

# CNC

**Camden National Corporation**



Summary Annual Report 2008

# Camden National Corporation

## CORE PURPOSE

*Through each interaction, we will enrich the lives of people,  
help businesses succeed and vitalize communities.*

## CORE VALUES

### HONESTY AND INTEGRITY

*above all else*

### TRUST

*built on fairness*

### SERVICE

*second to none*

### RESPONSIBILITY

*to use our resources for the greater good*

## EXCELLENCE

*through hard work and lifelong learning*

Shareholders' Letter	1
Bob Daigle: Achievement through Innovation	3
Partners with Our Customers	4
Local Decisions	6
Caring about Our Communities	8
Invested in Maine	10
Financials	12
Camden National Corporation Stakeholders	16
Boards of Directors and Management	18
Shareholder Information	20

# Shareholders' Letter



Rendle A. Jones, left, is chairman of Camden National Corporation and Camden National Bank and Gregory A. Dufour, right, is president and chief executive officer of Camden National Corporation and Camden National Bank and chief executive officer of Acadia Trust, N.A.

Dear Fellow Shareholders:

The recent economic upheaval reminds us of the opening line in *A Tale of Two Cities* by Charles Dickens: "It was the best of times, it was the worst of times..." Like many other organizations and people across the country, Camden National Corporation felt its share of challenges, but also experienced its share of successes in 2008 that bode well for the future.

We began the year by completing our acquisition of Union Bankshares Company. Camden National now has 406 employees serving more than 66,000 households in 34 communities located across 12 of Maine's 16 counties. We successfully leveraged the strengths of both organizations, and the merger was accretive to our 2008 operating results. Also early in the year, our Board announced an increase of \$0.01, or 4.2%, in the quarterly dividend payment, raising it to \$0.25 per share.

The impact of the challenges we experienced shows up in our bottom line. Net income for the year totaled \$15.3 million, a 24.4% drop from \$20.3 million in 2007. On a fully diluted per share basis, net income was \$2.00, down 35.3% from \$3.09 in 2007. With the reduction in profitability came declines in our return on average equity ("ROE") and return on average assets ("ROA"). ROE for 2008 was 9.15% compared to 18.34% in 2007, and ROA was 0.67% compared to 1.16% in 2007.

Two factors in particular contributed to these results: a net loss in our investment securities portfolio and a higher provision for loan losses. The net losses in our investment portfolio had the larger impact. Even though Camden National never made sub-prime loans, we were impacted by the turbulence in the mortgage market. Late in 2007, the Company invested in auction rate securities that were backed by preferred shares of the Federal Home Loan Mortgage Corporation, more commonly known

as Freddie Mac. At the time of the investment, the auction rate security market met our liquidity requirements if we chose to sell the securities, and the preferred shares of Freddie Mac met our risk requirements. Indeed, the Freddie Mac shares were deemed investment-grade by the major rating agencies. But then two things happened. In early 2008, the ability to sell auction rate securities evaporated as major investment houses stopped supporting that market. And in September 2008, the U.S. government placed Freddie Mac into conservatorship amid fears it might fail. The two events caused an impairment of the collateral underlying our auction rate securities resulting in an investment write-down of \$15.0 million.

In response to the weakening of the economy, higher non-performing asset levels and net charge-off activity, we increased our provision for loan losses to \$4.4 million in 2008 compared to \$100,000 in 2007. Non-performing assets amounted to 0.71% of total assets compared with 0.64% at the end of 2007 (but the 2008 ratio was still lower than the 0.78% seen at the end of 2006). Net charge-offs rose to 0.31% of average loans for 2008 from 0.12% for 2007. Bolstering our allowance for loan losses is one of the major steps we took to position our Company for long-term success. At year-end 2008, the ratio of our allowance for loan losses to total loans was 1.18%, which was very close to the 1.19% we recorded at year-end 2007.

Our core operating results were solid when excluding the investment losses (and related tax benefit), as net income for 2008 was \$25.5 million, or \$3.31 per diluted share; ROE was 14.96%; and ROA was 1.10%.

Loan and deposit totals at year-end 2008 were both \$1.5 billion, having grown by 31.0% and 33.2%, respectively, from the previous year-end. This growth was primarily due to the acquisition of Union Bankshares. Our capital structure remains sound. At December 31, 2008, we exceeded all the guidelines to be considered “well capitalized.” Our total risk-based capital ratio was 12.32% and our Tier 1 leverage ratio was 7.19%. The minimum ratios to be “well-capitalized” are 10.00% and 5.00%, respectively.

We are pleased to note that during 2008, we were added to the Small-Cap Russell 2000® Index, and we began trading on NASDAQ® Global Select Market (“NASDAQ”). Both of these developments should give us better visibility with investors and analysts and should raise our trading volumes. In addition, *USBanker* magazine again put us on its annual list of the top 200 banks in the mid-tier category (assets of \$1.0 – \$5.9 billion). In 2008, we moved up to 20th position from 28th in 2007.

During the fourth quarter of 2008, we announced that we would not participate in the government-sponsored Troubled Asset Relief Program, commonly known as “TARP.” After a careful analysis, we determined that our capital position was strong enough to allow us to absorb the impact of investment losses, maintain our well-capitalized ratings and continue to lend monies to customers. Based on that strength, we decided to forgo the TARP funds because we were uncomfortable with some of the program’s conditions, which might negatively impact our shareholders through such potential actions as dividend restrictions. We take our capital levels very seriously and will remain vigilant to keep our capital position strong as conditions change in the future.

One lesson many have learned over the past 12 months is the importance of “being local.” Because we live and work in the same communities as our customers, we have an understanding of local conditions, needs and opportunities that decision makers in other states simply do not have insight into. We know the value of being able to be relied upon in difficult economic times. As a community bank, we are uniquely positioned to provide leadership, guidance and help to our customers and communities. For us, loans are not just about lending money, but about turning deposits from the community into productive investments in that community. This has been part of the guiding philosophy of Camden National since its founding in 1875.

Another part is the importance of being a good neighbor. During 2008, our Stakeholders once again contributed nearly 20,000 hours of community service. As a Company, we supported many local non-profit efforts through sponsorship arrangements with the Owls Head Transportation Museum, Maine Media Workshops and Kingfield POPS, all organizations that share our dedication to vitalizing our communities. Through a recently announced partnership with the Camden Public Library, we began a multi-year effort to improve the reading skills of young people. Additionally, we responded to a rising need in many of our areas for improved healthcare by deepening our relationships with local hospitals.

As you may know, at the end of the year Bob Daigle stepped down as president and chief executive officer of Camden National Corporation; he also stepped down as a director of the Company, of Camden National Bank and of Acadia Trust, N.A. During his tenure, Bob led the Company through a period of dramatic growth (which included three mergers and acquisitions) and also created an environment where innovation and personal development can flourish. His leadership, concern for all of our constituencies, and good humor will be missed, but they certainly will not be forgotten.


As previously announced, Peter Blyberg retired as vice chairman and stepped down as a director of Camden National Bank at the end of 2008. Peter provided 12 years of leadership to Union Bankshares and its Union Trust subsidiary. His dedicated service and counsel during 2008 were major contributors to the successful integration of our two organizations.

Whether one believes that we are living a Dickensian experience or not, we acknowledge that the challenges are substantial, but we are confident that Camden National Corporation will not only survive but also thrive through investing in the futures of our customers, communities and Stakeholders.

Thank you for your continued support.



Rendle A. Jones  
Chairman of the Board of Directors



Gregory A. Dufour  
President and Chief Executive Officer

# Bob Daigle: Achievement through Innovation

In 1996, Bob Daigle joined Camden National Bank as president and chief executive officer. That same year, debit cards were introduced at the Bank, and preparations were underway for the 1997 launch of the new Stakeholder program, E-Z Teller System, and Penny's Piggy Bank Savings Program. Thus began more than a decade of innovative leadership, significant growth, and renewed commitment to help Maine communities prosper.

