

# CORPORATE RESPONSIBILITY REPORT 8



ALPHA BANK







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# CONTENTS

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## 6 LETTER FROM THE CEO

## 8 CORPORATE RESPONSIBILITY REPORT METHODOLOGY

## 11 ALPHA BANK AND CORPORATE RESPONSIBILITY

- Corporate Responsibility Policy
- Identification of Material Issues
- Stakeholders
- Contribution to the Achievement of the United Nations Sustainable Development Goals
- Memberships in Associations, Organisations, Initiatives and Indices
- Corporate Responsibility Targets

## 29 RESPONSIBLE OPERATION

- Economic Performance of the Bank
- Corporate Governance
- Compliance
- Risk Management
- Management of Alpha Bank Group Systems
- Responsible Procurement

## 47 TOGETHER FOR THE MARKET

- Modern Banking
- Product Portfolio
- Protection of Corporate Information
- Responsible Reporting, Customer Service and Satisfaction

## 83 TOGETHER WITH OUR PEOPLE

- Management of Human Resources
- Fair Labour Practices
- Employee Training and Development
- Health and Safety at the Workplace
- Employee Communication and Benefits

## 105 TOGETHER FOR THE ENVIRONMENT

- Energy Consumption and Dealing with Climate Change
- Greenhouse Gas and Other Gas Emissions
- Other Environmental Impacts

## 121 TOGETHER FOR THE SOCIETY

- Social Contribution
- Support of Society and of Local Communities
- Support of Culture
- Support of Sports
- Social Actions of Alpha Bank Group Banks Abroad
- Volunteerism – Participation of Employees

## 145 PRESENTATION OF SUSTAINABILITY DISCLOSURES IN ACCORDANCE WITH THE GRI STANDARDS

## 155 INDEPENDENT LIMITED ASSURANCE REPORT TO ALPHA BANK A.E.

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## LETTER FROM THE CEO

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In 2018, Alpha Bank, operating in demanding economic circumstances, continued to implement its Business Plan and was able to further strengthen its capital position.

The progress and implementation of the Bank's three-year Digital Transformation Plan continued during the year. The Plan, which was launched in 2017, aims to further enhance customer experience for the Bank's Customers, with digital services and products of a high standard. In January 2018, Alpha Bank successfully issued a Euro 500 million covered bond, demonstrating once again its ability to support such transactions. In May 2018, the Bank successfully concluded yet another Stress Test of the European Central Bank. In July, Alpha Bank, together with the other three systemic Greek banks, entered into an agreement with the credit institution doBank S.p.A., specialised in the servicing of non performing loans, in order to reduce their non-performing exposures and protect the viability of Small and Medium-sized Enterprises. Moreover, during 2018 the Bank successfully concluded the disposal of portfolios of non-performing loans representing a total outstanding balance over 4.2 billion Euros, through the Venus, Mercury and Jupiter transactions. It is also worth mentioning that Alpha Bank was named, for the second consecutive year, "Most Active Issuing Bank in 2018 in Greece" by the European Bank for Reconstruction and Development (EBRD), for its successful presence in the "Trade Facilitation Programme". This programme aims to promote International Trade from, to and between the countries where EBRD is present, in order to further reinforce the relevant transactions of its corporate Customers.

In 2018, the Bank continued to follow international developments in corporate responsibility, as well as to promote the **17 Sustainable Development Goals** (SDGs) of the United Nations and contribute towards their achievement. At the same time, in the context of its efforts to improve the way in which it monitors its environmental footprint and to enhance transparency regarding its performance, the Bank disclosed on the **Carbon Disclosure Project** (CDP) platform, for the second consecutive year, its approach to issues relating to climate change, achieving a rating that ranks it among the best companies in Greece. Moreover, following its successful assessment by the FTSE International Organisation, Alpha Bank remained a constituent of the **Financial Times Stock Exchange4Good** (FTSE4Good) Emerging Index, which assesses listed companies in terms of their environmental and social performance. It should be noted that the Bank recorded a significant improvement in its performance relative to 2017 in all three assessment pillars, which pertain to the environment, society and governance issues. In January 2019, the Bank was included, for the very first time, in the **Bloomberg Gender-Equality Index** (GEI), which covers companies from all over the world with a strong performance in gender equality issues.

Regarding the Bank's social contribution activities, in 2018 the programme "**Together, for better health**" continued for the fifth consecutive year. Under this programme, 3,110 items of medical equipment and over 200,000 items of medical and pharmaceutical supplies and related equipment have been donated to local health centres in 42 Greek islands until today.

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In September 2018, the Bank launched the programme **“Together, for better education”**, whose aim is to reinforce the operation of primary schools throughout Greece with modern teaching systems, books and sports equipment. By the end of the year, the delivery of equipment to **19 primary schools** in Attica had been successfully completed.

Furthermore, it is worth mentioning that, with the active participation of approximately 1,000 Volunteers from its Personnel, the Bank successfully organised environmental awareness and social contribution events, theatre performances and guided tours to museums exclusively for children living in children’s homes and foundations, while it also offered financial assistance to associations, foundations, schools and other organisations.

The programme **“The defacements that hurt”**, launched in 2013 for the restoration and conservation of sculptures and historic buildings, continued in 2018 with cleaning and improvement works in the area around the **White Tower in Thessaloniki**, as well as with the restoration of buildings and monuments in the city of **Nafplio**. Cleaning and damage restoration works were also carried out at the historic **Vallianeion Building** of the **National Library of Greece**.

Finally, Alpha Bank assisted the efforts to immediately address the problems faced by the people stricken by **the fires of July 2018 in Eastern and Western Attica**. The Bank responded immediately to the need to bring humanitarian aid to those affected, by offering clothing and long shelf-life food supplies and by taking emergency measures involving special arrangements in support of its Customers, whether these are Individuals living in the affected areas or Businesses located there.

In tandem with its business growth and the modernisation of its technological resources, supporting society and Human Resources, protecting the environment and creating value for all Stakeholders remain the Bank’s priorities.



Vassilios E. Psaltis

# CORPORATE RESPONSIBILITY REPORT METHODOLOGY

The present Corporate Responsibility (CR) Report is the twelfth CR Report released as an individual publication by Alpha Bank A.E. (hereinafter “the Bank” or “Alpha Bank”). The Report has been prepared in accordance with the internationally recognised GRI sustainability reporting guidelines of the Global Reporting Initiative - GRI Standards ([www.globalreporting.org](http://www.globalreporting.org)) and the four key principles for defining Report content:

- 1) Stakeholder Inclusiveness,
- 2) Sustainability Context,
- 3) Materiality and
- 4) Completeness.

In addition, the Report has also taken into consideration the principles of AccountAbility’s AA1000 Principles Standard ([www.accountability.org](http://www.accountability.org)), whose foundations are the “inclusion of stakeholder interests in the decision-making process” (Inclusivity), the “identification of the most important issues for the Bank” (Materiality), the “Bank’s responsiveness to stakeholder needs and expectations” (Responsiveness) and the “monitoring and measurement of the impacts of the Bank’s activities” (Impact).

For the tenth consecutive year, in the preparation of the CR Report use was also made of the GRI’s Financial Services Sector Supplement (GRI-FSSS), the most specialised standard on the contents of CR reports for companies in the banking sector.

Alpha Bank is a Greek Société Anonyme with Banking Operations as its primary activity. The Bank’s registered office is located at 40 Stadiou Street, 102 52 Athens, Greece.

The CR Report 2018 is addressed to all the Stakeholders of the Bank and refers to its activities in Greece during the period from January 1 to December 31 2018, unless otherwise indicated.

## 2018 Target

To enhance the contents of the Corporate Responsibility Report 2018 with more subjects, based on the requirements of the analysts and international rating agencies that assess the Bank’s performance.

In determining the most important issues for the sustainable development of Alpha Bank, use was made of the findings of the process for the identification of material issues (Materiality Analysis) carried out in 2018. This Report is based on the findings of this analysis and has been enhanced based on the requirements of analysts and international rating agencies that assess the Bank’s performance. No significant changes were introduced in the scope, boundary or measurement methods compared to the Bank’s Corporate Responsibility Report 2017.

Furthermore, regarding the assurance of the Report’s contents, the Bank assigned the relevant project to KPMG Certified Auditors A.E. Information about KPMG’s work can be found in the last pages of the Report, together with the relevant Assurance Report.

The Corporate Responsibility Report 2018 was prepared by a dedicated team of Executives from various Units of the Bank, under the coordination of the Corporate Social Responsibility Section. It should be noted that the Corporate Responsibility Report has been approved, for the first time, by the Board of Directors of the Bank.



Interested parties may address their queries, comments and suggestions regarding Alpha Bank's Corporate Responsibility Report 2018 to:

**Alpha Bank**

Marketing and Public Relations Division

Corporate Social Responsibility

40 Stadiou Street, GR-102 52 ATHENS

Tel.: 210 326 2437

Fax: 210 326 2401

E-mail: [csr2@alpha.gr](mailto:csr2@alpha.gr)



ALPHA BANK | 11  
AND CORPORATE RESPONSIBILITY



The Alpha Bank Group is **one of the largest financial sector Groups in Greece**. It offers a wide range of high-quality financial products and services, including retail banking, wholesale banking, asset management and private banking, insurance products, investment banking, brokerage and real estate management.

The Alpha Bank Group is active in the Greek and international banking market and in 2018 it was present in **Cyprus, Romania, Albania** and the **United Kingdom**. It also has an extensive network of correspondents (banking institutions) in Greece and abroad.

The Parent Company and main Bank of the Group is Alpha Bank, which was founded in 1879 by John F. Costopoulos. Alpha Bank, the Bank that inspires confidence and constitutes a consistent point of reference in the Greek banking system, has one of the highest capital adequacy ratios in Europe.

All the activities of Alpha Bank and of the Alpha Bank Group Companies, which are ultimately aimed at the Group's growth and soundness, are governed by principles imposed by law or ethics, such as integrity and honesty, impartiality and independence, discretion and confidentiality, conscious, disciplined and reasonable risk-taking, complete, full and truthful disclosure, and active contribution to society.

Adherence to the principles governing the Bank's operation and its corporate responsibility practices is checked annually by the Management and by the competent Divisions of the Bank. Employees comply with the provisions of the Bank's Code of Ethics, which encompasses the Bank's values, guidelines and requirements regarding responsibility and professional conduct. In parallel, the Bank ensures its full alignment with the applicable laws and takes into account the fundamental principles of the Universal Declaration of Human Rights and the Conventions of the International Labour Organization.

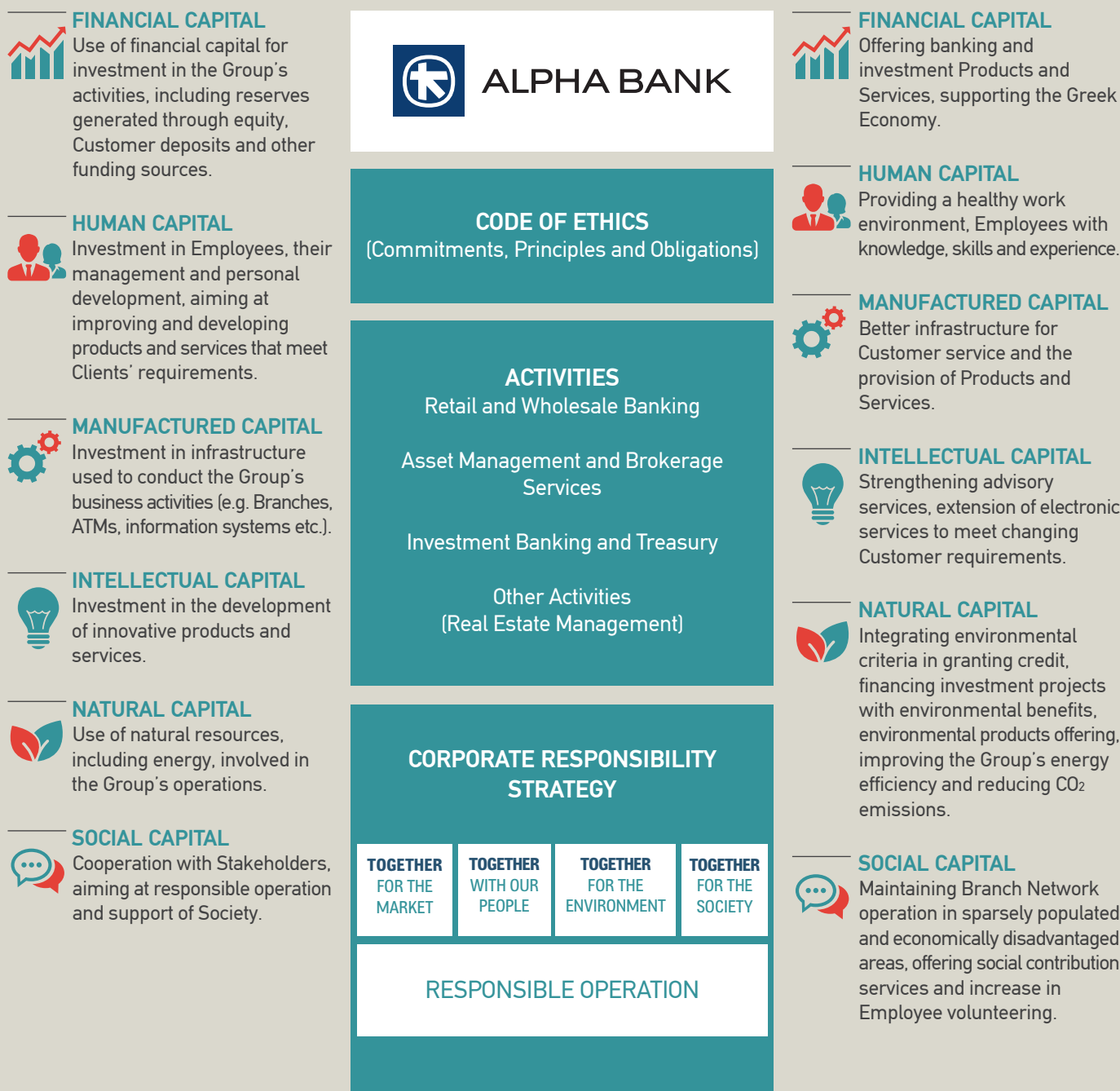
Finally, through its participation in the UN Environment Programme Finance Initiative (UNEP FI), undertaken by banks and financial organisations around the world to promote sustainable development, the Bank incorporates the relevant environmental principles in its financial activities.

The Marketing and Public Relations Division (a part of which is the Corporate Social Responsibility Functional Area) supports the Management of the Bank in matters of corporate responsibility, by submitting for approval related policies and strategies and by managing, coordinating, developing and promoting the Bank's corporate responsibility activities, seeking to continuously improve its performance in this area. In 2018, Executives of the Division met with members of the Senior Management, of the Board of Directors and of the Audit Committee, to discuss the Bank's actions in the domain of Corporate Responsibility (materiality analysis, disclosure of non-financial information of the Bank in accordance with Greek law, etc.).

## BUSINESS MODEL

The Alpha Bank business model is designed to create value for its Stakeholders. Alpha Bank invests in its Employees, in its Branch Network and in its infrastructures in order to develop and place on the market quality products and services. It also works together with its Stakeholders in order to ensure the early identification of their needs, to operate responsibly and to offer its support to society. Alpha Bank provides a healthy work environment, in which its Employees broaden their knowledge and skills and contribute to the development of new products and services. The Bank supports the Greek Economy, enhances its electronic services, offers products and services with social and environmental features and contributes to society.

BUSINESS MODEL



## CORPORATE RESPONSIBILITY POLICY

Alpha Bank has developed a "Corporate Responsibility Policy", which has been approved by the Bank's General Management.

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### ALPHA BANK CORPORATE RESPONSIBILITY POLICY

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With a view to ensuring its sustainable development, Alpha Bank is committed to operating responsibly, taking account of the economic, social and environmental parameters of its operation, both in Greece and in the other countries where it is present. To this end, it promotes communication and cooperation with all its Stakeholders.

In order to enhance social responsibility and integrate it into the Group's principles and values in the best possible way, Alpha Bank applies the law and aligns its activity with internationally recognised guidelines, principles and initiatives on sustainable development, such as the OECD Guidelines on Responsible Business Conduct, the Principal Conventions of the International Labour Organization (ILO) and the United Nations' Universal Declaration of Human Rights (UDHR).

Alpha Bank's **organisation and operation** follow the best banking and business practices. They are governed by principles such as integrity and honesty, impartiality and independence, confidentiality and discretion, in line with the Bank's Code of Ethics and the principles of Corporate Governance. Particular attention is paid to the identification, measurement and management of the undertaken risk, compliance with the applicable legal and regulatory frameworks, transparency and the provision of full, accurate and truthful information to the Bank's Stakeholders.

The Bank's primary goals are credibility, reliability and efficiency in banking services. Its key concerns are to constantly improve the products and services it offers and to ensure that its **Customers'** banking needs are addressed in a contemporary and responsible manner. It examines and incorporates non-financial criteria (for issues related to the environment, society and corporate governance) in its financing procedures as well as in the development and placement of new products and services on the market.

Alpha Bank responds with increased awareness to matters concerning the protection of the **environment** and the conservation of natural resources and is committed to addressing the direct and indirect impacts of its activities on the environment.

Alpha Bank implements responsible policies regarding its **Human Resources**. In particular, the Bank:

- Respects and defends the diversity of its Employees (e.g. age, gender, ethnic origin, religion, disability/special capabilities, sexual orientation etc.).
- Ensures top-quality working conditions and opportunities for advancement based on merit and equal treatment, free of discrimination.
- Offers fair remuneration, based on contracts which are in agreement with the corresponding national labour market and ensure compliance with the respective national regulations on minimum pay, working hours and the granting of leave.
- Defends human rights, recognises the right to union membership and to collective bargaining and opposes all forms of child, forced or compulsory labour.
- Treats all Employees with respect.
- Provides Employees with continuous education and training.
- Ensures the health and safety of Employees at the workplace and helps them balance their professional and personal life.

Given that its activities are directly linked to society and citizens, Alpha Bank seeks to contribute to the efforts to support them, making healthcare, education, culture and environmental protection its priority.

Additionally, the Bank applies the Corporate Responsibility principles across the entire range of its activities and seeks to ensure that its suppliers and partners also comply with the values and business principles that govern its operation.

## IDENTIFICATION OF MATERIAL ISSUES

In 2018, Alpha Bank performed anew the process for the identification of the most significant issues regarding its responsible operation (Materiality Analysis), with the involvement of its Stakeholders and of Members of its Senior Management, thereby enhancing the relevant process and approach.

In order to further refine the materiality analysis process, representatives of the Bank's General Management proceeded to assess the issues identified using risk management principles. This approach was in line with the risk management methodologies and tools that Alpha Bank is currently using.

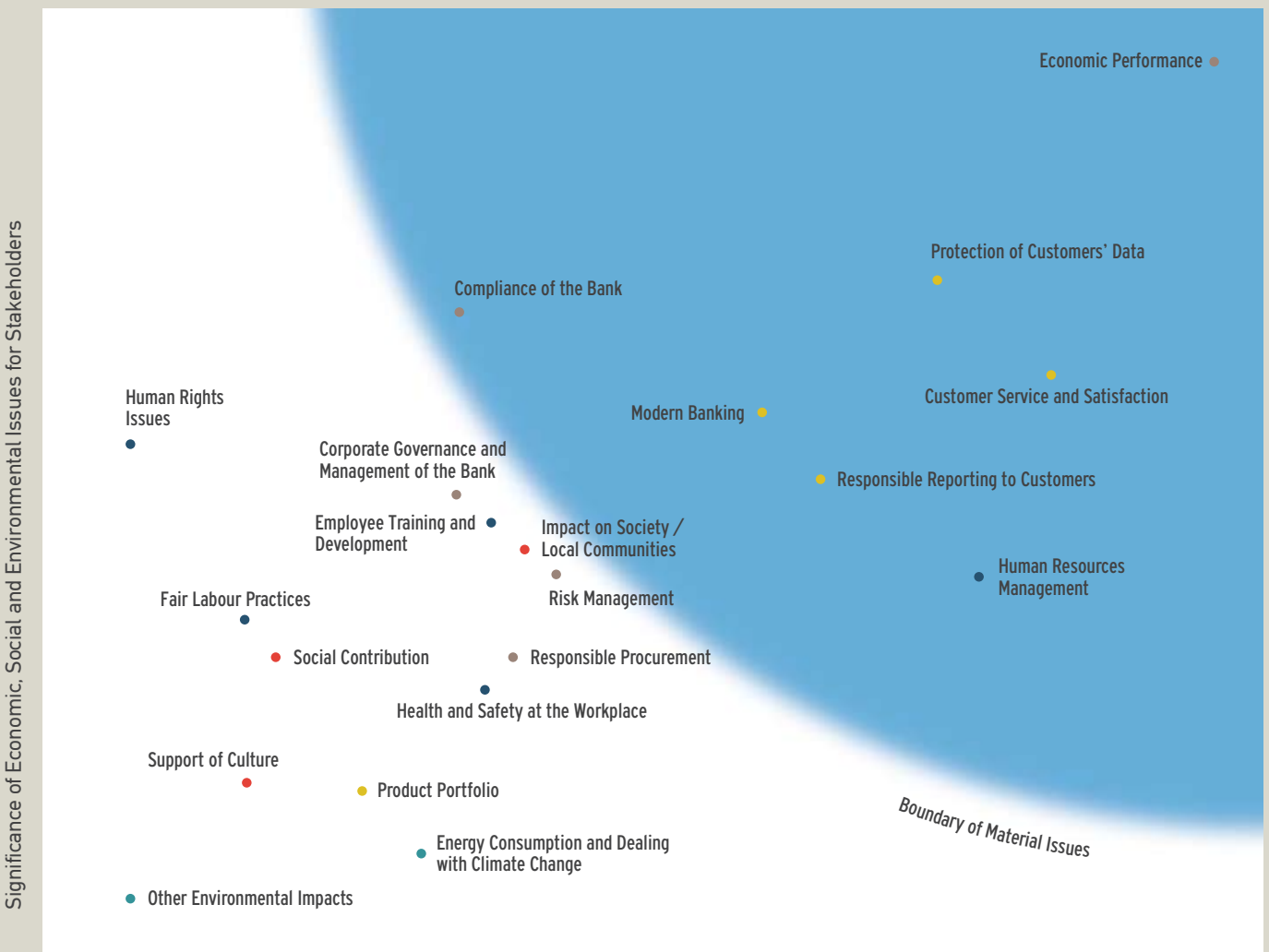
The Senior Management Executives assessed the probability and gravity of the known and potential impacts of the issues identified, **taking into account the policies, actions and results of the Bank's current practices.**

At the same time, Alpha Bank organised focus groups / workshops with representatives of each Stakeholder group, for the purpose of collecting and assessing information on qualitative characteristics. Through this process, it explored how its performance in the issues of material significance for sustainable development is changing the way in which Stakeholders interact with the Bank.

The results of the eight focus groups / workshops that were organised (one per Stakeholder group) were used as input for processing the quantitative data which had been collected in 2017 by means of an online questionnaire submitted anonymously (5,423 completed questionnaires were received).

The results of the process, which have been endorsed by the Bank's Management, are shown in the chart below.

### MAPPING OF MATERIAL ISSUES



Significance of Economic, Social and Environmental Issues for Alpha Bank

- Responsible Operation
- Together for the Market
- Together with our People
- Together for the Environment
- Together for the Society

The present Report contains information on all of the Bank's activities in the market, environment and social contribution sectors. Extensive reference, however, is made to the issues within the upper right-hand quadrant of the materiality matrix graph, which maps the significance of the economic, social and environmental issues defined as "material" for the Bank's responsible operation.

IDENTIFIED MATERIAL ISSUES	BOUNDARY (WITHIN/OUTSIDE THE BANK IN GREECE)
Economic Performance	The issue impacts the operation of the Bank and the wider market, in which it operates, and may primarily affect its Customers, Shareholders and Suppliers.
Customer Service and Satisfaction	The issue impacts the operation of the Bank and the wider market in which it operates and may primarily affect its Customers and Shareholders.
Protection of Customers' Data	The issue impacts the operation of the Bank and the wider market and affects primarily its Customers.
Human Resources Management	The issue impacts the operation of the Bank and affects primarily its Employees.
Modern Banking	The issue impacts the operation of the Bank and the market in which it operates and may primarily affect its Customers and Shareholders.
Responsible Reporting to Customers	The issue impacts the operation of the Bank and the wider market in which it operates and may primarily affect its Customers and Shareholders.
Compliance of the Bank	The issue impacts the operation of the Bank and the wider business community in which it operates and may primarily affect its Customers and Shareholders.



## STAKEHOLDERS

The Bank recognises as its Stakeholders the natural and/or legal persons who/which, either directly or indirectly, are connected to, and affect or are affected by, the Bank's decisions and its operation. Following a series of internal meetings and based on the relevant laws and its daily operations, the Stakeholders\* recognised by the Bank are listed below:

- Analysts and Investors
- Business Community
- Employees
- Media
- Customers
- Suppliers
- Societies - Associations and other Organisations
- Local Communities, the State and Regulatory Authorities

\*Stakeholders are listed in alphabetical order, as the Bank reviews and prioritises them regularly, as a function of the needs of the market, the society or its operating environment in general.

## DIALOGUE AND COOPERATION IN ACTION

The Bank seeks to engage in an ongoing dialogue and collaboration with its Stakeholders, in order to understand and, as far as possible, respond to all their expectations, needs, concerns and requests.

### 2018 Target

To redesign the Corporate Responsibility web pages on the Bank's website in order to provide its Stakeholders with more comprehensive information.

In 2018, Alpha Bank launched the full technical and visual redesign of its website. The new website was designed to provide instant and effective service to visitors by offering them a new and modern digital experience. Taking advantage of modern-day tools and cutting-edge technologies, it aims to support the interconnection of informational content with the Bank's electronic services and with online Customer service. In this context and in order to provide all Stakeholders with more comprehensive information, the Corporate Responsibility web pages on the Bank's website were redesigned.

The means and methods that the Bank uses to meet its Stakeholders' expectations are presented in the following pages.

### • ANALYSTS AND INVESTORS

Communication with analysts and investors is coordinated by the Investor and Analyst Relations Division and the Back Offices - Investments Division. Analysts and investors are provided with full and prompt information via specific sections on the Bank's website ("Investor Relations" - "Economic - Markets Research"), where relevant announcements are posted, together with the Financial Statements of the Bank and the Group (quarterly, biannual and annual). Finally, analysts and investors are informed of the Bank's annual results via its Business Review and its Corporate Responsibility Report, while they also participate in the Bank's ordinary and extraordinary General Meetings.

The five (5) most significant issues

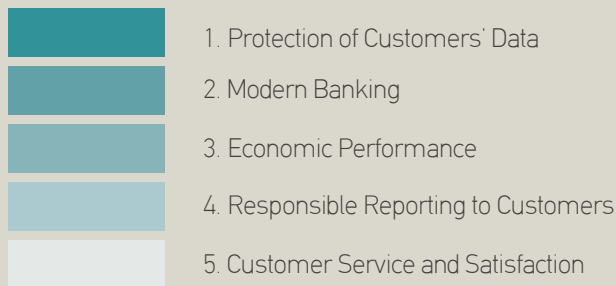


Source: Alpha Bank Materiality Analysis 2018

### • BUSINESS COMMUNITY

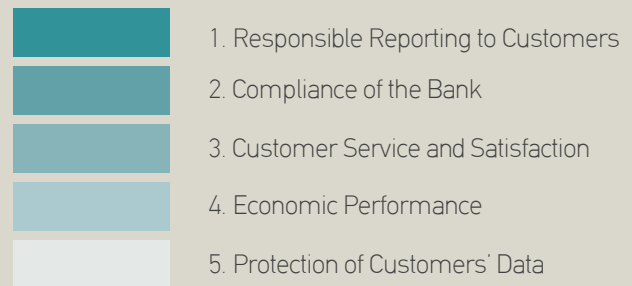
The Bank actively participates and is represented in Committees and Boards of the Hellenic Bank Association (HBA), the Hellenic Advertisers Association, UNEP FI and the Hellenic Network for Corporate Social Responsibility as well as in other committees and associations in order to understand the issues of concern for the business community and take action with a view to safeguarding the interests of the banking industry. Moreover, throughout 2018 and in order to strengthen business relationships with its Customers, the Bank organised a series of informative events in major Greek cities around the country as well as a series of focused personal meetings with Small Businesses-Customers of the Bank.

The five (5) most significant issues



Source: Alpha Bank Materiality Analysis 2018

The five (5) most significant issues

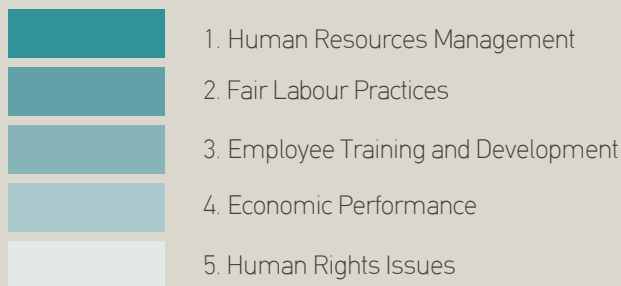


Source: Alpha Bank Materiality Analysis 2018

• EMPLOYEES

To ensure effective communication with Employees, a special two-way communication area is available on the Alpha Bank Intranet, on top of the Personnel's "Communication Days" that take place on a weekly basis as well as continuous communication with the representatives of the Association of Employees. The Personnel is also informed via the online edition of "MAZI" ("Together"), the Bank's monthly internal communication publication as well as via announcements posted on the Alpha Bank Intranet, whenever any issue arises.

The five (5) most significant issues



Source: Alpha Bank Materiality Analysis 2018

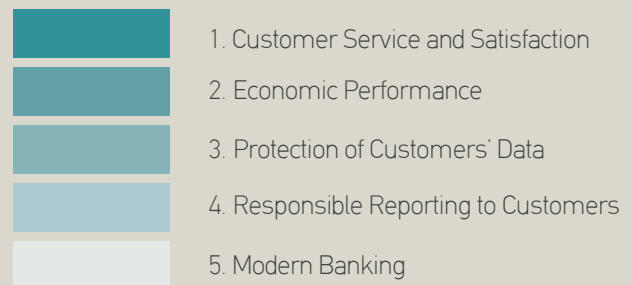
• MEDIA

In 2018, the Bank consistently presented its financial, environmental and social performance to the Media and responded with transparency, for yet another year, to the need for providing journalists with information about current banking matters.

• CUSTOMERS

Alpha Bank pays particular attention to ensuring that its Customers' expectations are met and that it provides them with quality products and services. The Bank's Operations Division is in charge of Quality Assurance and is committed to fulfilling these objectives. The methods applied by the Bank for measuring customer satisfaction and monitoring quality in the services available to them are Customer Satisfaction Surveys, Communication and Marketing Surveys, a Customer Satisfaction Questionnaire (leaflet) entitled "Your opinion counts", which can be mailed back by prepaid cost and which allows Customers to evaluate the services offered at the Branches, as well as Key Performance Indicators (KPIs) at all points of contact with Customers. Finally, the Bank ensures the high level of quality provided to Customers through the centralised handling of complaints and provides information to Customers via the Business Review and the Corporate Responsibility Report, both of which are published annually.

The five (5) most significant issues



Source: Alpha Bank Materiality Analysis 2018

• **SUPPLIERS**

The Bank takes care to ensure the harmonious cooperation with its Suppliers, relying on the mutual respect of the terms of transactions, the proper and transparent exchange of information, and the organisation of annual meetings with its Key Suppliers, in order to renegotiate the terms of supply agreements.

The five (5) most significant issues

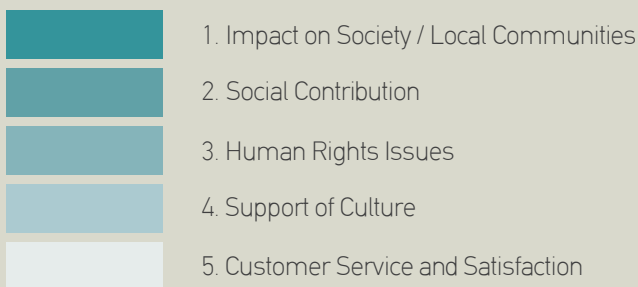


Source: Alpha Bank Materiality Analysis 2018

• **SOCIETIES-ASSOCIATIONS AND OTHER ORGANISATIONS**

Every year, the Bank supports numerous societies and other organisations, either by offering financial assistance or by planning social programmes. Furthermore, at least once a year, the Bank holds meetings with representatives of these organisations, in order to exchange views and to jointly plan relevant programmes and actions.

The five (5) most significant issues



Source: Alpha Bank Materiality Analysis 2018

• **LOCAL COMMUNITIES, THE STATE AND REGULATORY AUTHORITIES**

Via its business activity, Alpha Bank contributes to economic stability and the growth of the Greek economy. Therefore, it is often involved in a dialogue and in consultations with State authorities, both in Greece and at European level. The Bank also supports public administration services, local organisations and foundations by donating new or withdrawn office, electronic or other equipment and other supplies (food supplies, medication, books, computers etc.). Moreover, the Bank communicates with representatives of the local communities primarily via its Branches and ensures that they are provided with the best possible service, while relevant Programmes are implemented throughout the year.

The five (5) most significant issues



Source: Alpha Bank Materiality Analysis 2018



## CONTRIBUTION TO THE ACHIEVEMENT OF THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

In 2015, the United Nations (UN) announced the adoption of the 17 Sustainable Development Goals (SDGs) included in the UN "Agenda 2030". Their objective is to achieve economic progress and prosperity for all, while at the same time ensuring social justice and caring for the environment. Alpha Bank is indirectly contributing to the promotion of all SDGs and, through its services, products and activities, is also directly contributing to the achievement of specific SDGs.

In 2017, the Bank mapped its contribution to the achievement of the 17 SDGs, taking into account both the positive and the negative impacts of its value chain. In 2018, following a relevant analysis, it added to the SDGs to whose achievement it can have an increased contribution, the SDG on Good Health and Well-Being (SDG 3). Below are the five SDGs identified as most closely related to the Bank's business activity.

### UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS WITH SIGNIFICANT CONTRIBUTION FROM ALPHA BANK



### CONTRIBUTION OF ALPHA BANK TO THE SUSTAINABLE DEVELOPMENT GOALS IDENTIFIED AS MOST CLOSELY RELATED TO ITS BUSINESS ACTIVITY

CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS	RELEVANT SECTIONS OF THE REPORT CONTAINING INFORMATION ON RELATED ALPHA BANK ACTIVITIES
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**Improvement of the quality of health services in the Greek islands**

Alpha Bank contributes to the improvement of the quality of health services in the Greek islands with the programme "Together, for better health".

- Support of Society and of Local Communities

More specifically, the Bank offers medical and pharmaceutical equipment and supplies to the islands' local Health Centres, thus helping cover basic medical needs of the local residents and reducing the need for them to travel to bigger islands for health-related issues.

## CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

## RELEVANT SECTIONS OF THE REPORT CONTAINING INFORMATION ON RELATED ALPHA BANK ACTIVITIES



▲ **Promotion of learning opportunities**

Quality education is a fundamental principle regarding the improvement of people's lives and sustainable development. The Bank supports in practice not only the continuous education of its Employees but also, in a broader sense, the efforts to enhance education for all people through partnerships, events and sponsorships in the countries where it is present.

- Product Portfolio
- Employee Training and Development
- Support of Society and of Local Communities



▲ **Support of economic growth**

Alpha Bank promotes continuous, inclusive and sustainable economic growth as well as full and productive employment and decent work for all. Specifically, it promotes policies that support productive activities, the creation of decent jobs, entrepreneurship, creativity and innovation and encourage the establishment and growth of enterprises through their access to financial services. Strengthening the capacity of domestic financial institutions in order to encourage and broaden access to banking, insurance and financial services for all is a key priority for the Bank. In addition, the Bank also ensures an appropriate, suitable and safe workplace for its Employees.

- Modern Banking
- Product Portfolio
- Health and Safety at the Workplace



▲ **Support of industry and infrastructure development**

Sustainable industry and resilient infrastructures are key growth pillars for every economy. As one of the largest Greek financial sector Groups, Alpha Bank is constantly assisting new industries and businesses by providing financial services and products whose aim is to support them and promote innovation.

- Product Portfolio



▲ **Investing in activities dealing with climate change**

▼ **Reduction of environmental effects from the Bank's operation**

Taking action to combat climate change, Alpha Bank makes targeted investments in the environment and in renewable energy sources. In parallel, it seeks to reduce its environmental footprint and raise awareness of the issues related to climate change, through actions, events and sponsorships.

- Risk Management
- Modern Banking
- Product Portfolio
- Together for the Environment

Note: ▲ Maximisation of positive impact  
▼ Minimisation of negative impacts

## MEMBERSHIPS IN ASSOCIATIONS, ORGANISATIONS, INITIATIVES AND INDICES

The Bank participates and is represented in a number of associations and organisations that address major issues of concern for the banking sector, such as Committees and Boards of the Hellenic Bank Association (HBA), the Bank of Greece and the Hellenic Advertisers Association. It also participates in bodies and initiatives working to promote and support the adoption of the principles of Sustainable Development and Corporate Responsibility.



**UNEP FI:** The United Nations Environment Programme Finance Initiative (UNEP FI) is

a UN initiative that promotes sustainable development with a strong focus on the protection of the environment. Alpha Bank has been a member of this Initiative since January 2007.

Through its participation in UNEP FI, the Bank is part of an international network of leading financial organisations, follows current trends, tools and practices in sustainable development and is able to engage in two-way communication and dialogue with major organisations across the world.



**Global Sustain:** This organisation provides innovative solutions and services pertaining to Corporate Responsibility, the Green Economy and Development. Its members include

companies, non-governmental organisations, public entities, educational institutions, societies and other private and public-sector organisations.



**Hellenic Network for Corporate Social Responsibility:** The "Hellenic Network for Corporate Social Responsibility" is a business-driven

non-profit association. Its mission is to promote the concept of Corporate Social Responsibility to both the business community and the social environment.



**Global Reporting Initiative (GRI):**

As part of its activities to support and strengthen education in Corporate Responsibility and sustainability and in

order to improve the quality of the Corporate Responsibility reports it publishes, the Bank follows the updated versions of the GRI Sustainability Reporting Guidelines in connection with the preparation of its Corporate Responsibility Reports and is kept constantly informed about them.

**Committee on Sustainable Development of the Hellenic Bank Association:**

The Bank participates in the Committee on Sustainable Development of the Hellenic Bank Association (HBA), whose tasks are:

- a) to form positions and opinions for Greek banks on issues concerning the protection of the environment and sustainable development;
- b) to facilitate the collaboration of the Financial Sector with the United Nations Environment Programme Finance Initiative (UNEP FI);
- c) to represent Greek banks in work groups as well as promotional and information events and to address other issues of interest to the banking sector, related to the environment and Sustainable Development.

In the context of the activities of HBA's Committee on Sustainable Development, Alpha Bank participates in processing subjects related to Corporate Responsibility and Sustainable Development.

### 2018 Target

To collaborate with more Divisions in order for the Bank to better meet the requirements of the analysts and international rating agencies that assess its performance.

Finally, it is worth mentioning that Alpha Bank is subject to assessments by international analysts and rating agencies regarding its performance in Sustainable Development issues. In 2018, the Marketing and Public Relations Division (through its Corporate Social Responsibility Functional Area) coordinated communication with the Bank's Divisions whose participation was considered necessary in order to ensure that the requirements of the analysts and international rating agencies that assess the Bank's performance would be met in the best possible way.



