



**Hayk Stepanyan**  
Chief Executive Officer

About 25 years of experience at Byblos Bank Armenia, including 10 years as CEO of the Bank.



**Ara Khachatryan**  
Head of Legal

More than 26 years of experience in the banking system of Armenia, including 18 years as Head of Legal at Byblos Bank Armenia.



**Victoria Kocharyan**  
Head of Risk Management

About 28 years of experience at Byblos Bank Armenia, including 18 years as Head of Risk Management of the Bank



**Ani Sargsyan**  
Head of Finance and Administration,  
Chief Accountant

More than 17 years of experience in audit and finance, including about 9 years as CFO of Byblos Bank Armenia.

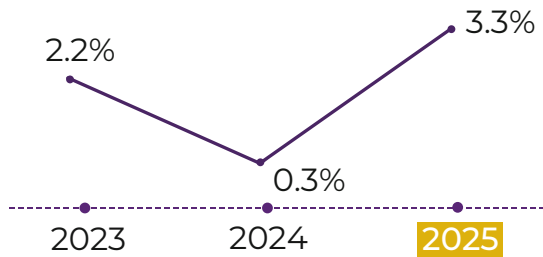


**Vahan Kajayan**  
Head of Commercial  
Banking

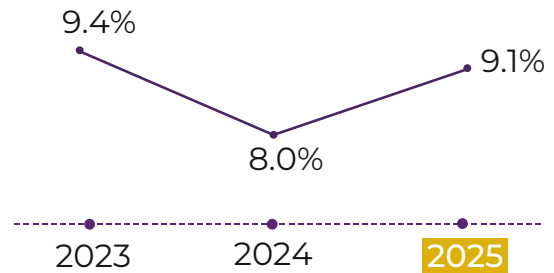
About 20 years of experience in the banking system of Armenia, including 7 years as Head of Commercial Banking at Byblos Bank Armenia.

## Armenia External Environment

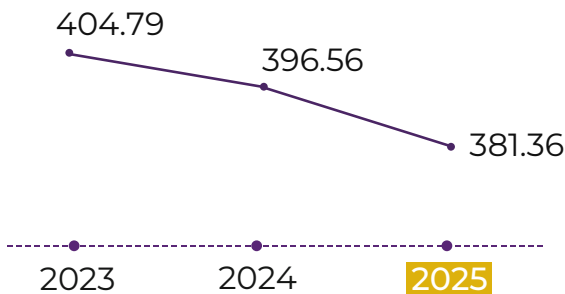
### CPI INDEX



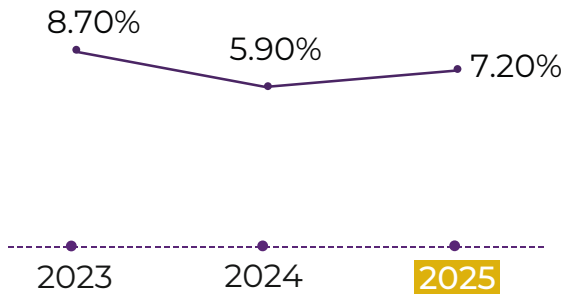
### ECONOMIC ACTIVITY INDEX



### AMD/USD RATE



### GDP GROWTH RATE



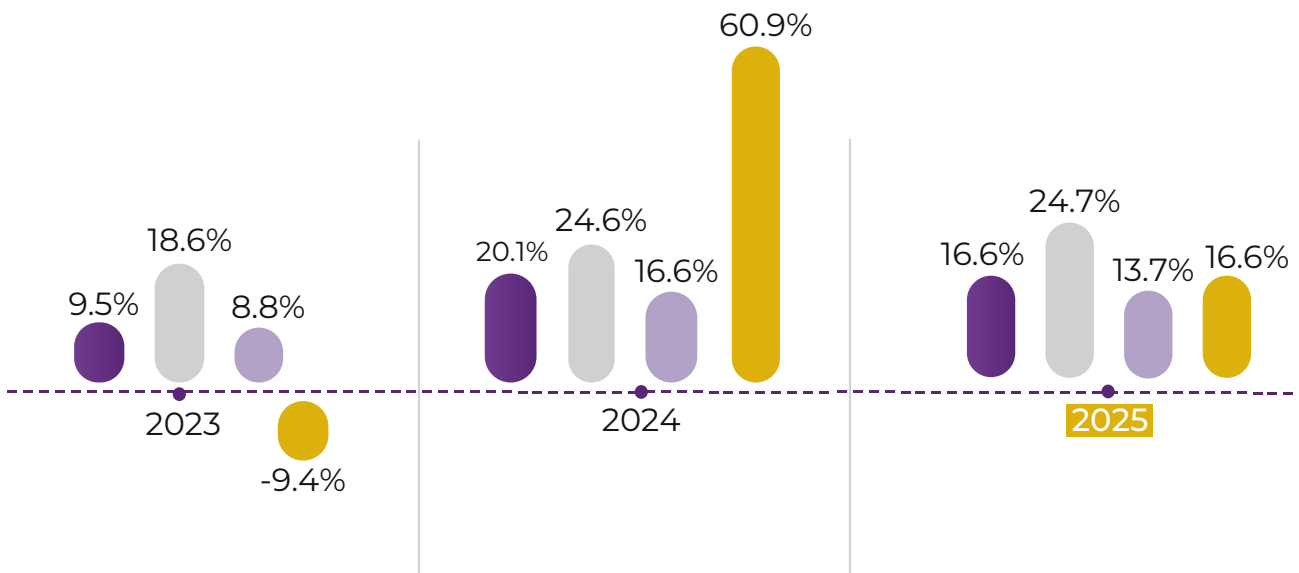
Fiscal execution in 2025 was better than expected: the budget deficit of USD 1.1bln remained well below the planned USD 1.6bln, reflecting strong revenues and slower-than-planned spending.

# Armenia Banking Overview

- Profitability of Armenian banking sector remained exceptionally strong in 2025, with average ROE of 21.5% and ROA of 3.6%. Armenian banks generated net profit of USD 1.105 bln, of which the top 10 banks accounted for 87.7%. The average ROE among the top 10 banks was 20.9%.

## BANKING SECTOR KEY FINANCIAL TRENDS

- Total Assets
- Customer Deposits
- Loans to Customers
- Net Profit





## Byblos Bank Armenia On Social Media