When Bob was named president and chief executive officer of Camden National Corporation in May 1999, the organization had 10 Camden National Bank branches, eight United Bank branches, and total assets of \$800 million. Under Bob's leadership during the next nine years, the Company expanded its geographic footprint through mergers and acquisitions and developed excellent management depth to carry on its history of outstanding financial performance. Today, the Company has 37 branches and assets of \$2.3 billion.

In 2005, Bob created the Soft Innovation Society to encourage the continued development of innovative initiatives for growth. To further emphasize the importance of innovation (and recognize his contribution to it), the Company established the *Bob Daigle Award for Achievement through Innovation*. This new award will be presented at the Company's Annual Leadership Forum to officers who exemplify the highest standard of innovative thinking or leadership to further enhance performance and long-term shareholder value.

Throughout his 37-year career in the banking industry, Bob has been active in community and professional affairs. He currently is a trustee of Northeast Health, vice chairman of the Northeast Health Foundation, and co-chair of Maine Employers for Affordable Health Insurance. He previously served as co-chair of Penobscot Bay YMCA's Capital Campaign and the Governor's Advisory Council on the Creative Economy. Bob was a director and past president of the Maine Bankers Association, a trustee of both the New England Insurance Trust and New England Mortgage Insurance Exchange, and an alumnus of the American Bankers Association Government Relations Council. He also was chairman of the Board of Trustees of the University of Maine Foundation, as well as an honorary member of the President's Development Council at the university. Bob's career has been about achievement, and he has left a strong imprint on our Company.



In 2008, Camden National Corporation established a new legacy award, the *Bob Daigle Award for Achievement through Innovation*. Honoring retired Camden National Corporation President and Chief Executive Officer Bob Daigle, the new award recognizes the highest standard of innovative leadership in the Company.

# Partners with Our Customers

Since the first day it opened its doors in 1875, Camden National Bank has helped individuals and businesses succeed. Our experienced bankers are doing that today by providing innovative products and responsive services—whether it's supplying financing for a new home, offering free access to ATMs worldwide, or supporting business owners like Johanna Tutone of Cappy's Chowder House.

Toward the end of 2008, the deteriorating economy was affecting people and businesses worldwide. We were determined to reassure our customers that Camden National remained a financial partner they could rely upon.

Senior Vice Presidents June Parent and Tim Nightingale, members of Greg Dufour's executive management team, exemplify our commitment to help our customers during challenging times.



Senior Retail Banking Officer June Parent, left, and Senior Lending Officer Tim Nightingale, right, meet with Johanna Tutone of Cappy's Chowder House in downtown Camden to review her local business needs.

Prior to the FDIC's announcement of increased insurance coverage, June's retail team was preparing to launch a Certificate of Deposit (CD) campaign. Once the FDIC officially announced the increased coverage, June's team quickly modified the campaign to incorporate three essential elements: a compelling interest rate, a clear explanation of the benefits of the FDIC's increased insurance coverage, and Camden National Bank's brand as "An Old Friend in a New World."

The CD campaign was launched immediately after the FDIC's announcement and during the following three weeks, the Bank brought in \$30.7 million in new deposits as a direct result of this proactive effort to reassure customers. More importantly, individuals and businesses throughout Maine knew they could rely on the Bank as a trusted financial partner.

Also in the fall of 2008, the lenders at the Bank recognized that the lobster industry would be facing formidable challenges due to depressed lobster prices and high energy costs. As Senior Lending Officer, Tim met with his lending team and worked collaboratively with other bankers and the Finance Authority of Maine (FAME) to help craft a solution. Within days, bankers statewide and representatives of FAME were meeting to discuss how they could create a plan to provide assistance to lobstermen.

Tim worked directly with representatives of FAME and other bankers to develop guidelines for their "Lobster Industry Loan Program," which was introduced within 30 days of their initial discussion. Since the launch of this collaborative program, Camden National Bank has helped to provide much-needed assistance to one of Maine's most important industries.

The CD campaign was launched immediately after the FDIC's announcement and during the following three weeks, the Bank brought in \$30.7 million in new deposits as a direct result of this proactive effort to reassure customers.

Tim worked directly with representatives of FAME and other bankers to develop guidelines for their "Lobster Industry Loan Program," which was introduced within 30 days of their initial discussion.

# Local Decisions

At Camden National Corporation, we are proud of our 133-year tradition of making local decisions to help our customers with their personal, business or investment needs. Our steadfast commitment to local control grows out of our Core Purpose: Through each interaction, we will enrich the lives of people, help businesses succeed and vitalize communities.

As a Maine-based company, we are deeply rooted in the communities where we live and work. This enables us to understand needs throughout our communities, and we apply this knowledge to each and every encounter. We are literally invested in our communities because we recognize that our vitality as a bank depends on the well being of our communities. We support and work with a number of local municipalities, small businesses, non-profits and individuals to assist them in reaching their financial and strategic business goals.



Labor Day, 2008—Downtown Camden attracts tourists from near and far during the close of the high-summer season, which benefits the hospitality industry throughout the State.

With direct involvement, we are better able to understand, evaluate, and respond to the needs of our customers. The benefits of our personalized approach are many. For example, Acadia Trust, N.A., led by Managing Director and Chief Investment Officer Christopher Lyford, provides portfolio solutions customized to meet individual client goals. To construct such solutions, the Acadia Trust, N.A. team relies on in-house research capabilities and local investment committee oversight. In 2008, the Acadia Trust, N.A. team provided above-benchmark investment performance for its clients and contributed to the Company's non-interest income.

As part of Greg Dufour's executive team, Chief Financial Officer Deborah Jordan, Operations Officer Peter Greene, Risk Management Officer Joanne Campbell, and Acadia Trust, N.A. Managing Director Christopher Lyford, provide guidance and strategies at the corporate level to ensure that local decision-making is executed consistently throughout the Company.

This enables our retail and lending teams to work at the local level to assist with sustainability projects in our communities and to encourage economic growth.

...we are deeply rooted in the communities where we live and work.



Celebrating Main Street—Our branch in Rangeley serves the needs of local people and small businesses that promote ecotourism in the western mountains of Maine.



Getting ready for winter in Greenville—Logging trucks heading to the mill are a common sight in our northern and western markets where logging, farming, and outdoor recreation support local communities.

# Caring about Our Communities

We take great pride in actively participating in the communities in which we live and work. Because we are a Maine-based community bank, we have a vested interest in the well being of our State and its citizens. Participating gives us a great way to be good neighbors, and a great opportunity to offer our leadership and stewardship to enhance the cultural, economic, and environmental vitality of our State.

Our involvement in our communities takes many forms, ranging from visionary thinking with the Creative Economy and direct financial support to donations of time, talent, and labor. Our Stakeholders consistently volunteer nearly 20,000 hours each year to help vitalize our communities.

One example is Camden National Bank's support for the Camden Public Library, a cultural and intellectual center for the community. Focusing its giving on youth and literacy programs, the Bank has chosen to support the library's numerous programs for encouraging in children an appreciation of reading as a lifetime pursuit.

As a founding sponsor, the Bank is proud to continue its financial support for the Kingfield POPS in Franklin County. Now in its seventh year, the POPS is a volunteer-run annual music festival that has been growing in size and scope. It strengthens the communities of western Maine by providing exciting live music experiences for diverse audiences and enrichment for area youth through music education, performance opportunities, and festival involvement. Many of our employees volunteer to help with the year-long planning for this community celebration of music and the arts.

Camden National Bank also supported an interactive program for the community hosted by Maine Media Workshops, which builds dynamic educational communities that foster creative vision, craftsmanship and expression in the media arts. Maine Media Workshops presented *Wegman World*, an all-day visual arts festival celebrating the work of renowned photographer, artist, and filmmaker William Wegman.

Participation gives us a great way to be good neighbors, and a great opportunity to offer our leadership and stewardship to enhance the cultural, economic, and environmental vitality of our State.