FTSE4Good

**Financial Times Stock Exchange 4Good (FTSE4Good):** Following its successful assessment by the FTSE International Organisation, Alpha Bank remained as a constituent of the

Financial Times Stock Exchange 4Good (FTSE4Good) Index, which assesses listed companies in emerging markets with a positive financial, environmental and social performance. It should be noted that the Bank recorded a significant improvement in its performance relative to 2017 in all three assessment pillars, which pertain to the environment, society and governance issues. Its performance in the FTSE4Good international index proves that, in parallel with its business activity, the Bank is also highly aware of environmental and social issues. At the same time, it also strongly motivates it to strengthen its presence in the field of Corporate Responsibility, both in Greece and internationally.



**Bloomberg Gender-Equality Index (GEI):** In January 2019, Alpha Bank was included for the first time in the Bloomberg Gender-Equality Index (GEI). This index is

a key source of qualitative information on gender equality issues. It is an international index that includes companies from all over the world and from all sectors of the economy, whose performance in gender equality issues is above the internationally defined threshold.



**Carbon Disclosure Project (CDP):** In 2018, Alpha Bank disclosed on the CDP platform the necessary information regarding its activities dealing with climate change, obtaining a "B-" score. The improvement in the Bank's performance compared to 2017 reflects its commitment to promoting environmentally responsible business operations.

## DISTINCTIONS IN 2018

Alpha Bank received **three awards** for Corporate Responsibility at the "**Hellenic Responsible Business Awards 2019**", organised in February 2019 by the Marketing Week magazine and Boussias Communications. Specifically, the Bank received the **Gold Award** in the Business-NGO Collaboration category, for the programme "**Together, for better health**", first launched in 2014 in collaboration with the "Agoni Grammi Gonimi" NGO, which provides medical and pharmaceutical equipment and supplies to health centres in Greek islands.

In addition, it received **two Silver Awards** in the **Emergency Response / Disaster Relief and Best Printed Edition / Corporate Responsibility Report** categories, respectively. These three distinctions are an important recognition of Alpha Bank's corporate responsibility policy, which is inextricably linked to the Bank's people-centred approach and plays a defining role in designing and implementing its business activity.

The Bank's Corporate Social Responsibility activity "**A book is travelling**" received the **Ermis Gold Award** in the Media/Outdoor Advertising category. It also received in the **Digital Media Awards 2019** organised by Boussias Communications, the following awards:

- **Gold award** in the "Best Effectiveness campaign for direct response" category
- **Silver award** in the "Creative use of Media" category
- **Silver award** in the "Best use of Instagram" category

In the "**Social Responsibility REACTION Excellence Awards 2018**", organised by the "REACTION" non-profit organisation, Alpha Bank Cyprus Ltd received an honorary award for its continuous support to the Organisation and its wider contribution to society. The annual "Reaction Excellence Awards" presents awards to individuals, companies and organisations that contribute to society and especially support children and young people, in Cyprus or Greece.

## 2018 Target

| To support initiatives that promote Corporate Responsibility

Finally, wishing to assist in the organisation of events which present sustainability issues of crucial significance that are currently at the forefront of global interest and are thus expected to have a strong impact on companies and organisations in the short term, the Alpha Bank Group sponsored:

- the Sustainability Forum 2018, which was held in Greece;
- the 16th annual Corporate Social Responsibility Conference, organised by the American-Hellenic Chamber of Commerce, titled "The World of a Better Tomorrow: Sustainability and the New Disruptive Era";
- the 5th "Corporate Responsibility in Action" Conference, organised by Boussias Communications;
- the 11th Corporate Social Responsibility Conference, which was held in Cyprus.

## CORPORATE RESPONSIBILITY TARGETS

Alpha Bank sets short-term targets, which reflect its steady and gradual approach to the implementation of its long-term policy and its commitments and priorities in the field of Corporate Responsibility.

The targets which had been set for 2018 and the activities undertaken in order to achieve them are reported in the corresponding sections of the Report.

The degree of achievement of the targets is indicated using the following colour codes:

- Achieved
- Ongoing
- Not achieved

This section sets out the targets for 2019.

## ALPHA BANK AND CORPORATE RESPONSIBILITY

### Targets for 2019

- To strengthen the involvement of Members of the Senior Management in Corporate Responsibility issues.
- To identify and assess the most significant issues for the responsible operation of Alpha Bank (materiality analysis).
- To enrich the Corporate Responsibility web pages on the Bank's website in order to provide its Stakeholders with more comprehensive information.
- To enhance the content and improve the way in which the Corporate Responsibility Report 2019 information is presented.

## RESPONSIBLE OPERATION

### Targets for 2019

- To perform audits in order to confirm the correct implementation of the Group's "Group Environmental and Social Risk Management Policy on Legal Entities Lending" by the Bank's Units.
- To launch the tasks for the development of an Occupational Health and Safety Management System in accordance with the ISO 45001:2018 International Standard.



## TOGETHER FOR THE MARKET

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### Targets for 2019

- To further promote Socially Responsible Investments (SRIs) through informative events.
- To develop, in collaboration with a charity, a banking product whose issuance will also be possible using the bleep app.
- To expand the special areas (digital corners) configured inside the Branches of the Alpha Bank Network, where Customers will be able to use the Bank's digital e-banking services.
- To enhance the promotion and support of the Social Contribution Programme "Bonus in Love" and enrich the Programme with even more charities and NGOs.

## TOGETHER WITH OUR PEOPLE

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### Targets for 2019

- To further record and strengthen actions regarding Health and Safety at the Workplace.
- To strengthen programmes and actions for Employees and their children, aimed at supporting their further personal development and strengthening team spirit.
- To increase the number of visits of Executives of the Human Resources Division to all the Units and Branches of the Bank, for the purpose of meeting Employees in order to understanding in further detail their business and personal needs.
- To increase the participation of Employees in the Employee Satisfaction Survey.
- To make consistent efforts to modernise operations and upgrade the services provided, by further building on the relevant experience, technology and systems.
- To ensure that Employees outside Attica also participate in the Development Centres.
- To develop actions to accelerate the talent pooling process.
- To apply the "360 degrees" Performance Assessment Programme to Senior Executives of the Bank.
- To ensure the participation of a higher percentage of Personnel in coaching programmes.
- To strengthen the Bank's presence in targeted career fora
- To develop and implement a standard for the more rational staffing of the Branch Network.
- To strengthen the Bank's presence in the social media, in order to further enhance its reputation as an employer of choice.

## TOGETHER FOR THE ENVIRONMENT

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### Targets for 2019

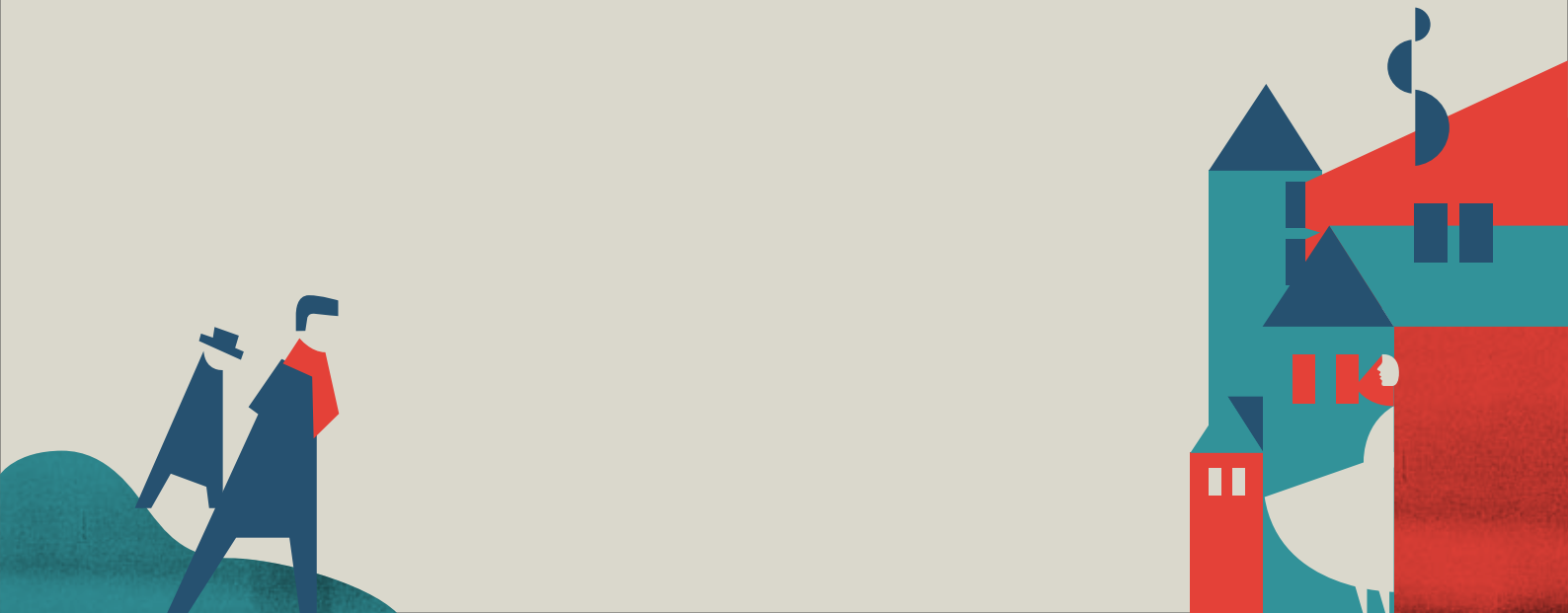
- To ensure that the Environmental Management System is certified in accordance with the ISO 14001 international standard by an external organisation.
- To improve the methods used to calculate environmental performance indicators/data.
- To further reduce the Bank's environmental footprint through a number of actions, focusing on reducing electricity consumption by 2%.
- To improve the monitoring of energy efficiency levels at the Bank's Branches and Buildings.
- To reduce the use of paper and monitor paper usage levels by means of relevant quantitative indicators.
- To increase the recycling rate of toners and ink cartridges (2018: 22%).

## TOGETHER FOR THE SOCIETY

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### Targets for 2019

- To develop a Corporate Responsibility strategy regarding the Bank's response to extraordinary natural disasters.
- To develop partnerships for the implementation actions in support of culture, health and the society.
- To broaden the scope of the initiatives and programmes that support education and training.









## ECONOMIC PERFORMANCE OF THE BANK



Alpha Bank is one of the four systemic banks in Greece and, as such, its economic performance has a broader effect on the country's economy. The Bank's optimal performance is the utmost priority for its Management. In 2018, Alpha Bank continued to consistently implement its Business Plan and was able to further strengthen its capital position.

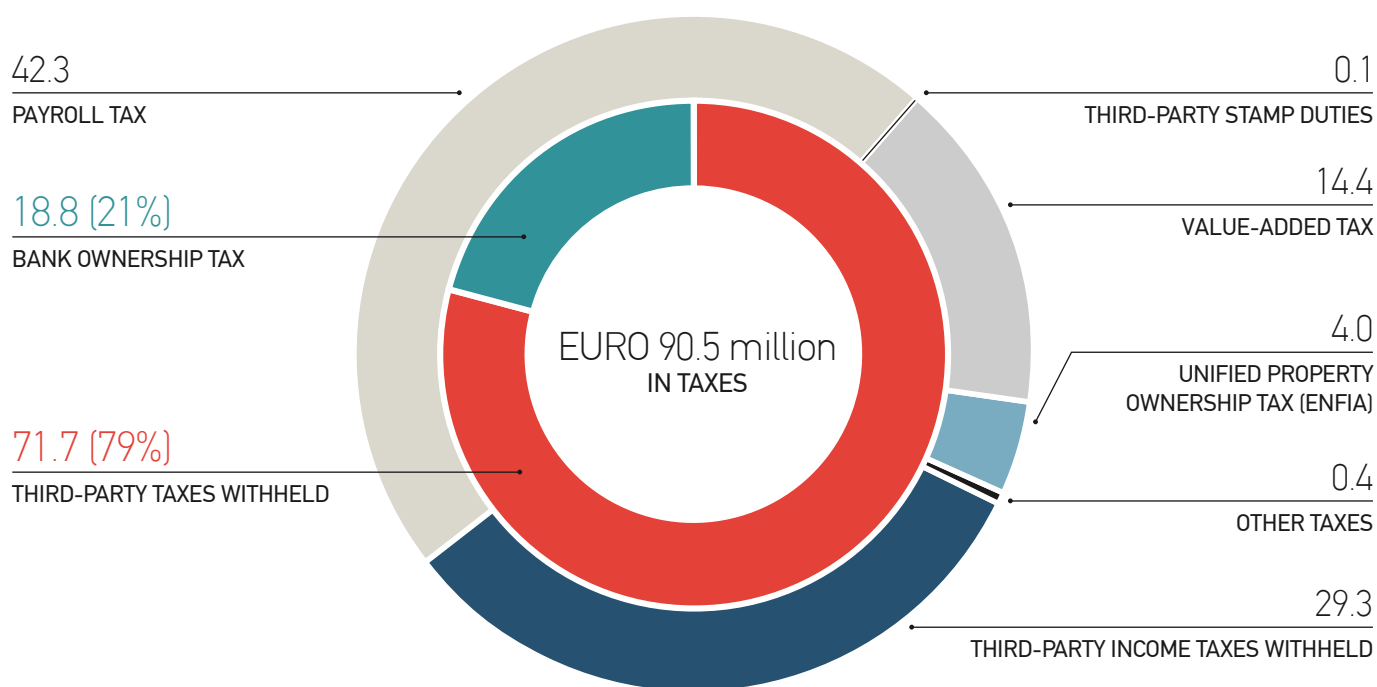
The main corporate events of 2018 were the following:

- Alpha Bank entered into a binding agreement for the disposal of a mixed pool of Non-Performing Loans and of repossessed real estate assets, with a consortium comprised of funds managed by affiliates of Apollo Global Management, LLC, and the International Finance Corporation (IFC).
- On July 31, 2018, doBank S.p.A., a leading specialised loan servicing company, entered into an agreement with the four systemic banks for the exclusive management of a portfolio of common non-performing exposures of more than 300 Greek SMEs.
- Alpha Bank successfully issued a Euro 500 million covered bond (Reg S, Soft Bullet), with a 5-year tenor and 2.75% yield to maturity, as part of its Covered Bond Programme I, which foresees the direct issuance by the Bank of up to Euro 8 billion of covered bonds. Barclays, Citi, Commerzbank, JP Morgan and NatWest Markets acted as Joint Lead Managers for the transaction.
- In September 2018, through the "COSME-LGF" Loan Guarantee Facility programme, the Bank undertook the financing of Small and Medium-sized Enterprises, which was extended by Euro 300 million. Therefore, the total funding made available to SMEs under the programme amounts to Euro 500 million.
- Alpha Bank successfully concluded the 2018 Stress Test conducted on the four systemic Greek banks, maintaining the highest capital adequacy among Greek banks.

## ALPHA BANK 2018: DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED

	in thousand Euro
Net operating income	2,000,682
<b>Direct economic value generated</b>	<b>2,000,682</b>
General administrative and other expenses	461,887
Employees salaries and bonuses (including cost/provisions for compensations under the voluntary separation scheme)	369,217
Income and other tax expenses	1,922
<b>Economic value distributed</b>	<b>833,026</b>
<b>Economic value retained</b>	<b>1,167,656</b>

## TAXES PAID IN 2018



## CAPITAL ADEQUACY

The Group's policy is to maintain a strong capital base in order to safeguard the Bank's growth and retain the trust of depositors, Shareholders, markets and business parties.

The capital adequacy is supervised by the European Central Bank (ECB) Single Supervisory Mechanism, to which reports are submitted on a quarterly basis. As of January 1, 2014, Directive 2013/36/EU of the European Parliament and of the Council of June 26, 2013, which was transposed into Greek law by Law 4261/2014, and Regulation 575/2013 of the European Parliament and of the Council of June 26, 2013 ("CRD IV") both came into effect.

The minimum ratios (common equity, Tier 1 capital and capital adequacy) for the Group are set in accordance with the aforementioned institutional framework. The Capital Adequacy Ratio is calculated in accordance with the transitional provisions, as in force.

The Capital Adequacy Ratio compares the Group's regulatory capital with the risks undertaken by the Group (risk-weighted assets).

The Group's capital adequacy ratios on 31.12.2018 are shown in the following table:

GROUP RATIOS	31.12.2018
Common Equity Tier 1 (CET1) Ratio	17.4%
Tier 1 Capital Ratio	17.4%
<b>Capital Adequacy Ratio</b>	17.4%
<b>Leverage Ratio</b>	13.35%

Regarding the impact on regulatory capital from the adoption of the IFRS 9 Standard, Alpha Bank decided to make use of article 473a of Regulation (EU) 2017/2395 and to apply the transitional arrangements provided for the calculation of Capital Adequacy, on both an individual and a consolidated basis. The Bank is adequately capitalised in order to meet the needs arising from the implementation of the new standard, as the Common Equity Tier (CET1) stands at 17,4%, while the impact from the Standard's full implementation is estimated at 3,4%, with the Group-level CET1 ratio standing at 14% as at 31.12.2018.

## 2018 STRESS TEST

In 2018, the Bank successfully concluded the 2018 Stress Test, which was conducted under a baseline and an adverse macroeconomic scenario, with a 3-year forecasting horizon (2018-2020) and a static balance sheet approach, with December 31, 2017 as the starting point, restated to account for the impact from the implementation of the IFRS 9 Standard.

The outcome was assessed in terms of the Common Equity Tier (CET1) ratio, with no hurdle rate applied.

Under the baseline scenario, the Common Equity Tier 1 (CET1) ratio for 2020 reached 20.4%, boosted by 212 basis points, mainly driven by a strong pre provision income generation according to the assumptions of the baseline scenario.

Under the adverse scenario, the minimum Common Equity Tier 1 (CET1) ratio for 2020 stood at 9.7%, down by 856 basis points, mainly as a result of the negative impact of credit risk due to the macroeconomic environment and the applied methodology.

Based on the feedback received from the Single Supervisory Mechanism, the Stress Test outcome, along with other factors, have been assessed by its Supervisory Board, pointing to no capital shortfall. Therefore, no capital needs arise as a result of the exercise.

	31.12.2017		31.12.2020	
			BASELINE SCENARIO	ADVERSE SCENARIO
Common Equity Tier 1 (CET1) capital	8,987		10,380	4,745
Risk-weighted Assets	49,240		50,949	48,982
Common Equity Tier 1 (CET1) Ratio	18.30%		20.40%	9.70%





## CORPORATE GOVERNANCE

For Alpha Bank, effective Corporate Governance is a stated objective which the Bank pursues on an ongoing basis, taking into account the requirements of the institutional framework, the best practices at international and European level, the interests of its Shareholders and the expectations of its Stakeholders and of society.

In particular, the Corporate Governance Code and the Corporate Governance practices, which the Bank applies, comply with the requirements of the relevant legislative, supervisory and regulatory frameworks, with the Greek law and the law of the European Union and with the best international practices of corporate governance.

The Alpha Bank Corporate Governance Code defines the duties and allocates the responsibilities between the Board of Directors, its Committees, the Executive Committee and the other Committees of the Bank, regulates matters concerning the composition, functioning and evaluation of the Board of Directors, the obligations of its Members, matters relating to the General Meeting of Shareholders, as well as matters relating to the Bank's Internal Control System. The Corporate Governance Code is based on the principles of responsibility, accountability, fairness and transparency.

The Bank enhances on an ongoing basis the Corporate Governance Framework which it applies, by adopting practices and measures over and above those stipulated by the relevant laws. In 2018 the Board of Directors, in the context of its regular review of matters of Corporate Governance, revised the Corporate Governance Code and the Charters of the Board of Directors' Committees (to which clearly defined and distinct responsibilities have been assigned), to ensure their alignment with the relevant regulatory framework and with the most recent best practices of corporate governance. Both the Corporate Governance Code and the Charters of the Board of Directors' Committees are posted on the Bank's website ([www.alpha.gr](http://www.alpha.gr)).

The Bank offers to the new Members of the Board of Directors an induction programme on Corporate Governance, Risk Management, Internal Audit, Compliance, Capital Adequacy and Financial Services as well as the option of attending informative seminars and briefings.

In order to further strengthen cooperation within the Group, in 2018 the Bank initiated a series of meetings between the Members of the Board of Directors of the Bank and representatives of the Group Companies.

In 2018, a roadshow took place, aiming to inform Investors about matters relating to the Corporate Governance of the Bank. Through this initiative, the Bank enhances its relations with representatives of shareholders and with institutional investors with an interest in Corporate Governance. The Bank has introduced a Code of Ethics which describes the Bank's commitments and practices regarding its activities, its management and the rules of conduct that apply to its Executives and Employees not only in their interactions with each other but also with business parties and with the Shareholders.

The application of the Code of Ethics and of the principles of Corporate Governance, together with the operation of the Audit Committee, the Risk Management Committee, the Remuneration Committee and the Corporate Governance and Nominations Committee have allowed Alpha Bank to effectively enhance the principles of integrity and transparency in its operation and to ensure the optimal risk management.

The Bank attaches great importance to matters of ethics and transparency and has in place clear rules and regulations, established by the Personnel Regulations and the Acts of the General Management, regarding matters such as the protection of personal data, the prohibition for Executives and Employees to accept gifts in the context of performing their official duties and potential cases of conflict of interests in conducting transactions.

Further details on the mechanisms which ensure Alpha Bank's effective, transparent and responsible Corporate Governance can be found in the Bank's Corporate Governance Code, in its Business Review and on its website.



## COMPLIANCE OF THE BANK



Alpha Bank complies with the applicable legal and regulatory frameworks at national as well as at European level. As part of its continuous efforts to consistently meet the expectations of its Customers and the State, Alpha Bank has introduced procedures to ensure the strict application of the regulations and decisions of the Authorities responsible for the financial sector.

The Compliance Division is responsible for managing the risk arising from non-compliance with the regulatory framework in force.

In particular, it identifies, assesses and manages the risk to which the Bank may become exposed in connection with the applicable regulatory framework.

## BASIC CODES, POLICIES AND COMPLIANCE REGULATIONS APPLIED BY ALPHA BANK

- Code of Ethics
- Corporate Governance Code
- Compliance Policy
- Human Resources Policy and Procedures
- Operational Risk Management Policy
- Fraud Risk Management Policy
- Credit Risk Early Warning Policy
- Group Credit Risk Management Policy
- Group Market Risk Management Policy
- Group Environmental and Social Risk Management Policy on Legal Entities Lending
- Group Loan Impairment Policy

- Policy on the Avoidance of Conflict of Interests
- Policy on Related Parties Transactions
- Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT) Policy Manual
- Outsourcing Policy and Procedures
- Group Personal Data Protection Policy
- Corporate Responsibility Policy
- Policy and Procedures for the Provision of Financial Assistance (Sponsorships)
- Group Environmental Management Policy
- Reporting Policy and Procedures

Throughout 2018, Alpha Bank conducted audits of transactions and Customers for compliance with the regulatory framework, aimed at combating money laundering, financial crime and fraud, using the specialised control and reporting systems it has put in place and working closely with the competent

Regulatory Authorities. In line with the Bank's firm and unwavering position against corruption, in 2018 the Market and Operational Risk Division and the Compliance Division examined all cases which could represent a risk associated with corruption and bribery.

The Bank's training programme placed emphasis on compliance and anti-money laundering, in order to raise awareness of these issues among its Executives.

More specifically, during 2018:

- A total of **29 training programmes on anti-money laundering and anti-corruption policies and procedures** were carried out, attended by **486 Executives and Officers** of the Bank. Additionally, the Bank has established the position of Anti-Money Laundering (AML) Officer in each one of its Branches. These Branch AML Officers are provided with adequate training on AML and anti-corruption policies and procedures as well as with daily telephone support by the Anti-Money Laundering and Combating the Financing of Terrorism Functional Area, the Due Diligence Measures and Suspicious Transactions Administration Functional Area and the Restrictive Measures Monitoring and AML System Administration Functional Area of the Compliance Division, to ensure that they are able to identify and handle such incidents. Once they are identified and the required actions have been completed, any cases involving money laundering and corruption are reported in writing to the Anti-Money Laundering, Counter-Terrorist Financing and Source of Funds Investigation Authority.
- In collaboration with the Training Division, the "Money Laundering" distance training (e-learning) course was updated so as to include all changes in the regulatory framework and to provide the Branch Executives and Officers with detailed instructions on how to handle such issues, in line with the Bank's efforts to offer improved and fuller training to its Personnel.

The Group's Anti-Money Laundering Policy provides, inter alia, the Group Companies in Greece and abroad with instructions on the due diligence measures that must be taken when business relations with new Customers are established as well as in relations with third parties.

The Bank has in place documented policies and procedures on the strict adherence to the legal provisions regarding the protection of individuals against the processing of their personal data. These policies and procedures are updated whenever changes occur in the said legal provisions.

The Bank strictly applies the regulatory provisions in force with regard to informing Customers when any contractual relation is established as well as during the precontractual stage. In line with this approach, it has posted on its website the terms and conditions for cards and consumer loans and, in the case of housing loans, it applies the Voluntary Precontractual Information Code. Moreover, it takes care to ensure the strict application of the regulatory provisions regarding the provision to Customers of correct and transparent information on each product it designs and offers.

Similar steps are also taken to inform Customers during investment transactions by incorporating into the Bank's policies and procedures the provisions of the regulatory framework concerning the markets in financial instruments and, in particular, of Directive (EU) 2014/65 (MiFID II) and Regulation 600/2014 (MIFIR), as these have been transposed into Greek law by Law 4514/2018.

Having as its key concern the transparency in transactions with Customers and with the public in general, the Bank updated its document entitled "Framework of Cooperation - Transaction Terms" for Individuals and Businesses, by incorporating the provisions of the regulatory framework in force and, in particular, in Law 4537/2018 "Transposition into Greek law of Directive (EU) 2015/2366 on payment services and other provisions". The Framework of Cooperation is supplied to all Customers of the Bank when deposit accounts are opened. Customers may obtain this document either by visiting an Alpha Bank Branch or from the Bank's website.

It should be noted that in 2018 no reports were made of violations involving anti-monopoly and monopoly practices and that the Bank did not fund any political party or political figure. Moreover, no significant fines were imposed on the Bank for non-compliance with the legal and regulatory framework concerning financial issues.

Finally, it should be mentioned that the Bank applies a Policy and related Procedures regarding issues related to ethics and transparency, in accordance with the principles of Corporate Governance. In this context, in 2018 it updated the Policy and Procedures in place on the Anonymous Reporting ("Whistleblowing") of serious irregularities, omissions or offences of which its Personnel, Suppliers or Customers become aware, in order to safeguard its integrity and good reputation.

## RISK MANAGEMENT

The effective management of all types of risk focuses on accurate and effective risk measurement using specialised methodologies and calculation models, as well as on the introduction of various policies and limits, through which the Bank's exposure to the various types of risk is controlled. In line with the above, Alpha Bank has in place a dedicated Risk Management Business Unit which reports to the General Manager and Chief Risk Officer (CRO) of the Group, to the Risk Management Committee and, through the latter, to the Bank's Board of Directors. More details on Alpha Bank's risk management practices along with the primary potential risks for the five areas specified by the Greek Law 4548/2018 and the General Commercial Registry's Circular 62784/2017 are presented in the Annual Financial Report.



### MANAGEMENT OF ENVIRONMENTAL AND SOCIAL RISK IN BUSINESS FINANCING

The Group's commitment to the provision of banking services and products that promote sustainable development as an integral part of its Corporate Responsibility Policy is enhanced by the effective management of the environmental and social dimension of financing. It is further strengthened with the incorporation of the **"Group Environmental and Social Risk Management Policy on Legal Entities Lending"** in the existing Credit Risk Management Framework and Credit Policy of the Group. The new policy took effect in July 2016 and is available on the Alpha Bank Intranet.

The Policy presents the responsibilities and the approach followed in managing environmental and social risk at every stage of the lending process – from identifying the origin of credit risk to assessing it, granting final approval and monitoring the Group's Wholesale Banking Customers. It also provides an industry-specific Exclusion List (i.e. a list of industries that the Group does not finance) as well as a list of crucial industry sectors/activities associated with environmental and social risk. Based on their risk level, borrowers/projects are classified into high, medium and low-risk categories. Following an agreement with the other systemic banks, as of early 2018 and in the cases of new financing applications, the risk assessment scope was extended to include an inspection conducted at the facilities of the debtors / of the financed projects.

The environmental and social risk associated with lending to legal entities is taken into account in all cases by the relevant Credit Committees, is indicated by the corresponding flag in the credit proposals submitted and is entered in the Alpha Bank Rating System (ABRS) IT application. The "Group Environmental and Social Risk Management Policy on Legal Entities Lending" provides for different application levels depending on (a) the Customer's environmental and social risk rating and (b) the type of financing. In all cases, custom questionnaires are completed in order to establish a summary background of the Customer, while in cases where specific criteria are met, a specialist advisor conducts an inspection to identify, assess, mitigate and/or eliminate any potential environmental and social risk. In the event that related issues arise from the inspection, remedial actions to be carried out within a specific time schedule are agreed with the Customer and this agreement is reflected in the contractual documents.

During 2018, environmental and social risk assessment inspections were carried out for 105 Customers, who on 31.12.2018 represented Euro 695 million of total outstanding business credit balances. In addition, in all cases where new financing arrangements for Project Finance investments are approved, the environmental and social risk is assessed thoroughly by means of an inspection.

In 2018, there were no cases where credit was not approved due to issues that arose during the assessment of the specific risk.

It should be noted that, in line with the training plan of the Training Division, in-house business financing seminars are conducted at the Bank, whose training material includes a relevant section on environmental and social risk in business financing. In addition, upon the initiative of the Credit Risk Policy and Control Division, informative meetings are organised for the relevant Units.

In 2018, the brochure on the Environmental and Social Management System (ESMS) was published, in cooperation with the Executive Committee of the Hellenic Banking Association (EET). The brochure is addressed both to the banks' existing businesses-customers and to those looking to obtain a business loan for the first time. The brochure details the main elements of the methodology used to assess environmental and social risk, as well as the potential benefits for businesses.

It should be noted that, as part of banking operations, the implementation of environmental and social policies regarding products and services lies within the Audit Universe of the Bank, where risks are assessed annually, in accordance with the relevant methodology of the Group.

These risk assessments are carried out in accordance with the International Standards for the Professional Practice of Internal Auditing.

## MANAGEMENT OF ALPHA BANK GROUP SYSTEMS

The complete set of an Organisation's policies and procedures, whose purpose is to achieve a specific objective (quality of products, environmental performance etc.) represents an integrated management system. Recent years have seen a growing acknowledgment of the need for the standardisation of management systems in accordance with International Standards, so as to promote quality, safety and reliability in the products and services offered to Customers and, by extension, to society.

The long and successful history of the Alpha Bank Group confirms its ability to innovate and adapt to an ever-changing and often unpredictable environment. Its organisation and operation follow the best banking and business practices, which are accompanied by certifications in accordance with the most widely recognised International Standards (ISO 9001, ISO 20000, ISO 22301, ISO 27001 etc.) in critical areas of operations.

The certified management systems which the Alpha Bank Group already has in place are designed to enable it to better respond to the ever-changing needs of Customers, in full alignment with the applicable legislative and regulatory requirements. At the same time, the certification of critical operations in accordance with international standards seeks to establish a resilient Organisation, which successfully addresses issues such as the early identification, measurement and management of the undertaken risks, compliance with the applicable legislative and regulatory framework, the continuous improvement of products and services offered, the modern and more effective monitoring and the centralised management of all of the Group's management systems, in order to ensure that the Customers' banking needs are addressed in a responsible manner and safeguard its approach to matters of:

- Administrative and Organisational Structure
- Sustainability
- Social Responsibility.

In order to enhance the monitoring and centralised management of all the management systems which the Group has in place, in 2018 the Bank established in the Organisation Division the "Group International Standards Certification Management" Functional Area, which:

- Proposes, at Group level, the certification strategy, policy and methodology per International Standard (ISO, British Standard etc.).
- Evaluates and oversees the application of International Standards at Group level.

By establishing a framework and uniform procedures for the management of certifications in accordance with International Standards, the Alpha Bank group gains a competitive advantage in the provision of quality products and services.

The relevant International Standards are listed below, followed by a table showing the Bank Units and Group Companies which held ISO certifications in 2018:

- ISO 9001 (Quality Management System)
- ISO 20000 (IT Services Management System)
- ISO 27001 (Information Security Management System)
- ISO 22301 (Business Continuity Management System).



TYPE OF CERTIFICATION				
BANK UNITS / GROUP COMPANIES	ISO 9001	ISO 20000	ISO 27001	ISO 22301
<b>ALPHA BANK</b>				
Human Resources Division	✓	—	—	—
Internal Audit Division	✓	—	—	—
Project Management Division	✓	✓	—	✓
IT Applications Division	✓	✓	—	✓
IT Systems Division	✓	✓	—	✓
Cybersecurity and Information Security Division	—	—	✓	✓
Back Offices - Investments Division	✓	—	—	✓
Organisation Division	—	—	—	✓
Procurement, Property and Security Division	✓	—	—	—
Operations Division	✓	—	—	✓
Credit Operations Division	✓	—	—	✓
Payments Operations Division	✓	—	—	✓

BANK UNITS / GROUP COMPANIES	TYPE OF CERTIFICATION			
	ISO 9001	ISO 20000	ISO 27001	ISO 22301
<b>ALPHA BANK</b>				
Trading Division	—	—	—	✓
Financial Products Division	—	—	—	✓
<b>GROUP COMPANIES</b>				
Alpha Supporting Services S.A.	✓	✓	✓	✓
Alpha Bank Romania S.A.	—	—	—	✓
Alpha Finance Investment Services S.A.	—	—	—	✓
Alpha Leasing S.A.	✓	—	—	✓
Alpha Astika Akinita S.A.	✓	—	—	—

Moreover, the Group Company Alpha Supporting Services S.A. has been certified in accordance with the ISO 14001 (Environmental Management System), ISO 45001 (Occupational Health and Safety Management System) and BS 10012 (Personal Information Management System) standards.

Regarding in particular the application of Quality Management Systems, critical business operations of the Bank and the Group have been certified in accordance with the ISO 9001 International Standard. These include the following: "Fund Transfers / Payments, Central Vault and Cash Centres, Management of Customer Cases, Information Technology, Internal and Special Audits, International Trade and Letters of Guarantee, Management of Equipment and Fixed Assets etc."

Apart from the above, actions are underway for the certification of the new "Group International Standards Certification Management" Functional Area of the Organisation Division, as well as for extending the existing ISO 14001 (Environmental Management System) and ISO 45001 (Occupational Health and Safety Management System) certifications to the Bank.

## BUSINESS CONTINUITY MANAGEMENT IN THE ALPHA BANK GROUP

### GROUP BUSINESS CONTINUITY MANAGEMENT FRAMEWORK

The development by Alpha Bank of a comprehensive and effective Business Continuity Management Framework ensures, to the maximum extent possible, the protection of the health and safety of Employees, the uninterrupted provision of services to Customers and other Stakeholders (Shareholders, business partners, suppliers, Regulatory and State Authorities etc.) and the minimisation of the consequences (in terms of operation, finances, legal issues and reputation) in case of an unforeseen event which can affect its operation.

The high-level principles of the Business Continuity Management Framework for credit institutions were introduced in 2006 by the Basel Committee on Banking Supervision. Since then, the relevant legal and regulatory frameworks (Bank of Greece Governor's Acts, Guidelines of the European Banking Authority, Markets in Financial Instruments Directive - MiFID II, General Regulation on the Protection of Personal Data - GDPR etc.) are constantly revised and developed further, in line with international standards and, in particular, with the ISO 22301 Standard (Business Continuity Management System), which lays down the basic principles and the specifications for the management of business continuity.

Alpha Bank, a pioneer in Business Continuity at European level, has been applying since 2008 a **uniform** Business Continuity Management Framework for the entire Group. This Framework is based on best practices and methodologies and has been certified in accordance with the ISO 22301 international standard (Business Continuity Management System) from the very first year of the standard's implementation. This certification is maintained and renewed through annual inspections carried out by the international certification body TÜV AUSTRIA (the last such inspection took place in November 2018).

### ISO 22301 CERTIFICATION (BUSINESS CONTINUITY MANAGEMENT SYSTEM)

The scope of application of the ISO 22301 certification of the Bank and of the Group Companies encompasses critical operations as well as additional services and is considered to be significantly more extensive compared to the one applied by other financial sector companies in Europe as well as internationally.

In particular, the high level of knowledge, awareness and training of the Personnel regarding the business continuity processes, was ascertained in 2018 by the certification body during the renewal of the certification of the following Companies:

- Alpha Bank A.E. (parent company)
- Alpha Bank Romania S.A.
- Alpha Leasing S.A.
- Alpha Supporting Services S.A.

Moreover, Alpha Finance Investment Services S.A., which has been implementing the Group's Business Continuity Framework since 2008, was certified for the first time in 2018.

### APPLICATION OF THE BUSINESS CONTINUITY MANAGEMENT FRAMEWORK

The purpose of the application of a comprehensive Business Continuity Management Framework in accordance with ISO 22301 is to strengthen the resilience of the Bank and the Group Companies, so that any risks and threats which might impact the Group's smooth operation and the quality of the services provided can be identified and dealt with as early as possible.

In accordance with the procedures of the above Framework, the following are carried out annually:

- **Risk Analyses**, in order to identify and limit vulnerabilities, threats and risks that may affect the operations of the Bank and of the Group Companies.
- **A Business Impact Analysis**, for all Business Units and their operations, in order to assess, for the operations involved:
  1. their criticality (setting of recovery priorities);
  2. the impacts (operational and financial) from their disruption;
  3. the recovery requirements in human resources, equipment and systems;
  4. the interdependencies with other Business Units within the Group, as well as with critical third parties (service providers, suppliers, supervisory bodies etc.).

The results of the above are used as input to the development and implementation of the **Disaster Recovery Strategy** and the **Business Continuity Plans**.



**DISASTER RECOVERY STRATEGY: INDICATIVE SCENARIOS COVERED**

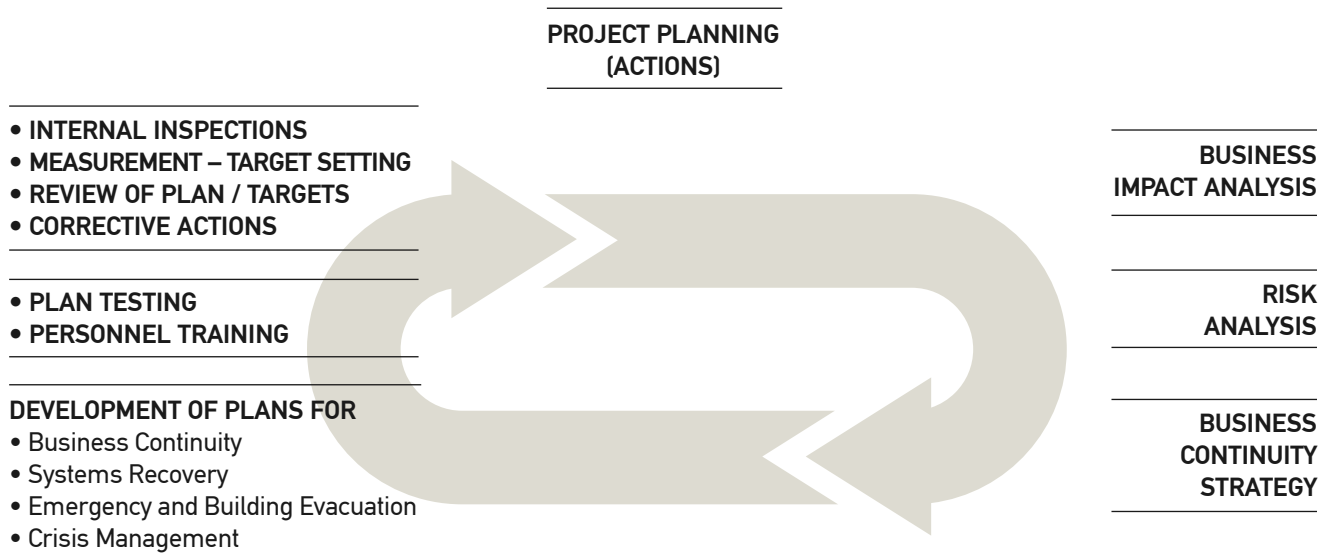
SCENARIOS	AVAILABILITY OF PERSONNEL	AVAILABILITY OF BUILDINGS	AVAILABILITY OF SYSTEMS	RECOVERY STRATEGY APPLIED
1.	✓	X	✓	Continuation of operations with the relocation of the Personnel to an alternative operation site
2.	✓	✓	X	Continuation of operations with the activation of backup systems on the basis of the Systems Disaster Recovery Plan
3.	✓	X	X	Continuation of operations with the activation of backup systems and the parallel relocation of the Personnel to an alternative operation site
4.	X	✓	✓	<ul style="list-style-type: none"> <li>• Application of digital banking and alternative networks (ATMs/ACTCs, web banking, telephone banking etc.) for the automation and the performance of operations directly by the Customer without the presence of Personnel</li> <li>• Development of a Pandemic Plan for managing pandemic incidents that may cause absence of a significant number of Employees (e.g. 80%)</li> </ul>

The responsibility for maintaining and improving the Group Business Continuity Management Framework and the Group Business Continuity Plan rests with the Organisation Division.

In each Business Unit of the Bank, a Business Continuity Officer has been appointed who is coordinating the update and the tests of the Plan for his/her Unit.

Similarly, in the Group Companies in Greece and abroad, Business Continuity Coordinators have been appointed or local Business Coordination Offices have been established. These ensure adherence to the relevant procedures, in order to achieve uniformity and compliance with the requirements of the Group Business Continuity Management Framework.

The Business Continuity management cycle, on the basis of the **Group's ISO 22301-certified uniform Framework**, is shown in the graph below:



The collection, processing, monitoring and extraction of the information required for the purposes of Business Continuity Management for the Bank and the Group Companies take place via a centralised system (software), which covers the requirements of the ISO 22301 standard, facilitates and simplifies to a great extent the relevant procedures, while also reducing the likelihood of human error.



## PERSONNEL TRAINING AND BRIEFING

The effective operation and application of the Business Continuity Framework depends greatly on the human factor and on the Personnel's knowledge of their roles and responsibilities in the development, implementation and trial application of this Framework.

Over the past few years, Alpha Bank has been regularly implementing an extensive Business Continuity training programme, in order to brief the Group's Personnel on issues pertaining to the Business Continuity Plan. The Business Continuity training programme consists of the following modules:

### 1. Orientation Exercises and Tabletop Exercises

Specifically, in 2018 **theoretical training sessions** consisting of Orientation and Tabletop Exercises took place, attended by representatives from 65 Business Units of the Bank and from all Group Companies.

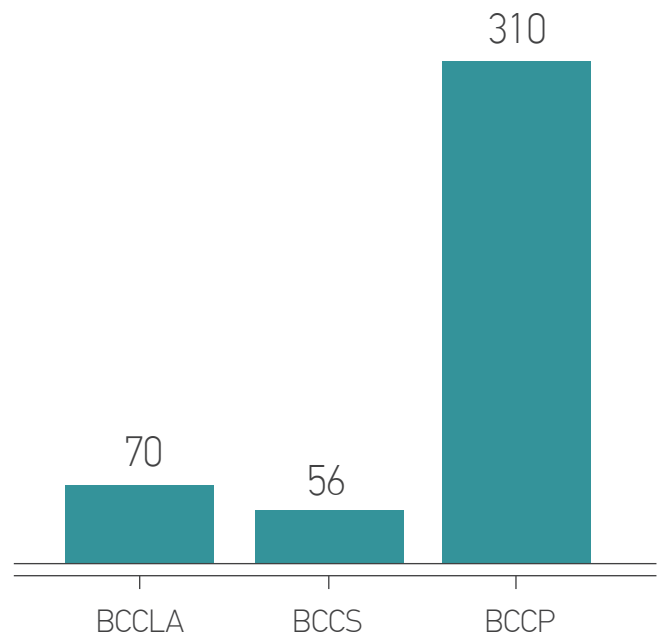
Furthermore, concerning Emergency and Building Evacuation procedures, the Procurement, Property and Security Division, which is responsible for the application of the corresponding Plan, carried out evacuation trainings and drills in Head Office Units and in the domestic Branch Network. Similar activities were also carried out by the competent Units of Group Companies abroad.

### 2. In-house Business Continuity Management Training Programmes

Since 2014, in-house training programmes for the certification of Executives in Business Continuity Management have been developed and are conducted on an annual basis.

In 2018, a total of 92 Executives of the Bank and of the Group Companies were certified, of which 40 as Business Continuity Certified Planners (BCCL), 41 as Business Continuity Certified Specialists (BCCS) and 11 as Business Continuity Lead Auditors (BCLA). Since 2014, a total of 436 Executives of the Bank and the Group Companies had been certified.

### CERTIFIED EXECUTIVES (2014-2018)



The high level of training in Business Continuity that the Personnel of the Bank and the Group Companies have received, combined with the distinctions that the Bank and the Group Companies have received for the Business Continuity Management System in relevant competitions, are tangible proof of the full integration of Business Continuity into the Bank's operation.

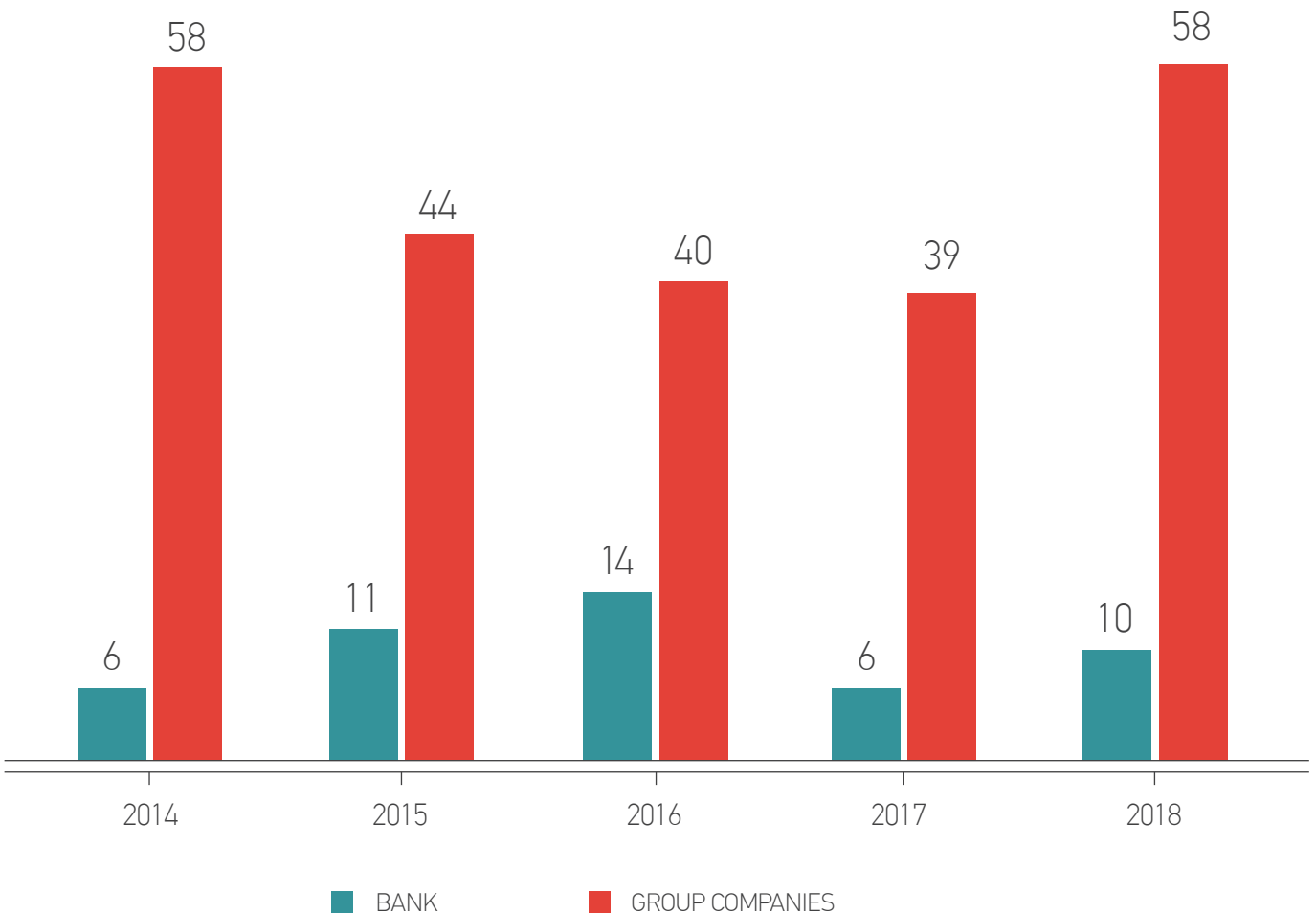
### FUNCTIONAL TESTS

During the Functional Tests, participating Employees move to the recovery area, in order to confirm the correct operation of the recovery infrastructure, including IT infrastructure (applications, terminals, peripheral equipment etc.) and networks (communication and data). They also familiarise themselves with their roles and duties during recovery (organisation, management structure, actions and communication).

In 2018, a total of 68 functional tests were carried out at Group level (in Greece and abroad), of which six (6) involved Units of the Bank and 58 involved Units of Group Companies.

Over the last five years (2014-2018), a total of **286 functional tests** were carried out at Group level (in Greece and abroad), of which 47 involved Units of the Bank and 239 involved Units of Group Companies, as follows:

### NUMBER OF FUNCTIONAL TESTS



It is also clarified that, in addition to the above, the IT Units in charge in Greece and abroad are also carrying out Disaster Recovery Testing on an annual basis.

## RESPONSIBLE PROCUREMENT

The purpose of Alpha Bank's Procurement Policy is to ensure delivery to the Bank's internal network of services/materials meeting the required standards, at optimal cost and within schedule.

To this end, the following are carried out:

- Actions to reduce the operating costs of the Bank and the Group Companies as well as planning and monitoring the implementation of these actions.
- Market research to identify and evaluate potential suppliers and record-keeping of updated prices for every type of purchase.
- Implementation of the Bank's procurement processes and application of the relevant principles by the Group Companies.
- Monitoring of the implementation of the Investments and Expenditure Budget regarding the procurements included in it.
- Preparation of technical and financial proposals on projects/ procurement activities.
- Drafting of supply contracts, service contracts and maintenance contracts.
- Definition and monitoring of the acceptable levels of operation for services outsourced to third parties by means of Service Level Agreements (SLAs).
- Planning and carrying out of tender procedures for the award of contracts for the supply of goods and the provision of services.
- Negotiation, evaluation and selection of a Supplier for the preparation, publication and processing of Requests for Information (RFIs) and Requests for Proposal (RFPs) as well as for conducting electronic auctions (e-Auctions).
- Identification/assessment of the Group's needs throughout the year.
- Monitoring of the progress of assignments, contracts and the accounting processing of the approved Investments and Expenditures.
- Monitoring the smooth operation of the Bank's warehouses and the warehouses of the suppliers of the Bank's Network.

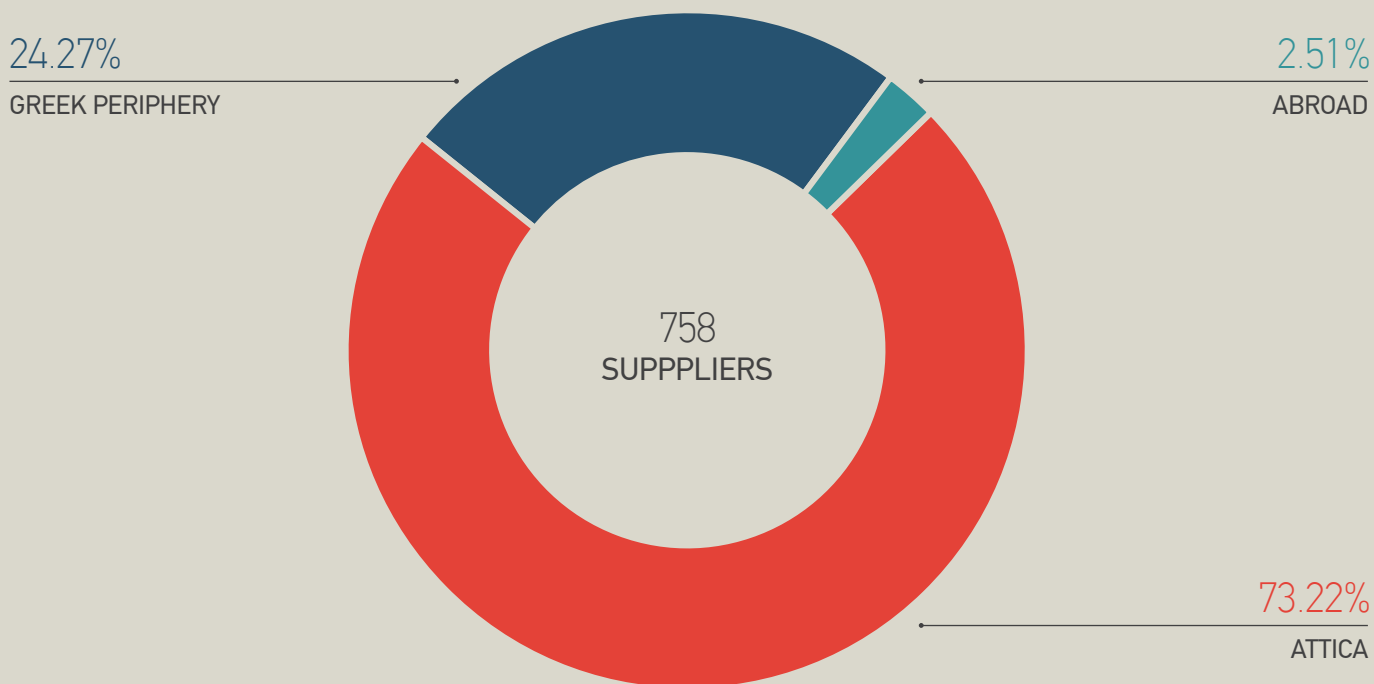
In December 2018, the register of suppliers kept by the Procurement, Property and Security Division contained entries for 758 Suppliers in Greece and abroad, with which the Division can cooperate. Collaboration with these Suppliers involves the supply of products or services (consumables and printed material, electrical and electronic (IT) equipment, cleaning services, dining services, general maintenance services, IT support services, technical projects and contracts for works). In addition, these Suppliers cover all kinds of suppliers (contractors, consultants, distributors, logistical support partners, sales representatives, manufacturers).

Suppliers are evaluated regularly, according to their performance and economic activity. Among other things, the Bank evaluates whether Suppliers have in place management systems in line with international standards such as ISO 9001, ISO 18001 and ISO 14001.

It is pointed out that efforts are made to support the local communities, as for certain services (e.g. cleaning) the Bank cooperates with local Suppliers.



## GEOGRAPHIC DISTRIBUTION OF THE SUPPLIERS IN ALPHA BANK'S SUPPLIER BASE



## 2018 Target

| To implement the Suppliers Code of Conduct.

Alpha Bank plans to develop a procurement policy framework for all Group Companies, to ensure that their procurement activities are coordinated and the benefits of efficient procedures are regularly secured. Any additional actions in connection with responsible procurement (such as the Suppliers Code of Conduct) will be reconsidered in the light of the new procurement policy.



TOGETHER | 47  
FOR THE MARKET



## MODERN BANKING



The Bank's strategy and operation are pivotal in developing and providing quality products and services with consistency and speed. Modern banking requires a modernised Branch Network, alternative networks and electronic services, the facilitation of access to financial services for all and the support of Customers, so that they can better cope with the prevailing socio-economic conditions. A well-planned strategy allows the Bank to keep improving its products and services in terms of both quality and quantity, to address all the banking needs of Customers in a modern and responsible manner and to ensure its smooth day-to-day operation.



and real estate management.

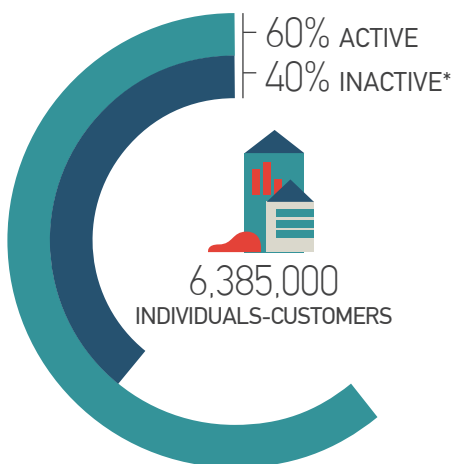
Alpha Bank offers a wide range of quality financial products and services, including retail banking, wholesale banking, asset management and private banking, insurance products, investment banking, brokerage

Detailed information about the Bank's areas of activity, products and services is available in its annual Business Review and on its website, [www.alpha.gr](http://www.alpha.gr).

In 2018, the Bank had a total of **6,961,000** Customers (both Individuals and Legal Persons).

Of this total number, **60%** (4,185,000 Individuals and Legal Persons) are active Customers.

## ALPHA BANK CUSTOMERS IN 2018



**\*Inactive Individual-Customer:** Has no active lending account (loan and/or card), has less than Euro 100 in deposits and has conducted no transactions in the last three months.



**\*Active Business-Customer:** A business with at least one product/service (deposit account, loans, investments, letters of guarantee, Leasing, POS or import/export turnover).



CUSTOMERS OF ALPHA BANK GROUP BANKS ABROAD IN 2018

	CYPRUS	ROMANIA	ALBANIA	UNITED KINGDOM
 BUSINESSES	7,251	25,541	13,443	400
 INDIVIDUALS	75,354	352,041	279,561	2,600

The Bank develops and offers products and services in response to the needs of the modern economic environment, taking economic, social and environmental factors into consideration.

The Bank keeps improving its services and facilitates customer access to these services and its products. In addition to Greek, the Alpha Bank website is also available in English and the same applies to its Customer Service Call Centre. Similarly, Customers visiting Branches can also be served in English, while the option to select an English-language interface is available in all of the Bank's ATMs.

BRANCH NETWORK

On 31.12.2018, the Branch Network of the Bank comprised 431 Branches in Greece and one Branch abroad (UK), excluding Business Centres and Alpha Private Bank Centres, covering

all of Greece and serving major urban centres as well as less densely populated and financially robust areas.

2018 Target

To gradually increase the percentage of Alpha Bank Branches that are accessible to people with mobility impairments, so that most of the Bank's Branches become accessible to them.

Out of a total of **431** Branches in Greece,

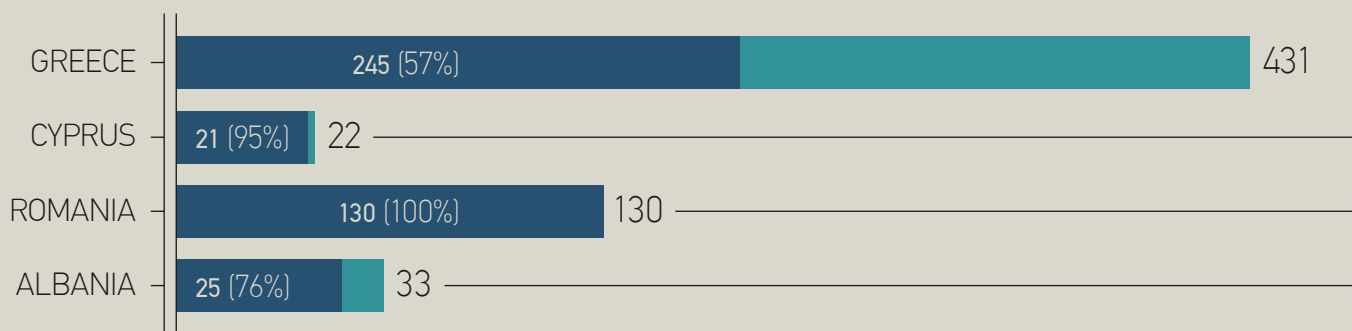
**245** are accessible to people with disabilities (PwD),

of which **105** are fitted with a fixed ramp, two with a movable ramp and two with a special elevator.

The percentage of Branches accessible to persons with mobility impairments has increased to 57%.

ALPHA BANK GROUP BRANCH NETWORK

TOTAL NUMBER OF BRANCHES: 617\*



\*The total number of Branches includes one Branch in the United Kingdom.

BRANCHES ACCESSIBLE TO PWD



PREFECTURE		NUMBER OF BRANCHES	PREFECTURE		NUMBER OF BRANCHES
<b>THRACE</b>	EVROS	5	<b>CENTRAL GREECE</b>	AITOLOAKARNANIA	5
	XANTHI	2		ATTICA	179
	RODOPI	2		VIOTIA	4
<b>MACEDONIA</b>	GREVENA	1		EVIA	6
	DRAMA	2		EVRYTANIA	1
	IMATHIA	4		FTHIOTIS	4
	THESSALONIKI	41		FOKIDA	2
	KAVALA	5	<b>PELOPONNESE</b>	ARGOLIDA	4
	KASTORIA	2		ARKADIA	4
	KILKIS	2		ACHAIA	9
	KOZANI	6		ILIA	4
	PELLA	4		KORINTHIA	6
	PIERIA	3		LAKONIA	4
	SERRES	4	MESSINIA	8	
FLORINA	2	<b>AEGEAN ISLANDS</b>	DODECANESE	15	
CHALKIDIKI	3		CYCLADES	17	
<b>EPIRUS</b>	ARTA		2	LESVOS	5
	THESPROTIA		2	SAMOS	3
	IOANNINA		5	CHIOS	3
	PREVEZA	1	<b>CRETE</b>	HERAKLION	9
<b>IONIAN SEA</b>	ZAKYNTHOS	1		LASITHI	3
	CORFU	5		RETHYMNON	2
	CEPHALONIA	5		CHANIA	5
	LEFKADA	1			
<b>THESSALY</b>	KARDITSA	1			
	LARISSA	8			
	MAGNESIA	7			
	TRIKALA	3			

Alpha Bank has an extensive network of Branches and off-site ATMs across Greece. It should be noted that the Bank operates 13 Branches, 3 Agencies and 20 ATMs in as many sparsely populated areas with less than 2,000 inhabitants. Moreover, in areas with a population between 2,000 and 5,000 inhabitants, the Bank has a significant presence with 43 Branches and 38 ATMs.

## CUSTOMER SERVICE FOR PEOPLE WITH VISUAL IMPAIRMENTS

Alpha Bank, in line with its efforts to serve people with disabilities (PwD), is taking a number of steps in order to facilitate their access to the Bank's services.

In particular, Customers with visual impairments are offered the following possibilities:

- Customer service at Branches without the need to be accompanied by witnesses.
- Printing of Bank documents in Braille (the estimated time required to satisfy relevant requests is seven (7) calendar days).

## ALTERNATIVE NETWORKS

The advertising campaign for **myAlpha**, the new e-banking pillar of Alpha Bank, is at its final stage. The new pillar brings together all online services and products of the Bank: the existing remote banking service Networks **myAlpha Web**, **myAlpha Mobile** and **myAlpha Phone**, together with **myAlpha Wallet**, the Bank's digital wallet.

Almost **85%** of money transactions were carried out via the Alternative Networks.

On 31.12.2018, the total number of active Retail and Business subscribers to the e-Banking services (Web and Mobile) was up by 23% compared to 2017, while transactions across all Alternative Networks reach 85% of the transactions carried out at the Bank.

With a view to providing the ever-increasing number of its Customers with uninterrupted quality services and efficient support, a number of new functionalities were developed and introduced, such as the possibility for Customers to sign up for the e-Banking services online, without having to visit a Branch, the option to upload the documents required to certify or update their personal details, and the upgrade of the functions regarding the management of the users' approval levels and access rights in the e-Banking for Businesses.

>**83%** of money transactions were carried out via the Alternative Networks across all Group Banks.

At the same time, the development and implementation of modern solutions which make transactions easy and accessible to all continued, aimed at broadening the range of transactions which are carried out electronically compared to payments in cash, which waste resources (employment of personnel, handling of physical money etc.) and thus burden the economy.

## 2018 Target

To configure a special area (digital corner) inside the Branches of the Alpha Bank Network, where Customers will be able to use the Bank's digital e-banking services.

In 2018, special areas (digital corners) were configured in 90 Branches of the Alpha Bank Network, where Customers are able to use the Bank's digital e-banking services.

### MAJOR EVENTS IN 2018

- With a view to upgrading the e-Banking services in order to provide Customers with a **strong identification mechanism and a uniform security experience**, the procedure for issuing them with an Additional Password for carrying out sensitive transactions was changed. The Additional Password is now sent exclusively to the Customer's mobile telephone, either by SMS or via the Viber app, while obtaining it is now mandatory when signing up for the services. In the same context, the payment procedures were also simplified and most payments can now be made without an Additional Password.
- The **e-Banking codes are now the only credentials required to log in to all myAlpha electronic services**.
- The portfolio of debit cards was enriched with the addition of two **new cards, Alpha Bonus Enter Visa and Alpha Bonus Enter Mastercard**, which offer significant benefits compared to the existing cards and are aimed at boosting the use of cards instead of cash in transactions for everyday purchases.
- The **new bleep prepaid card**, which is available exclusively via a smartphone app, allows Customers to acquire it without having to visit a Branch of the Bank. The card is managed entirely online (issuance, topping up, unloading). In the first few months after its launch, there have already been approximately **20,000 registrations** for the new card.
- The new upgraded **PIN by SMS** service allows Customers to receive their card's PIN on their mobile telephone by SMS, without the need for the Bank to send it by separate letter or to ask Customers to visit a Branch in order to collect it, thus greatly helping reduce mailing volumes.

## DISTINCTIONS IN 2018

2018 was yet another year in which Alpha Bank received a significant number of distinctions for its advanced e-banking and e-payment services as well as for its overall presence and strategy in this particular sector.

These included the following:

### 2018 Mobile Excellence Awards

- **Grand prize** for the total number of distinctions received in the 2018 Mobile Excellence Awards for the "myAlpha Mobile" app and "myAlpha Wallet".
- **Gold award** in the "**Mobile Banking Services**" category for the "myAlpha Mobile" app.
- **Gold award** in the "**Mobile Wallet**" category for "myAlpha wallet".
- **Silver awards** in the "**Business Process Re-engineering through Mobile**" and "**Use of Mobile for P2P Payment**" categories for the "myAlpha Mobile" app.

### 2019 e-volution Awards

- **Gold award** in the "**Digital Innovation**" category for the "bleep" app.
- **Silver award** in the "**Technological Innovation**" category for the "Alpha Secure Web" service.
- **Silver award** in the "**Mobile app**" category for the "bleep" app.

Moreover, based on the results of the country-wide consumer survey carried out by the market research firm IRI, the new **bleep** prepaid card received the "**Product of the Year**" award in the "**Prepaid bank card**" category.

## ALPHA E-BANKING SERVICES

True to the Bank's commitment to providing a truly comprehensive electronic service via **myAlpha Web** and **myAlpha Mobile**, in 2018 payment services were enriched with the addition of 110 new codes, bringing the total number of available payment types to over 700. At the same time, the effort to upgrade the information provided for products, the transaction services and the online products available has been ongoing, leading to an even better Customer experience in the use of Alternative Networks.

## MYALPHA MOBILE

1 out of every 2

Subscribers to the Bank's Alternative Networks is now using the mobile app on a monthly basis.

1 out of every 4

active Alpha e-Banking Subscribers is using exclusively myAlpha Mobile to obtain updates and carry out transactions.

The **myAlpha Mobile** service has been growing dynamically over the last few years, with the number of new users joining the service increasing steadily. On 31.12.2018, the number of active subscribers to the service was up by 50% compared to 2017. Moreover, the number of Customers who use exclusively **myAlpha Mobile** on their mobile telephone increased by 83%. Characteristic of the service's strong performance in 2018 is the fact that one out of every two subscribers to the Alternative Networks is now using the mobile app on a monthly basis, while one out of every four active e-Banking Subscribers is using exclusively this service to obtain updates and carry out transactions.

The new "Scan to Pay" function offered by **myAlpha Mobile** as of September 2018 has made many payments to organisations and businesses even easier, as users no longer need to enter payment codes but can instead use their mobile telephones to scan the barcode or QR code printed on the bill they wish to pay.

## MYALPHA WEB

50% of the new Term Deposits are created online.

On 31.12.2018, the number of active Subscribers to **myAlpha Web for Individuals and for Businesses** was up by 15% compared to 2017, while the number of transactions carried out through the service increased by 11% compared to the previous year.

In addition to operational upgrades, the **myAlpha Web for Individuals** was enriched with the addition of new online products, such as the Alpha Save Smart account and the option to apply for new debit cards. It should be noted that online Term Deposits currently account for 16% of the total number of Term Deposits opened by Individuals and for 9% of their total value, while 50% of the new Alpha Save Smart accounts were opened online with corresponding deposit amounts that account for 20% of this product's total portfolio.

In April 2018, the upgrade of the functions regarding the management of the users' approval levels and access rights in **myAlpha Web for Businesses** was completed, covering all types of company structures and all particularities that may apply concerning their approval levels.

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## MYALPHA PHONE

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In order to provide Customers with support over the telephone regarding the provision of information and carrying out transactions, the **myAlpha Phone** service is available, via an automated service system or with the assistance of a Call Centre Agent. It should be noted that this Service is particularly helpful in providing access to banking services for Customers with mobility issues or visual impairments.

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## ELECTRONIC PAYMENT SERVICES

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### "myAlpha wallet"

| +31% in users of "myAlpha wallet".

In 2018, Alpha Bank continued its efforts to further develop electronic banking with innovative solutions and proceeded with the addition of new functions and services to **myAlpha wallet**, the digital wallet for payments and purchases all over the world.

Major additions to the Service included the ability for users to log in using their Alpha e-Banking or bleep app codes (for both new and existing users) and the ability to add company cards to their profile in **myAlpha wallet**.

Moreover, the Service was further improved, always with a view to enhancing its ease of use for Customers. The Tap 'n Pay app has seen the addition of a widget capability, to allow Customers to carry out contactless payments even faster while, at the same time, Customers were also given the possibility to change the order in which cards are displayed in **myAlpha wallet**.

**myAlpha wallet** continued its strong performance, reflected in the increase in the number of the service's users by 31%. Registered users currently stand at over 85,000 and carried out more than 115,000 bill payments during 2018. In addition, during the year 2018 the Service app was downloaded approximately 85,000 times from the App Store and Google Play. As regards the Tap 'n Pay service, the number of users increased by 50% to nearly 20,000 and carried out around 300,000 transactions with a total value of Euro 7 million.

### "Alpha SecureWeb"

With the upgraded **Alpha SecureWeb** service, cardholders of all American Express®, Visa and MasterCard debit and credit cards issued by Alpha Bank can make their online purchases securely and easily, using the one-time password they receive by SMS on their mobile telephone. This makes electronic transactions with payment cards easier for Customers, in line with the current trend according to which e-commerce transactions are increasing compared to transactions at stores. This results in saving resources, as less visits to actual stores are required and the online purchase experience is improved, with user-friendly technology tools.

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## ELECTRONIC SERVICES FOR BUSINESSES

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### "Alpha e-Commerce"

| +27% in active Subscribers.

| +39% in the number of transactions.

The increase in the number of new businesses that signed up for the **Alpha e-Commerce** service and in the number of transactions carried out via the service continued during 2018 as well.

The increase in the number of transactions carried out using the **MyBank** service was also noteworthy, as it more than doubled compared to 2017. Specifically, the number of transactions stood in excess of 125,000 and a similar increase was recorded in the corresponding turnover, which exceeded Euro 40 million.

Moreover, the option to pay using “Discover” cards was added to **Alpha e-Commerce**, making it the only e-commerce platform in the Greek market to accept the cards of virtually all global card payment systems (Visa, Mastercard, American Express®, Diners Club, Discover and Maestro).

### “Alpha Mass Payments” service (mass payments/ collections and standing orders)

The **Alpha Mass Payments** service supports the collection of debts due via standing orders and/or alternative networks, as well as the execution of mass payments (e.g. payroll, payments to suppliers etc.). The Service has a particularly easy-to-use work environment, offers functions that allow the user to create, send and monitor the progress of mass payment orders (e.g. payroll or payments to suppliers) and is a valuable tool for enterprises of any size.

### Automated Banking Services

| 1,154 ATMs in total.

| 292 ATMs with special settings for people with visual impairments.

In order to provide Customers with an enhanced level of service and improve the efficiency of the Bank’s **ATM** network while also rationalising its operational cost, a total of approximately 310 feasibility studies were carried out in 2018, concerning requests primarily for off-site **ATMs** (withdrawals, relocations, new installations, replacements, rental adjustments etc.). Furthermore, cost-benefit reports were also carried out regarding the operation of all **off-site ATMs**.

At the same time, the Bank installed **133 new ATMs** (53 off-site and 80 on-site) and **withdrew 59** (18 off-site ATM withdrawals and 41 on-site ATM withdrawals due to changes in the Branch Network). Moreover, in the context of the programme launched in 2018 for the replacement of ATMs with state-of-the-art equipment, 57% of the Branches now offer the possibility for online (real-time) cash deposits at their ATMs. Transactions increased by 3% compared to 2017.

To improve customer service levels and relieve congestion involving cash deposits and cash payments at the Branch Cashier’s Desks, **100 new Automated Cash Transaction Centres (ACTCs)** were installed, raising the Branch Network coverage to 76.4%. Additionally, **six new types of payment** were added and the Service was upgraded with the option to accept **payments by card**. As a result, the percentage of transactions at ATCs grew by 27.5% compared to 2017.

### “Alpha e-statements”

| 32% of all debit and credit cards have their monthly statements sent electronically.



The **Alpha e-statements** service continues to help limit the use of paper and ink and save resources, as a substantial number of Bank Customers continues to opt for electronic account statements over printed statements.

The completion of the implementation of the Bank’s strategic decision to discontinue sending printed statements for debit cards, which account for the majority of the cards in the Bank’s card portfolio, and was due to the increasing overall use of cards, led to **savings in resources that were previously used for printing and posting account statements**.

### TRAINING IN THE USE OF ALTERNATIVE SERVICES

In order to provide both the Customers of Alternative Services and the Bank Officers responsible for these Services with guidance, relevant training material was produced and the following activities were carried out:

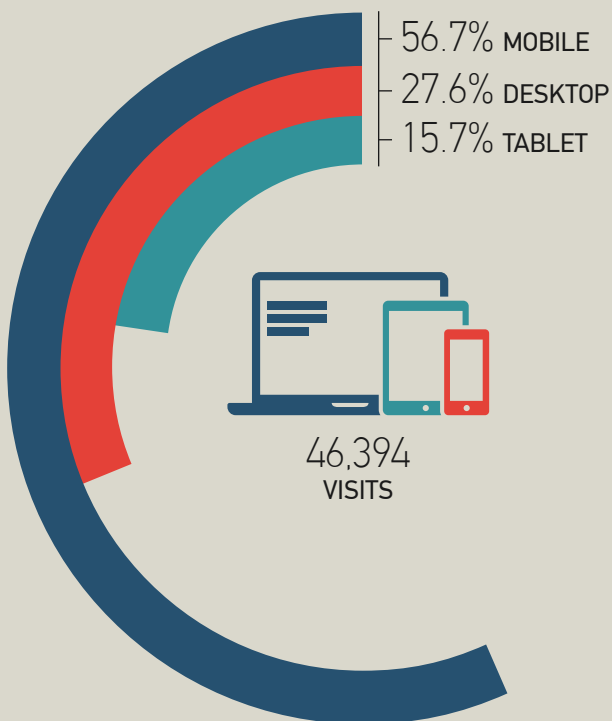
- Management of the communication with Alpha Bank Subscribers who post comments about the Bank’s smartphone apps on Google Play and the App Store.
- Creation of promotional material and management of Subscribers’ comments posted on Twitter and LinkedIn, in collaboration with the Marketing & Public Relations Division.
- Promotional activities by SMS messages sent to the Subscribers’ mobile telephones and to their Inbox (within Alpha e-Banking), in order to directly inform them about the capabilities and new features of the **Alpha e-Banking** and **myAlpha wallet** services.

- Complete redesign and upgrade of the Alpha Bank website ([www.alpha.gr](http://www.alpha.gr)) and update of its contents with the creation of a new section on **myAlpha**, the Bank's new e-banking pillar, which brings together all the Bank's online products, tools, networks and online services for Individuals and Businesses.
- Participation in the "New Customer Relationship Officers" programme, which includes the "Alpha e-Banking for Individuals" course for the training of new Officers in online services.

## DEBT SETTLEMENTS

Due to the overhaul of the Bank's website, in 2018 the "Finding Solutions" service was transferred to a new website ([www.alpha.gr/en/retail/loans/finding-solutions](http://www.alpha.gr/en/retail/loans/finding-solutions)). The service provides Customers with the opportunity to explore alternative solutions for the settlement of their overdue debts from housing loans, consumer loans and cards, without having to enter any personal data.