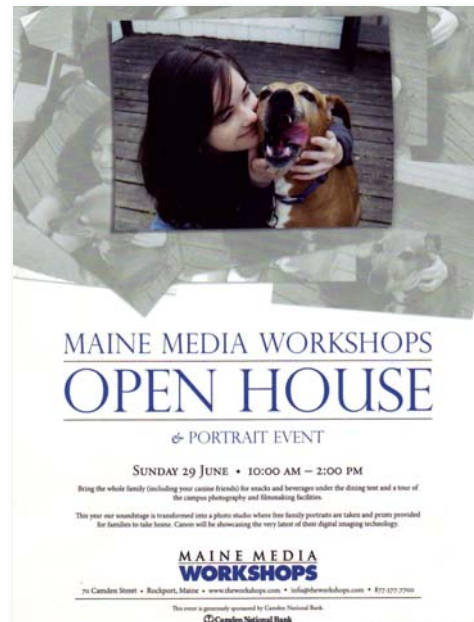
Our team from Ellsworth Plaza, a Union Trust branch, helped raise funds to address community health and medical needs by selling more than \$16,000 of raffle tickets for a red scooter to benefit the Shriners Hospitals for Children.

The festival was followed by an open house for the community that offered photo portraits of people with their pets. Thanks to the generous support of the Bank, these events were free and open to the public.

In addition to supporting the activities of non-profit organizations, each year we survey our Stakeholders to learn about their volunteer activities in their communities. They have served on school boards, coached youth athletic teams, mentored at-risk students, advocated for affordable and elderly housing, and raised funds to address community health and medical needs. Our team from Ellsworth Plaza, a Union Trust branch, set a record in 2008 by selling more than \$16,000 worth of raffle tickets for a red scooter for the Maine Shrine Lobster Bowl Classic. This annual fund-raising event supports the Shriners Hospitals for Children, which specialize in providing free orthopedic and burn care for children. Working closely together as a team and outselling other banks in their market, the Ellsworth Plaza volunteers realized that they could make a difference to benefit the young patients of the Shriners Hospitals for Children.



Camden National Bank supported the Kingfield POPS to strengthen western Maine communities with live music experiences and music education and enrichment for area youth.



Camden National Bank was proud to sponsor Maine Media Workshops' *Wegman World*, an all-day visual arts festival celebrating the work of renowned photographer, artist, and filmmaker William Wegman, and an open house for the community that offered photo portraits of people with their pets. Thanks to the generous support of the Bank, these events were free and open to the public.

# Invested in Maine

Camden National Bank was founded in 1875, located in the back room of what was then the Town's 5 & 10 cent building on the corner of Elm and Chestnut Streets, where our Main Office stands today. One deposit into a savings account helped create the foundation for a legacy of community focus, spirit, and commitment. Our purpose then was to serve the needs of our community by supporting the purchase of new homes and the development of new businesses.

As a Maine-based company, we are deeply rooted in the communities where we live and work. This enables us to understand needs throughout our communities, and we apply this knowledge to each and every encounter.

We are literally invested in our communities because we recognize that our vitality as a bank depends on the well being of our communities. And as neighbors, we are vested in the welfare of our communities. As a result, we work with a number of local municipalities to assist with their school district, community improvement, and capital planning efforts. Our corporate services and cash management products provide effective and efficient means for these municipalities to manage their resources to benefit local and future public needs.

Counties Served:
12
Locations:
40
Maine Residents Employed:
406



<b>Total Deposits in Maine:</b>
<b>\$1,340,000,000</b>
<b>Total Loans in Maine:</b>
<b>\$1,327,250,000</b>
<b>Economic Contribution*:</b>
<b>\$45,500,000</b>



MAP KEY	
	<b>Camden National Bank</b>
	<b>Union Trust</b> <i>A division of Camden National Bank</i>
	<b>Acadia Trust, N.A.</b>

Camden National Bank, along with Union Trust, a division of Camden National Bank, now includes more than 66,000 households with \$1.5 billion in loans and \$1.5 billion in deposits. This is complemented by investment management services at Acadia Trust, N.A. and brokerage services at Acadia Financial Consultants, a division of Camden National Bank, which, combined, represent more than \$1.0 billion of assets under management.

Today, our purpose remains the same as it was in 1875, as we continue to build the prosperity of individuals, businesses, and our local communities to *Keep Maine Strong*.

One measure of our strength is the extent to which we are invested in Maine. As an independent, Maine-based company, we are able to fulfill our social responsibility to contribute to the well being of our State through the direct payment of income, sales, and real estate taxes, employee salaries and related health benefits, and in-state vendor invoices. Supporting local economies with more than \$1.3 billion in loans outstanding in Maine reflects our commitment to growing the Maine economy for a strong and vibrant state.

\* Economic contribution includes employee compensation and benefits paid by the Company, payroll taxes, real estate and property taxes, donations, and payments to State of Maine vendors.

## Camden National Corporation 2008 Highlights



Listed on the Small-Cap Russell 2000® Index and the Russell 3000® Index.



Named to the 2008 Sandler O'Neill Sm-All Stars - one of 33 banks and thrifts in the nation identified as top performing with market capitalization less than \$2 billion.



Ranked 20th in *USBanker's* list of top-performing mid-tier banks based on a three-year average return on equity of 17.91% for the period ended December 31, 2007.



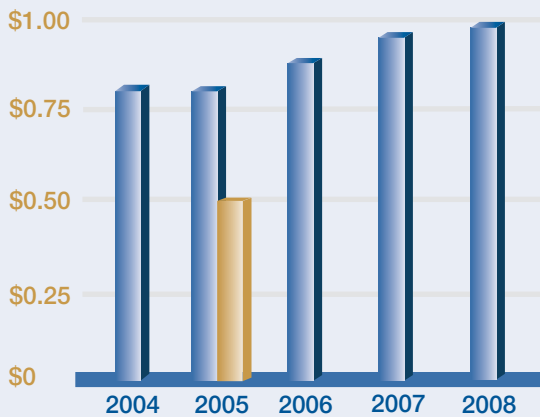
Added to the ABA NASDAQ Community Bank Index™, the nation's most broadly representative stock index for community banks.



Listed on the NASDAQ® Global Select Market under the symbol CAC.

## Stock Performance and Dividend History

### Dividends per Share

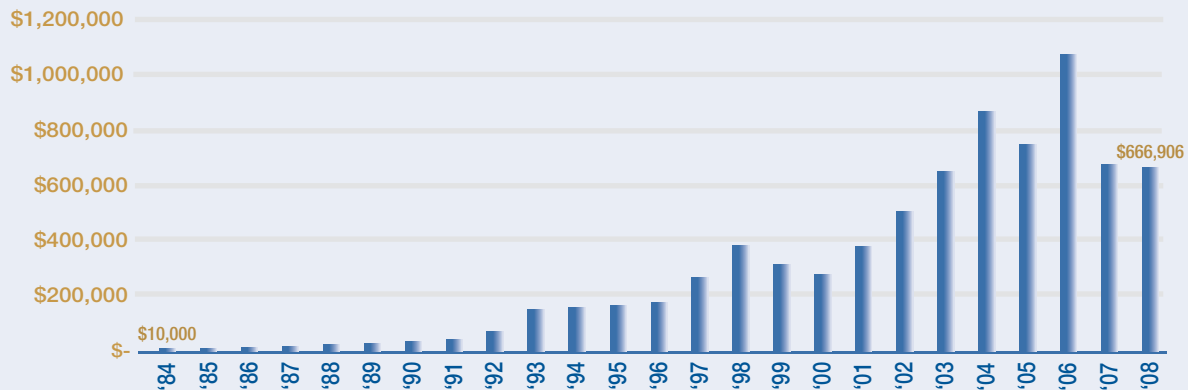


\* Gold bar represents special \$0.50 dividend paid in 2005.

### Market Price Range

Year	Quarter	High	Low	Dividend Paid
2008	4th Quarter	\$34.98	\$21.13	\$0.25
	3rd Quarter	38.02	22.47	0.25
	2nd Quarter	34.94	23.05	0.25
	1st Quarter	34.96	27.82	0.24
2007	4th Quarter	\$35.38	\$28.03	\$0.24
	3rd Quarter	40.47	34.05	0.24
	2nd Quarter	44.50	37.02	0.24
	1st Quarter	46.34	42.25	0.24

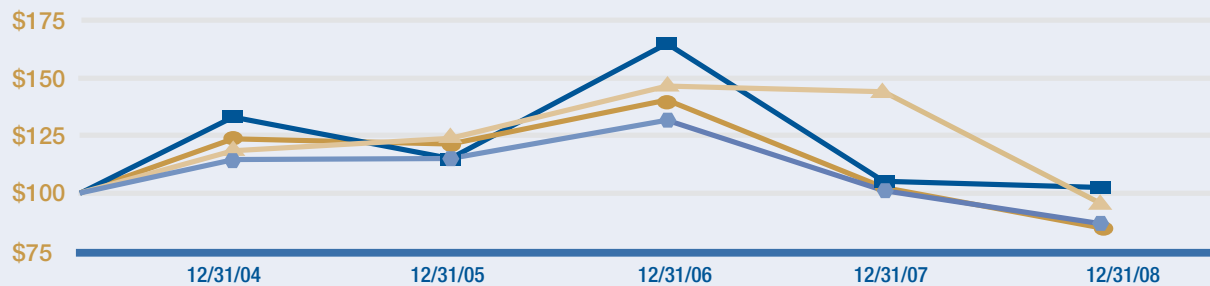
## Investment of \$10,000 over 25 years 1984-2008



The chart above reflects the change in value plus the reinvestment of dividends over 25 years of an initial investment of \$10,000 in Company stock.

## Five-Year Cumulative Return

The stock performance graph below and associated table compare the cumulative total shareholder return of the Company's common stock from December 31, 2003 to December 31, 2008 with the cumulative total return of the SNL \$1B-\$5B Bank Index, the Russell 2000® Stock Index and the ABA NASDAQ Community Bank Index™. The graph assumes a \$100 investment on December 31, 2003 in each and measures the amount by which the market value, assuming reinvestment of dividends, has increased as of December 31, 2008.



Value of \$100 Invested on December 31, 2003 at:

	12/31/04	12/31/05	12/31/06	12/31/07	12/31/08
Camden National Corporation	\$133.04	\$115.03	\$165.03	\$104.96	\$102.33
SNL \$1B - \$5B Bank Index	123.42	121.31	140.38	102.26	84.81
Russell 2000® Index	118.33	123.72	146.44	144.15	95.44
ABA NASDAQ Community Bank Index™	114.39	115.03	131.63	100.93	86.59

Source: SNL Financial

## Selected Five-Year Financial Data

(Dollars in thousands, except per share data)

At or for the year ended December 31,

### Financial Condition Data

	2008 (1)	2007	2006	2005	2004
Investments	\$ 670,040	\$ 483,648	\$ 461,708	\$ 387,559	\$ 340,450
Loans	1,500,908	1,145,639	1,218,129	1,182,175	1,069,294
Allowance for Loan Losses	17,691	13,653	14,933	14,167	13,641
Assets	2,341,496	1,716,788	1,769,886	1,653,257	1,489,865
Deposits	1,489,517	1,118,051	1,185,801	1,163,905	1,014,601
Borrowings	661,805	460,133	437,364	347,039	336,820
Shareholders' Equity	166,400	120,203	107,052	129,538	126,405

### Operating Data

Interest income	\$ 127,120	\$ 107,736	\$ 107,238	\$ 89,721	\$ 73,377
Interest expense	56,899	57,866	53,048	34,697	24,365
Net interest income	70,221	49,870	54,190	55,024	49,012
Provision for (recovery of) loan losses	4,397	100	2,208	1,265	(685)
Net interest income after provision	65,824	49,770	51,982	53,759	49,697
Non-interest income	17,284	12,652	11,629	10,382	10,715
Net securities (losses) gains	(15,574)	—	—	(332)	684
Non-interest expense	46,816	33,686	34,224	32,461	31,882
Income before income taxes	20,718	28,736	29,387	31,348	29,214
Income tax expense	5,383	8,453	9,111	9,968	9,721
Net income	\$ 15,335	\$ 20,283	\$ 20,276	\$ 21,380	\$ 19,493

### Selected Financial Data

Return on average assets	0.67%	1.16%	1.17%	1.34%	1.40%
Return on average equity	9.15%	18.34%	18.40%	16.99%	15.97%
Average equity to average assets	7.28%	6.33%	6.36%	7.90%	8.75%
Net interest margin	3.37%	3.09%	3.36%	3.68%	3.76%
Efficiency ratio (2)	53.50%	53.88%	52.00%	49.63%	53.38%
Allowance for loan losses to total loans	1.18%	1.19%	1.23%	1.20%	1.28%
Net loan charge-offs to average loans	0.31%	0.12%	0.12%	0.07%	(0.02)%
Non-performing loans to total loans	0.85%	0.93%	1.12%	0.79%	0.60%
Non-performing assets to total assets	0.71%	0.64%	0.78%	0.57%	0.43%

### Per Share Data

Basic earnings per share	\$ 2.00	\$ 3.09	\$ 2.93	\$ 2.81	\$ 2.54
Diluted earnings per share	2.00	3.09	2.93	2.80	2.53
Dividends paid per share	0.99	0.96	0.88	1.30	0.80
Book value per share	21.78	18.45	16.18	17.21	16.56
Tangible book value per share	15.62	17.79	15.40	16.40	15.65
Dividend payout ratio	49.50%	31.07%	30.03%	46.26%	31.50%

### Capital Ratios

Tier 1 leverage capital ratio	7.19%	8.55%	7.63%	7.60%	8.06%
Tier 1 risk-based capital ratio	11.11%	13.41%	11.29%	10.67%	11.28%
Total risk-based capital ratio	12.32%	14.64%	12.73%	11.92%	12.54%

(1) 2008 data includes the merger of Union Bankshares Company with and into the Company as of January 3, 2008.

(2) Calculated by dividing non-interest expense by the sum of net interest income and non-interest income (excluding securities gains/losses).

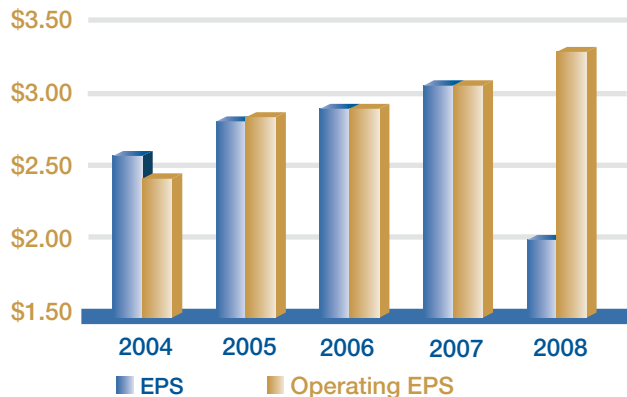
For a complete set of Consolidated Financial Statements, refer to the Company's 2008 Annual Report on Form 10-K.

## 2008 Financial Review

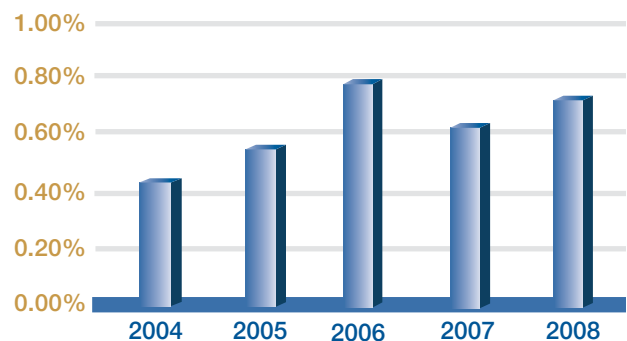
The Company ended 2008 with \$2.3 billion of assets and net income of \$15.3 million, or earnings of \$2.00 per diluted share. The significant financial events for the Company in 2008 included the successful integration of Union Bankshares Company and losses on the securities portfolio of \$15.6 million primarily related to securities backed by Freddie Mac preferred stock. The financial highlights for 2008 include:

- Core operating results (excludes net investment securities losses, net of taxes, of \$10.1 million):
  - Operating earnings of \$3.31 per diluted share for 2008 represents an increase of 7.1% compared to 2007;
  - Operating return on average equity and operating return on average assets were a strong 14.96% and 1.10%, respectively;
  - Improvement in operating efficiency ratio of 53.50% in 2008 compared to 53.88% in 2007;
- Increase in net interest margin to 3.37% in 2008 from 3.09% in 2007;
- Increase in loan loss provision to \$4.4 million in 2008 compared to \$100,000 in 2007 as a result of an increase in net charge-offs and non-performing assets. Net charge-offs to average loans were 0.31% for 2008 compared to 0.12% for 2007 and non-performing assets increased to 0.71% of assets at December 31, 2008 compared to 0.64% a year ago;
- Increase in our annual cash dividend paid to \$0.99 per share; and,
- Exceeded regulatory requirements for “well-capitalized” with total risk-based capital of 12.32%.