## VISITS TO "FINDING SOLUTIONS" ONLINE SERVICE IN 2018

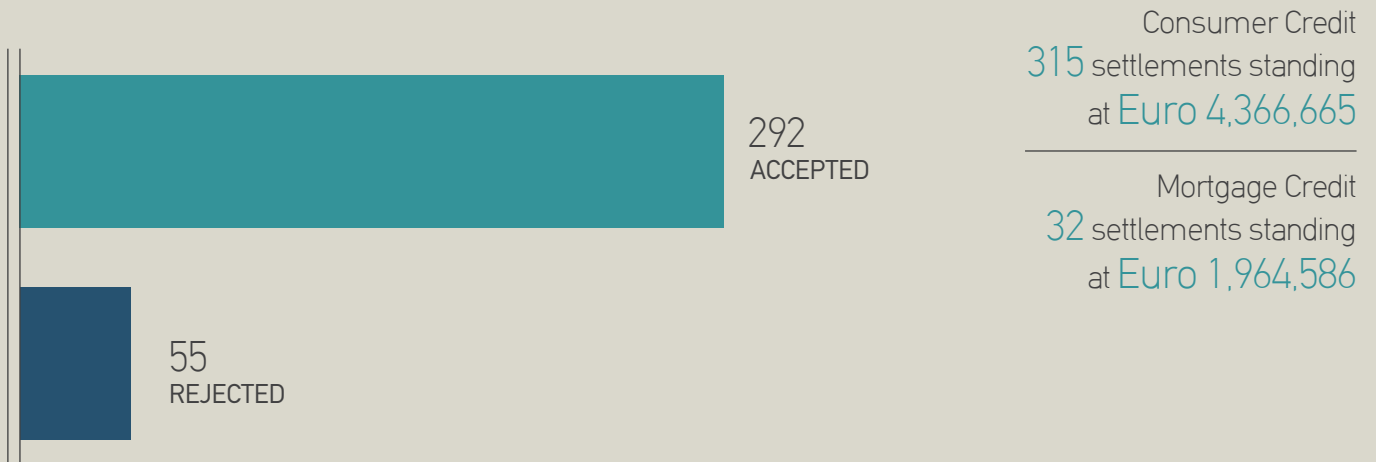


- **347** applications submitted for debt settlement
- **292** accepted
- **9,374** requests in total handled by the support team

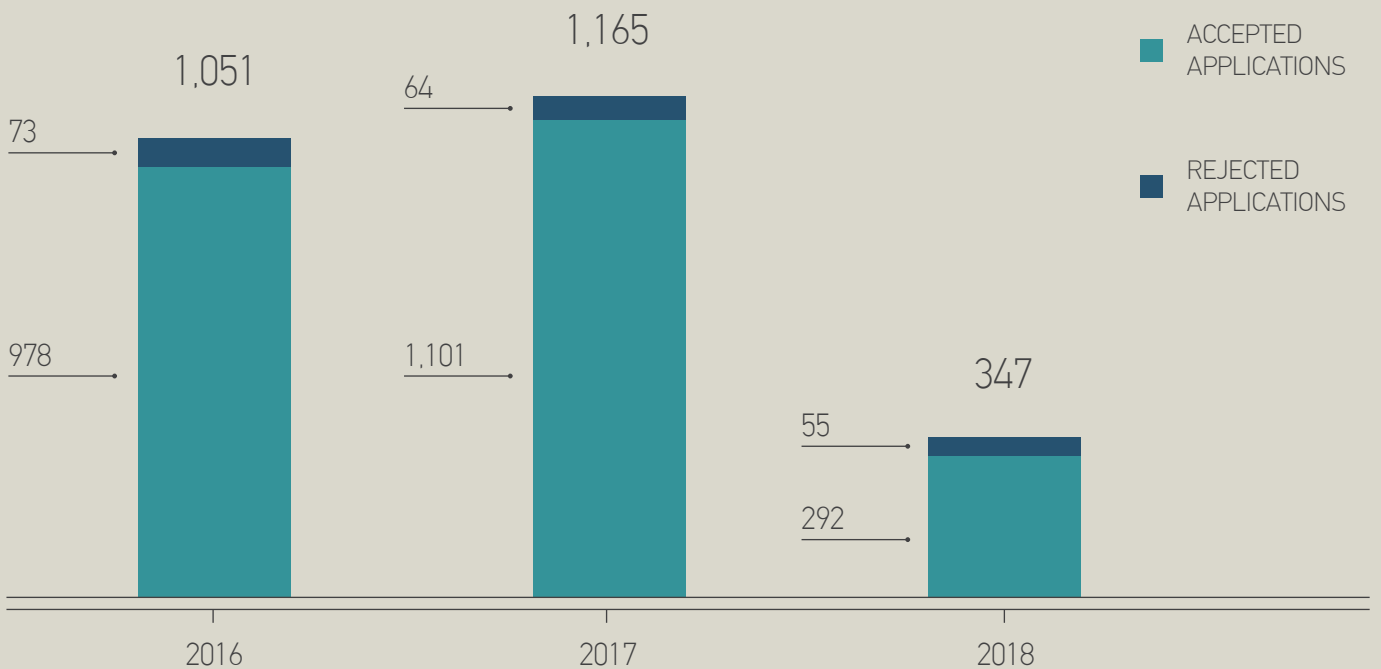


DEBT SETTLEMENTS VIA "FINDING SOLUTIONS" ONLINE SERVICE IN 2018

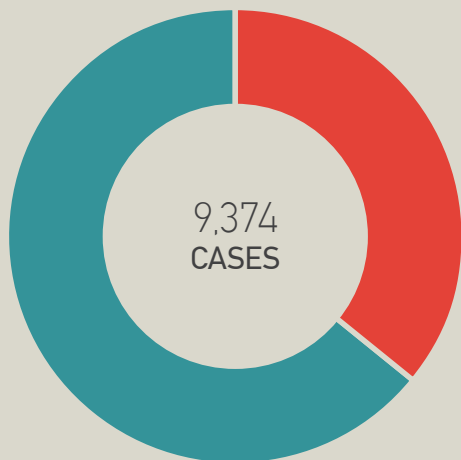
347 applications in total for the settlement of debts from housing loans, consumer loans and cards



DEBT SETTLEMENTS OVER TIME, 2016-2018



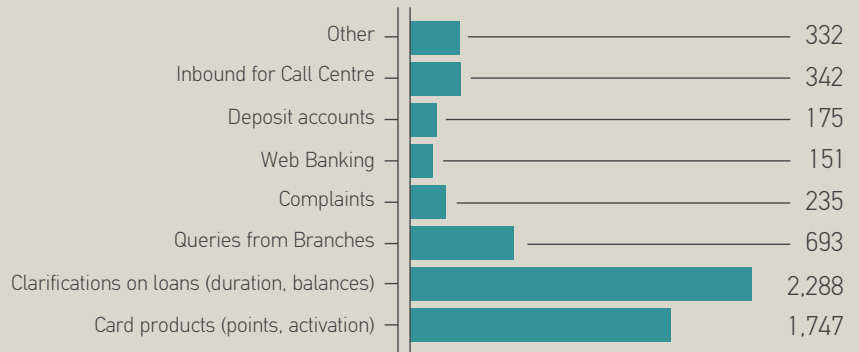
CASES SETTLED VIA “FINDING SOLUTIONS” ONLINE SERVICE IN 2018



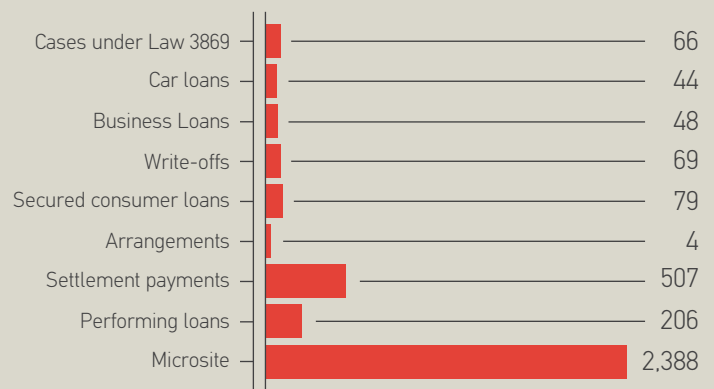
■ QUERIES 5,963 (64%)

■ DEBT SETTLEMENTS 3,411 (36%)

QUERIES



DEBT SETTLEMENTS



RESOLUTION OF DEBTS IN ARREARS

As part of the implementation of the “Arrears Resolution Procedure”, based on the Code of Conduct under Law 4224/2013, which was introduced by the Bank of Greece (Credit and Insurance Committee Meeting 116/25.8.2014), as in force following its amendment by Decision 195/1/29.7.2016 of the Credit and Insurance Committee of the Bank of Greece (Greek Government Gazette Vol. B 2376/2.8.2016), the procedure regarding the transmission of the foreseen mandatory notifications continued in 2018 for all types of Retail Banking debts for which a period of more than 60 days in arrears had elapsed.

It should be noted that this procedure does not concern debts whose contracts have been terminated before 1.1.2015 and/or for which a hearing date has been set by the Court under Law 3869/2010.

More specifically, in 2018 the mass transmission of the following mandatory first notifications took place, by automated procedure,

for housing, business and consumer credit Retail Banking debts:

Type of Notification	Number of Notifications (Debts)	Number of Notifications (Debtors)
1st Standardised Notification	48,228	62,109

Debtors were invited to respond by submitting the data on their financial situation at the Branch they conduct business with or by calling a specialised customer support call centre (operating within the Non-Performing Loans Support – Retail Banking Divisions).

Following the assessment of their financial data and the presentation to the debtors of the proposed resolution / settlement solutions for their debt, debts of all credit types with a total outstanding balance of Euro 408 million were settled.

## SOCIAL CONTRIBUTION SERVICES



Alpha Bank, always committed to assisting the work and the initiatives undertaken by public benefit organisations to provide relief to people in need, continued to provide its support in 2018 through its Loyalty Programmes. In particular, cardholders of Alpha Bank Bonus, Alpha Bank Visa Gold, Alpha Bank Bonus World MasterCard and American Express® (Membership Rewards® Programme) cards were given the opportunity to redeem the points they had earned in order to support the work of various foundations.

In 2018, a total amount of Euro 96,260 was given to the following 25 public benefit foundations that participate in the Programme:

- Action Aid Hellas
- AMIMONI
- Cerebral Palsy Greece
- Child's Heart
- DESMOS
- Doctors of the World/Médecins du Monde - Greece
- ELEPAP
- FLOGA
- Greek Alliance for Rare Diseases
- Hatzikyriakio Child Care Institution
- KETHEA
- Life Line Hellas
- MDA
- MEDASSET
- Médecins Sans Frontières Greece
- Pediatric Trauma Care Society
- Sikiarideio Foundation
- SOS Autism Centre
- SOS Children's Villages Greece
- The Smile of the Child
- To Ergastiri (The Workshop) - Association of Parents, Guardians and Friends of People with Disabilities
- Together for Children
- Unicef
- "Yaya's Garden" Nursery
- Young Women's Education Society

Information on the activities of the public benefit organisations and ways to support them is available to cardholders throughout the year (at [www.alpha.gr/cards](http://www.alpha.gr/cards) and [www.alpha.gr/bonus](http://www.alpha.gr/bonus)), in the Loyalty Programmes' catalogues and in leaflets mailed together with the cardholders' card account statements.

Additionally, by participating in the **Visa Solidarity** initiative of Visa Hellas, Alpha Bank supported, for the third consecutive year, the work of 15 charities, together with the other participating banks.

As part of Alpha Bank's Corporate Social Responsibility, a product whose use will allow the Bank and its Customers to make contributions to charities is currently under development.

Moreover, the Bank provided Customers, for the ninth consecutive year, with the possibility to **make donations for social purposes** using the **Alpha e-Banking** electronic banking services. Those interested can choose among 70 charitable Foundations and Museums, after first reviewing a summary of the objectives and purposes of their object of interest. Donations are made easily and swiftly by debiting a deposit account on a date selected by the benefactor. The benefactor decides whether the donation will be anonymous or not. In the latter case, the benefactor's personal details are sent to the recipient.



## PRODUCT PORTFOLIO

### SUPPORT OF HOUSEHOLDS

In 2018, Alpha Bank, as part of its corporate responsibility and building on its social contribution track record, focused on supporting households to help them cover their housing and personal needs.

As regards supporting Customers facing financial difficulties, Alpha Bank offers a complete range of modern solutions for the settlement of their debts. In 2018, the Bank's systems and procedures were upgraded with the adoption of specialised tools which help establish the best possible customised solution for each Customer.

In 2018, Alpha Bank received 211,000 applications for the settlement of debts, the vast majority of which were approved.

Aiming to assist the efforts to protect the environment, Alpha Bank offers the **Energy Saving Home** housing loan, which covers the purchase, construction or completion of residences, as well as the works to improve their energy efficiency. It offers favourable pricing, together with discounts that depend on the property's energy class, in order to contribute to the efforts to protect the environment and also to help reduce the maintenance cost of buildings.

The Bank also participates in the co-funded "**Exoikonomisi Kat' Oikon II**" Programme of the Ministry of the Environment and Energy, which provides citizens with incentives to improve the energy efficiency of their residence.

In addition to the expenses eligible for funding under the "Exoikonomisi Kat' Oikon II" Programme, the Bank, acknowledging the need of households to upgrade their homes, has created the **Alpha Residence Renovation** product. This new specialised housing loan product offers a quick loan disbursement procedure, so that renovation works can be completed within a short period of time, allowing Customers to enjoy sooner the benefits of a more modern and efficient home.

In 2018, for all loan products forming part of the Alpha Green Solutions line of products ("Energy Saving Home", "Exoikonomisi Kat' Oikon II" Programme, "Consumer Loans"), the Bank received more than **4,000 loan applications**, of which around 2,300 applications with a total value of **Euro 18 million** were approved.

In order to provide substantial support to its Customers, Alpha Bank provides personalised solutions which are aimed at ensuring the Customers' financial viability and actively promote the principles of responsible lending. The Bank has also established a notification procedure for debtors included in temporary repayment facilitation programmes, contacting them by telephone in order to remind them of the impending expiry of these programmes, so that the next steps can be planned on time.

As part of its efforts to enhance the environmental and social aspects of its Product Portfolio, Alpha Bank Cyprus Ltd offers privileged pricing arrangements on loans for the purchase of new eco-friendly vehicles. The following types of vehicles are recognised as eco-friendly ones: hybrid vehicles, electric vehicles, twin-propulsion vehicles, i.e. those propelled by two energy sources (e.g. natural gas, liquid petroleum gas - LPG, liquid fuels combined with electricity), and vehicles with low carbon dioxide emissions ( $\leq 90\text{g CO}_2/\text{km}$ ).

### Alpha 1|2|3



Alpha Bank has been providing the **Alpha 1|2|3** line of products since 2003, in order to meet children and young people's needs in terms of savings. The features of these accounts, combined with the targeted

promotion of the Alpha 1|2|3 line in previous years, resulted in a loyal base of Customers who, despite the overall decline in deposits in the Greek market, managed to keep their accounts' balances intact. More specifically, the products available are the accounts "Alpha 1|2|3 for Children" aged up to 14 and "Alpha 1|2|3 for Teenagers" aged 15 to 17. These are savings accounts that provide privileged interest rates and are also accompanied by a welcome gift for children when the account is opened. Additionally, the account "Alpha 1|2|3 for Young People" aged 18 to 27 is also available, providing a privileged interest rate as well as a loan for postgraduate studies at privileged interest rates.

### SUPPORT OF BUSINESSES



Alpha Bank provides products and services specifically developed to address the requirements of Greek businesses.

## Small Businesses

Euro 5.2 billion

of total loan balances to Small Businesses.

In 2018, Alpha Bank implemented an integrated strategic framework to support entrepreneurship and bolster the competitiveness of Small Businesses by promoting modern solutions focused on meeting the requirements of Small Businesses in their daily operation and strengthening their prospects for development. At the end of 2018, the total balance of loans to Small Businesses (with credit limits up to Euro 1 million) stood at Euro 5.2 billion.

### Alpha Bank Gold Business Banking

In 2018, Alpha Bank continued to offer integrated added-value solutions to Small Businesses with the "Alpha Bank Gold Business Banking" service, thus increasing the number of members by 30% and helping them deal effectively with the increasing challenges in the business environment.

The new Gold Business Banking webpage, made available to the public in 2018, is a powerful communication channel with Gold Business Customers, providing them with prompt and comprehensive information about the latest developments in the Service.

### Alpha Agricultural Entrepreneurship

During 2018, the Bank continued to dynamically support the growth of the primary sector with the "Alpha Agricultural Entrepreneurship" line of products and responded fully to the challenges and opportunities by actively supporting entrepreneurship at every stage of the agri-food chain.

In addition to funding, the Bank supports farmers in various ways, by offering:

- **A deposit account with a particularly favourable interest rate** for farmers who had declared this account as the one to be credited with their agricultural subsidy payments for 2018.
- **The "My Alpha POS" programme for partner businesses active in the trade of agricultural supplies**, with privileged pricing for the acquisition of a POS terminal, low commissions for clearing card-based transactions and the **"My Alpha POS Credit Line"** option for Working Capital financing, depending on the amount of card-based transactions carried out with the terminal.

Alpha Bank responds consistently to the needs of the agricultural world, offering specialised services together with modern and flexible solutions that facilitate and strengthen agricultural entrepreneurship.

### Flexible Contractual Entrepreneurship Programmes

For the fourth consecutive year, the **"Flexible Contractual Entrepreneurship Programmes"** proved successful, representing the most comprehensive mediation and targeted financing banking programme for individual agricultural and livestock farmers as well as for the manufacturing, export and trading businesses associated with production in the primary sector. This particular form of financing serves an integrated service offering for the agri-food sector, which helps create partnerships between farmers-producers and businesses-buyers active in agricultural production, while at the same time contributing to its rationalisation, to the modernisation of the transaction cycle and the creation of an extended network of businesses active in agricultural supplies etc., thus strengthening the development of local markets.

With the **"Flexible Contractual Entrepreneurship Programmes"**, farmers-producers can cover high production costs, when they really need to do so. By making prompt payments and by improving the quality and quantity of their output, they are able to negotiate better prices for agricultural supplies and to ensure that their products will be sold at a price agreed in advance. Buyers secure the liquidity that they need in order to purchase the required agricultural products and to pay farmers on time, establishing healthy partnerships with the producers. At the same time, they can expand to new markets, by attracting new producers are attracted to the partnership scheme.

A clear indication of the successful operation of the aforementioned Programmes is the increase in the number of partner businesses, farmers and commercial agricultural supply companies from all over the country that participate in the Programmes. With their growth and expansion, the **"Flexible Contractual Entrepreneurship Programmes"** provide additional support to the agricultural sector and, therefore, to the agricultural economy, as they contribute to Greek businesses becoming more extrovert, they strengthen the viability of the rural economy's sectors and stimulate employment in rural areas. They also make a major contribution to the efforts to maintain the country's social fabric and to the utilisation of its natural resources.

## Agro-Carta

Alpha Bank, in collaboration with the Ministry of Rural Development and Food, launched the “**Agro-Carta**”, a financing tool that enhanced the farmers' liquidity during the first growing season of 2018, providing them with the opportunity to make advance payments on part of the agricultural aid (Basic and Green Subsidy) in order to cover their short-term needs.

In particular, farmers can use their card for the following:

- **purchases of agricultural supplies** (seeds, pesticides, feedingstuffs etc.) and fuel;
- **payment of bills** for irrigation fees, agricultural-tariff electricity etc.;
- **payment of social security contributions** (to the Greek Agricultural Insurance Organisation - ELGA, the Unified Social Security Institution - EFKA and the Public Sector) and issuance of an insurance coupon for land workers;
- **settlement of debts** to certified organisations for the submission of the Uniform Application for Subsidy;
- **cash withdrawals** (up to a specified amount).

## Specialised financing solutions

In 2018, Alpha Bank, in collaboration with businesses under the responsibility of the Wholesale Banking Business Unit which are also leaders in the domestic agricultural machinery sector, and in order to ensure better conditions for farmers to meet their investment needs, provided **specialised financing solutions** that cover requirements in fixed assets such as tractors, agricultural vehicles, harvesters, agricultural accessories etc.

These financing tools provide suitable repayment terms, taking into account the farmers' actual needs, based on the capacity of their farm holdings and the seasonality of their cash flows depending on the growing season. With the aforementioned programmes, the Bank offers practical support to farmers for the renewal of their agricultural equipment, the modernisation of their agricultural and livestock raising farms as well as for the adoption of best cultivating practices and infrastructure.

## Alpha Tourism Entrepreneurship

In April 2018, the Bank provided again, for the third consecutive year, the upgraded “**Alpha Tourism Entrepreneurship**” programme, seeking to boost Small Businesses active in the tourism industry or based in tourist areas in the Greek islands and in mainland Greece.

The Programme offers a set of products, services and privileges, designed to facilitate the daily operation of businesses by meeting their particularly increased needs during the tourist season.

Additionally, the Bank supported the submission of applications for the financing of integrated investment plans under the Action “**Aid to Tourism Aid to tourism SMEs for their modernisation and upgrading the quality of services provided**” of the Operational Programme Competitiveness, Entrepreneurship and Innovation (EPAnEK), in the framework of the National Strategic Reference Framework (NSRF) 2014-2020. The objective of this Action is to strengthen quality entrepreneurship, competitiveness and the extroversion of businesses, primarily through innovation and the increase in domestic added value.

## Other Programmes and Services for Small Businesses

Throughout 2018 and in order to strengthen business relationships with its Customers, the Bank organised a series of **One-day Conferences** in major cities on Greek islands and in mainland Greece (Kavala, Cephalonia, Rethymnon, Naxos, Serres, Korinthos, Kifissia) as well as a series of focused personal meetings with Small Businesses-Customers of the Bank. The topics covered focused on the challenges and opportunities that emerge in the Small Business sector, with accompanying presentations of successful practices that help strengthen competitiveness. Other topics, regarding the organisation and operation of a small business, marketing practices, sales and customer service, financial management principles etc. were also discussed. The attendance of Business-Customers at these Conferences was high.

Additionally, the promotion of the “**Alpha In Business**” line of financing products to all Businesses-Customers of the Bank continued, with the Bank effectively responding to new applications for financing short-term working capital and/or investments in business premises and equipment. Moreover, the Bank continued to provide the programme “**My Alpha POS Credit Line**”, securing immediate liquidity for the businesses that have selected the Bank to clear their transactions.

In 2018, the Bank continued to manage the Small Business loans portfolio through targeted assignments addressed to the Branch Network, aimed at offering flexible solutions, in order to meet the needs of Small Businesses.

Finally, throughout the year and in spite of the capital controls in place, the Bank continued to provide a prompt and efficient service in connection with all import settlement requests from Small Businesses. From the beginning of the year and until 31.12.2018, it handled more than 130,000 such requests, totalling over Euro 1.2 billion in value.

## Investment Programmes for SMEs

True to its commitment to providing concrete support to Greek entrepreneurship, Alpha Bank provides SMEs with liquidity in order to strengthen their competitiveness in the Greek market and abroad. As part of this effort, in August 2018 Alpha Bank extended its cooperation agreement with the European Investment Fund (EIF), increasing the budget of the **COSME-LGF** programme by Euro 300 million. Moreover, during the year, the provision of the **INNOVFIN (HORIZON 2020)** Loan Guarantee Facility programme continued.

- **COSME-LGF:** The Bank will secure Euro 500 million of liquidity to Small and Medium-sized Enterprises with reduced requirements for collateral, given the guarantee provided by the European Investment Fund. By 31.12.2018, loan applications amounting to a total of Euro 280.67 million had been approved, while total disbursements stood at Euro 221.10 million.
- **INNOVFIN:** Innovative Small and Medium-sized Enterprises and Small Mid-Caps will obtain access to Euro 100 million with favourable financing terms and with the guarantee of the European Investment Fund. By 31.12.2018, loan applications amounting to a total of Euro 73.63 million had been approved, while total disbursements stood at Euro 62.76 million.

In 2018, Alpha Bank intensified its collaboration with the Hellenic Fund for Entrepreneurship and Development (ETEAN) in order to co-finance the needs of Greek SMEs with favourable terms.

Specifically, in January 2018 the Bank signed a new collaboration agreement with ETEAN for the Bank's participation in the **"Entrepreneurship Fund I - Business Restarting Interim"** Action, with a total budget of Euro 384 million. By 31.12.2018, loan applications amounting to a total of Euro 72.38 million had been approved, while total disbursements stood at Euro 38.73 million.

Additionally, in December 2018 the Bank signed yet another collaboration agreement with ETEAN for the Bank's participation in the ETEAN Action **"Entrepreneurship Fund II - Business Finance"**. This Action, in which the Fund and the banks participate as co-investors, has a total budget of Euro 915.75 million, with a specific geographic distribution across Greece.

Under the agreement, as of March 2019 Alpha Bank is granting to eligible SMEs investment loans and working capital loans for business development, totalling at least Euro 250 million.

Through the aforementioned programmes, Alpha Bank provides financing to eligible Small and Medium-sized Enterprises, helping them implement their investment and business growth plans and cover their needs in working capital and credit lines with favourable pricing terms.

Always seeking to support every sustainable business initiative, the Bank assisted SMEs which applied for the approval for financing of sustainable investment plans under the Actions of NSRF 2014-2020 and under the private investment aid schemes announced during 2018 in the framework of the Investment Incentives Law 4399/2016.

Finally, the Bank participated in the implementation of the approved investment plans of its Businesses-Customers by providing them with specialised financing products with particularly favourable and flexible terms, such as:

- Long-term investment loans
- Short-term financing (against assignment of the subsidy)
- Letters of guarantee for collection of the advance on the subsidy

## Medium-sized Enterprises

Euro 5.3 billion

of total loan balances to Medium-sized Enterprises.

Despite the increased growth rate of the Greek Economy, 2018 was a fairly difficult year for businesses, with the consequences of the prolonged recession clearly visible. The Bank continued to support its **8,500 Medium-sized Enterprises-Customers** and assist them in their business efforts and choices, always seeking to secure the quality of its loan portfolio and support their viability.

For yet another year, particular emphasis was placed on the efficient management of the loan portfolio, in order to detect early and address the problems faced by businesses in financial difficulty and to support the investment and other needs of businesses with growth prospects.

In 2018, the total balance of loans to Medium-sized Enterprises, Hospitality Enterprises and their owners by the Business Centres and the Hospitality and Island Enterprises Division **stood at Euro 5.3 billion**, including letters of guarantee and letters of credit.

In order to better serve the needs of Medium-sized Enterprises, new loans were approved in 2018 in collaboration with the European Investment Bank and the European Investment Fund.

In particular, under the **ALPHA BANK LOAN FOR SMEs V and MIDCAPS** programmes of the European Investment Bank, a total of Euro 100 million of new loans to Medium-sized Enterprises-Customers of particular banking interest (mainly export-oriented enterprises and enterprises active in the processing of agricultural products and in tourism) have been approved, with disbursements already standing at **Euro 50 million**.

At the same time, through the **COSME-LGF** and **INNOVFIN** loan guarantee facility programmes of the European Investment Fund, **443** new loans amounting to a total of **Euro 240 million** were approved, of which **Euro 211 million** have already been disbursed.

Additionally, 199 new loans were approved under the **“Entrepreneurship Fund - Business Restarting”** Action, amounting to Euro 61 million, of which **Euro 32 million** have already been disbursed.

In all cases, in assessing credit requests particular attention was paid to the fulfilment of the criteria of the **“Group Environmental and Social Risk Management Policy on Legal Entities Lending”**.

Given the capital controls still in place, the efforts to support Medium-sized Enterprises-Customers continued in 2018 as well, aimed at facilitating the payment of their obligations and the processing of their banking transactions and at covering of their needs in terms of liquidity, always in line with the legal requirements.

### Hospitality and Island Enterprises

During 2018, the first year in which the Hospitality and Island Enterprises Division was in full operation, Executives of the Division made multiple trips to their respective areas of responsibility in order to hold meetings with local enterprises at their premises. The purpose of these trips was to perform an on-site assessment of the enterprises' overall needs, so that solutions to the issues of concern to them could be jointly reached, in line with the Bank's goal of meeting the specialised banking needs of Hospitality and Island Enterprises.

During the meetings, the participants examined and discussed, inter alia, the environmental and social benefits resulting from the existence of these enterprises, combined with the Bank's financing assistance. Alpha Bank assisted the enterprises' efforts to find solutions for optimising their environmental and social footprint.

On 31.12.2018, the total balance of loans under management by the Hospitality and Island Enterprises Division exceeded Euro 1.4 billion, including letters of guarantee, letters of credit and lending to the Division's Customers by Group Companies in Greece and abroad. The transactions carried out during the year amounted to over Euro 350 million.

### Large Corporations

**Euro 6.6 billion**  
of total loan balances to Large Corporations.

In 2018, transactions carried out for the Bank's Large Corporate Customers amounted to approximately Euro 1.28 billion and involved new loans as well as modifications to existing loans.

In order to provide the Bank's Customers with targeted coverage of their specialised banking needs, in 2018 the Corporate Banking Division completed the gradual transfer under its responsibility of multinational business groups - Alpha Bank Customers, a process which had begun in previous years. At the same time, as part of the Bank's strategy for the further development and provision of specialised services to the hospitality sector, the Hotel Groups that formed part of the Division's portfolio were gradually transferred to the new, specialised Hospitality and Island Enterprises Division.

On 31.12.2018, the total balance of loans under management by the Corporate Banking Division stood at Euro 6.6 billion, including letters of guarantee, letters of credit and lending to the Division's Customers by Group Companies in Greece and abroad (excluding Customer lending through the Group Companies Alpha Leasing S.A. and ABC Factors S.A.).





## RESPONSIBLE INVESTMENTS



In 2018, the Investment Portfolio Division and the Alpha Bank team responsible for the assessment of mutual funds focused on extroversions as regards the investments with a direct or indirect positive impact on society and the environment (Socially Responsible Investing - SRIs).

The international investment environment was characterised by mixed trends. In particular, the internationalisation of investments, the accumulation of wealth in developed economies and the investors' awakened interest in investment which take into account the environmental, social and corporate governance aspects of the underlying securities under management (Environmental, Social and Governance criteria - ESG) had a positive effect. However, geopolitical tensions, the emergence of protectionist tendencies and the increase in market volatility towards the end of year have discouraged investors from choosing socially responsible investments.

The Investment Portfolio Division remained focused on raising global awareness on matters related to the environment, proper Corporate Governance, economic inequality and, ultimately, the future of our planet.

### 2018 Target

To further promote Socially Responsible Investments (SRIs) through informative events.

In this context, Alpha Bank has intensified its efforts on three distinct levels:

- increasing the training provided to investment advisors serving the Customers of the Bank;
- informing Customers about the investment opportunities associated with Socially Responsible Investing;
- actively participating in international conferences on Socially Responsible Investing.

The common priority of these efforts was to strengthen relations with world-class investment firms which manage and promote SRI options. The Bank's long-standing relations with the major international investment firms have proven invaluable in this respect.

The targets set at the end of the previous year, namely to further promote SRI, have been achieved and Alpha Bank is determined to continue its efforts in this respect, with a view to maintaining and further developing this type of investments, in spite of the increasingly adverse investment environment.

### Internal Training



The training provided to the Personnel serving investors or providing them with investment advice has been recognised as the top priority. Alpha Bank, working in partnership with international investment firms, represents mutual funds in the Greek market, and thus organised a series of training events on Socially Responsible Investing for the Alpha Gold and Private Banking networks.

### TRAINING EVENTS HELD IN 2018

INVESTMENT FIRM	THEME
PICTET	Climate change, international trends
SCHRODERS	Climate change
BNP PARIBAS	Green bonds
BNP PARIBAS and IMPAX	Socially Responsible Investments

Customer Relationship Officers were briefed directly by the managers of international funds that either invest exclusively in the SRI market or have introduced specific and measurable social responsibility criteria across their investment portfolio.

## Informative Events for Customers



In 2018, Alpha Bank held a number of informative events in Athens, Thessaloniki, Larissa and Heraklion (Crete) for mass affluent and high net worth Customers, with the assistance of the Marketing & Public Relations Division and in collaboration with the Private Banking Division and the Individuals and Personal Banking Division.

### INFORMATIVE EVENTS IN 2018

INVESTMENT FIRM	TOPIC	LOCATION
MORGAN STANLEY	Innovative investment approaches	Athens
SCHRODERS	Investing today in the opportunities of tomorrow (ESG, SRI)	Thessaloniki
BNP PARIBAS and IMPAX	Investing today in the opportunities of tomorrow (ESG, SRI)	Heraklion, Crete
ALPHA ASSET MANAGEMENT	House view and investment opportunities	Heraklion, Crete

The information presented at all these events highlighted the investment opportunities arising from investing in eco-friendly ("green") mutual funds as well as in mutual funds that, in selecting transferable securities, apply strict selection criteria related to the protection of the environment and to social responsibility and corporate governance. Customers were able to put questions to the competent specialised Executives of the Bank, as well as to the representatives of the investment firms. The Customers expressed a strong interest in climate change, as well as in the opportunities emerging in this increasingly fast-growing market.

### Participation in International Conferences

The Investment Portfolio Division represented the Bank at international conferences on Socially Responsible Investing. On the basis of the Bank's long-standing relations with foreign investment firms, the participating Executives were able to attend training sessions and exchange views with fund managers, executives specialising in Socially Responsible Investing and colleagues from foreign banks, assimilating inputs regarding the relevant know-how as well as concrete ideas on SRI-related products and solutions. Examples of the topics covered in the conferences attended by the Division include, inter alia, specific investment options that combine the prospect of attractive returns with specific social responsibility criteria (ESG), the growing market of green bonds, and investment opportunities in emerging markets taking into account social, environmental and other criteria. The representatives of investment firms shared some particularly encouraging data on the growing interest of investors, across Europe, in investments that meet social responsibility criteria.



### Inclusion of Alpha Asset Management A.E.D.A.K. in the UN-supported PRI initiative

In December 2018, Alpha Asset Management A.E.D.A.K. was included in the UN-supported international **Principles for Responsible Investment (PRI) Initiative**, the leading network for the promotion of responsible investments.

Alpha Asset Management A.E.D.A.K. is committed to the **implementation of the six Principles** for the promotion of responsible investments. Specifically, it is committed to the incorporation of environmental, social and corporate governance (ESG) criteria into investment analysis and decision-making processes as well as in ownership policies and practices, to monitoring investments in terms of ESG criteria and promoting the said criteria within the investment industry, to working together with other organisations and networks for the implementation of the Principles and to producing annual reports on their implementation.

This new initiative by Alpha Asset Management A.E.D.A.K. **reinforces the Alpha Bank Group's corporate responsibility policy.**

### Project Financing



The Bank has a specialised Project Finance Unit, which works on securing financing for investments in Renewable Energy Sources (RES) projects, Large Infrastructure projects and Public-Private Partnerships (PPPs).

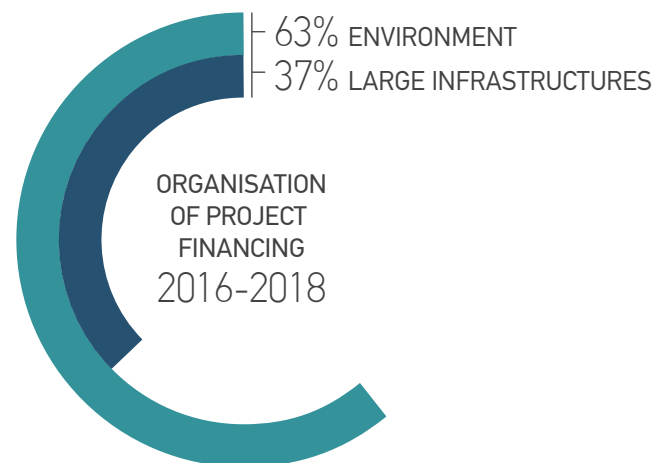
Over the past five years, the Project Finance Unit has financed a number of investments with a total budget exceeding Euro 1 billion, confirming the Bank's dominant position in these sectors. Specifically, the Bank has financed a total of 22 projects, including solar farms, wind farms and biogas plants, with a total output of 862 MW. Most of these projects are already operating, while six of them are in the construction phase.

In order to assess these investments, project teams collaborate with specialised technical advisors on the identification and assessment of the environmental risk (environmental due diligence) and social impact, so as to ensure that the projects will be implemented in accordance with the environmental legislation in force, in a socially responsible manner and in line with proper environmental management practices.

In addition, in cases of large-scale syndicated financing arrangements, there are requirements for compliance with special environmental and social performance standards (EIB's Environmental and Social Standards / Equator Principles based on the IFC's Performance Standards). Following the disbursement of credit, adherence to environmental terms and commitments is certified on an annual basis, throughout the long duration of the said financings.

The Bank invests in projects in the following areas:

- Environment
- Large Infrastructures



## ORGANISATION OF PROJECT FINANCING, 2016-2018 (IN EURO MILLION)



### ENVIRONMENT - RENEWABLE ENERGY SOURCES (RES)

New financing arrangements involve projects that use environment-friendly technologies (wind farms, electricity generation from biogas, Combined Heat and Power plants) and replace old polluting units (e.g. oil units), thus reducing air pollutant emissions.

The Bank substantially contributes to the efforts towards the national energy plan, provides that by 2020 the final consumption of electricity generated from RES will stand at least at 20%.

The investments financed rely on domestic sources of energy and help reduce dependence on exhaustible conventional energy resources, thus strengthening energy supply nationally and contributing to the rational utilisation of the country's energy resources.

In 2018, the Project Finance Unit continued its successful activity, providing financing for new investments in wind farms and solar parks, while it also planned or participated in new financing arrangements with a total value of Euro 262 million.

The expected annual output capacity (MWh) from the RES projects which have been co-financed by the Bank and are in operation and/or under construction stands at **1,853 GWh**. Using the standard coefficients for each RES technology, it is estimated that the operation of these projects will help reduce emissions by **1,066,181 t CO<sub>2</sub>** annually.

### WASTE MANAGEMENT

The Bank has financed the Epirus Region Waste Management PPP project. It also continued to provide exclusive Financial Advisor services to the contractor for the largest waste management project in Greece and one of the most important projects of its kind in the EU (Peloponnese Region Waste Management PPP), with a total budget of Euro 160 million.

The implementation of such projects relies on the use of cutting-edge technology in order to address the acute problem of waste management.

In particular:

- Uncontrolled waste disposal areas, a practice that has resulted in dozens of millions of Euro in fines over the recent years, are restored.
- The natural environment is fully upgraded and protected.
- Recycling is maximised (at least 35%) and the quantity of waste destined for disposal at controlled landfills (at least 60%) is significantly reduced. In addition, compost-like output (CLO) materials are used in the environmental restoration of the PPC's disused mines.
- The citizens' quality of life is improved and public health is protected.

## LARGE INFRASTRUCTURES (TRANSPORT, SOCIAL INFRASTRUCTURES)

The Bank is financing, jointly with the World Bank, the European Bank for Reconstruction and Development and the European Investment Bank, concession and upgrading of Greece's 14 largest regional airports. This project will significantly increase safety in the facilities and will minimise the risk of accidents and environmental pollution.

In financing large infrastructure projects, particular emphasis is placed on the environmental due diligence, with borrowers often required to submit special environmental reports on the reduction of traffic noise, the measurement of air pollution, the use of natural resources etc.

In the infrastructure sector, Alpha Bank actively participates in loan syndications (pre-2015) for all road networks in Greece which are constructed under concession contracts. Until 2018, the Bank's participation stood at Euro 325 million in total. These projects have greatly improved road safety for thousands of users, as demonstrated by the significant reduction in the number of traffic accidents (over 90% in certain road networks). It should be noted that the safety standards of the respective contracts comply with the strictest European safety standards and the European Investment Bank's framework on environmental and social risks from large-scale projects.

## PROTECTION OF CORPORATE INFORMATION



### MATERIAL ISSUE

The protection of the Customer's personal data is significant, given that corporate information is a critical asset of the Bank, which attaches particular importance to taking the appropriate measures to protect such data during its entire life cycle (creation, use, processing, storage and destruction).

The data of the Bank's Customers are an important part of corporate information and are protected according to the requirements of the regulatory framework and the Group Cybersecurity and Information Security Framework. More specifically, the Group Cybersecurity and Information Security Framework determines the security principles, rules and procedures regarding the protection of information. In what in particular regards personal data, the Cybersecurity and Information Security Division was actively involved in the activities towards meeting the requirements of the General Data Protection Regulation (GDPR). The primary objective that has been accomplished was to determine and adopt the required technical and organisational measures, in accordance with the Regulation, so that personal data are processed in a way that ensures that data are properly secured to the highest degree possible.

The Cybersecurity and Information Security Division, whose Head is the Group Information Security Officer, handles all matters pertaining to Cybersecurity at Group level. Among other things, the Division checks, by means of the foreseen procedures, the compliance with the Group Cybersecurity and Information Security Framework, conducts specialised security tests (penetration tests and vulnerability assessments), such as the tests of electronic banking systems, and constantly assesses the level of security, taking further measures, as appropriate, in order to address new threats and risks.

The following are indicative examples of these measures:

- use of advanced multi-layer technology in order to protect the services offered on the Internet and especially electronic banking services, electronic mail and access to the Internet;
- use of a custom Data Leakage Prevention infrastructure to prevent information leakage over the Internet, via e-mail and from the users' terminals;
- use of a custom mechanism to register logins and protect systems in which confidential information is stored, against unauthorised user access;
- centralised management of the users' access to systems on the basis of their business role (role - systems - rights);
- use of special document shredders in all Branches and Head Office Units of the Bank, for the secure shredding of documents containing confidential information;
- use of a specialised device and related software to destroy or erase securely, as the case may be, information stored on electronic media; and
- use of software for the mandatory classification of the documents drawn up by Units of the Bank.

With a view to constantly adapting to the business environment and to ensuring its alignment with the Business Strategy of the Bank, the Cybersecurity and Information Security Division has introduced significant changes, including a restructuring of its own organisation. Particular attention was paid to functions related to Cybersecurity and the protection of the Bank's digital presence, with the establishment of a specialist team tasked with monitoring threats and dealing with cybersecurity incidents and supported by corresponding technologies.

In line with the Bank's constant care to enhance the level of security, part of which is the protection of personal data, in 2018 the Cybersecurity and Information Security Division was certified in accordance with the ISO 22301 Business Continuity Standard. In addition, the following certifications were successfully renewed during the year:

- the Bank's certification as Level 1 Service Provider and Level 4 Merchant, in accordance with v3.2 of the **PCI DSS** International Data Security Standard, which concerns the data protection of Customers' cards;
- the Cybersecurity and Information Security Division's certification in accordance with the **ISO/IEC 27001:2013** International Information Security Standard, for the design, development, management and support of information security operations for the Alpha Bank Group.