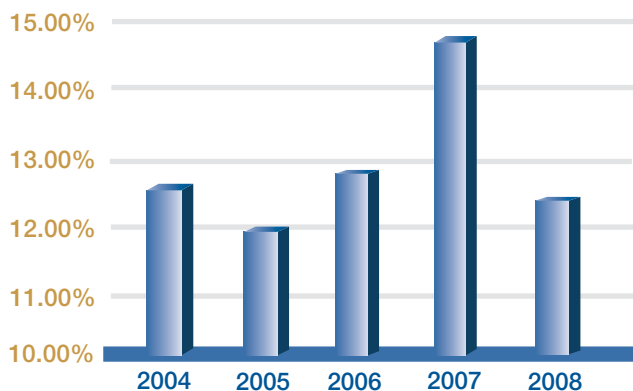
Earnings Per Share



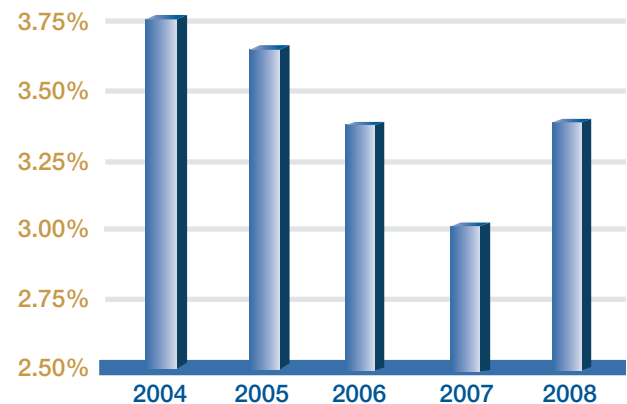
Non-performing Assets to Total Assets



Total Risk-based Capital Ratio



Net Interest Margin (FTE)



# Camden National Corporation Stakeholders

- \* Beth Jewell
- Sarah Beaudette
- Sandie Galvez-Bedell
- Brian Huntley
- Rick Fournier
- \* Carolyn Crosby
- Terry Fancy
- \* Colleen Jones
- Teresa Young
- \* Susan Saunders
- Britt Hatch
- Jared Merritt
- \* Lisa Look
- Jaime Perkins
- Dawn Christensen
- Tracy Duffy
- Crystal Wadsworth Delano
- \* Nancy Linehan
- \* John Lynch
- Chris Rodgerson
- Jaime Hooper
- Greg Dufour
- Teri Smith
- Judy Folsom
- \* Bernie Leblanc
- \* Wendy Beal
- Paul Gimlewicz
- Vicky Field
- Tiffany Pooler
- Deanna Smith
- \* Lucille Thomas
- Andrew Somes
- Alli Young
- \* Denise Germann
- Cathy Lawrence
- \* Dixie Ripley
- Linda Gilbert
- \* John Simpson
- \* Jim Callnan
- Kristen Alley
- \* Richard Littlefield
- Harold Batson
- Gino Fanelli
- Kristin Warren
- Samantha Helander
- Elaine Moir
- Chad Place
- Lisa Gibson
- Sherry Guarneri
- \* Ann Filley
- \* Donnaleen Vanorse-Dinapoli
- Candace Gray
- Mary Silverman
- \* Joanne Douglass
- Nikki Castellano
- Sara Breshears
- \* Carol Rackliff
- \* Tina Torres-York
- Brittni Pelletier
- \* Beth Rogers
- \* Mary Hare
- Brandy Oliver
- Bernard Predham
- Paula Buehler
- Kelly Sprowl
- Bre Laughlin
- \* Peggy Phillips
- \* Danny Swindler
- Christy Bendtson
- Chris Demerchant
- Karl Andersen
- Roberta Dolbow
- \* Kim Nason
- \* Bobbie Hall
- \* Joyce Maxcy
- Ray Freitag
- Olive Tinker
- Elizabeth Winslow
- Suzanne Brightbill
- \* Brenda Gatcomb
- Sue Wheeler
- \* Missey Bonville
- Lisa Brackbill
- \* Rebecca Gillam
- Michelle Ryan
- Kelly Smith
- \* Wayne Smith
- Jeannie Hurd
- \* Sheila Waldeck
- \* Pam Kenniston
- Kathy Ryder
- \* Cathy Jackson
- Kim Cohen
- Kate Chambers
- Hannah Jones
- Tammy Bryant
- Danika Handrahan
- Nicole Look
- \* Tena Wallace
- Brandy Perkins
- Arthur Comstock
- Natalie Hamel
- Ed Bonenfant
- Jason Freeman
- Nichole McClure
- \* Jayne Wallace
- \* Peter Greene
- Casey Couch
- \* Ruth Jarrett
- Laura Comer
- JoEllen Clark
- Cheryl McLaughlin
- \* Dawn Field
- \* Barbara Brown
- Heather Mackey
- Eric Boucher
- \* Stephanie Wilson
- Janine Waugh
- \* Cheryl Look
- \* Sherry Rochefort
- \* Tracy Leavitt
- Rich Nickerson
- \* Lisa Carver
- Rich Davis
- Marcella Eldridge
- Benjamin Smith
- Tracy King
- Karin Sprague
- Joe Delano
- Michael Coleman
- Bill Burch
- \* Diane Marion
- Scott Buckheit
- \* Janet Weaver
- Jess Belvill
- Jody Landrith
- Gina Dean
- \* Sheri Bartlett
- Debbie Jordan
- \* Gene Grindle
- Monica Applebee
- Corey Buzzell
- Suzanne Kohler
- \* Lorraine Ouellette
- Elaine Holland
- Sonia Theberge
- Tia Crawford
- \* Dawn Pendleton
- Sarah Tolman
- Diane Sturgeon
- Danny Jackson
- Dawn Farrington
- Devon Perry
- Farran Gray
- Sara Gilmore
- Kristin Lawson
- Brittany Davis
- Michelle Hopkins-Hallock
- Ericka Theriault
- Jasmine Doughty
- Jen Holgerson
- \* Kathy Faulkner
- Debby Laperle
- \* Liz Grimard
- \* Jim Haskell
- \* Cindy Gilmore
- Howard Jones
- \* Sharon Taylor
- \* Michaelene Achorn
- Karen Tripp
- Gabrielle Scribner
- \* Dora Sargent
- Mike Jones
- \* Tim Pratt
- Nicole Lovely
- \* Kathy Barrett
- \* Budette Keenan-McCormick
- Carrie Tweedie
- \* Sue Thompson
- Gloria Downs
- \* Debora Plouffe
- Courtney Donato
- Carol Gammon
- Jennifer Cates
- Dawn Davis
- \* Bob Carter
- John Stewart
- Jodie Caldwell
- Nancy Jeffers
- \* Steve Matteo
- Carissa Christie
- \* Frank Kemna

* Valerie Shields	* Dianne Thompson	Diane Mitchell	Julie Frazel
* Dave Smith	Scott Westhrin	Wendy Brooks	Ellen Curtiss
Kim Flaherty	* Donna Brown	Tom Estes	Carrie Reed
Ashley Elwell	Margo Luken	Kayla Carleton	* Mary Bailey-Knight
Kristy Patterson	Sheila Lynch	Betsy Maguire	Amanda Gray-Fill
Kim Cullen	Rob Adams	Katie Clark	Josephine Richards
Nona McKenzie	* Jean Larson	Gary Stone	Tom Corcoran
Chris Lyford	* Cindy Kelley	* Cathy Maher	Beth Merrifield
Tim Nightingale	Wendy Hurlburt	Belinda Chadwick	Adele Berzinis
Katye Vachon	Patty Mitchell	Megan Orff	Katie Fairbanks
Powell Parks	* Janis Guyette	* Diane Leavitt	* Connie Sawyer
Arissa Egan	* June Parent	Andrea Watmough	* Sharon Sesling-Labonte
Joanne Spencer	Meghan Powers	Renee Philbrook	Christy Dines
* Anne Maurais	Barbara Cough	Toni Torres-Jones	Brenda Hardy
Hannah Thompson	* Edie Dupuie	Michele Libby	* Brenda Kelley
* Darcy Dole	Susan Gordon	Carolyn Shute	* Cindy Davis-Pinkham
Cornelia Barbour	Lori Edwards Ball	Diane McManus	Kelli Fullerton
Lucy Johnston	* Bob Cleveland	Maria Nickles	* Linda Shane
Jessica Day	* Jenn Mazurek	Josh Nash	Marie Durgin
Paul Bass	Rhonda Brown	* Tori Coombs	Cindy Davis
Samantha Lane	* Donna Chase	Tyler Gilday	Bethany Kurr
Michael Marino	* Patti Herrick	* Lisa Darling	Ben Connon
Tori Fogg	Cheryl Gray	* Monica Rokes	Suzanne Cifaldo
* Cindy Pillin	* Lori Meservey	Beth Hayward	* Tammy Sargent
Nicole Clapper	Angie Bishop	Tamara Gifford	* Shelly Lowell
Natalie Dame	Monica Tolman	* Jayne Cushman	Joe McOscar
* Lynda Hamblen	Jill Chambers	* Vera Rand	Victoria Bryant
Adrien Watts	Jo Morina-Doran	Cindy Dixon	* Cindy Dines
Allison Williams	* Molly MacMillan	* Brenda Monson	* Nancy Richard
Debra Taylor	Carrie Bredeau	Emily Dawes	* Becky Grover
Rotha Chan	Leslie Eaton	Sharon Tinch	Amy Philbrook
Chris Nolan	* Kim Milton	Diana Park	* Dolores Hyssong
Marcia Mansfield	Cole Pendleton	* Claire Power	Barrie Valley
Linda Bell	Jennifer Fillion	Chris Young	Dennis Kinghorn
Mark Richards	Susan Whitman	* Jen Lombardo	* Juanita Paparello
* Becky Hutchins	Andrea Leonard	* Bob Daigle	Bonnie Jordan
* Liz Cram	Paula Bourassa	Kim Stoddard	Debbie Card
Erin Hoschouer	Lisa Masters	Mercy Hardison	Michael Clark
* Dodi Austin	* Shirley Beal	* Jane Pierce	Maryellen Reynolds
* Judy Brogden	Wanda Peters	* Melody Wright	Shay Grant
* Dottie Gagne	* Susan Westfall	Barry King	* Pam Fowler
* Barbara Hanson	* Marcia Guptill	Julie Sells	* Jeanne Black
Jessica Barbour	Gino Bona	Melissa Allen-Ramsdell	Angie Speed
John Frohock	Jay Muth	Marsha Connors	Stacy Giansiracusa
Brandi Candage	* Joanne Campbell	Brian McLeod	Michelle Young
Claude Carbonneau	* Robin Melancon-Quimby	Bonnie Varney	* Paul Doody
Linda Parent	Jim Batchelder	Stacey O'Connor	Tracie Hall
Angela Belmonte	Kendra Baker	Rachel Hawes	Sarah Grant
Wendy Libby	Matt Wisniewski	Calli Peters	Keeley Philbrook
Ray Teixeira	Leanne Palmer	Tricia LeHay	
Marianne Kessel	* Jack Williams	Rob McKay	
* Sally Hutchins	Scott Shields	Kelly Metivier	
* Darci Harrington	* Cindy LeBlanc	* Carole Courtenay	
George Dilts	Amy Clough	Lisa Lundgren	
* Mindy Leighton	Katrina Kimball	Dyan Macomber	

\* 10 or more years of service

# Boards of Directors and Management

## CAMDEN NATIONAL CORPORATION

### DIRECTORS

**Rendle A. Jones** | Chairman, Camden National Corporation  
Attorney & Partner, Harmon, Jones & Sanford, LLP

**Ann W. Bresnahan** | Civic Leader

**Robert J. Campbell** | Partner, Beck, Mack & Oliver Investments

**Gregory A. Dufour** | President & Chief Executive Officer,  
Camden National Corporation

**David C. Flanagan** | President, Viking Lumber, Inc.

**Ward I. Graffam** | Graffam & Associates

**John W. Holmes** | President, Consumers Fuel Company

**James H. Page, Ph.D.** | Chief Executive Officer, James W. Sewall Company

**Robin A. Sawyer, CPA** | Corporate Controller & Principal Accounting Officer,  
Fairchild Semiconductor International

**Karen W. Stanley** | Vice Chairman, Camden National Corporation,  
Civic Leader

### MANAGEMENT

**Gregory A. Dufour** | President & Chief Executive Officer

**Joanne T. Campbell** | Senior Vice President

**Peter F. Greene** | Senior Vice President

**Deborah A. Jordan, CPA** | Senior Vice President & Chief Financial Officer

**Stephen J. Matteo** | Senior Vice President

**Susan M. Westfall** | Senior Vice President & Corporate Controller

**Gino J. Bona** | Vice President

**Eric Y. Boucher, CPA** | Vice President

**Scott E. Buckheit** | Vice President

**James M. Callnan** | Vice President

**Rotha K. Chan** | Vice President

**Carolyn C. Crosby, SPHR** | Vice President

**Terance G. Fancy** | Vice President

**Ann E. Filley** | Vice President

**Raymond L. Freitag** | Vice President

**J. Tyler Gilday** | Vice President

**Paul E. Gimlewicz** | Vice President

**Barbara B. Hanson** | Vice President

**Brian D. Huntley** | Vice President

**Sally J. Hutchins** | Vice President

**Jennifer F. Mazurek** | Vice President

**Christopher J. Nolan** | Vice President

**Timothy J. Pratt** | Vice President

**Scott R. Westhrin** | Vice President

**Karl G. Andersen** | Assistant Vice President

**Suzanne M. Brightbill** | Assistant Vice President

**Michael A. Clark** | Assistant Vice President

**Robert E. Cleveland, Jr.** | Assistant Vice President

**Michael L. Coleman** | Assistant Vice President

**John S. Frohock** | Assistant Vice President

**Patti S. Herrick** | Assistant Vice President

**Jennifer R. Holgerson** | Assistant Vice President

**Barry J. King** | Assistant Vice President

**Tracy A. Leavitt** | Assistant Vice President

**Joseph T. McOscar** | Assistant Vice President

**Jared L. Merritt** | Assistant Vice President

**Joshua M. Nash** | Assistant Vice President

**Bernard J. Predham** | Assistant Vice President

**Matthew J. Wisniewski** | Assistant Vice President

**Allison C. Young** | Assistant Vice President

## CAMDEN NATIONAL BANK

### DIRECTORS

**Rendle A. Jones** | Chairman, Camden National Bank, Attorney & Partner,  
Harmon, Jones & Sanford, LLP

**Ann W. Bresnahan** | Civic Leader

**William Dubord** | Attorney & Senior Partner, Marden, Dubord,  
Bernier & Stevens

**Gregory A. Dufour** | President & Chief Executive Officer,  
Camden National Bank

**David C. Flanagan** | President, Viking Lumber, Inc.

**Lucien B. Gosselin** | President, Lewiston-Auburn Economic Growth Council

**John W. Holmes** | President, Consumers Fuel Company

**James L. Markos, Jr.** | General Manager, Maine Shellfish Company, Inc.

**Frances J. O'Hara, Jr.** | Vice President, O'Hara Corporation

**John M. Rohman** | President & Chief Executive Officer, WBRC Architects-  
Engineers

**Rosemary B. Weymouth** | President, Megunticook Management Company

### ASSOCIATE DIRECTORS

**Peter T. Allen** | Retired

**Robert W. Daigle** | Retired President & Chief Executive Officer,  
Camden National Bank & Camden National Corporation

**Kenneth C. Dickey** | Retired Vice Chairman, Camden National Corporation

**Theodore C. Johanson** | Managing Director, Harbor Wharf, LLC

**John S. McCormick, Jr.** | Retired Engineering Contractor  
**David H. Montgomery** | Retired Chairman, Camden National Corporation, Past Chairman, Allen Agency  
**Keith C. Patten** | Retired Chairman, President & Chief Executive Officer, Camden National Bank, Retired President & Chief Executive Officer, Camden National Corporation  
**Winfield F. Robinson** | Retired Chairman, Camden National Bank  
**Arthur E. Strout** | Retired Attorney & Partner, Strout & Payson, P.A.