Furthermore, particular importance is attached to training Personnel and to raising their awareness of security issues. Training presentations on security were given to all new Personnel and to specific groups of Officers.

The custom Personnel awareness programme is constantly upgraded, in order to ensure that all Personnel are fully aware not only of modern threats and the means available to address risk, but also of their obligations regarding the protection of corporate information in their daily work, as well as outside the Bank. The portal operating on the Alpha Bank Intranet includes a distance training (e-learning) programme on the protection of information and on general security principles. This Programme is addressed to all Bank Personnel. The same portal also offers information on known threats, together with advice and security practices, news from all over the world on security incidents and advances in technology, as well as educational videos.

## GENERAL DATA PROTECTION REGULATION (GDPR)

As of 25 May 2018, Alpha Bank, applies the General Data Protection Regulation (Regulation (EU) 2016/679 of the European Parliament and of the Council), more commonly known as GDPR, which concerns the protection of Natural Persons (Individuals) with regard to the processing of personal data.

Fully respecting the rights and freedoms of the Data Subjects, the Bank collects, stores, uses, notifies and, in general, processes personal data of Individuals in the context of its business activity, in full compliance with the provisions of the applicable laws.

In order to inform individuals about the processing of personal data which is carried out, as the case may be, by the competent Units of the Bank or by external associates who are processing this data on its behalf, the document entitled "Notification On the Processing of Personal Data" was prepared, containing all relevant details which Individuals need to know, such as the purpose of processing, the sources and recipients of the data, the time period during which the said data are kept, the individuals' rights and the way in which they may exercise them, as well as the points of contact with the competent Units of the Bank.

Individuals are informed about matters regarding their personal data via all available communication channels, including the press (announcement in the printed and electronic press), conventional (paper-based) mail, mobile telephony and electronic mail messages, on-screen messages at the Bank's ATMs, the Branch Network, the Alpha Web Banking electronic banking network, and the Bank's website, on which the document "Notification On the Processing of Personal Data" has been published.

In the context of the above, from 25.5.2018 until 31.12.2018 the Bank received a total of 125 requests submitted by Customers in connection with the GDPR, as shown in the table below:

DATA SUBJECT'S RIGHT UNDER THE GDPR	TOTAL REQUESTS PER RIGHT
ERASURE	19
RECTIFICATION	1
OBJECTION	33
RESTRICTION	23
ACCESS	35
PORTABILITY	14
<b>TOTAL REQUESTS</b>	<b>125</b>

In all the above cases, the Customers' requests were answered in accordance with the provisions of the GDPR. More specifically, the majority of these requests concerned the right to access to personal data and the Bank provided all the relevant information.

In what concerns breaches of personal data, in 2018 the Bank recorded two (2) incidents involving a breach of the confidentiality of personal data of Customers, both of which were reported to the Hellenic Data Protection Authority.

In both cases, the Bank immediately took corrective action in order to minimise the potential risk and protect the personal data of its Customers. Additionally, in order to prevent such incidents from occurring again in the future, the Bank took steps to improve and strengthen the existing technical and organisational measures currently in place.

## RESPONSIBLE REPORTING, CUSTOMER SERVICE AND SATISFACTION



Responsible reporting to Customers and Customer satisfaction constitute primary goals of the Bank, while addressing all Customers' banking needs in a modern and responsible manner is the daily concern of its Employees.

In order to provide full and transparent information to its Customers, Alpha Bank ensures that the principles that govern customer service and assure customer satisfaction are communicated to them in writing or verbally. A key method employed to identify customer needs and to measure and enhance customer satisfaction is carrying out surveys at regular intervals.

Moreover, in order to ensure that Customers receive full and complete information, the Bank complies with the regulatory framework in force and makes sure that they are supplied with the necessary information about the products and services it provides (see Responsible Operation - Compliance of the Bank).

### CUSTOMER RELATIONSHIP MANAGEMENT

Aiming for the constant enhancement of positive Customer experience, which leads to the continuous reinforcement of the relationship between Customers and the Bank, the Bank analyses the Customers' transaction behaviour and processes related data, in order to meet the needs of its Business Units. The Bank builds on the feedback received in response to the activities it carries out and leverages technology (such as the SMART Portal IT tool) in order to implement its customer-centred approach.

The analyses carried out by the CRM Division, in response to the constant and specialised needs and requirements of the Bank's Business Units, continued intensely during 2018 as well, based on the customer-centred philosophy of the Bank.

In full alignment with the requirement for the Bank to comply with the general principles of the General Data Protection Regulation (GDPR), the CRM Division carried out numerous communication campaigns, sending e-mail and SMS messages to the Bank's Customers via the alternative networks. These campaigns contributed to the collective efforts to ensure a high level of Customer service and improve the overall Customer experience.

Based on the above campaigns, the first step has been to determine the desired medium of communication on the basis of the Customers' declared preferences and consent. At the same time, numerous informative messages about the Bank's products and services, based on the Customers' actual and personalised needs, were sent faster, more directly and with a higher level of security and reliability.

Finally, the results and the specialised analyses led to the correct assessment and evaluation of opportunities for growth and facilitating decision-making by the Bank's Business Units and Management, where required.

### DISTINCTIONS IN 2018

The Bank received **its fifth consecutive international distinction** from the **European Society for Quality Research (ESQR)**, this time in the category **"Best Quality Leadership Award 2018"**.

It also received the **"Team of the Year: Customer Service"** award in the category **"Large Organisation"** at the National Customer Service Awards.



## QUALITY ASSURANCE – RECOMMENDATIONS MANAGEMENT

**Customer Service Operations** are part of Alpha Bank's Operations Division and include the following:

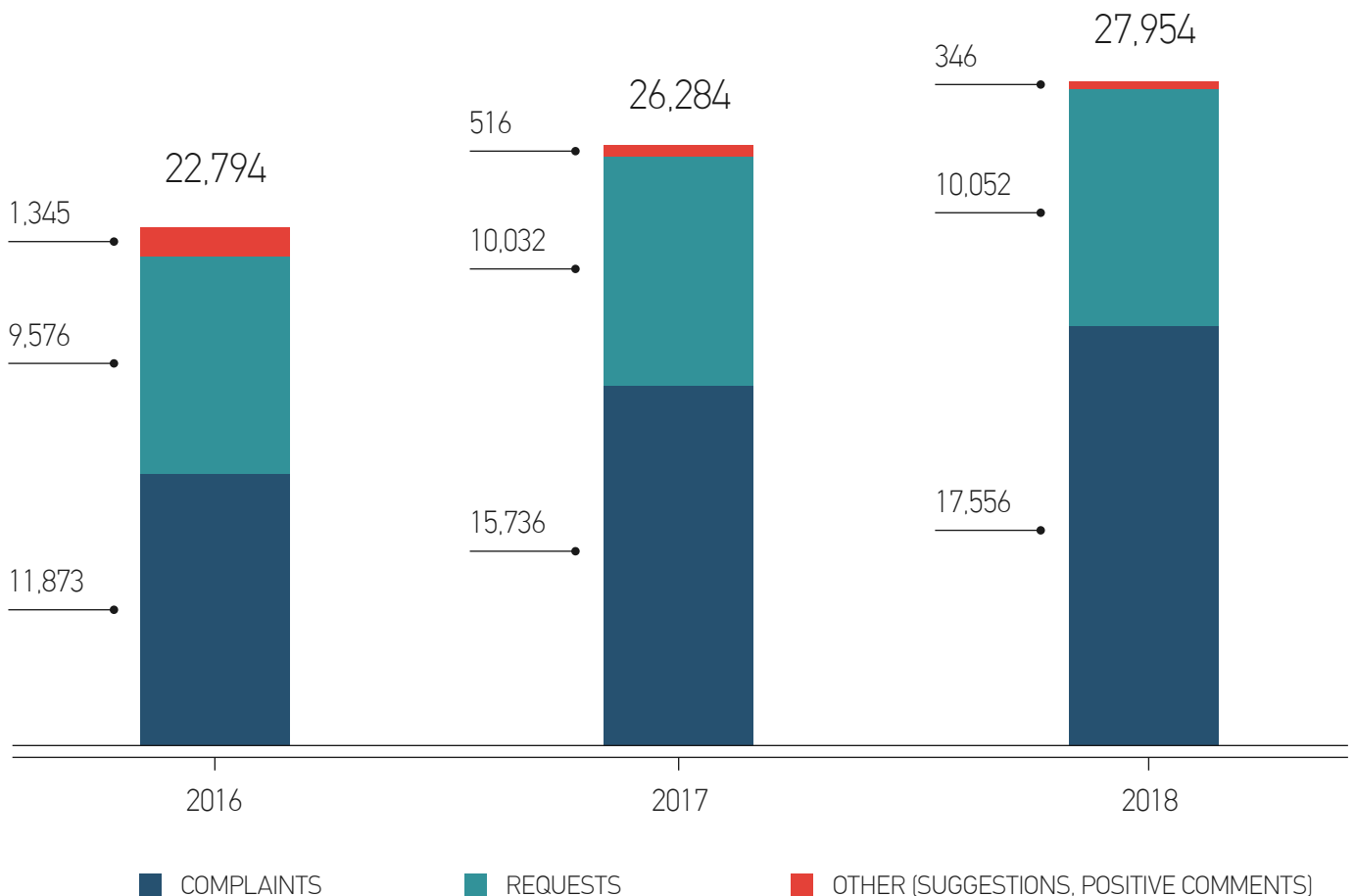
- **Planning and implementation of the standardised customer service policy and procedures framework** for the Customers of the Bank in Greece and of the Group Companies abroad.
- **Centralised management of procedures and reports** for the entire area of responsibility of the Operations Division;
- **Customer experience optimisation** by resolving cases and mediating to find solutions to Bank-related issues that the Customers are facing;

- support of special customer service tasks concerning Customers and market participants.

In 2018, incoming cases stood at a total of **27,954**, increased by **6%** compared to 2017 (26,284), due mainly to the increase in complaints (by 12%). The increase in the number of complaints involved cases regarding the following:

- a) collections,
- b) disposal of portfolios of Non-Performing Loans (NPLs) / Non-Performing Exposures (NPEs),
- c) forwarding of personal data and
- d) seizure/freezing of bank accounts.

### INCOMING CASES

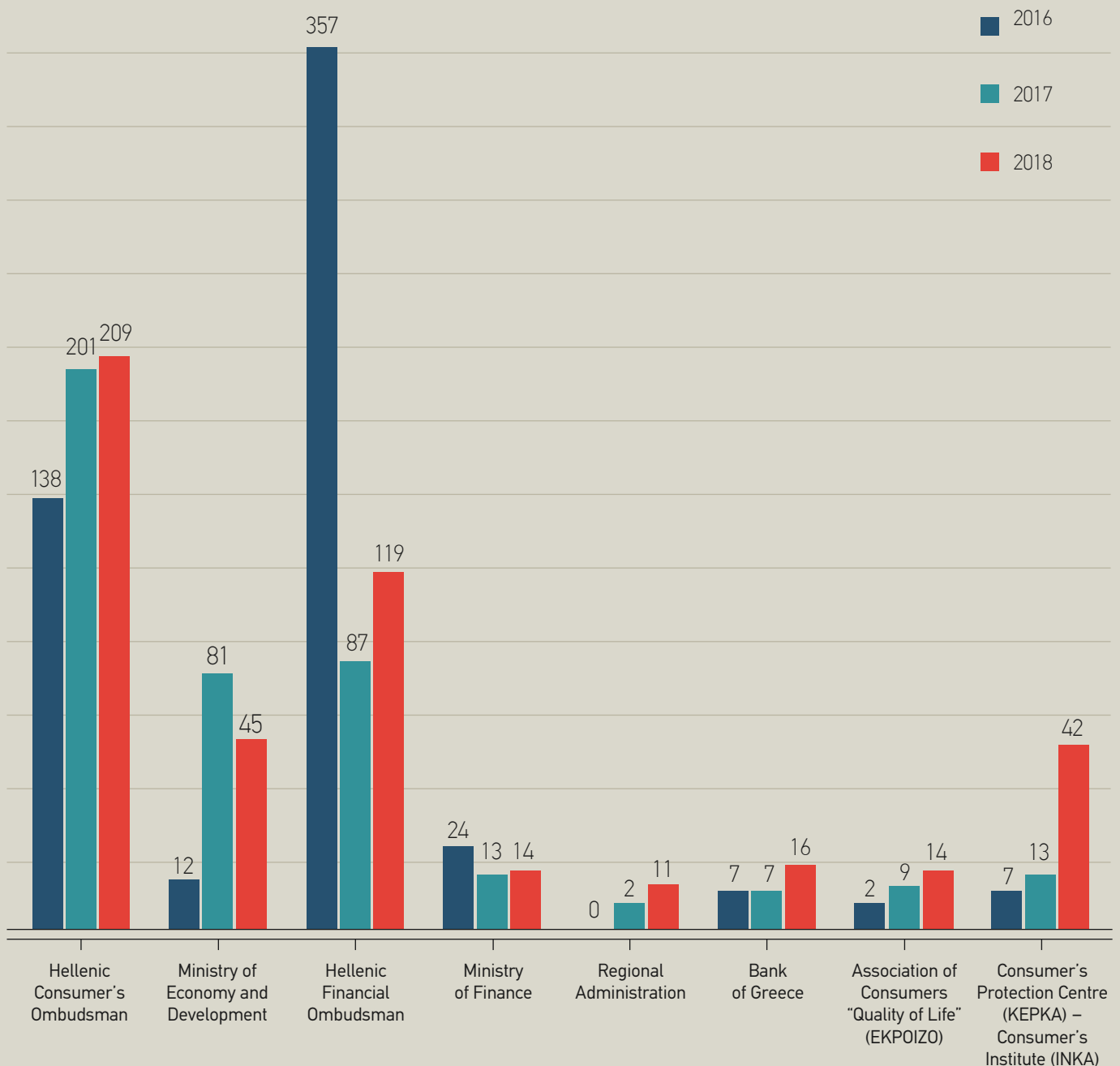


Data Source: [RECOMMENDATIONS APPLICATION](#)

Incoming complaints referred to the Bank by third parties (supervisory and non-supervisory) **increased by 14%** to 470 cases compared to 413 cases in 2017. They also account for 2% of the total number of complaints for 2018, compared to 3% for 2017.

The **Hellenic Consumers' Ombudsman** is the main source of the cases submitted through third parties, accounting for **44%** of such cases **against 49%** in 2017. It should be mentioned that the number of cases resolved in 2018 through dispute resolution mechanisms (Hellenic Financial Ombudsman and Hellenic Consumers' Ombudsman) was 294.

## INCOMING COMPLAINTS REFERRED BY THIRD PARTIES

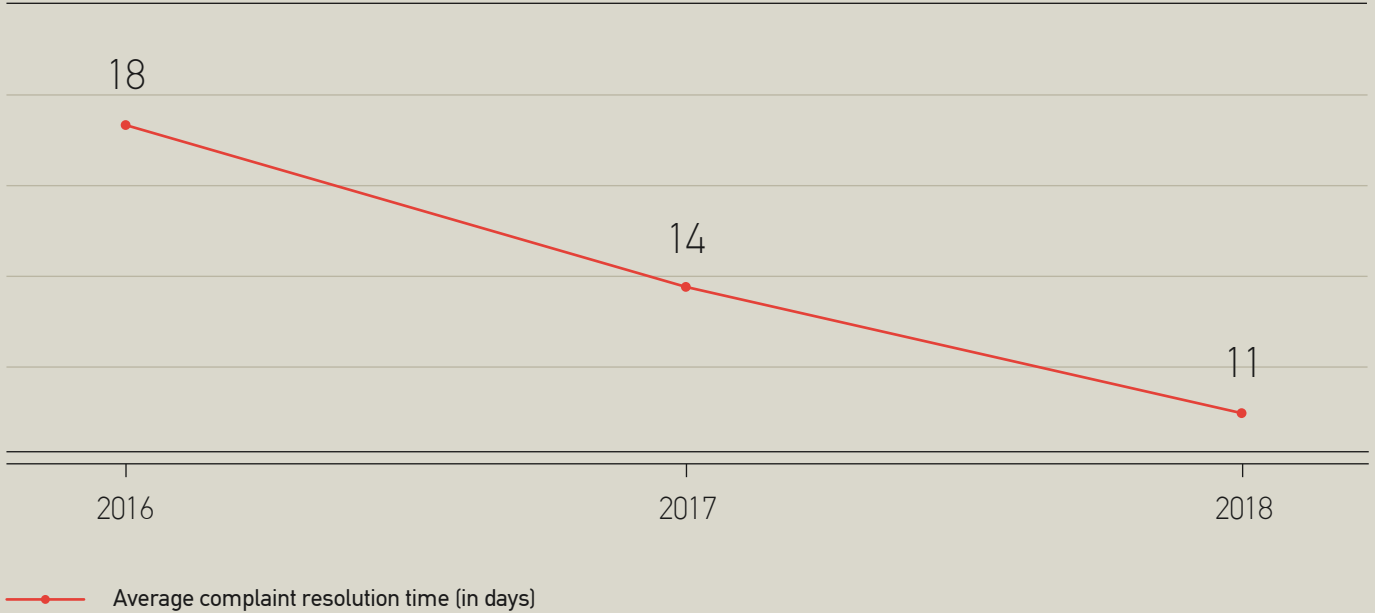


Data Source: [RECOMMENDATIONS APPLICATION](#)

In 2018, the **Average Complaint Resolution Time stood at 11 calendar days**, compared to 14 in 2017.

It should be pointed out that the Bank's goal is to resolve complaints within 14 calendar days from the moment they are registered in the Recommendations Application.

**AVERAGE COMPLAINT RESOLUTION TIME**

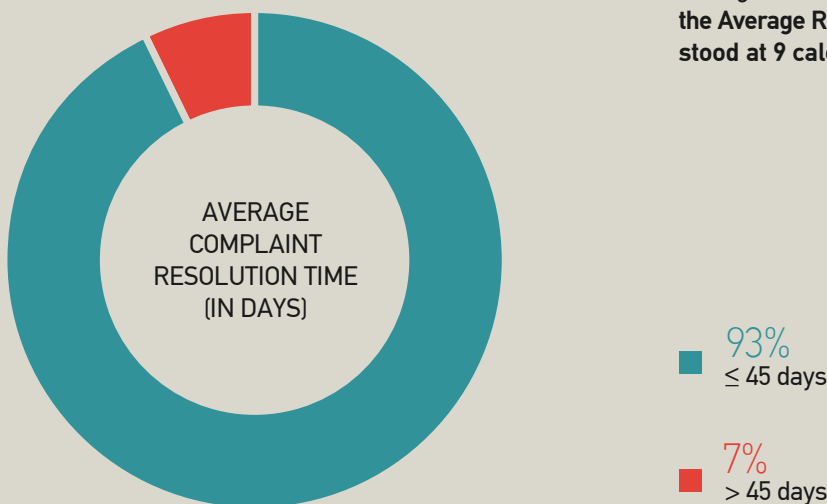


Data Source: [RECOMMENDATIONS APPLICATION](#)

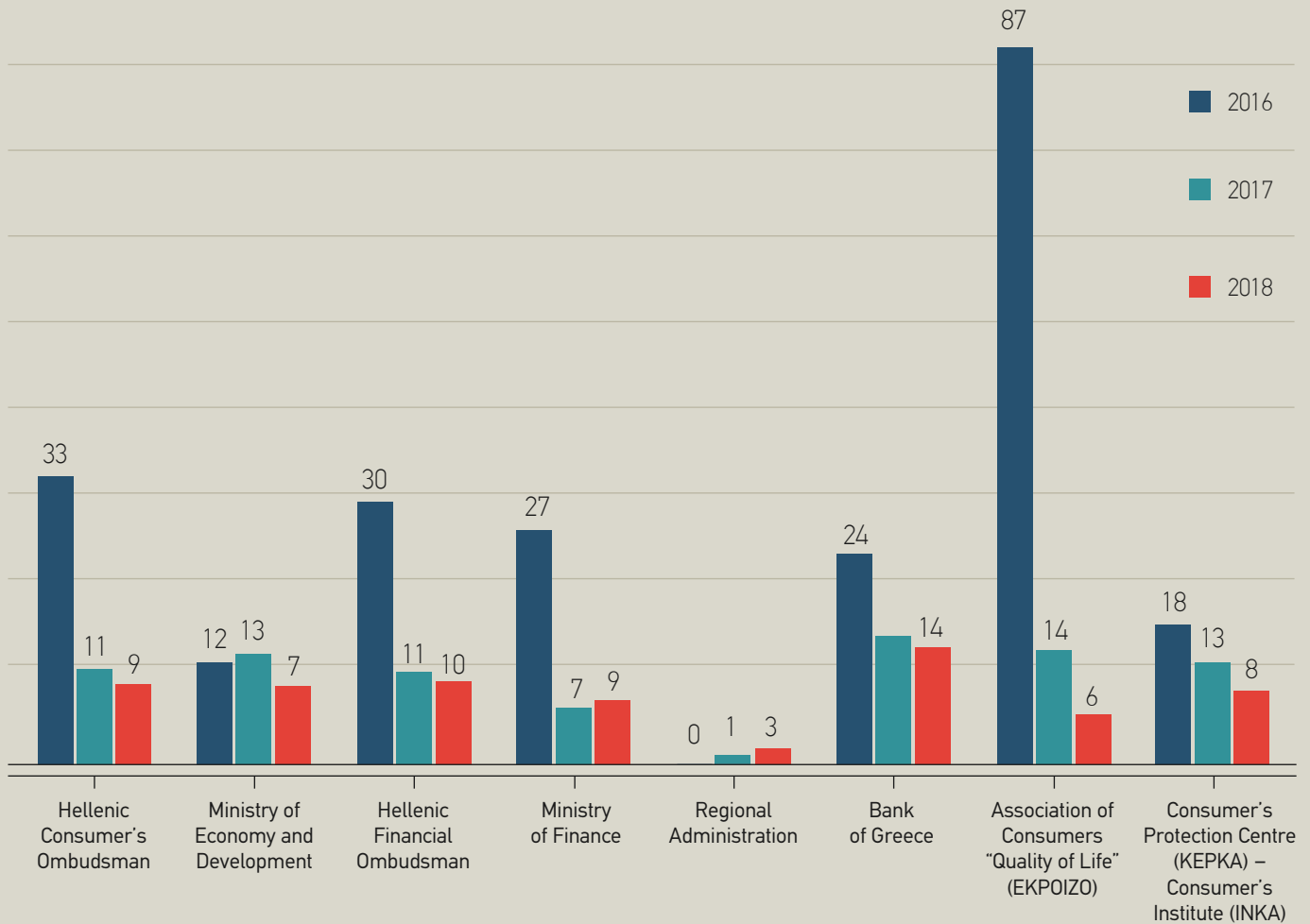
Act 2501/31.10.2002 of the Governor of the Bank of Greece stipulates that "the result of the investigation and the relevant position of the Bank shall be made known to customers within 45 calendar days of the date the complaint was filed with the bank".

As regards the aforementioned obligation, in **2018 the percentage of cases that were resolved after the lapse of the 45-day time limit stood at 7% of the total number of resolved cases** (an improvement from the 15% figure of 2017).

As regards the **cases referred to the Bank by third parties, the Average Resolution Time registered an improvement and stood at 9 calendar days compared to 12 in 2017.**



## AVERAGE RESOLUTION TIME OF CASES REFERRED BY THIRD PARTIES



Data Source: [RECOMMENDATIONS APPLICATION](#)

## SATISFACTION SURVEY OF CUSTOMERS SUBMITTING COMPLAINTS

In 2018, in line with the Bank's ISO 9001:2008 certified Quality Management System, two Satisfaction Survey cycles of Alpha Bank Customers Submitting Complaints were carried out.

**Method:** Quantitative research via telephone interviews (CATI) country-wide to mobile phones of Alpha Bank Customers.

**Population-Target:** Alpha Bank Retail Customers who have submitted a complaint and have received a reply from Customer Service. The survey population was created by the Bank through the random selection of Customers without quotas for each type of complaint or complaint resolution channel. The Bank sent a text message (SMS) to its Customers, informing them that the survey is underway and that they will be contacted by KANTAR TNS.

**Sample:** n=683 interviews, in two phases, for the entire year (2018). The survey sample includes all categories of Retail Customers (Individuals), irrespective of amount of their deposits, the type of account etc.

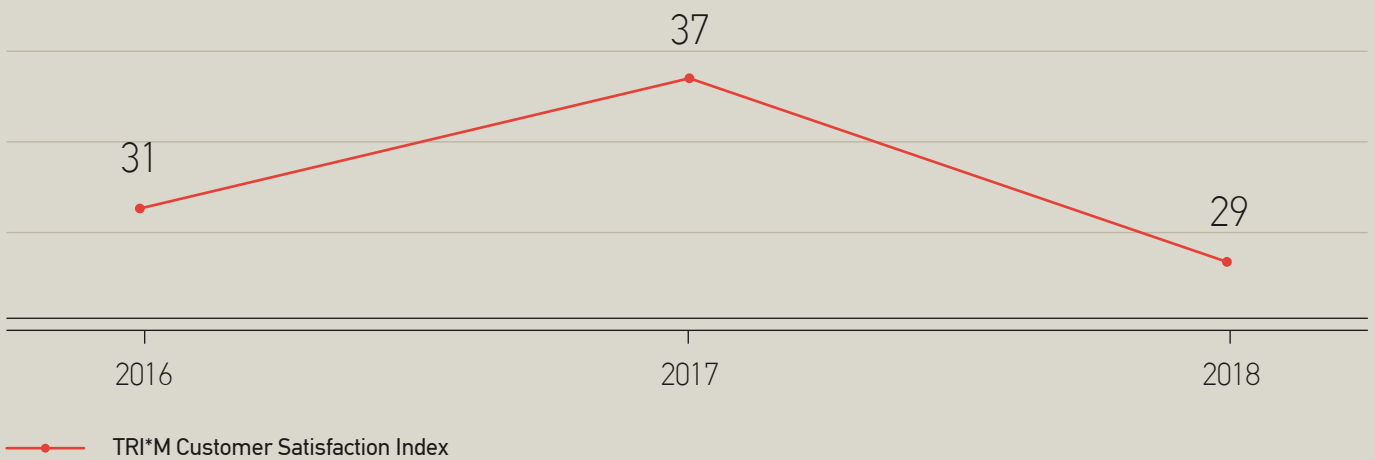
AGGREGATE RESULTS

TRI\*M Index

The TRI\*M Customer Satisfaction Index measures customer loyalty (with a measurement range from -50 to +150).

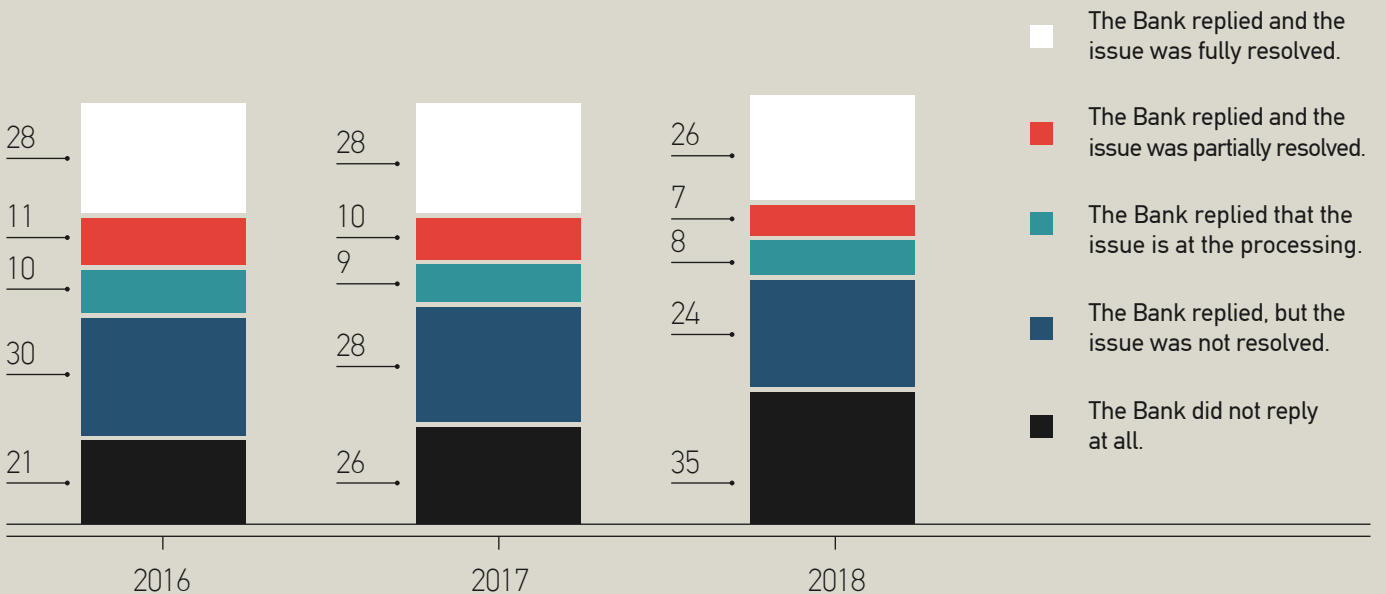
For the total number of Alpha Bank Customers who submitted complaints, the TRI\*M Index for 2018 **declined by eight (8) points** and stood at 29 compared to 37 for 2017.

TRI\*M CUSTOMER SATISFACTION INDEX



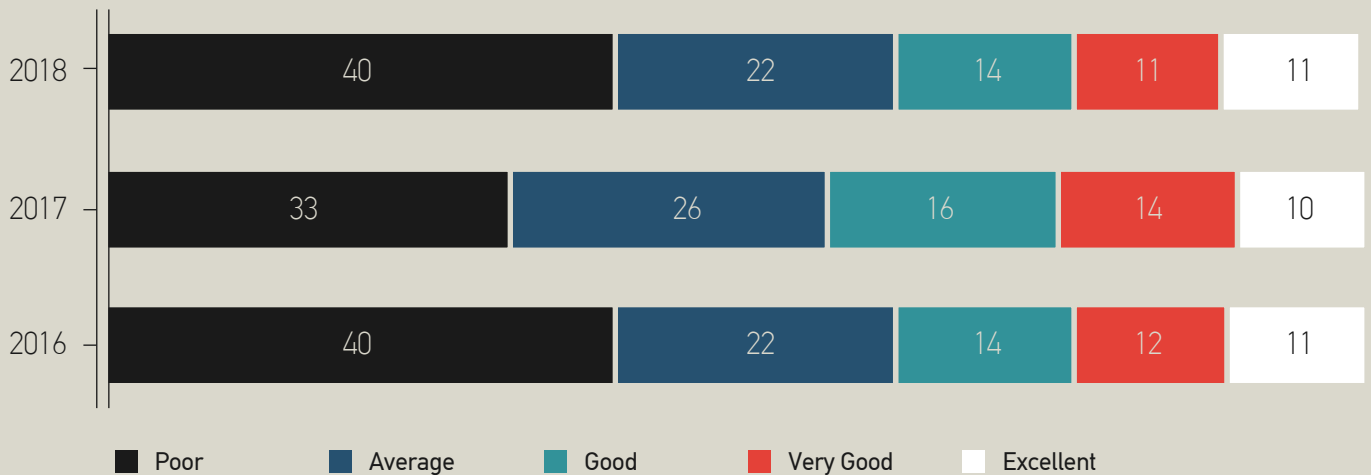
CUSTOMERS' PERCEPTION OF COMPLAINT RESOLUTION

In 2018, a marginal decrease was observed in the number of Customers who reported that their problem was fully resolved by the Bank, who nevertheless remain a minority, as most Customers report that their problem has not yet been resolved/answered.



### OVERALL ASSESSMENT OF COMPLAINTS MANAGEMENT

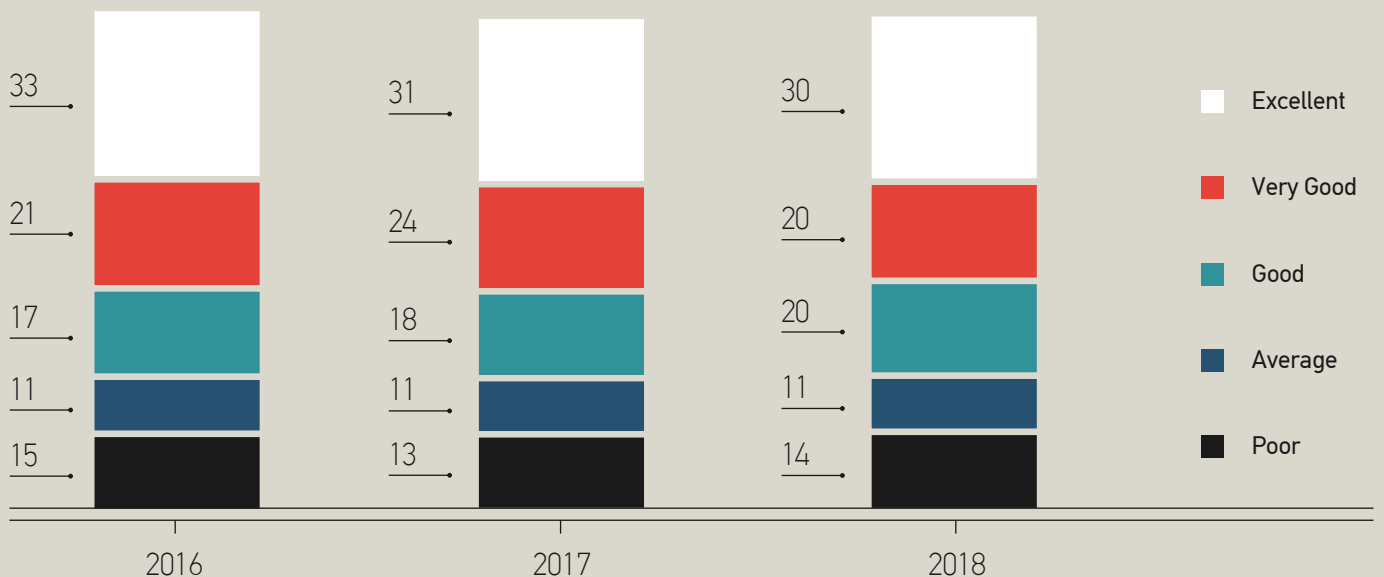
In 2018, a marginal increase was observed in the percentage of Customers who assess their complaints' management with a rating of "Average/Bad" compared to 2017.



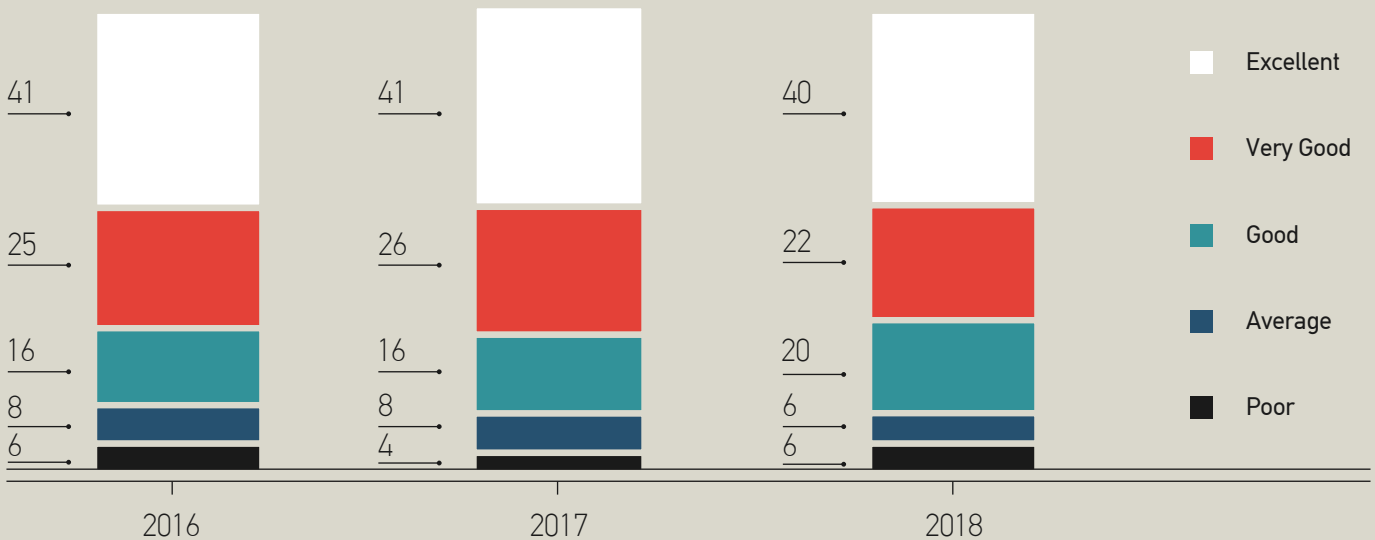
### ASSESSMENT OF THE CUSTOMER SERVICE PROVIDED BY PERSONNEL

For yet another year, in 2018 Customers assessed positively the politeness and willingness to help of the Officers of the Customer Recommendations Management Section and the First Data Hellas Officers operating the complaints and suggestions telephone line, as well as their understanding of the nature of the complaints made.

### UNDERSTANDING OF THE COMPLAINT BY THE CUSTOMER SERVICE OFFICER



POLITENESS AND WILLINGNESS TO HELP OF THE CUSTOMER SERVICE OFFICER



ACTIONS TO IMPROVE CUSTOMER SERVICE

As part of Alpha Bank’s action plan and strategy to reinforce its customer-centred philosophy, in 2018 the participated in a number of events and also launched the organisation of internal events on the subject.

In June, the Bank participated in the “Athens Customer Experience Festival - Design & Deliver Amazing Customer Experiences” conference, for the fourth consecutive year. The aim of the conference was to collect and put to use valuable knowledge from companies specialising in the Customer Experience field on a global level.

In July, the Bank organised the first pilot Voice of Customer (VoC) workshop, in the form of an interdepartmental working meeting, in the presence of the Executive General Manager - Chief Digital Officer and Retail Banking Products. The VoC workshop serves as an introduction to the Customer Experience methodology, which is centred on the Customer, by analysing the Customer’s voice and building a structured record of their experience in the form of a “journey”, which contains information on the Customer’s interaction with the Bank at every stage in the communication between them.

A Bank Customer was invited to participate in the VoC workshop and to describe their overall experience, from the time of submission of their initial request until the issue was resolved.

During this workshop, eleven improvement actions were identified, one for each stage in the Customer’s “journey”, whose implementation is aimed at improving the experience of all Customers facing similar issues. These actions are aimed at improving the experience of all Customers facing similar issues. The identified actions, together with the input from all attendees, were included in an action plan with specific implementation schedule.

In October, Alpha Bank participated in the National Customer Service Week celebrations, organised under the auspices of the Hellenic Institute for Customer Service, with a series of activities coordinated by the Operations Division. The National Customer Service Week is an international initiative whose aim is to highlight the vital role of Customer Service and to reward the people who serve and support Customers on a daily basis.

## CONSUMER RESEARCH SURVEYS

In 2018, the Bank's consumer research plan adopted specialised methodologies and Key Performance Indicators (KPIs) in relation to the business targets that have been set for the Bank's digital transformation. Surveys were carried out of various populations of interest: these surveys were in their majority quantitative, while some selected qualitative ones were also carried out. In addition to the steady-flow survey tools, new data collection methods were introduced, aimed at providing provide Customers with more options in assessing the Bank's performance.

For the Bank, reaching the desired level of "digital maturity" shifts the focus on the introduction of innovative products and services, as well as on upgrading Customer experience at all points of contact with the Bank. The ultimate goal is for Customers to enjoy a steadily improving level of service for their evolving needs and an upgraded banking experience and, at the same time, for the Bank to reinforce its efficiency and growth potential.

In 2018, the surveys produced significant findings on the above, as well as positive results regarding the Customers' perception of the Bank.