## CAMDEN NATIONAL BANK

### MANAGEMENT

**Gregory A. Dufour** | President & Chief Executive Officer  
**Timothy P. Nightingale** | Senior Vice President & Senior Lending Officer  
**June B. Parent** | Senior Vice President & Senior Retail Banking Officer  
**John P. Williams** | Senior Vice President & Community Relations Officer  
**Claude R. Carboneau** | Senior Vice President  
**Robert E. Carter** | Senior Vice President  
**Arthur A. Comstock** | Senior Vice President  
**Linda D. Gilbert** | Senior Vice President  
**Richard E. Littlefield** | Senior Vice President  
**John P. Lynch** | Senior Vice President  
**Vera E. Rand** | Senior Vice President  
**Wendy W. Beal** | Vice President  
**Tamara J. Bryant** | Vice President  
**Ellen W. Curtiss** | Vice President  
**Christopher P. DeMerchant** | Vice President  
**George C. Dilts** | Vice President  
**Paul C. Doody** | Vice President  
**Leslie J. Eaton** | Vice President  
**Thomas E. Estes, Sr.** | Vice President  
**Richard L. Fournier, II** | Vice President  
**Pamela G. Fowler** | Vice President  
**Lynda C. Hamblen** | Vice President  
**James E. Haskell** | Vice President  
**Elizabeth A. Hayward** | Vice President  
**Michael F. Jones** | Vice President  
**Pamela C. Kenniston** | Vice President  
**Dennis M. Kinghorn** | Vice President  
**Andrea G. Leonard** | Vice President  
**Catherine L. Maher** | Vice President  
**Marcia L. Mansfield** | Vice President  
**Michael J. Marino** | Vice President  
**Lisa S. Masters** | Vice President  
**Robert J. McKay, II** | Vice President  
**Diane P. McManus** | Vice President  
**John C. Muth** | Vice President  
**Kimberly J. Nason** | Vice President

**Richard M. Nickerson** | Vice President  
**Susan A. Saunders** | Vice President  
**Gary E. Stone** | Vice President  
**Danny L. Swindler, II** | Vice President  
**Raymond B. Teixeira** | Vice President  
**Christina L. Torres-York** | Vice President  
**J. Christopher Young** | Vice President  
**Judith L. Brogden** | Assistant Vice President  
**Cynthia Davis-Pinkham** | Assistant Vice President  
**Joseph Delano** | Assistant Vice President  
**Judith R. Folsom** | Assistant Vice President  
**Cynthia J. Gilmore** | Assistant Vice President  
**Patricia A. Mitchell** | Assistant Vice President  
**Jane G. Pierce** | Assistant Vice President  
**Maryellen J. Reynolds** | Assistant Vice President  
**Christine S. Rodgerson** | Assistant Vice President  
**Scott K. Shields** | Assistant Vice President  
**Monica P. Tolman** | Assistant Vice President  
**Karen L. Tripp** | Assistant Vice President  
**Melody L. Wright** | Assistant Vice President

## ACADIA TRUST, N.A.

### DIRECTORS

**Robert J. Campbell** | Chairman, Acadia Trust, N.A., Partner, Beck, Mack & Oliver Investments  
**Ann W. Bresnahan** | Civic Leader  
**Gregory A. Dufour** | President & Chief Executive Officer, Camden National Bank, Camden National Corporation, Acadia Trust, N.A.  
**Ward I. Graffam** | Graffam & Associates  
**Rendle A. Jones** | Attorney & Partner, Harmon, Jones & Sanford, LLP

### MANAGEMENT

**Gregory A. Dufour** | Chief Executive Officer  
**Christopher H. Lyford, CFA** | Managing Director & Chief Investment Officer  
**Frank E. Kemna, Jr.** | Senior Vice President  
**John L. Simpson, CFA** | Senior Vice President  
**Edwin A. Bonenfant** | Vice President  
**K. Barbara Brown** | Vice President  
**Corey D. Buzzell** | Vice President  
**Marsha O. Connors** | Vice President  
**Kimberly J. Cullen** | Vice President  
**Tamara E. Gifford** | Vice President  
**Janis M. Guyette** | Vice President  
**Lorriane S. Ouellette** | Vice President  
**David E. Smith, CFA** | Vice President  
**Brenda J. Gatcomb** | Assistant Vice President  
**Sharon B. Sesling-Labonte** | Assistant Vice President

# Shareholder Information

## Annual Meeting

The Annual Meeting of the Shareholders of Camden National Corporation will be held on Tuesday, April 28, 2009 at 3:00 p.m. at the Hanley Center, Fox Ridge Office Park, Route One, Rockport, Maine.

### Form 10-K and Other Reports

Camden National Corporation will provide, upon written request and without charge, a copy of the Company's 2008 Annual Report on Form 10-K. Requests should be addressed to: Suzanne Brightbill, Public Relations Officer  
P.O. Box 310 • Camden, Maine 04843-0310  
207-230-2120 • IR@camdenational.com  
Company reports are also available under Investor Relations at CamdenNational.com

### Dividend Reinvestment and Stock Purchase Plan

Stockholders wishing to receive a prospectus for the Dividend Reinvestment and Stock Purchase Plan are invited to write to American Stock Transfer & Trust Co. at the address listed below, call 1-800-937-5449, or access online at [www.amstock.com](http://www.amstock.com)

### Transfer Agent and Registrar:

American Stock Transfer & Trust Co.  
59 Maiden Lane  
Plaza Level  
New York, NY 10038



Camden National Corporation, ranked in the top 20 in *USBanker's* 2008 list of top-performing mid-tier banks, headquartered in Camden, Maine, and listed on the NASDAQ® Global Select Market ("NASDAQ") under the symbol CAC, is the holding company employing more than 400 Maine residents for two financial services companies, including Camden National Bank (CNB), a full-service community bank with a network of 37 banking offices serving coastal, western, central, and eastern Maine, and Acadia Trust, N.A., offering investment management and fiduciary services with offices in Portland, Bangor, and Ellsworth. Acadia Financial Consultants is a division of CNB, offering full-service brokerage services.



Camden National Bank, along with Union Trust, a division of Camden National Bank, a subsidiary of Camden National Corporation which employs more than 400 Maine residents and is ranked in the top 20 in *USBanker's* 2008 list of top-performing mid-tier banks, is a full-service community bank headquartered in Camden, Maine. Camden National Bank, along with Union Trust, a division of Camden National Bank, has a network of 37 banking offices located in coastal, western, central and eastern Maine, plus online banking at CamdenNational.com and UnionTrust.com. The Bank also has ATM-only locations in Carrabassett Valley and Jefferson.

Camden National Bank is a member bank of the Federal Reserve System and is subject to supervision, regulation, and examination by the Office of the Comptroller of the Currency ("OCC"). The Federal Deposit Insurance Corporation insures its deposits up to the maximum amount permitted by law.



Trustees and Investment Advisors

Acadia Trust, N.A., a direct, wholly owned subsidiary of Camden National Corporation, is a national banking association chartered under the laws of the United States with a limited purpose trust charter. From its offices in Portland, Bangor, and Ellsworth, Maine, Acadia Trust, N.A. offers comprehensive wealth management and traditional trust services to individuals, organizations, trust donors and beneficiaries, municipalities, non-profit organizations, and retirement plan sponsors throughout Maine and New England.

The wealth management strategies provided by Acadia Trust, N.A. complement the financial services offered through Camden National Bank. As a member bank of the Federal Reserve System, Acadia Trust, N.A. is subject to supervision, regulation, and examination by the OCC.

## Camden National Bank

CamdenNational.com

### Bangor

145 Exchange Street  
(207) 942-5263

### Belfast

156 Main Street  
(207) 338-4650

### Belfast Plaza

17 Belmont Avenue  
(207) 338-2800

### Bingham

312 Main Street  
(207) 672-5541

### Bucksport

90 Main Street  
(207) 469-3000

### Camden Main Office

2 Elm Street  
(207) 236-8821

### Camden Square

Camden Square  
Shopping Center, Route 1  
(207) 236-4375

### Corinth

317 Main Street  
(207) 285-3331

### Damariscotta

4 Coastal Market Drive  
Business Route 1  
(207) 563-8222

### Dover-Foxcroft

1083 West Main Street  
(207) 564-4961

### Farmington

134 Hannaford Drive  
(207) 778-0302

### Greenville

20 Lily Bay Road  
(207) 695-0778

### Hampden

58 Main Road North  
(207) 862-5678

### Hermon

2530 Route 2  
(207) 848-7541

### Kennebunk

Lafayette Center  
Suite 108  
(207) 985-2631

### Kingfield

7 Depot Street  
(207) 265-2181

### Lewiston

110 Canal Street  
(207) 784-7379

### Madison

53 Main Street  
(207) 696-3376

### Milo

53 Main Street  
(207) 943-2113

### Phillips

124 Main Street  
(207) 639-2851

### Portland

5 Milk Street  
(207) 774-6736

### Rangeley

2484 Main Street  
(207) 864-3321

### Rockland

300 Main Street  
(207) 594-2101

### Stratton

9 School Street  
(207) 246-2181

### Thomaston

188 Main Street  
(207) 354-2541

### Union

On the Common  
(207) 785-2600

### Vinalhaven

6 Main Street  
(207) 863-4877

### Waldoboro

1768 Atlantic Highway/Route 1  
(207) 832-2122

## Union Trust, a division of Camden National Bank

UnionTrust.com

### Bar Harbor

43 Cottage Street  
(207) 288-2300

### Blue Hill

9 Tenney Hill  
(207) 374-2707

### Castine

19 Water Street  
(207) 326-8006

### Ellsworth Main Street

66 Main Street  
(207) 667-2504

### Ellsworth Plaza

3 Myrick Street  
(207) 667-7243

### Jonesport

Main Street  
(207) 497-5902

### Milbridge

29 Main Street  
(207) 546-2521

### Stonington

Atlantic Avenue  
(207) 367-2201

### Town Hill

1316 State Highway 102  
(207) 288-1238

## Acadia Trust, N.A.

AcadiaTrust.com

### Bangor

145 Exchange Street  
(207) 941-2495

### Ellsworth

66 Main Street  
(207) 667-4930

### Portland

511 Congress Street, Ninth Floor  
(207) 774-3333

Customer Assistance Center (800) 860-8821



This publication is printed on FSC certified paper stock using environmentally-friendly soy-based ink. FSC certification ensures responsible use of forest resources ©1996 Forest Stewardship Council, A.C. Printed in U.S.A. March 2009



**Camden National Corporation**

# Camden National Corporation

## CORE PURPOSE

*Through each interaction, we will enrich the lives of people, help businesses succeed and vitalize communities.*

## CORE VALUES

**HONESTY AND INTEGRITY**  
*above all else*

**TRUST**  
*built on fairness*

**SERVICE**  
*second to none*

**RESPONSIBILITY**  
*to use our resources for the greater good*

**EXCELLENCE**  
*through hard work and lifelong learning*

- Shareholders' Letter 1
- Bob Daigle: Achievement through Innovation 3
- Partners with Our Customers 4
- Local Decisions 6
- Caring about Our Communities 8
- Invested in Maine 10
- Financials 12
- Camden National Corporation Stakeholders 16
- Boards of Directors and Management 18
- Shareholder Information 20

### Camden National Bank CamdenNational.com

<p><b>Bangor</b> 145 Exchange Street (207) 942-5263</p> <p><b>Belfast</b> 156 Main Street (207) 338-4650</p> <p><b>Belfast Plaza</b> 17 Belmont Avenue (207) 338-2800</p> <p><b>Bingham</b> 312 Main Street (207) 672-5541</p> <p><b>Bucksport</b> 90 Main Street (207) 469-3000</p> <p><b>Camden Main Office</b> 2 Elm Street (207) 236-8821</p> <p><b>Camden Square</b> Camden Square Shopping Center, Route 1 (207) 236-4375</p>	<p><b>Corinth</b> 317 Main Street (207) 285-3331</p> <p><b>Damariscotta</b> 4 Coastal Market Drive Business Route 1 (207) 563-8222</p> <p><b>Dover-Foxcroft</b> 1083 West Main Street (207) 564-4961</p> <p><b>Farmington</b> 134 Hannaford Drive (207) 778-0302</p> <p><b>Greenville</b> 20 Lily Bay Road (207) 695-0778</p> <p><b>Hampden</b> 58 Main Road North (207) 862-5678</p> <p><b>Hermon</b> 2530 Route 2 (207) 848-7541</p>	<p><b>Kennebunk</b> Lafayette Center Suite 108 (207) 985-2631</p> <p><b>Kingfield</b> 7 Depot Street (207) 265-2181</p> <p><b>Lewiston</b> 110 Canal Street (207) 784-7379</p> <p><b>Madison</b> 53 Main Street (207) 696-3376</p> <p><b>Milo</b> 53 Main Street (207) 943-2113</p> <p><b>Phillips</b> 124 Main Street (207) 639-2851</p> <p><b>Portland</b> 5 Milk Street (207) 774-6736</p>	<p><b>Rangeley</b> 2484 Main Street (207) 864-3321</p> <p><b>Rockland</b> 300 Main Street (207) 594-2101</p> <p><b>Stratton</b> 9 School Street (207) 246-2181</p> <p><b>Thomaston</b> 188 Main Street (207) 354-2541</p> <p><b>Union</b> On the Common (207) 785-2600</p> <p><b>Vinalhaven</b> 6 Main Street (207) 863-4877</p> <p><b>Waldoboro</b> 1768 Atlantic Highway/Route 1 (207) 832-2122</p>
---	--	---	---

### Union Trust, a division of Camden National Bank UnionTrust.com

<p><b>Bar Harbor</b> 43 Cottage Street (207) 288-2300</p> <p><b>Blue Hill</b> 9 Tenney Hill (207) 374-2707</p>	<p><b>Castine</b> 19 Water Street (207) 326-8006</p> <p><b>Ellsworth Main Street</b> 66 Main Street (207) 667-2504</p>	<p><b>Ellsworth Plaza</b> 3 Myrick Street (207) 667-7243</p> <p><b>Jonesport</b> Main Street (207) 497-5902</p>	<p><b>Milbridge</b> 29 Main Street (207) 546-2521</p> <p><b>Stonington</b> Atlantic Avenue (207) 367-2201</p>	<p><b>Town Hill</b> 1316 State Highway 102 (207) 288-1238</p>
--	--	---	---	---

### Acadia Trust, N.A. AcadiaTrust.com

<p><b>Bangor</b> 145 Exchange Street (207) 941-2495</p>	<p><b>Ellsworth</b> 66 Main Street (207) 667-4930</p>	<p><b>Portland</b> 511 Congress Street, Ninth Floor (207) 774-3333</p>
---	---	--

Customer Assistance Center (800) 860-8821



This publication is printed on FSC certified paper stock using environmentally-friendly soy-based ink. FSC certification ensures responsible use of forest resources ©1996 Forest Stewardship Council, A.C. Printed in U.S.A. March 2009