A prime such example is the new prepaid "bleep" card, which can be issued and topped up using the "bleep app" from anywhere, in just five minutes. Especially among younger cardholder populations (18-24 and 25-34), more than half of the respondents state that they would recommend this particular card ("promoters"), achieving a high Recommendations Index score (NPS score: 43 and 46 respectively). Moreover, among all Customers who obtained the "bleep" card, eight out of ten describe the procedure/experience of obtaining the card as "extremely easy"<sup>1</sup>.

The Alpha Bank Customer Satisfaction Survey for 2018 recorded a high level of satisfaction among the Customers of the Bank, both overall and for the individual service points.

Overall, the Alpha Bank Customer Satisfaction Index (TRI\*M Index) registered an increase compared to the previous year (62 against 59 in 2017), attributed to the improvement in the Customers' assessment ratings of the Bank's performance ("performance index")<sup>2</sup>.

The Satisfaction Index (105 TRI\*M Index)<sup>2</sup> of Customers who would recommend the Bank ("promoters") was even higher.

At the same time, significant increases were observed in the positive Customer experience ratings for "Alpha Web Banking" (79% from 67% in 2017), "Alpha Mobile Banking" (73% from 70%) and the Bank's website (70% from 63%)<sup>2</sup>.

For yet another year, in 2018 the use of electronic communication networks (web and mobile) continued to improve the Customers' service experience<sup>2</sup>.

Customers identified the following as the most significant aspects of their positive experience of "Alpha Web Banking": "its ease of use", "the security in transactions", "the range of transactions" that they can carry out, as well as "the technical support" provided by the Bank, which is steadily improving<sup>2</sup>.

Furthermore, the Image Survey, combined with the Customer Satisfaction Survey, attests to the strength of the Bank's corporate identity among its Customers' population. Indicatively, the Individuals-Customers acknowledge, inter alia, that it is a "reliable", "modern" Bank "which covers all their needs" and "offers a lot to society"<sup>3</sup>.

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### Identity of the Research Surveys

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#### Quantitative Survey "bleep NPS Study"

Company: FocusBari  
Computer-assisted Telephone Interviewing (CATI).  
Sample N=300 "bleep" prepaid card holders.  
Survey period: November 2018

#### Quantitative Customer Satisfaction Survey for 2018

Company: Kantar TNS  
Country-wide survey via telephone interviews with Individuals-Customers aged 18-75. Survey sample N=3,100 individuals (Alpha Bank Customers N=1,900/Competition Customers N=1,200). Survey period: February-April 2018

#### Image Quantitative Survey

Company: QED  
Country-wide survey via Computer-assisted Telephone Interviewing (CATI) with Individuals - Customers aged 25-54. Sample N=1,008 individuals. Survey period: November 2018

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<sup>1</sup> Source: Quantitative Research "Bleep NPS Study", November 2018

<sup>2</sup> Source: Alpha Bank Customer Satisfaction Survey, February - April 2018

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<sup>3</sup> Source: Image Survey | Retail-Customers, November 2018



## RESPONSIBLE MARKETING

To ensure its Customers' trust in its products and services, Alpha Bank pays particular attention to ongoing communication and dialogue.

The Bank's advertisements present all the details necessary to inform the public about its products and services. When a particular advertising medium cannot convey adequate details due to space or time limitations, the Bank's website ([www.alpha.gr](http://www.alpha.gr)) and the Bank's Call Centre number are always provided, selectively accompanied by a two-dimensional barcode (QR code) for quick access to more detailed information.

Every advertising communication plan is assessed by the relevant Divisions of the Bank and, if required, by the Legal Services Division or by the Compliance Division, to ensure objectivity when providing information. In this respect, the Bank complies with the regulatory framework in force regarding transparency in providing information to contractual parties, pre-contractual information, advertising as well as the terms of contracts with its Customers.

It should be pointed out that the Bank takes care to ensure that Customers are provided with the fullest possible information regarding financial management matters. To this end, relevant information leaflets of the Hellenic Bank Association are distributed at the Bank's premises, with simultaneous promotion of face-to-face communication and briefings of Customers by the Personnel of the Bank in charge.

In 2018, one (1) advertising communication under control was submitted to the First-Degree Committee of the Communications Control Council, regarding four (4) issues of potentially misleading information, of which two (2) were rejected as unfounded and two (2) were identified and corrected before the Communications Control Council had reached a decision.





TOGETHER | 83  
WITH OUR PEOPLE



The Employees of Alpha Bank are its most important and most valuable asset, the driving force behind its successful growth course. Flexible, committed, united and with a strong sense of responsibility, they adapt successfully to the ever-changing circumstances. Part of Alpha Bank's strategy over the years has been the training and growth of its Employees, as demonstrated by the creation of a working environment that respects individuality, acknowledges contribution and supports the continuous development of each Employee.

## MANAGEMENT OF HUMAN RESOURCES



A key factor in increasing performance and enhancing creativity and innovation at Alpha Bank is making the best of Employees with equal opportunities in terms of development and advancement, based on uniform qualification and competence evaluation procedures.

### 2018 Target

To promote a work environment where the creation of value for the Bank and the Employee can flourish.

By building a positive work environment and enhancing the well-being of Employees, the Bank strives to constantly provide the proper infrastructure that ensures a fair compensation for their work and enables a more effective customer service. The optimal use of technology and modern practices in basic human resource management functions helps optimise internal procedures, thereby improving employee experience and fostering a relationship of mutual trust and reciprocity.

The Bank, acting as a responsible employer, strives to meet the expectations of its Employees. It therefore constantly invests in their continuous training and education. With the creation of the Development Centres, it aims to contribute to the development of its Employees' critical skills and competences. Alpha Bank promotes a healthy balance between the professional and personal life of its Employees and provides them with equal employment and advancement opportunities.

### 2018 Target

To ensure the optimal use of Human Resources, in line with the Bank's operational model, as established on the basis of the Group's Business Plan.

The Bank aims to harness the potential of its Employees and, to this end, it supports their promotion by means of internal announcements of vacancies and also helps them move closer to their place of residence or of choice.

The Bank also encourages its Employees to take part in volunteer activities, as a way of contributing to the society and the environment.

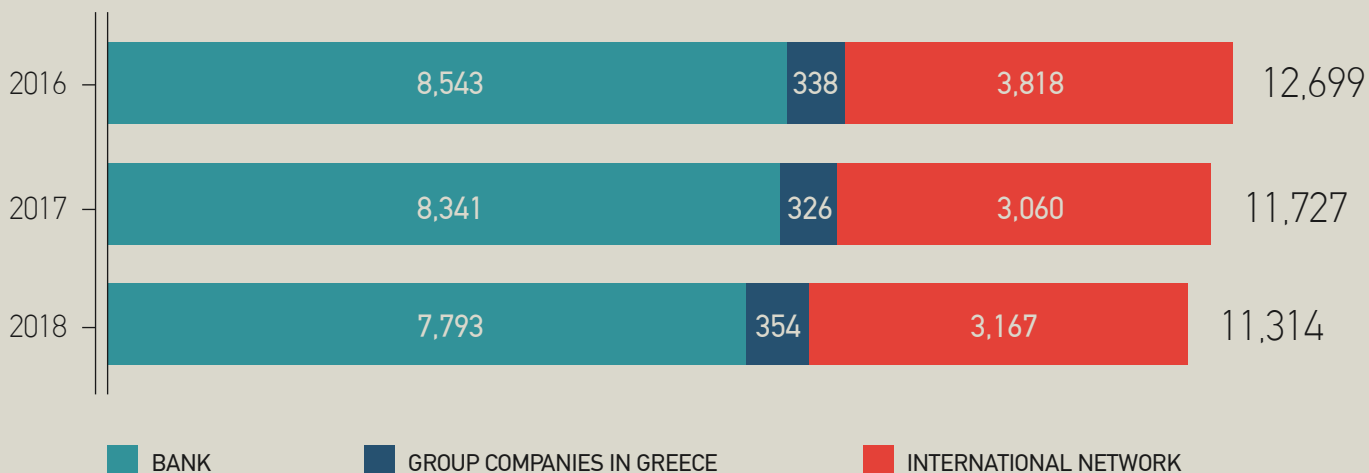
## EMPLOYMENT

The creation of a healthy work environment, the working hours, the renewal of the Human Resources with new recruitments and the provision of fair remuneration are all of paramount importance and help establish a well-functioning work environment while ensuring that Employees contribute to the Bank's daily operations more efficiently.

At the end of 2018, Alpha Bank employed **7,793** full-time Employees with employment contracts of indefinite duration. The total number of Employees for the entire Group stood at 11,314.

Moreover, the Bank employs a small number of seasonal Employees. Specifically, in 2018, it employed a total of 47 individuals (26 men and 21 women) as temporary Employees.



EVOLUTION OF THE ALPHA BANK GROUP HUMAN RESOURCES



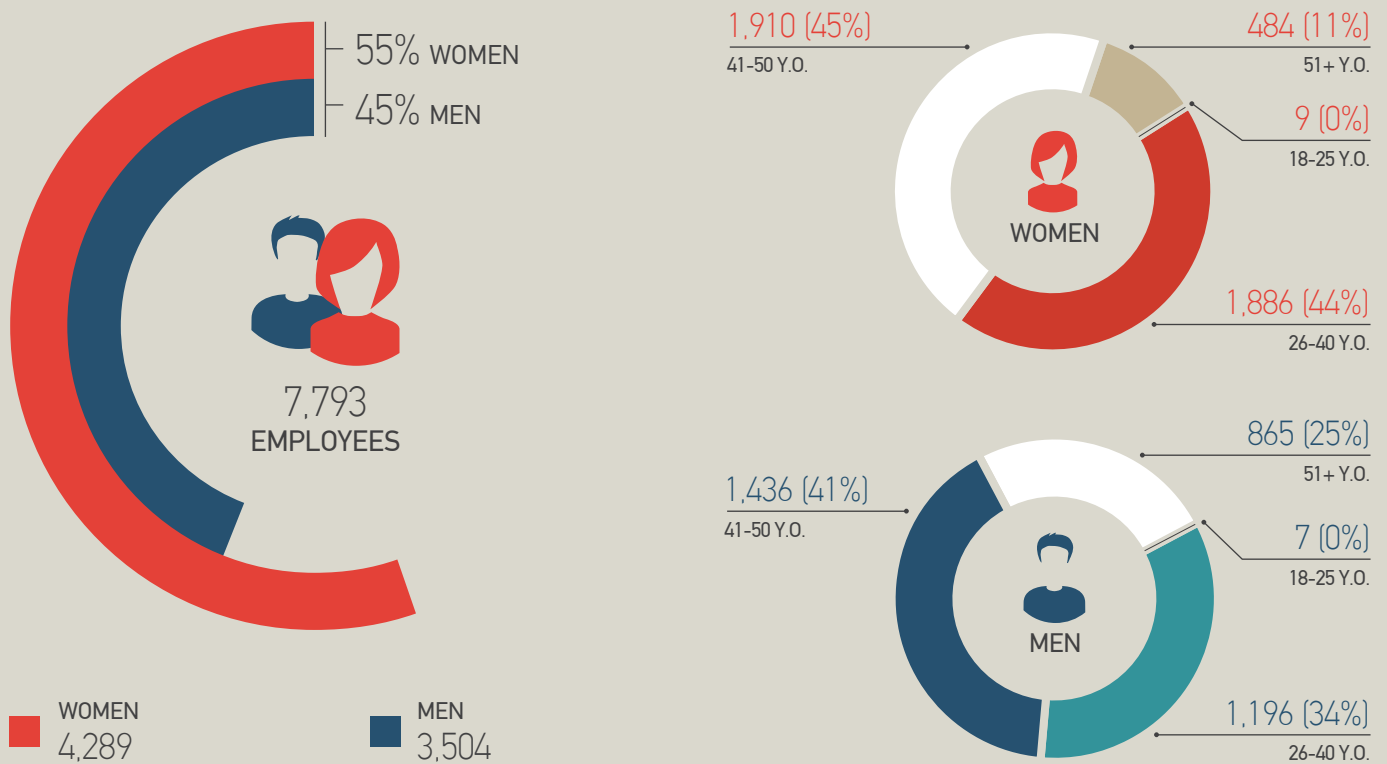
• Figures refer to the number of Employees on 31 December of the respective year.

It should be pointed out that the reduction in Personnel numbers in Greece is due to the implementation of the Restructuring Plan aimed at reducing operating costs. During 2018, the Bank implemented a Voluntary Separation Scheme for regular Personnel wishing to depart. The benefits provided under this Scheme to interested Employees were particularly favourable, while the option of a three-year-long paid leave was also provided.

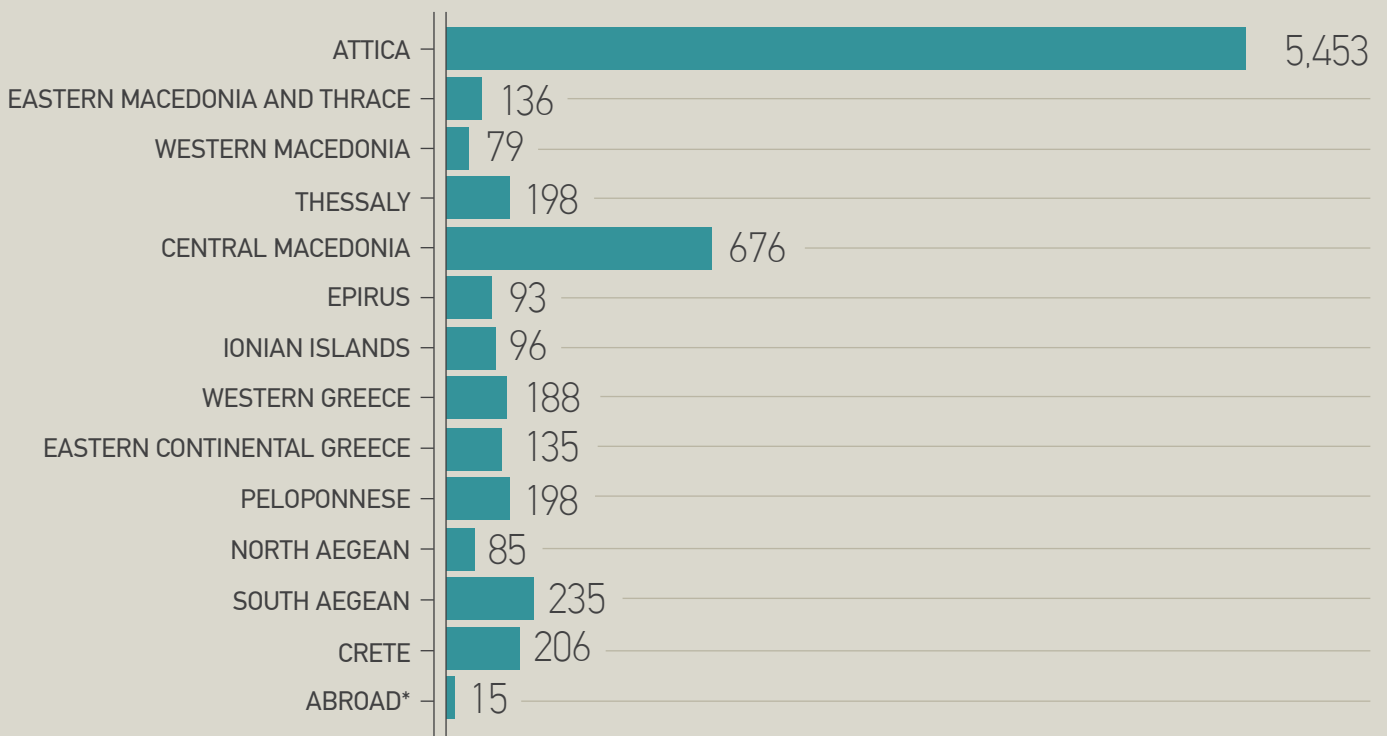
HUMAN RESOURCES OF THE ALPHA BANK GROUP BANKS ABROAD IN 2018

	CYPRUS	ROMANIA	ALBANIA	UNITED KINGDOM
 MEN	262	439	143	36
 WOMEN	419	1,478	276	43

ALPHA BANK PERSONNEL BREAKDOWN AS OF 31.12.2018



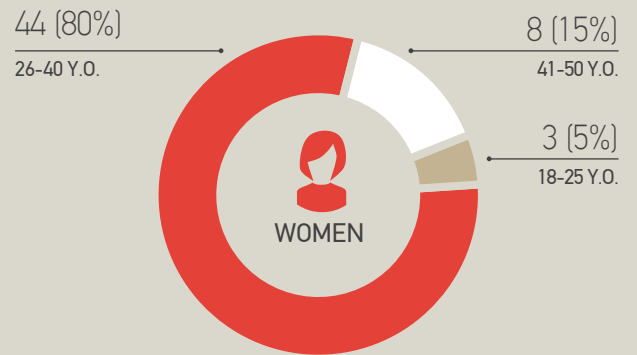
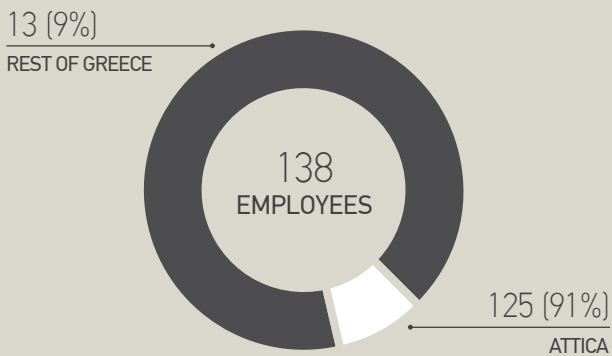
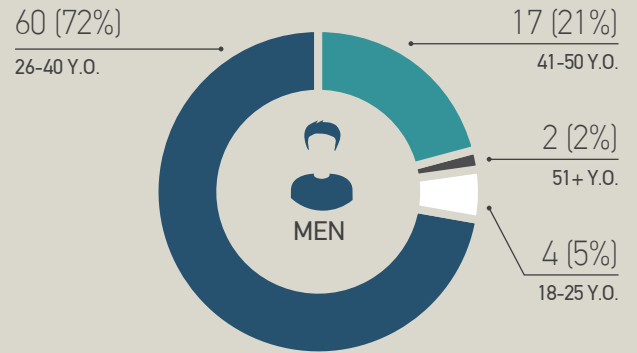
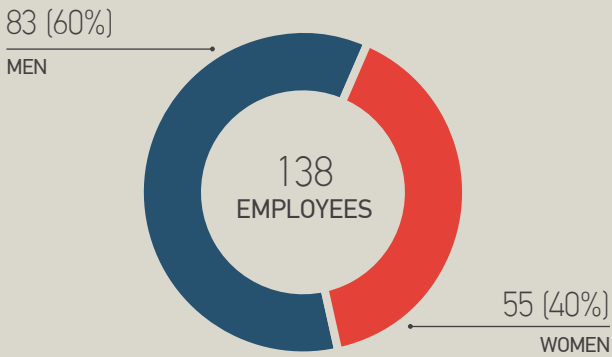
ALPHA BANK PERSONNEL - BREAKDOWN BY GEOGRAPHIC REGION AS OF 31.12.2018



\*Refers only to the number of Bank Employees on secondment abroad and not to the total Personnel employed by the Group abroad

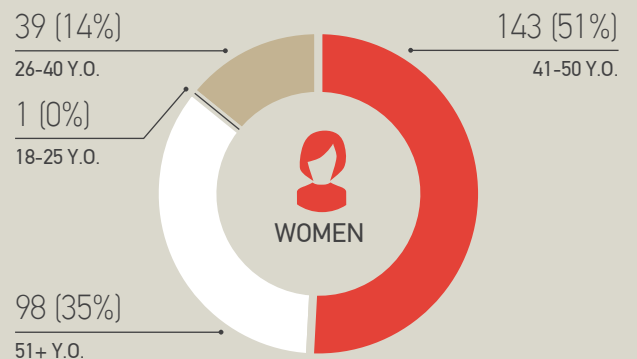
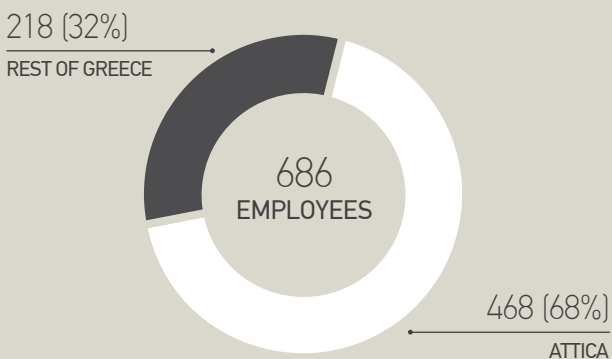
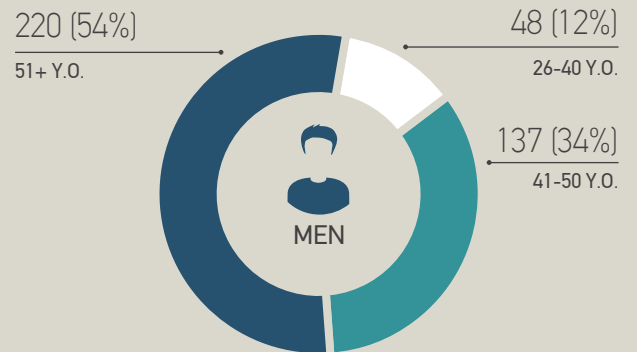
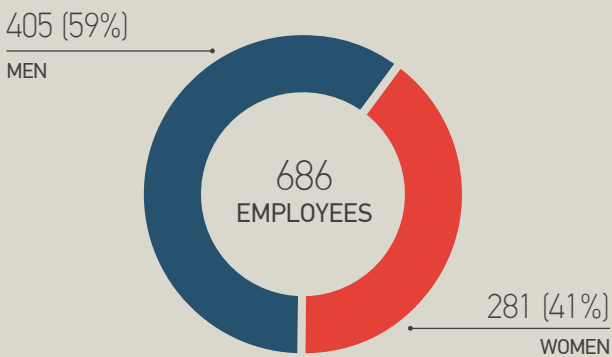
REGULAR PERSONNEL RECRUITMENT IN 2018

• Recruitment of new employees as a % of all Personnel **1,8%**





REGULAR PERSONNEL DEPARTURES IN 2018

• Departures as a % of all Personnel **8,8%**



## PERSONNEL RECRUITMENT AND DEPARTURES OF THE ALPHA BANK GROUP BANKS ABROAD IN 2018

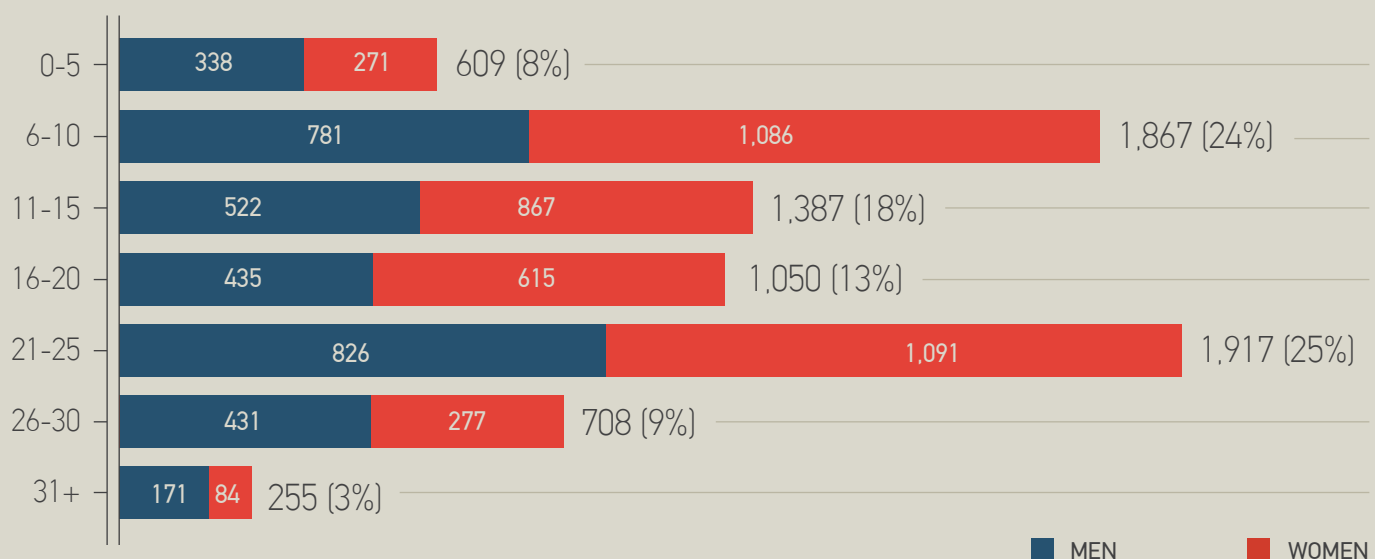
	CYPRUS	ROMANIA	ALBANIA	UNITED KINGDOM
<b>RECRUITMENT</b> as a % of all Personnel	<b>30 (4%)</b>	<b>451 (24%)</b>	<b>53 (13%)</b>	<b>15 (19%)</b>
	10 (33%)	82 (18%)	14 (26%)	8 (53%)
	20 (67%)	369 (82%)	39 (74%)	7 (47%)
<b>DEPARTURES</b> as a % of all Personnel	<b>11 (2%)</b>	<b>373 (19%)</b>	<b>56 (13%)</b>	<b>6 (8%)</b>

## EMPLOYEE COMMITMENT INDICATOR (YEARS OF SERVICE AT THE BANK)

Alpha Bank's Employees create value for the Bank and the society with their professionalism, commitment and hard-working attitude.

The Bank invests in and trusts young people, while at the same time it rewards and honours the commitment of Employees with many years of experience. This is also demonstrated by the annual award events organised for Employees who have completed 25 and 35 years of service. The chart below shows the breakdown of the Bank's Employees in terms of their years in service, given in five-year increments.

## BREAKDOWN OF REGULAR PERSONNEL ACCORDING TO YEARS IN SERVICE ON 31.12.2018





## EMPLOYEE PERFORMANCE EVALUATION AND DEVELOPMENT

### Online Evaluation System

Bank Employees are evaluated using the Online Application for the Submission of Personnel Performance Evaluation Forms, according to their position.

The results of the evaluation process are used for Personnel development purposes and, in particular, for rank-based promotions, advancements, transfers, appointments and training.

EVALUATION FORMS FOR THE YEAR 2018*	QUANTITY
TOTAL EVALUATION FORMS RECEIVED	7,819
TOTAL POPULATION FULFILLING THE EVALUATION CONDITIONS	7,931

\*The total population evaluated also includes Employees who had not been included in the Bank's workforce on 31.12.2018 but have been evaluated for the previous year.

### Development Centres

#### 2018 Target

To develop and implement talent selection, management and retention programmes.

In early 2018, the Human Resources Division established the Development Centres, which operate in a venue especially created for this purpose.

Trained Executives from the Human Resources Division provide one-day personal and professional development programmes for Bank Officers, in the form of custom-designed individual and group exercises. The objective of these Centres is to develop critical skills of the participating population of the Bank and to link the results obtained to a number of development activities, such as personalised development programmes, succession planning programmes, training seminars and other activities.

Part of the population participating in the Development Centres also attends individualised coaching programmes conducted by Senior Executives of the Bank.

#### Promotions

Drawing on the results of the Performance Evaluation System and in line with the corporate practice of Internal Announcements on vacancies, 814 persons (of which 56% were women) were promoted in 2018, thus broadening their scope of work and their areas of responsibility.

#### Relocations – Transfers

In 2018, the percentage of completed transfer requests stood at 41.5% (out of a total of 224 applications), while 29 Internal Announcements with an open invitation to all Personnel were published and 36 appointments were made.

## INTERNSHIP EMPLOYMENT CONTRACTS – COLLABORATION WITH EDUCATIONAL INSTITUTIONS

### 2018 Target

To extend collaboration between the Human Resources Division and the University of Crete, as part of the Bank's Internship Programme.

In line with the practice established in the last few years, the Human Resources Division participated in the Career Days held by the Athens University of Economics and Business, the University of Piraeus, ALBA Graduate Business School and the American College of Greece (Deree), in order to consolidate the Bank's relationship with the Career Offices of the collaborating universities and, of course, with the new labour market entrants themselves. Representatives of the Human Resources Division participated voluntarily in the preliminary candidate selection process of the ReGeneration programme by conducting structured interviews, thus reinforcing its initiative to support capable young professionals in their first steps.

In addition, the Human Resources Division concluded a partnership with the University of Crete, and in particular with the Department of Economics, for providing students with employment opportunities at the Bank's local Branch Network. The student internship programme falls under the authority of the Operational Programme for Education and Initial Vocational Training and is co-funded by the Ministry of Education, Research and Religious Affairs and the European Union.

It should be noted that, in the framework of the implementation of internship programmes, the Human Resources Division intends to pursue its successful collaboration with domestic universities, providing senior graduate students with the opportunity to work at the Bank's central Divisions, in real working conditions, for a period of six (6) months. The Bank has also decided to take in students from the ReGeneration programme, in which the Bank is a host partner institution for young executives since 2015. To this end, the Human Resources Division is working with the Career Offices of the Athens University of Economics and the University of Piraeus in order to post on the Bank's Intranet portal a promotional announcement for attracting students to the Internship Programme.

In 2018, in collaboration with the Marketing and Public Relations Division, the artwork for a LinkedIn ad for the Programme was designed, aimed at enhancing Bank's corporate identity and reputation as an employer of choice. The selected candidates will take part in a series of written language and numerical reasoning tests, followed by personal interviews. The Programme is scheduled for launch in the first quarter of 2019 and its duration has been set to six (6) months.

## MANAGING THE EMPLOYEES' PERSONAL DATA

### 2018 Target

To update procedures so as to ensure their alignment with the requirements of Regulation (EU) 2016/679 of the European Parliament and of the Council (General Data Protection Regulation - GDPR) in connection with the Protection of the Employees' Personal Data.

The Bank updated its procedures on the management of its Employees' personal data, as required under the General Data Protection Regulation.

In particular, for all active Personnel:

- A Privacy Notice was drafted and the Personnel was informed accordingly.
- All Employment Contracts for Personnel recruited from 29.5.2018 onwards, as well as the other forms used in connection with the recruitment/departure of Employees, were updated.
- The Privacy Notice and the Rights of Employees were permanently posted on the Alpha Bank Intranet.
- The modalities on Employee identification in various services (e.g. e-mail) were adapted and standardised.
- A standard text was prepared for inclusion in the Bank's announcements about events/actions during which photography-filming may take place (requiring the informed consent of Employees).

For candidates/interested parties seeking employment at the Bank, the "Career opportunities" section of the Bank's website was updated, by creating and incorporating a "Privacy Notice" informing interested parties and enabling them to submit their CV, provided they agree with what is stated in said notice.

## FAIR LABOUR PRACTICES

The Bank respects human rights and condemns all forms of child, forced or compulsory labour. It respects and defends the diversity of its Employees (in terms of age, gender, race, nationality, religious beliefs, disability/special capabilities, sexual orientation, etc.) and treats all Employees with respect.

It ensures top-quality work conditions and opportunities for advancement that are based on merit and equitable treatment, free of discrimination. It offers fair remuneration, based on contracts which are in agreement with the corresponding national labour market and ensures compliance with the respective national regulations on minimum pay, working hours and the granting of leave.

## DIVERSITY AND EQUAL OPPORTUNITIES AT WORK

DIVERSITY INDICATORS	2016	2017	2018
Women Employees	4,609 (53.95%)	4,515 (54.13%)	4,289 (55.04%)
Women in the Board of Directors	3 (23%)	1 (8.33%)	1 (8.33%)
Women in the Bank's Senior Management*	1 (5%)	1 (5.56%)	1 (5.56%)
Women in management positions (Branch Manager or higher)	291 (36.79%)	299 (36.60%)	289 (36.35%)
Employees belonging to minority groups	4	3	1
Managers belonging to minority groups	2	1	0
Employees with disabilities	166	154	142

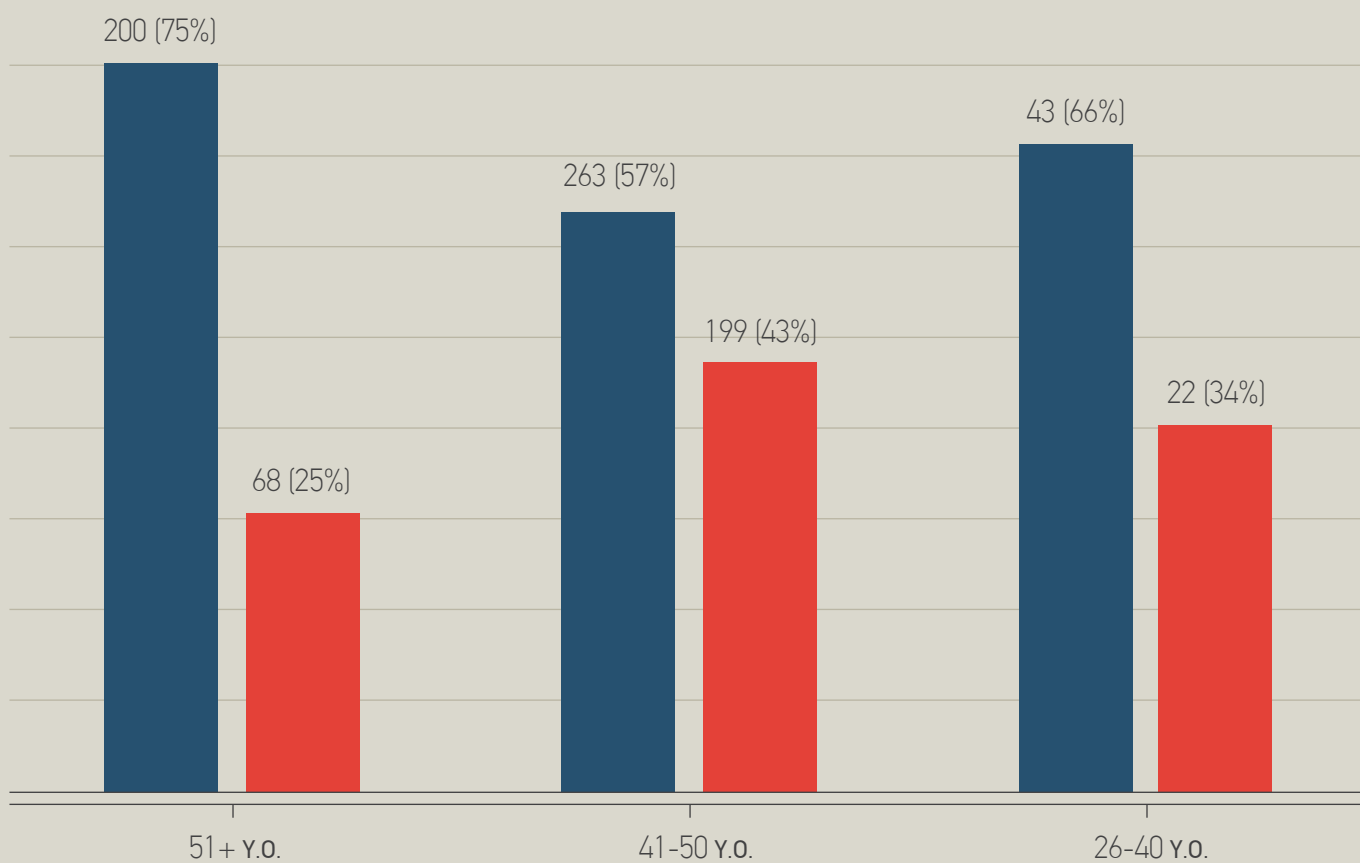
\*The following persons are included: the Chairman, the Managing Director - CEO, the Deputy CEOs, the General Managers and the Executive General Managers.

## DIVERSITY INDICATORS OF THE ALPHA BANK GROUP BANKS ABROAD IN 2018

DIVERSITY INDICATORS	CYPRUS	ROMANIA	ALBANIA	UNITED KINGDOM
Women Employees	419 (61.53%)	1,478 (77.10%)	276 (65.87%)	43 (54.43%)
Women in the Bank's Senior Management*	0 (0%)	1 (16.7%)	1 (33.3%)	0 (0%)
Employees with disabilities	3	10	0	1

\*The following persons are included: the Chairman, the Managing Director - CEO, the Deputy CEOs, the General Managers and the Executive General Managers.

## AGE DISTRIBUTION OF PERSONNEL IN POSITIONS OF RESPONSIBILITY\* ON 31.12.2018

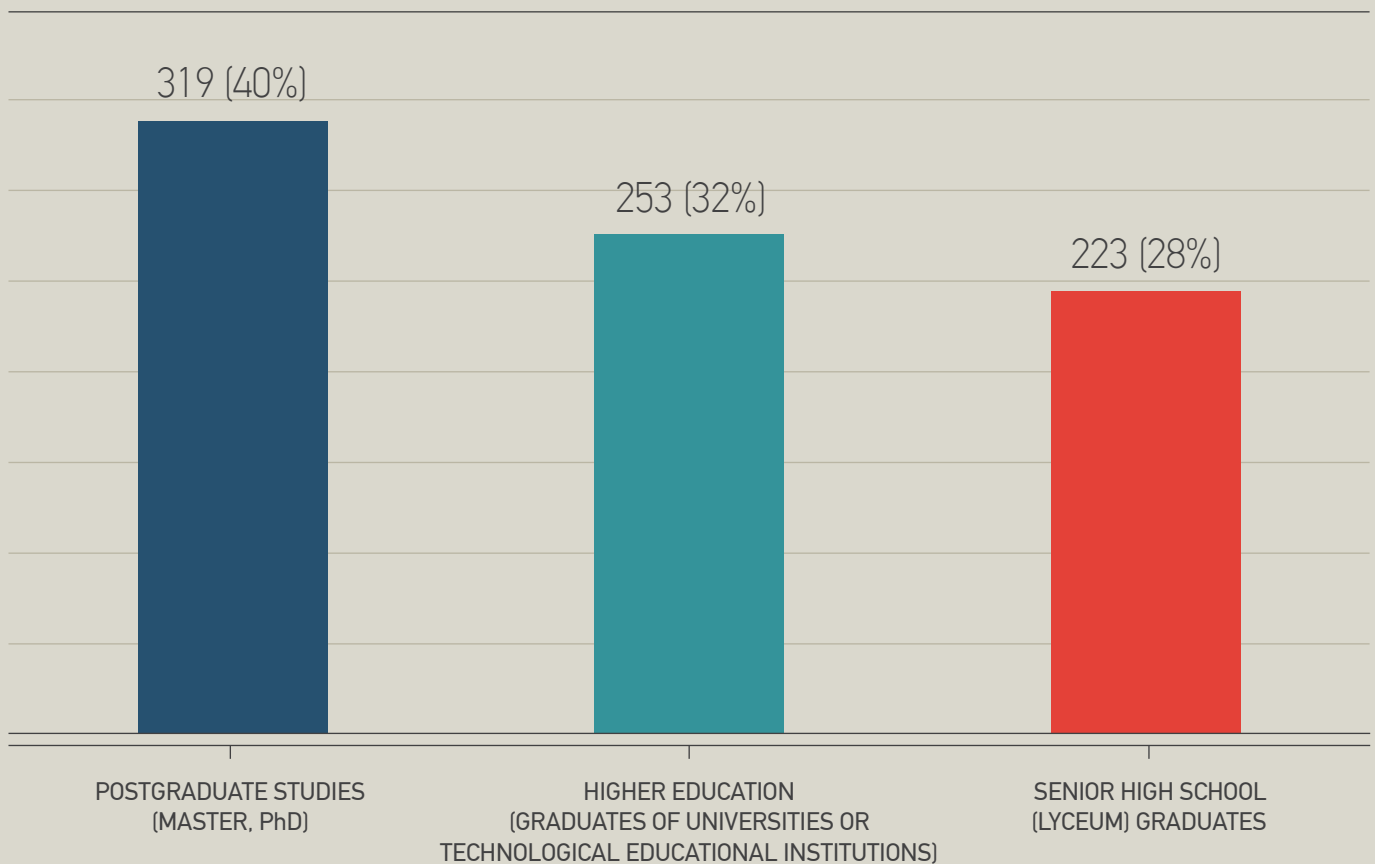


\*Branch Manager or higher

■ MEN

■ WOMEN

## EDUCATIONAL LEVEL OF PERSONNEL IN POSITIONS OF RESPONSIBILITY\*



\*Branch Manager or higher

The data on the total number of Employees in management positions and the corresponding percentages, by educational level, indicate that Employees in management positions who have a postgraduate education represented the highest percentage (40.13%) in 2018.

## PERSONNEL UNION REPRESENTATION

The Bank respects human rights, recognises the right to union membership and collective bargaining and opposes all forms of child, forced or compulsory labour. Collective bargaining and union membership rights are protected by national and international rules. Alpha Bank respects employee rights and is committed to safeguarding them fully, in accordance with the national and European law and the Conventions of the International Labour Organization.

The Sectoral Collective Labour Agreements apply to the entire banking sector, whereas the Collective Labour Agreements at Bank level apply to all of the Bank's regular Personnel. The effect of both Sectoral Collective Agreements and the Collective Labour Agreements at Bank level is independent of whether or not Employees are members of a labour union, at any rank.

Therefore, even though the number of Employees who are members of unions/associations is lower than the total number of regular Personnel, all regular Personnel are covered by both the Sectoral Labour Collective Agreements and the Collective Labour Agreements at Bank level, as explained above.

There are four (4) Employee Unions in total at Alpha Bank, representing 90% of its Human Resources. Of these, the one that is the most representative is recognised as the body in charge of representing Employees in labour negotiations with the Management.

## EMPLOYEE TRAINING AND DEVELOPMENT

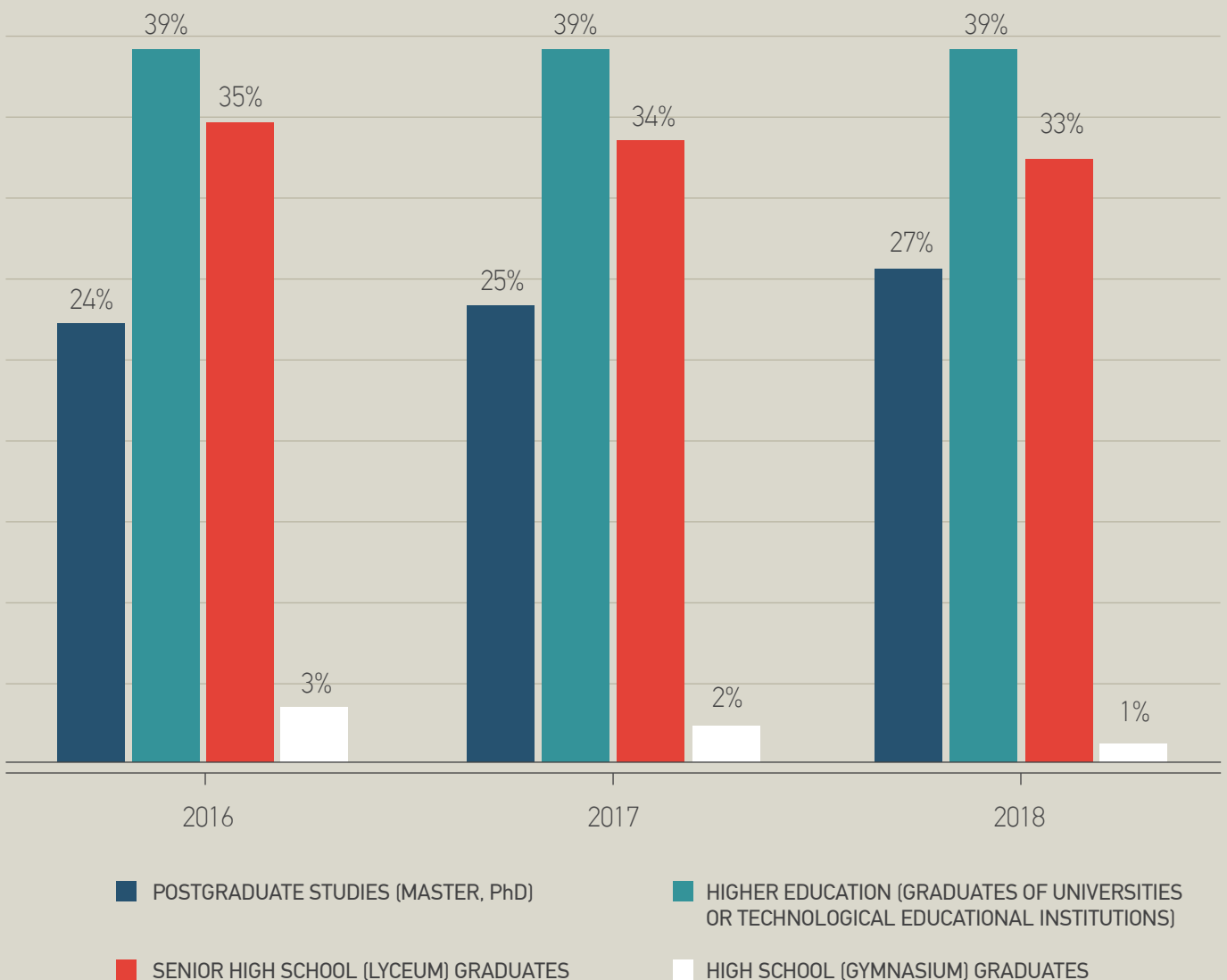


Training ensures that the training needs of the Personnel are covered, thus preventing any gaps or weaknesses in connection with the human resources employed. Training needs arise in connection with specific knowledge areas, areas of experience or even personal skills, manifesting themselves as behaviour in the workplace.

Through appropriate training programmes, the Training Division addresses any weaknesses and further bolsters the comparative strengths of the Bank Personnel's professional competence.

The breakdown according to the educational level of Employees shows that, in 2018 as well, Employees with higher education degrees represented the highest percentage out of all staff members, with 27% of them holding a Master's and/or doctoral degree.

### EDUCATIONAL LEVEL OF PERSONNEL OVER TIME



In 2018, the Bank carried out its regular annual Training Programme which included a large number of subject areas covering the following four key training policy areas:

1. Induction Training and General Banking
2. Training for Customer Relationship Officers
3. Training for Business Relationship Officers
4. Management Training

The annual Training Programme, which is addressed to all Bank Personnel, together with the training programmes organised (in-house or at premises outside the Bank) to cover the specialised needs of the Head Office Units and with the training programmes for Internal or External Certifications, make up Alpha Bank's overall Training Policy.

The innovative training activities of 2018 included the following:

- Supporting the project to limit Non-Performing Exposures (NPEs), by creating and implementing new training programmes entitled "NPEs - New Strategy - New Products - New Tools", conducted in classrooms but also delivered in the form of e-learning courses.
- Supporting the Bank's project to upgrade its IT systems (Credit Bank System – CBS), by creating and implementing the respective e-learning course.
- Offering an e-learning course entitled "GDPR – Awareness", for training Personnel in the new General Data Protection Regulation.
- Introducing an e-learning course, in collaboration with the Athens University of Economics, for the renewal of certifications for the provision of investment services. The success rate of the Bank's Employees who took the corresponding exams stood at 91%.
- Repeating the redesigned induction training programme "European Foundation Certificate in Banking", delivered by the Hellenic Bank Association and the European Banking Training Network. It should be noted that Alpha Bank is the only Bank to conduct this training programme in Greece. The Programme is concluded with a certification exam.
- Finally, the Bank conducted the "Introduction to the Digital Age" e-learning course, consisting of 10 lessons.

## Compliance of the Training Division

All training programmes intended for the renewal of certifications for Bancassurance operations within the regulatory framework laid down by the Bank of Greece were approved for yet another year by the said regulatory authority.

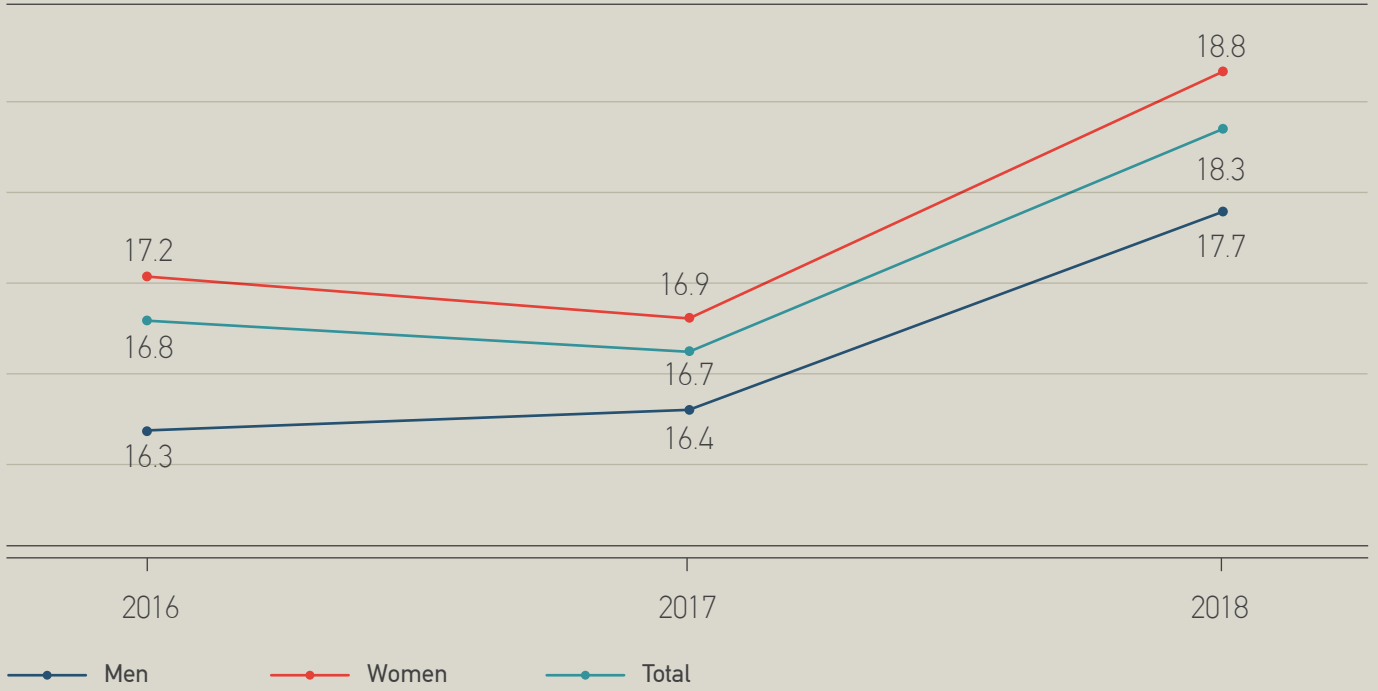
It should be noted that, in 2018, all Trainers of the Training Division were certified as Trainers for Adults by the National Organisation for the Certification of Qualification and Vocational Guidance (EOPPEP) which operates under the authority of the Ministry of Education, Research and Religious Affairs.

## Participation in Training Programmes

In 2018, participations in training programmes stood at 39,128, while 7,811 people were trained. Training hours (person-hours) reached 142,644 (62,044 for men and 80,600 for women). The average training person-hours per Employee of the Bank are estimated at 18.3 hours.

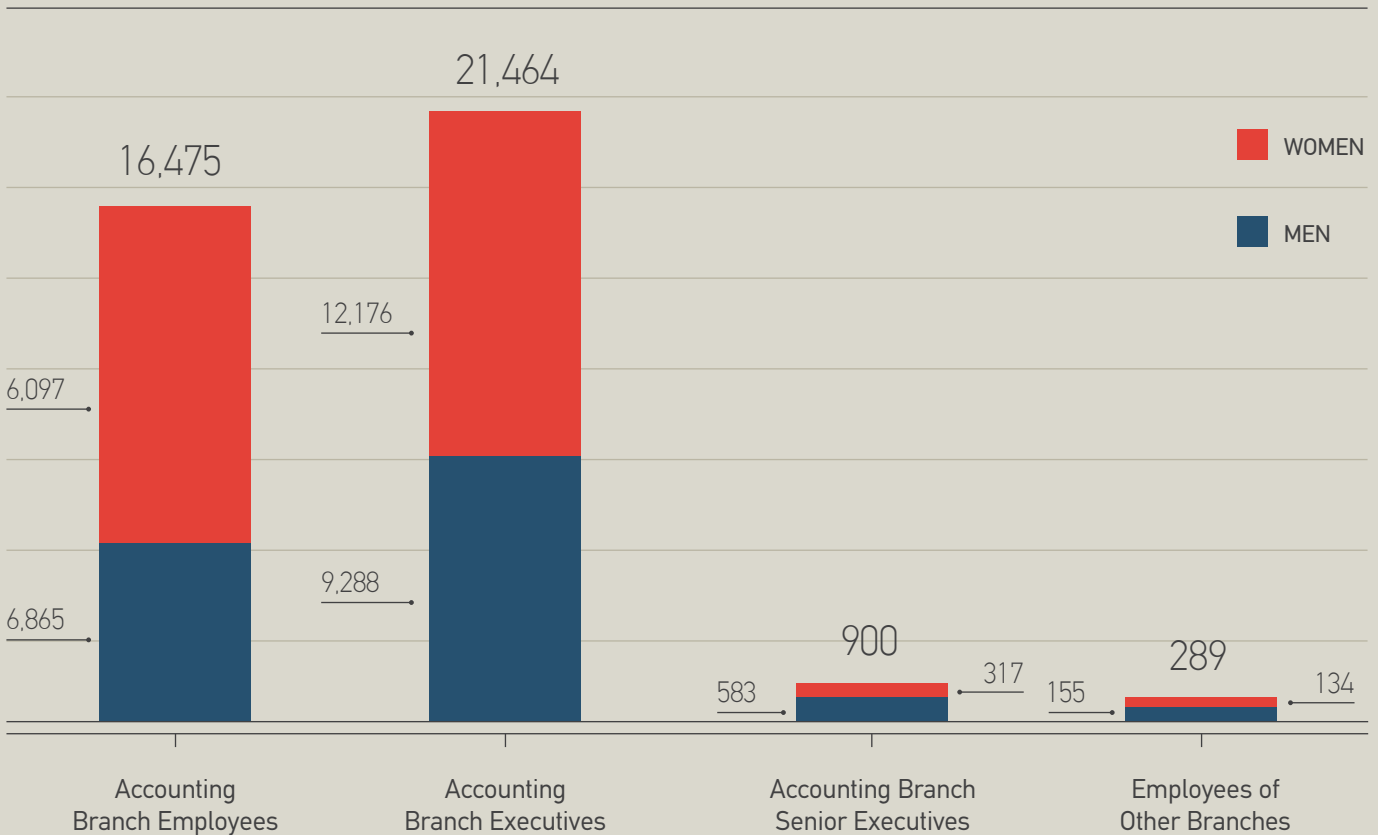


AVERAGE TRAINING PERSON-HOURS PER EMPLOYEE



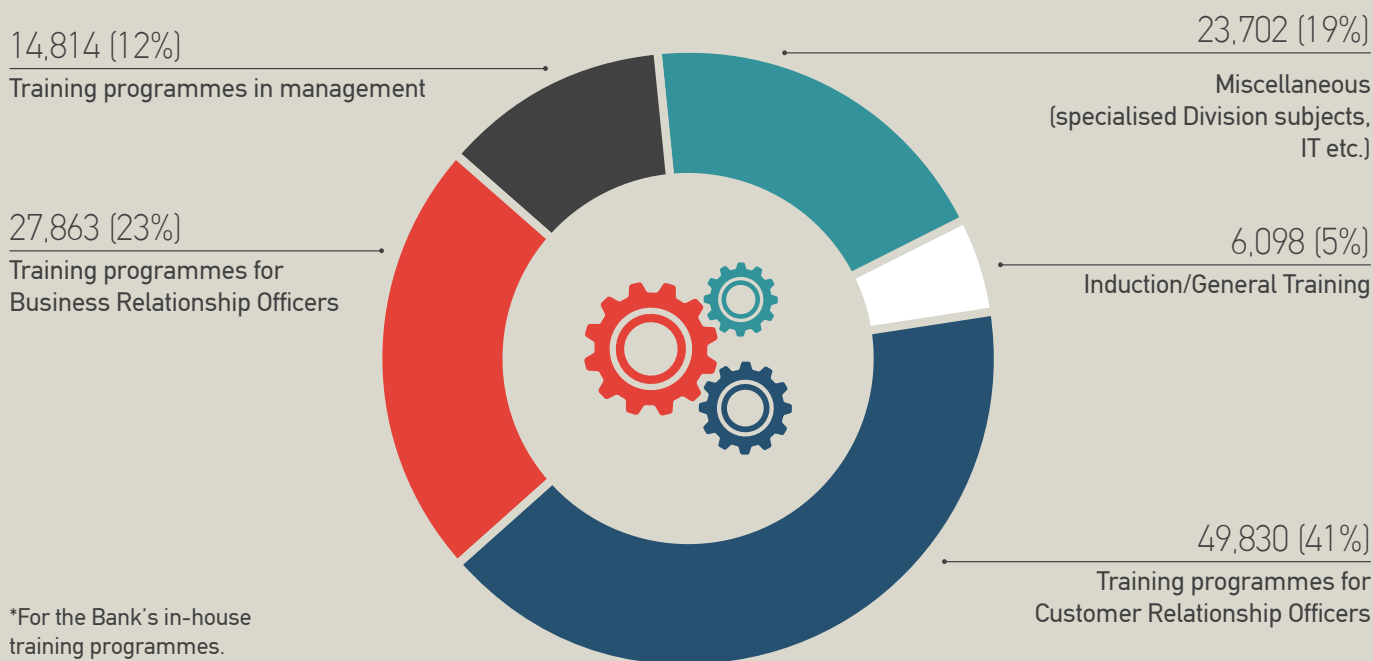
Of the total number of participants in training programmes, 38,839 (99%) were Employees of Alpha Bank’s Accounting Branch.

PARTICIPATION IN TRAINING PROGRAMMES IN 2018





BREAKDOWN OF TRAINING PERSON-HOURS BY TRAINING PROGRAMME CATEGORY\*



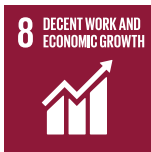
EMPLOYEE TRAINING DATA FOR THE ALPHA BANK GROUP BANKS ABROAD IN 2018

TOTAL employees trained	CYPRUS	ROMANIA	ALBANIA	UNITED KINGDOM
	204	414	127	16
	340	1,824	225	14
<b>TOTAL training hours</b>	<b>6,051</b>	<b>102,305</b>	<b>3,631</b>	<b>351</b>

IN-HOUSE POSTGRADUATE PROGRAMME

Alpha Bank's in-house Postgraduate (Master's) Programme, carried out by the Bank's Training Division in collaboration with the National and Kapodistrian University of Athens, continued in 2018. This 18-month Programme covers Monetary Policy, Banking and Finance. Since 2010, a total of 155 Employees have successfully completed their postgraduate studies. In 2019, another 20 Employees are expected to graduate and obtain their Postgraduate Studies Certificate, while another 19 are about to begin their postgraduate studies in the academic year 2019-2020.

## HEALTH AND SAFETY AT THE WORKPLACE



Health and safety at the workplace are significant for the Bank and its Human Resources, as any illnesses, injuries or other health issues may affect the work environment and the efficiency of Employees.

The safety of Employees, in particular, is a matter of the utmost importance in the banking sector. Therefore, the Bank takes measures to ensure that the workplace is appropriate, to eliminate or reduce occupational risk and to prevent any injuries.

The Bank acknowledges the significant contribution of Employees in its daily operation and in the provision of quality services and takes care to ensure a safe and healthy workplace, in which the measures applied exceed the ones stipulated in the relevant legislation.

In addition, the Alpha Bank Intranet includes a manual entitled "Instructions on Matters Related to the Enforcement of Provisions on Occupational Health and Safety", which is the main framework of guidelines for matters related to the provisions of the labour legislation on occupational health and safety as well as their enforcement by the Hellenic Labour Inspectorate and the Audit Services of EFKA (Single Social Security Entity). This Manual provides the Managers of the Bank's Divisions with information on the obligations that arise from the labour legislation.

To monitor but also to improve health and safety-related processes, the Bank sets qualitative and quantitative objectives. The qualitative objectives are reviewed, formulated and implemented in collaboration with the External Providers of Occupational Health and Safety Services, who are entrusted with providing the services delivered by the Occupational Physicians and Safety Technicians. The quantitative objectives are based on the provisions of the labour legislation and must comply with the legislative framework on health and safety at work.

The objectives are monitored monthly, based on the reports received from the External Providers of Occupational Health and Safety Services, who are entrusted with providing the services delivered by the Occupational Physicians and Safety Technicians. They are also monitored daily, in collaboration with the Managers of the respective Divisions, who are responsible for notifying the Human Resources Division in the event of any deviations from the procedures, such as failure to perform the visits/inspections.

Occupational Physicians and Safety Technicians must update their Records of Written Recommendations with their visits and observations and the Human Resources Division and the Procurement, Property and Security Division is responsible for making any corrections or improvements that may be required.

The conduct of visits/inspections is monitored monthly, based on the reports received from the collaborating External Providers of Occupational Health and Safety Services.

Finally, a process for health and safety hazard analysis is in place and it is part of the annual Risk Control Self-Assessment (RCSA) of the Bank's Divisions.

In 2019, an assessment of the Bank's compliance with the requirements of the International Standard ISO 45001 (Health and Safety Management) will take place, followed by the Bank's certification in accordance with the above standard. The direct benefits which are expected to accrue are the following:

- Optimisation of the relevant procedures and increase of the Organisation's level of Health and Safety,
- minimisation of operational risk,
- proof that the Bank applies international best practices in health and safety matters.

As regards the health and safety of its Employees, the Bank not only complies with the laws in force but also ensures the provision of additional benefits and programmes, such as:

- Appointment of Employees at each Bank Unit for coaching other Employees on safety matters. These Employees attend training seminars supervised by the Procurement, Property and Security Division and are regularly briefed on how to handle critical situations.
- Provision of safety technician and occupational physician services by external contractors, as well as by specialised Bank Officers who visit the Bank's Units and regularly brief Employees on health and safety issues.
- Implementation of training programmes on safety-related issues addressed to all Personnel.
- Implementation of training programmes on the "Fire Safety of Branches and Buildings" attended by 572 Bank Officers in Athens and Thessaloniki.
- Theoretical and practical training of 55 Guards and Security Officers on fire safety, earthquake and building evacuation matters.

- Training programmes for new Employees, with the participation of about 520 Officers, related to the “Security of People and Goods, Workplace Safety and Handling Critical Situations-Robberies”.
- Training programmes related to robbery incidents, hostage-taking, fire safety, earthquake and building evacuation for the Officers who have been appointed Managers of Critical Situations and Fire Safety Groups, for a total of 156 people, and training programmes carried out in Branches and Divisions, for a total of 390 people.
- Training programmes held at the Bank’s Buildings in Attica and other areas of Greece and delivered by Fire Department Officers, under the responsibility of the Procurement, Property and Security Division.
- Development of 72 evacuation plans for Buildings and Branches.

HEALTH AND SAFETY INDICATORS	NUMBER OF INCIDENTS			DAYS LOST DUE TO THESE INCIDENTS		
	2016	2017	2018	2016	2017	2018
Persons injured*	1	-	2	7	-	130
Fatalities	-	-	-	-	-	-
Other illnesses**	4,862	4,681	4,328	43,071	42,513	40,236
Absenteeism rate (AR)	2%	2%	2%			

\* Excluding incidents caused by pathological conditions.

\*\*Maternity leave not included.

It should be pointed out that in 2018 the absenteeism rate (work days lost) due to injury and illness remained low, at 2% of total working days.

#### Employee Health and Safety Indicators of the Alpha Bank Group Banks abroad in 2018

According to the data for 2018, in all the Alpha Bank Group Banks abroad (Cyprus, Romania, Albania and the United Kingdom), a total of four (4) incidents involving injuries were recorded, of which one (1) in Romania and three (3) in the United Kingdom.

## EMPLOYEE COMMUNICATION AND BENEFITS

### Internal Communication

Knowing that two-way communication with its Employees is pivotal in improving labour relations and everyone's daily life, Alpha Bank has established a weekly "Communication Day". On this day, any Employee who wishes to do so, can meet the Manager of the Human Resources Division to discuss any work-related or personal matter, while similar meetings are also held all over Greece between Officers of the Human Resources Division and Employees. In 2018, a total of 1,187 meetings were held. Other means of communication are also provided.

### 2018 Target

To enhance two-way communication, information and transparency, using methods and tools that help Employees assimilate the Bank's principles and values.

For example:

- The "Alpha Bank Intranet", which aims at effectively supporting the Personnel's daily work and its internal communication and information needs, while providing direct and current information on a wide range of labour-related and banking issues.
- The monthly online internal communication publication "MAZI" ("TOGETHER"), which provides information on major developments and events that take place at the Bank and at Group level.
- The regular meetings held for information purposes and to exchange views, especially with the Personnel at the Bank's Branch Network.
- The Annual Meeting of Group Executives.

### 2018 Target

To take full advantage of technology in self-service applications, in order to cover more fully the needs of Employees.

Focusing on the ongoing improvement of services provided and the modernisation of operations, new applications are constantly developed for facilitating the work of Employees as well as of Managers and Units.

Specifically, in 2018, the Human Resources Division designed and launched the following applications:

- Submission of Applications for Leave of Absence
- Updating of Personal Data
- Online Issuance of Certificates
- Temporary Changes in Branches
- Management of Organisational Structure
- Employee Details

### Personnel Satisfaction Survey

In 2018, in collaboration with a dedicated market research company, a Personnel Satisfaction Survey was carried out in order to assess the relationship of all Employees with their work environment and their work group. This survey is a tool through which the Bank can stay informed about its Employees' views on various matters relating to their commitment and loyalty to the Bank, their growth prospects, their knowledge of the Bank's goals and strategy etc., aiming to resolve any issues raised.

The survey focused on four (4) fundamental pillars:

- Employee Commitment
- Leadership
- Goals and strategy
- Organisational capacity

71% of Employees responded to the survey, and the two indicators that had the highest percentage were:

1. Employee contribution to the fulfilment of the Bank's objectives (89%).
2. Confidence in the Bank and its future course (75%).

### Employee Remuneration and Benefits

The fair and equitable remuneration of its Personnel, characterised by transparency and ensuring internal balance, is a priority for Alpha Bank. In all cases, the remuneration provided is in line with the respective legislation in force, the Collective Labour Agreements and the broader regulatory framework applicable to credit institutions.

Furthermore, the main factors that determine remuneration rates include the importance of each Employee's job, the systematic evaluation of their performance and the best practices and trends prevailing in the market, combined with the internal needs of Alpha Bank and the Group Companies.

To serve the operational needs of specific positions, combinations of benefits are provided, including the use of a company credit card, company mobile telephone and company car, the reimbursement of travel expenses and one annual preventive health check-up.

In addition to their remuneration, as provided for by the Collective Labour Agreements, the Bank offers to its Personnel privileged rates on cards and loans and salary advances amounting to two to four salaries, under specific terms and conditions.

Every year, Alpha Bank and its Group Companies participate in compensation and benefits surveys conducted by renowned Consulting Companies. The Bank seeks to offer competitive salaries in line with the labour market so as to attract and retain people with the abilities, skills, experiences and behaviours sought by the Group.

## Caring for our Employees and their Families

Recognising the importance and the contribution of its Human Resources to its success, Alpha Bank offers a varied additional benefits scheme to its Personnel. These benefits include a number of allowances, coverage and services for Employees and their family members that demonstrate the Bank's active interest and concern for its Employees and offer additional support and safety.

The Bank, in collaboration with AXA Insurance S.A., provides the following insurance programmes to its permanent Employees and their family members:

- **Health and Life Insurance Plan:**

The Bank's Employees are primarily insured for medical and hospital care with the National Organisation for the Provision of Healthcare Services (EOPYY). To ensure the highest level of medical care for its Employees, the Bank additionally provides a free and comprehensive medical and hospital care plan as well as Life Insurance and Insurance for Permanent Total Disability caused by accident or illness and Insurance for Permanent Partial Disability caused by accident. This Plan is adapted to modern-day needs and is guided by the protection of health, through quality services for its members and a wide coverage range.

- **Group Outpatient Insurance Coverage Plan for the Bank's Personnel:**

The Bank acknowledges that the protection and safeguarding of individual and family health is a top priority and provides, as of 1.1.2017, a comprehensive outpatient coverage which is valid all over Greece to all active and regular Personnel, with the creation of the new Group Outpatient Insurance Coverage Plan. The Plan includes a comprehensive set of benefits that cover a wide range of medical services at all times, in a nationwide network, seeing that insured members are attended to immediately. It is preventative, as it includes an annual check-up, while it also ensures a high level of primary care services for Employees and their families. It offers diagnostic tests, medical visits and a general access to medical services, without age limits for Employees and their respective spouse. To participate in the Plan, a premium is paid both by the Bank and the Employee. The contribution on behalf of the Employee is Euro 5, per month, per member.

- **Group Personnel Savings Plan:**

The Bank's concern for its Personnel exceeds the strict timeline of their employment at the Bank. Already since 2011, the Bank has been applying a Group Personnel Savings Plan, initially intended for Employees who were first insured after 1.1.1993 and designed to cover the post-retirement income gap. In 2016, improvements were made to this Plan, as it was extended to all members of the Bank's Personnel who wish to be included in it, with a flexible option for the payment of contributions by the Employees. The members of the Personnel who have joined this Plan and are not covered by an insurance carrier currently account for 81% of Employees overall. The Plan provides for payment of a lump sum upon retirement and is successfully implemented by the Bank, by investing the monthly contributions paid by the Bank and by the Employees. An investment committee set up by the Bank is responsible for determining the advisable portfolio structure.

In addition, the Bank provides the following benefits to parents:

- **Childbirth allowance:**

The Bank grants a lump sum of Euro 1,557 as childbirth allowance, based on the Sectoral Collective Labour Agreement of the Greek Federation of Bank Employee Unions (OTOE), right after the birth of the child. This allowance is offset against any amount paid for the same reason by the EOPYY or other social security funds and insurance schemes. In 2018, the Bank granted a childbirth allowance to 308 Employees, amounting to a total value of Euro 294,050.

- **Reduced working hours:**

To assist mothers in taking care of their newborns, the Bank grants reduced working hours in the form of accumulated continuous paid leave. In 2018, 179 Employees were granted reduced working hours, amounting to a total of 16,808 days. In addition, a total of 32,049 days of maternity leave were granted to 298 Employees since the beginning of the year.

- **Day care benefit:**

In an effort to strengthen the family budget of Employees, the Bank grants a day care benefit of Euro 320, per month and per child, to all Employees who have preschool-aged children and apply for this benefit. In 2018, the day care benefit was granted to a total of 1,400 Employees for a total of 1,600 children. In addition, 34 Employees with a total of 42 children received the benefit for home childcare due to the lack of childcare in their city of residence or because of health issues related to their children. This allowance amounts to Euro 140, per month and per child.

Finally, the Bank provides support to specific groups of Employees through special programmes that include:

- **Annual lump sum, days of leave and reduced working hours for employees whose children are facing serious health problems:**

Alpha Bank Employees whose children are facing serious health problems were granted an annual lump sum of Euro 1,200 as financial support, together with ten additional days of special paid leave. The same Employees were additionally given the option, following the Sectoral Collective Labour Agreement signed between the Greek Federation of Bank Employee Unions (OTOE) and the banks for the years 2016-2018, to reduce their working hours by one hour, without any salary reduction. Specifically, in 2018, this involved 95 cases of reduced working hours due to disability on the part of the Employee or a family member.

- **Special monthly welfare allowance for Employees or pensioners who are blind or suffer from kidney diseases:**

A special monthly welfare allowance has been provided to 44 Employees –in active service or retired– who are blind or suffer from kidney diseases. In addition, Employees who need regular blood transfusions, either for themselves or for their children, are given an extra 22 days of paid leave.

- **Additional Leaves:**

Bank Employees who attend undergraduate courses are granted 30 days of leave each year, while from 1.9.2016 onwards, ten of these days are paid. A total of 307 requests were approved in 2018.

- **Psychological support:**

The Bank, in order to help its Employees, maintains a positive attitude and cope with everyday stress, organises special workshops on Time and Stress Management and bringing a positive outlook, which are open to all Employees. In addition, the Bank, wishing to provide psychological support to Employees who have difficulty handling critical situations at a personal, family and professional level, cooperates with experts, i.e. psychologists-psychotherapists, and offers Employees the possibility to meet with them in order to seek counselling and support.

- **Permanent presence of Occupational Physicians at work premises with large numbers of Personnel:**

The Bank, looking after the daily health of its Employees, employs two Physicians on a permanent basis, whom Employees can visit in their fully equipped Dispensaries, which operate during working hours. In 2018, more than 500 Employees consulted the Bank's Physicians.

## Cultural events and activities

The Bank, recognising the value of arts and culture in the further development of its Personnel, actively supports activities that broaden the interests of Employees and enrich their daily lives with creative pursuits. In addition to cultural events, there are also voluntary activities organised by the Bank's "Corporate Social Responsibility" Functional Area.

More specifically, various activities are planned throughout the year, such as special guided tours for Employees at exhibitions, museums, collections, etc. and participation in arts and cultural events. In 2018, a total of 1,163 Employees participated in events, guided exhibition tours, classes held by the Elefthero Panepistimio (USPEL) at the Books' Archway and theatre performances. Moreover, during the Christmas season, the Bank sent 2,850 gift certificates to Employees all over Greece whose children are aged up to 6 years, while 3,440 older children, accompanied by their parents-Employees, had the opportunity to attend theatre performances.

In 2018, the Bank, on the initiative of the Art Collection, the Numismatic Collection and the Historical Archives, introduced a number of new In-House Courses, giving interested Employees the opportunity to attend, depending on their field of interest, courses on Modern Art from 1830 until today, on the Numismatic History of Greece, and on specific periods in the History of the Greek State. The courses were attended by approximately 90 Employees.

Finally, as part of the Bank's Corporate Social Responsibility, the Historical Archives, in collaboration with the Marketing and Public Relations Division, continued their **"Series of Lectures"** on current affairs, aimed at **informing and educating the Bank's Executives**. On Friday, 9 February 2018, the Professor at the Department of International and European Economic Studies of the Athens University of Economics and Business, Mr. Panos Tsakoglou, was the invited speaker. In his speech entitled "Greek economy at the crossroads: Crisis, developments and prospects", Mr. Tsakoglou analysed the nature of the Greek economic crisis, pointed out the efforts made in terms of structural changes and reforms, and focused on the prospects of the Greek economy upon the country's return to the markets. Furthermore, on Friday, 9 March 2018, the Head of the Faculty of Geology of the National and Kapodistrian University of Athens, Mr. Efthimios Lekkias, delivered a speech entitled "Natural and Technological Disasters, Humanitarian Crises – A Contemporary Global Problem".







TOGETHER | 105  
FOR THE ENVIRONMENT





Raising awareness of environmental issues and protecting the environment are key priorities for the Bank.

Alpha Bank, fully aware of the consequences of climate change and of the way these consequences affect every aspect of human activity, develops and provides products that allow investment in actions aimed at energy saving, the development of renewable energy sources and the modernisation of production procedures by businesses (including Small and Medium-sized Enterprises) as well as corresponding initiatives by households (presented in the “Product Portfolio” section). Additionally, the Bank enhances the management of its financing operations’ environmental dimension, by incorporating new procedures for the assessment of environmental risk in its Credit Risk Management Framework (presented in the section on “Risk Management”).

Moreover, the Bank aims to reduce its environmental footprint by promoting the rational use of lighting, heating and cooling installations in its buildings, the use of environment-friendly class A++ or higher energy efficiency equipment as well as distance training, by implementing initiatives for the efficient use of raw and other materials and by applying the “reduce, reuse, recycle” principle in the management of the waste produced.

Furthermore, the Bank organises, supports and participates in environmental actions to cultivate the ecological conscience of its Employees and their families and to improve the quality of the environment.

## 2018 Target

To launch the tasks for the development of an Environmental Management System in accordance with the ISO 14001 International Standard.

In 2018, the Bank, acknowledging its responsibility to actively help fight climate change, reviewed its environmental policy in order to better meet its commitment towards an environmentally- responsible operation. At the same time, it designed and developed an Environmental Management System in accordance with the ISO 14001 standard, which is expected to be certified by an external body in 2019, aimed at the systematic monitoring, management and improvement of its environmental impact.

## ENERGY CONSUMPTION AND DEALING WITH CLIMATE CHANGE

### REGULAR MONITORING

The General Management is responsible for decision-making on environmental matters related to the Bank’s operations, including the implementation of the Environmental Management System (EMS). As regards the EMS, the Bank’s General Management is represented by the Manager of the Procurement, Property and Security Division, who exercises the general oversight of the EMS, reviews its design and implementation, in order to ensure its proper operation and continuous improvement, and proposes, in cooperation with the Corporate Social Responsibility Functional Area of the Marketing and Public Relations Division, the Bank’s Group Environmental Management Policy. He also informs the General Management about the results of the implementation of the EMS in the Bank, as well as about any potential opportunities and threats to the environment which may arise.

In line with the above, he undertakes to implement the decisions of the General Management regarding the development of the EMS. Moreover, an Environmental Committee and an Environmental Management Team have been set up, each with distinct responsibilities regarding the environmental management of the Bank’s activities.

The Bank regularly monitors energy consumption at its premises and the corresponding greenhouse gas emissions, in line with the requirements of the Greenhouse Gas Protocol. This regular practice aims at improving the accuracy of the Bank’s performance data and identifying areas for improvement, even though the direct impact of the Bank’s operation on climate change is not significant.

## 2018 Target

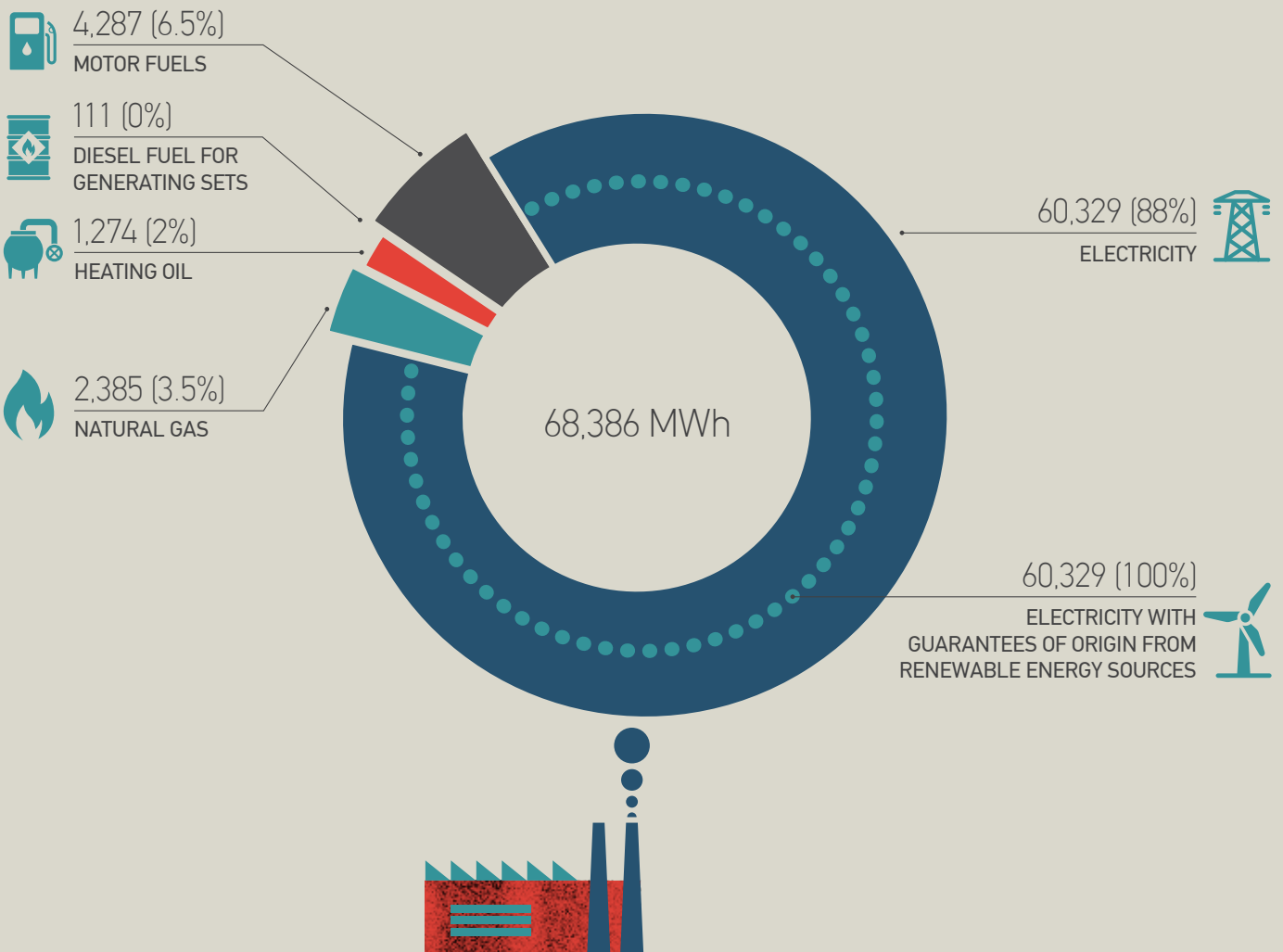
To improve the methods used to calculate environmental performance indicators/data (e.g. water consumption).

In designing its Environmental Management System and taking acknowledging the targets set in the previous year, the Bank continued to improve the methods it uses to calculate environmental performance indicators/data. Specifically, it used approximation methods to calculate the total water and motor fuel consumption, so as to obtain a more complete picture of the Bank's overall environmental footprint.

## ENERGY CONSUMPTION

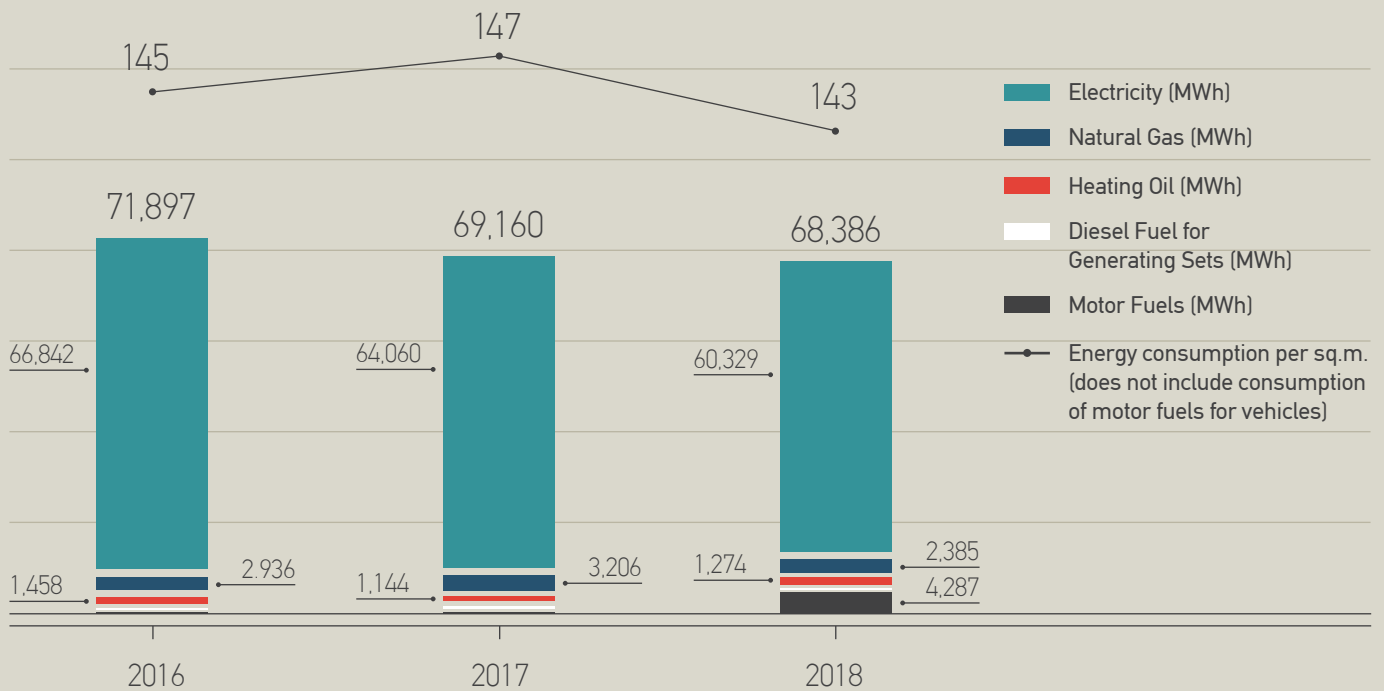
In 2018, Alpha Bank's total energy consumption, resulting from the consumption of electricity, natural gas, heating oil, diesel fuel for generating sets and motor fuels (petrol and diesel) for vehicles, stood at 68,386 MWh (246 TJ).

### ENERGY CONSUMPTION IN 2018



88% of the annual energy consumption stems from the consumption of electricity.

ENERGY CONSUMPTION OVER TIME



Note: As of 2018, the consumption of motor fuels is calculated for all of the Bank's vehicles.

ELECTRICITY



ELECTRICITY CONSUMPTION	2016	2017	2018
<b>Electricity consumption MWh*</b>			
• Spaces (Buildings, Offices and Branches)	66,842	64,060	60,327
• Vehicles			2
<b>Total</b>	<b>66,842</b>	<b>64,060</b>	<b>60,329</b>
<b>Space for which electricity consumption is measured (m²)</b>			
• Active spaces	438,539	426,764	408,900
• Closed Branches and empty spaces	54,127	39,040	40,701
<b>Total</b>	<b>492,726</b>	<b>465,804</b>	<b>449,601</b>

ELECTRICITY CONSUMPTION	2016	2017	2018
<b>Annual electricity consumption per m<sup>2</sup> of space (kWh)</b>			
• Active spaces	148.19	147.91	143.93
• Closed Branches and empty spaces	34.23	24.04	36.25
<b>Total</b>	<b>135.66</b>	<b>137.53</b>	<b>134.18</b>

\* The Bank calculates electricity consumption in all Buildings, Offices and Branches. In the table above, the figures given for 2018 are based on measurements taken at Buildings, Branches (Network), empty properties and other facilities of the Bank and its Group Companies which are also housed in these buildings in Greece. In order to calculate the above consumption figures and the corresponding measured areas, the following principles were applied (where applicable and feasible):

- Measurements include the space occupied by the Group Companies (where these are housed in the same Buildings), as well as communal areas, empty areas, parking spaces and auxiliary areas (as derived from the ownership title for the building or from contractual arrangements etc.).
- In some cases, the Bank is charged with its share of consumption, through the bills for shared consumption and maintenance expenses for the respective buildings.
- Empty properties owned by the Bank or for which the Bank is responsible are included.
- An estimate of the annual consumption for 4% of the total surface occupied by the Bank, for which data were not recorded, has also been included.

The electricity consumption of the Bank's electric vehicles is given above. This figure is not taken into account in the calculation of consumption per m<sup>2</sup> of spaces.

For 2018, the Bank's electricity supplier was the Public Power Corporation S.A (PPC). The Operator of the Electricity Market (LAGIE) provided the Bank with a Guarantee of Origin (GO) Certificate (GREENPASS), certifying that 60,996 MWh of the electricity consumed by the Bank and the administrative buildings of Alpha Astika Akinita A.E. during 2018 were generated from renewable energy sources. The Guarantees cover the Bank's entire electricity consumption.

The Bank monitors the electricity consumption rate per m<sup>2</sup> for different types of Buildings and Branches throughout the year, in order to detect any deviations as early as possible. In this way, any unjustified increases in energy consumption can be identified, their cause can be examined and the necessary measures can be taken. Overall, the Bank aims at reducing electricity consumption as much as possible.

In 2018, the Bank installed LED lighting units in 31 Branches and Buildings, with a prospect of expanding this measure to more locations. Additionally, the replacement (where necessary due to age or obsolescence) of old, energy-consuming air conditioning systems with new inverter technology devices, with a much lower energy consumption, also continued. Older air conditioning units were replaced in 18 Branches in total.

These activities took place either as part of general renovation work in Branches and Buildings of the Bank or as separate cases, where only the lighting or the air conditioning system was replaced, when necessary.

In 2018, the Bank completed the installation of astronomical timers at all locations of its Branch Network. Their installation allowed it to achieve the rational use of outdoor lighting.

In addition, the Bank replaced the internal lighting units of its signs with LED lighting units in 27 Branches. Since the launch of the programme in 2013, the Bank has completed the replacement in 76.4% of its Branches. The target remains for the internal lighting units of all signs to be replaced with LED lighting units by the end of 2019.

Finally, the Bank continued to promote the rational use of lighting, heating and cooling installations.

In 2018, the Bank achieved a reduction by 2.7% in electricity consumption per m<sup>2</sup> of active spaces, as a result of the wise use of electricity and the above actions.

## NATURAL GAS



NATURAL GAS CONSUMPTION	2016	2017	2018
<b>Natural gas consumption</b>			
• in Nm <sup>3</sup>	252,463	274,882	205,730
• in kWh	2,936,102	3,205,576	2,384,714
Office space (m <sup>2</sup> ) for which natural gas consumption is measured	107,490	107,136	107,443
<b>Annual natural gas consumption per m<sup>2</sup> of office space</b>			
• in Nm <sup>3</sup> per m <sup>2</sup> of office space	2.34	2.56	1.91
• in kWh per m <sup>2</sup> of office space	27.24	29.84	22.20

In 2018, a significant decrease by 25.2% in consumption (Nm<sup>3</sup>/m<sup>2</sup>) was observed, due to milder weather conditions and the implementation of energy-saving measures, by rationalising the operating hours of the heating systems in the Main Buildings in Athens, which account for the largest share of natural gas consumption.

## HEATING OIL



HEATING OIL CONSUMPTION*	2016	2017	2018
<b>Heating oil consumption</b>			
• in litres	145,280	113,982	127,026
• in kWh	1,457,638	1,143,615	1,274,494
Office space (m <sup>2</sup> ) for which heating oil consumption is measured	60,652	58,576	57,200
<b>Annual heating oil consumption per m<sup>2</sup> of office space</b>			
• in litres per m <sup>2</sup> of office space	2.40	1.95	2.22
• in kWh per m <sup>2</sup> office space	24.03	19.52	22.28

\* The lower calorific value (10.03 kWh/l) was used to convert heating oil litres to kWh, in accordance with the Greenhouse Gas Protocol.

As of 2018, the calculation of heating oil consumption both in the Bank's Main Buildings and in its Branches is based on measurement. It should be noted that, in previous years, consumption in the Bank's Branches had been calculated using the specific increased natural gas consumption (m<sup>3</sup> per m<sup>2</sup>), taking into account the difference in efficiency between natural gas and oil heating systems and the difference in the calorific value between the two fuel types.

Because of the change in the method used to calculate heating oil consumption renders, the annual consumption figures per m<sup>2</sup> of office space for 2017 and 2018 are not comparable.

## DIESEL FUEL FOR GENERATING SETS



CONSUMPTION OF DIESEL FUEL FOR GENERATING SETS*	2016	2017	2018
<b>Consumption of diesel fuel for generating sets</b>			
• in litres	3,203	11,334	11,014
• in kWh	32,137	113,718	110,507

\* The lower calorific value (10.03 kWh/lt) was used to convert diesel fuel litres to kWh, in accordance with the Greenhouse Gas Protocol.

The Bank uses 31 generating sets (G/S) in 16 Main Buildings and Branches to ensure uninterrupted operation of its Services in case of power failure due to external factors (weather, electrical grid failures and so on).

The changes observed over the years are affected by the frequency of power failures as well as by the diesel fuel reserves stored in the tanks from purchases made in previous years.

## FUEL FOR TRANSPORTATION USING BANK-OWNED AND LEASED VEHICLES

The Bank uses its own as well as leased vehicles for transportation needs in connection with its operating activities. Until 2017, the Bank disclosed the consumption data of the vehicles whose fuel costs it covered (approximately 10% of all vehicles). As of 2018, in order to achieve a more complete and accurate monitoring and disclosure of its performance, the Bank estimates the consumption of all of its vehicles.

In 2018, the Bank had a total of 495 vehicles. The Bank monitors the consumption of 63 of these vehicles via the fuel cards with which it has provided their drivers.

For all the other vehicles, consumption is estimated based on the number of kilometres travelled during the year and the specific fuel consumption rates per vehicle category.

According to the Bank's data, a total of 195,340 litres of petrol and 249,980 litres of diesel fuel were consumed for transportation purposes in 2018. The amount of electricity consumed by the Bank's electric vehicles is included in the amount of electricity consumption given in the corresponding table above.



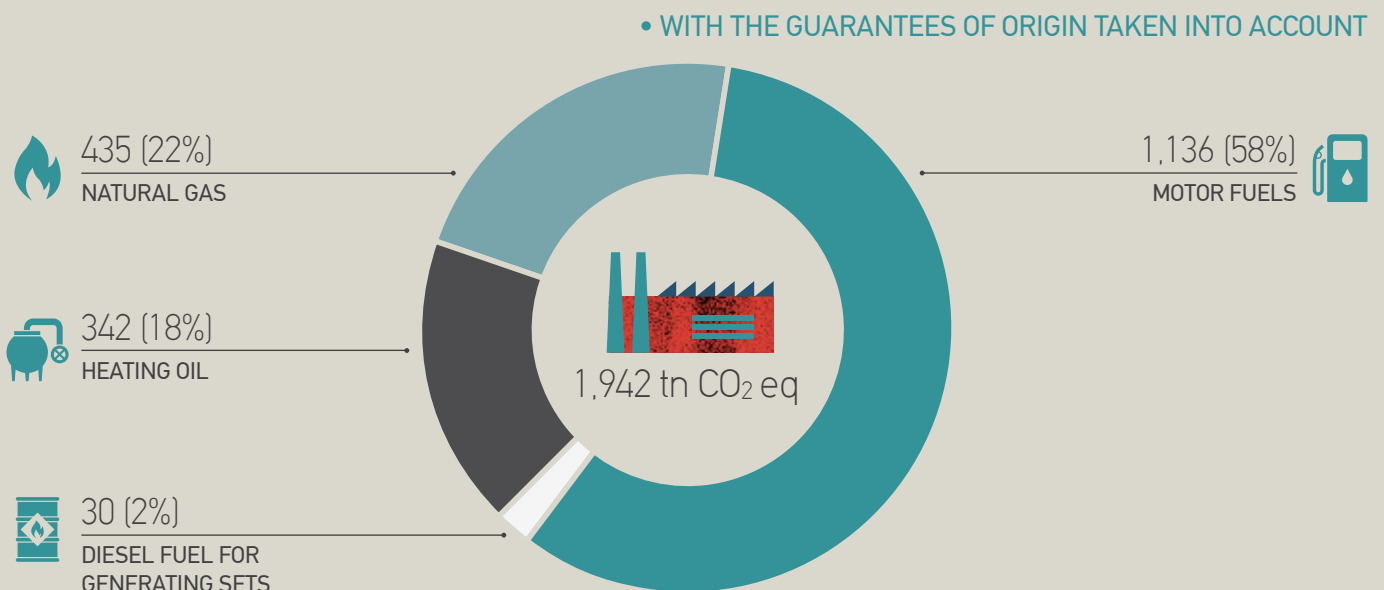
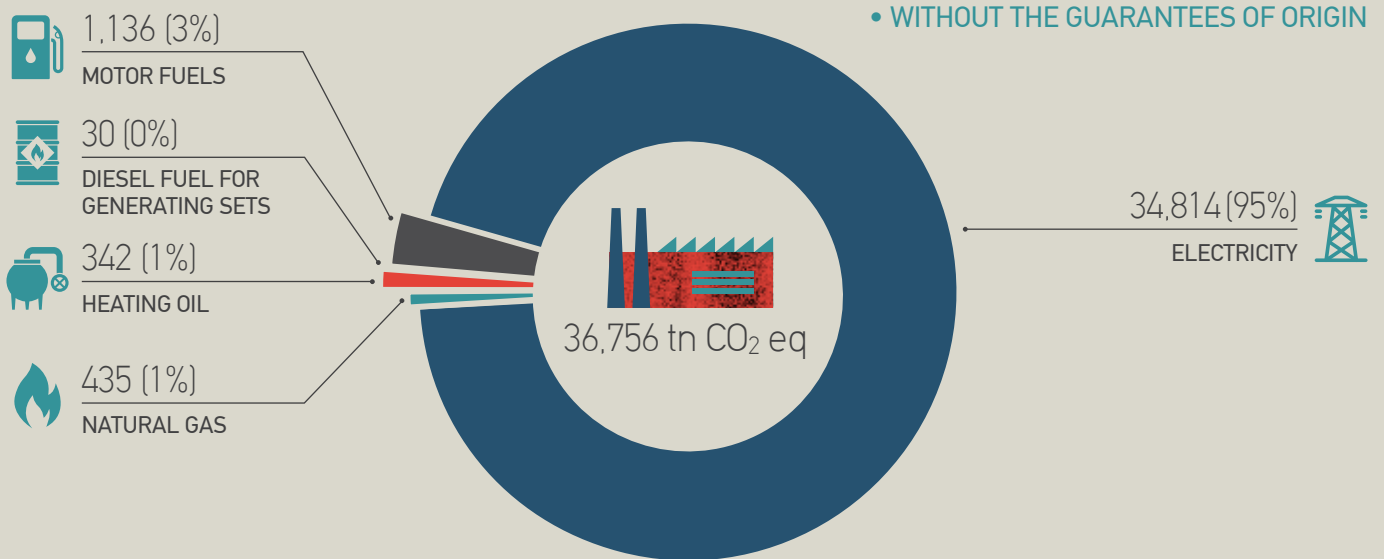
## GREENHOUSE GAS AND OTHER GAS EMISSIONS

### GREENHOUSE GAS EMISSIONS FROM ENERGY CONSUMPTION

In 2018, Alpha Bank’s greenhouse gas emissions from the aforementioned activities were calculated at 36,756 tn CO<sub>2</sub> eq, 95% of which comes from electricity consumption (indirect emissions – Scope 2) and the remaining 5% from the consumption of natural gas, heating oil, diesel fuel for the generating sets and motor fuels (petrol and diesel) (direct emissions – Scope 1).

To offset the indirect emissions from electricity consumption, Alpha Bank has obtained Guarantees of Origin from Renewable Energy Sources. After taking these Guarantees into account, indirect emissions (Scope 2) are neutralized, reducing total emissions to 1,942 tn CO<sub>2</sub> eq.

### GREENHOUSE GAS EMISSIONS IN 2018



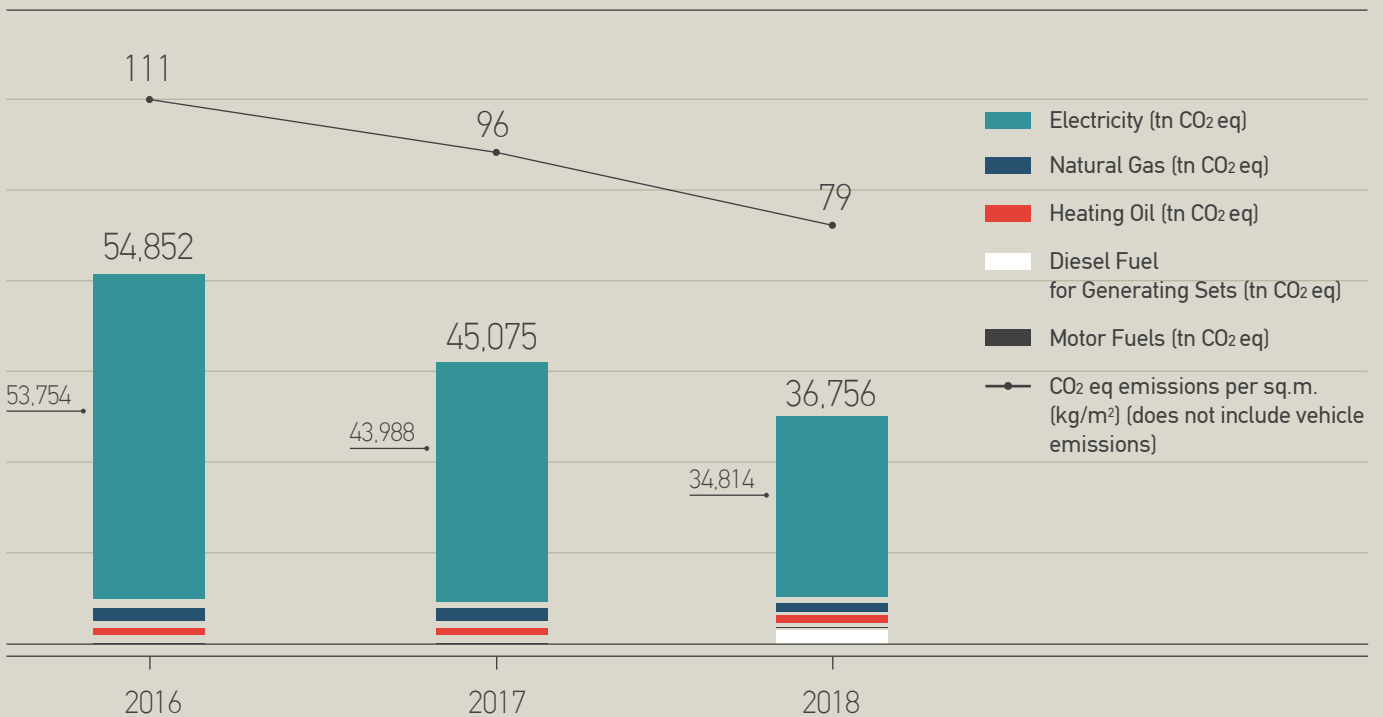


To calculate CO<sub>2</sub> emissions from the consumption of natural gas, heating oil, diesel fuel for generating sets and motor fuels (diesel and petrol), the emission coefficients of the Greenhouse Gas Protocol were used. The calculation of CO<sub>2</sub> emissions from the consumption of electricity is based on data from the annual national reports, submitted to the Secretariat of the United Nations Framework Convention on Climate Change (UNFCCC) as well as on Eurostat data on national gross electricity production.

The conversion of CH<sub>4</sub> and N<sub>2</sub>O emissions to tonnes of CO<sub>2</sub> equivalent was based on the global warming potential values over a 100-year period, as included in Decision 24/CP.19 by the Parties of UNFCCC.

Finally, the greenhouse gas emissions from the consumption of electricity, taking into account the Guarantees of Origin, were calculated using the residual emission factor from the European Residual Mixes 2017.

GREENHOUSE GAS EMISSIONS OVER TIME\*



\* Without the Guarantees of Origin

OTHER INDIRECT GREENHOUSE GAS EMISSIONS

Alpha Bank is strengthening its emissions monitoring programme and is proceeding with the quantification of its other indirect emissions (scope 3).

In 2018, the Bank’s emissions caused by Employees travelling by air for business amounted to 273 tn CO<sub>2</sub>. As of 2018, the Bank has enhanced its procedure for monitoring and recording other indirect emissions and now records the business travels made by all collaborating agencies.

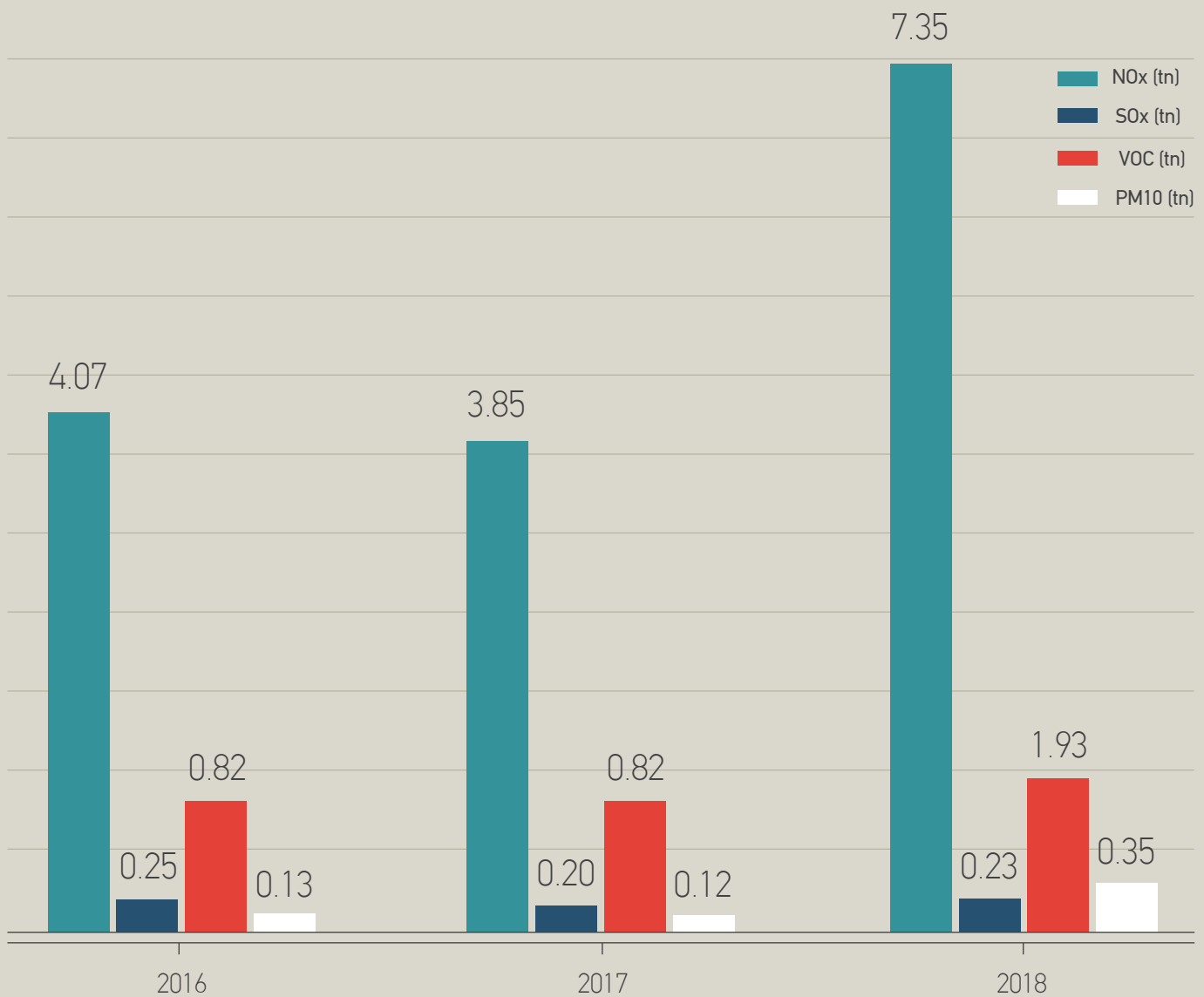
The material sent by post by the Bank to its Customers (account, card and loan statements) is estimated to have caused the release of 16.82 tn CO<sub>2</sub> of emissions.

The emission coefficients of the Greenhouse Gas Protocol were used for these calculations.

## OTHER GAS EMISSIONS FROM ENERGY CONSUMPTION

For 2018, the emissions of other pollutants (NO<sub>x</sub>, SO<sub>x</sub>, VOC and PM<sub>10</sub>) from the consumption of natural gas, heating oil, diesel fuel for generating sets and motor fuels (diesel and petrol) by the Bank are calculated at 7.35 tn of NO<sub>x</sub>, 0.23 tn of SO<sub>x</sub>, 1.93 tn of VOC and 0.35 tn of PM<sub>10</sub>. For these calculations, the relevant emission factors from the [EMEP/EEA Air Pollutant Emission Inventory Guidebook 2013](#) were used. The SO<sub>x</sub> emissions of heating oil and diesel fuel were calculated on the basis of the relevant national laws.

## OTHER POLLUTANT EMISSIONS OVER TIME



**Note:** As of 2018, the consumption of motor fuels and the associated emissions are calculated for all of the Bank's vehicles.

Alpha Bank's emissions of Persistent Organic Pollutants (POPs) and Hazardous Air Pollutants (HAPs) are negligible.

## OZONE

Alpha Bank is in the process of gradually replacing the cooling installations that use ozone-depleting substances (ODSs) as coolants, taking into account the provisions of the relevant laws. Hydrofluorocarbons (HFCs) are used to replace ODSs in existing air conditioning systems (retrofitting), while the air conditioning systems which are being installed in new premises use environment-friendly coolants.

In 2018, the Bank used a total of 1,516 kg of coolants in order to top up air conditioning units (topping up due to leakage). This quantity corresponds to 2.85 kt CO<sub>2</sub> eq of greenhouse gas emissions, which make up 7% of all the greenhouse gas emissions (direct and indirect) caused by the use of energy.

### COOLANTS (KG) ADDED TO ALPHA BANK'S COOLING INSTALLATIONS IN 2018

R-134A	56
R-407C	965
R-410A	454
R-422D	41
<b>Total</b>	<b>1,516</b>

## INITIATIVES TO REDUCE OUR ENVIRONMENTAL FOOTPRINT

As part of its efforts to save energy and reduce CO<sub>2</sub> emissions, Alpha Bank, in addition to the actions presented above, continued to implement distance learning programmes. It is worth pointing out that the Training Programmes for the renewal of certifications for bancassurance operations in accordance with the regulatory framework laid down by the Bank of Greece, take place via e-learning courses for the approximately 1,800 Certified Employees of the Bank.

It is estimated that in 2018, by sending out electronic account statements (e-statements) for cards, deposit accounts and housing loans, instead of sending printed copies by post, the Bank **saved 169 tonnes of paper**, whose production would have required 2,867 trees to be cut down, and the **emission of 17 tn CO<sub>2</sub>**, which would have been caused by sending the hard-copy statements by post to the Customers, **has been avoided**.

## 2018 Target

To broaden the Bank's support of the "Earth Hour" initiative with the participation of more buildings.

Additionally, in 2018, the Bank participated, for the tenth consecutive year, in the "Earth Hour" international initiative, by switching off all lights at its Main Buildings in Athens, Thessaloniki, Patra and Larissa for one hour, while it also extended this initiative to the Banknote Museum of the Ionian Bank in Corfu and the Alpha Bank Cultural Centre in Nafplio.

## OTHER ENVIRONMENTAL IMPACTS

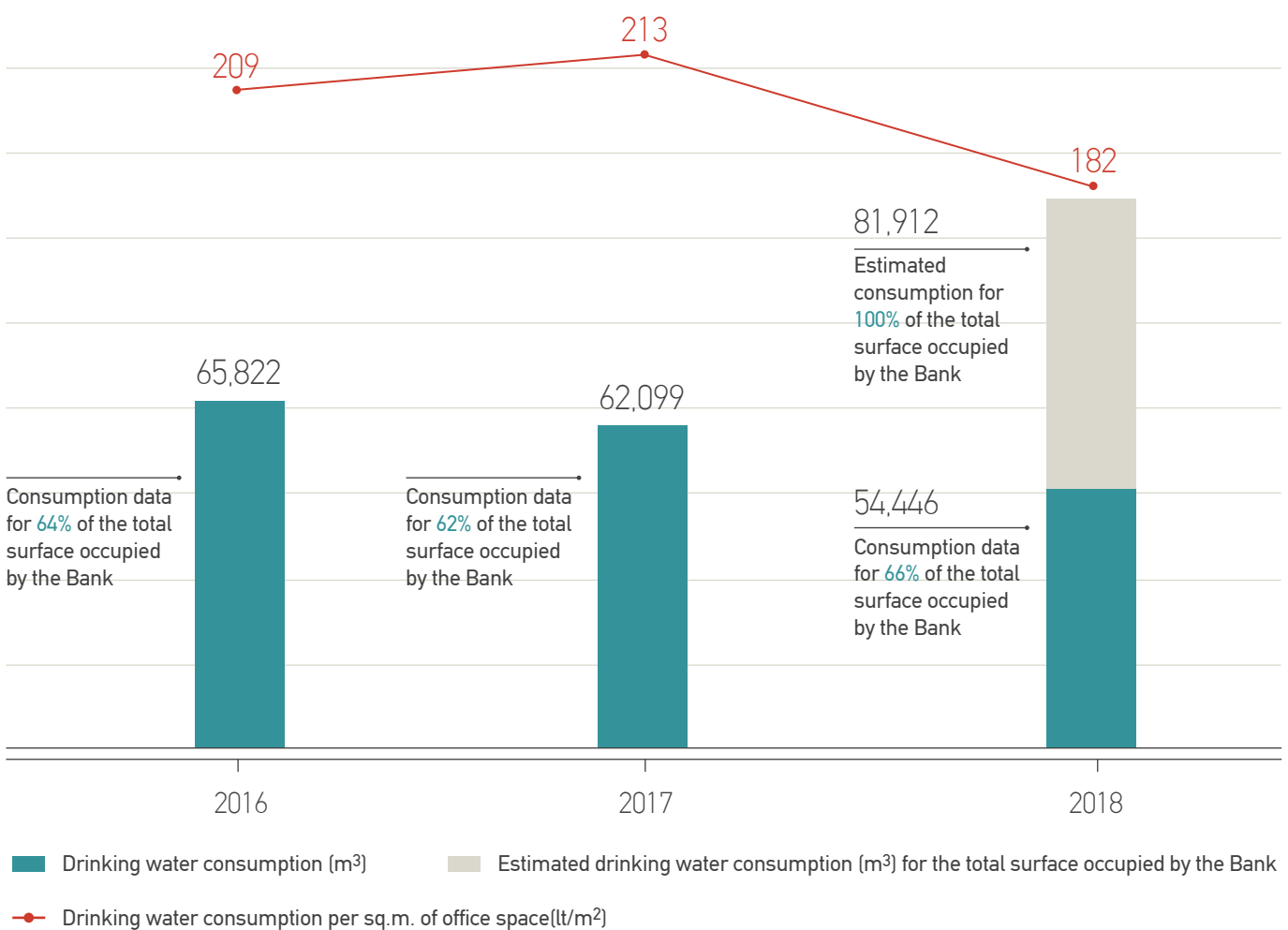
### USE OF RESOURCES AND WASTE MANAGEMENT

Alpha Bank applies the “reduce, reuse, recycle” environmental practice.

### WATER

The use of drinking water covers sanitation needs at the Bank’s Buildings and Branches, as well as irrigation requirements for the watering of gardens, where applicable.

### DRINKING WATER CONSUMPTION OVER TIME



In order to calculate the above consumption figures and the corresponding measured areas, the same principles, which are also mentioned above for the calculation of electricity, were applied (where applicable and feasible).

Water consumption in the Bank Units is monitored via the corresponding water supply bills. Every year, the Bank measures and records water consumption in more Bank Buildings, Offices and Branches whose number and total surface constantly increase.

As of 2018, the Bank estimates the water consumption for the total surface it occupies. The calculation of the average annual water consumption per unit area in Branches and Head Office Buildings is based on the available water consumption data for the Bank’s buildings.

Water consumption for all buildings is calculated using these two indicators and the surface of the respective Bank buildings which are not covered by the available water supply bills. The total quantity of water consumed across all of the Bank's premises in 2018 amounted to 81.912 m<sup>3</sup>.

Consumption per square metre was lower by 17.11% (in terms of litres per m<sup>2</sup>) compared to 2017, due to the mild weather conditions and a more prudent use of water resources.

### PAPER AND CONSUMABLES

The Bank continued, for the eighth consecutive year, to use low energy consumption, 75 gr/m<sup>2</sup> "eco-efficient" copier paper, certified in accordance with the international environmental standards.

As of 2018, Alpha Bank has reinforced its paper consumption monitoring procedures. It monitors, on a monthly basis, the consumption of paper and seeks to limit the quantities used. In the various units (Branches and Head Office Buildings), the following three basic categories of paper are used:

- A4 copy paper.
- Paper for banking transaction forms.
- Paper for account statements.

The amount of paper used, by category, is monitored through the monthly reports of partner companies. In 2018, approximately 827 tons of paper were used.

PAPER CATEGORY	TOTAL QUANTITY USED (IN KG)
A4 Copy paper	497,656
Paper for banking transaction forms	162,061
Paper for account statements	167,042
<b>Total</b>	<b>826,759</b>

Moreover, the Managed Printing Services Programme for the management of printing operations was expanded, providing multiple benefits to the Bank, such as lower consumption of paper, consumables and fixed equipment. In 2018, the Programme was implemented in eight (8) Main Buildings and eight (8) Bank Branches.

As regards the efforts to reduce the use of consumables, the following actions were taken:

- The Bank sent out 25,162 Additional Password generation devices (tokens) to Businesses-Customers to promote the use of the Alpha Web Banking service for transactions.
- The highly effective project for the online ordering of consumables and printed material by the Bank's Units continued for the twelfth consecutive year:

- Total orders of printed material: 3,633.  
Total boxes dispatched: 10,772.
- Total orders of consumables: 4,103.  
Total boxes dispatched: 75,124.



## WASTE MANAGEMENT

In 2018, Alpha Bank continued its partnership with the following licensed recycling contractors: European Recycling Centre (paper, plastic and aluminium), ASA Recycle S.A. (solid waste recycling) for paper pulping, Photocycling S.A. (light bulbs), Appliances Recycling S.A. (electronic equipment) and AFIS S.A. (batteries).

It should be noted that the Bank has installed recycling bins for light bulbs and small appliances in all its Main Buildings and Branches.

## WASTE MANAGEMENT IN 2018

### RECYCLING



- **478,034 kg** of paper for pulping (and then recycling)
- **69,337 kg** of shredded copier paper (from 29 Main Buildings)\*
- **34.34 kg** of aluminium and plastic
- **19,740 kg** lead-acid batteries (from 4 Buildings and 2 Warehouses)
- **3,306 kg** of batteries
- **2,378 kg** of light bulbs
- **4,294 pieces** pieces of obsolete equipment (servers, PCs, monitors, printers, telephones, scanners, POS terminals, notebooks etc.)
- **7,757 pieces** pieces of printer consumables (toners, cartridges and drums)
- **1,420 pieces** of miscellaneous equipment (refrigerators, fax machines, banknote counters, photocopiers, calculators etc.)

### OTHER DISPOSAL



- **13,767 kg** of old metal and scrap for sale
- **1,245 pieces** of electronic equipment for sale
- **537 pieces** of fixed equipment (cabinets, divider panels, desks etc.) for sale
- **2,645 pieces** of retired office equipment (furniture and utensils, photocopiers, monitors etc.) to be donated

\*At the Branches of the Bank, recyclable materials are disposed of locally in the blue bins handled by the municipal authorities. No measurable results are available as to the quantity of recycled paper.

No special practice is applied to municipal waste. This waste is taken to sanitary landfills.

## ENVIRONMENTAL ACTIONS

In order to strengthen the ecological conscience of its Personnel and their voluntary participation in relevant programmes, Alpha Bank collaborated for yet another year with "Philodassiki Enossi Athinon" (The Athens Society of the Friends of the Forests) to organise environmental events.

More specifically, in November 2018, an environmental Olive Picking event took place at the **Kessariani Aesthetic Forest**, with the participation of more than 80 people, consisting of Volunteers from the Bank's Personnel accompanied by their family members.







TOGETHER | 121  
FOR THE SOCIETY



## SOCIAL CONTRIBUTION

### 2018 Target

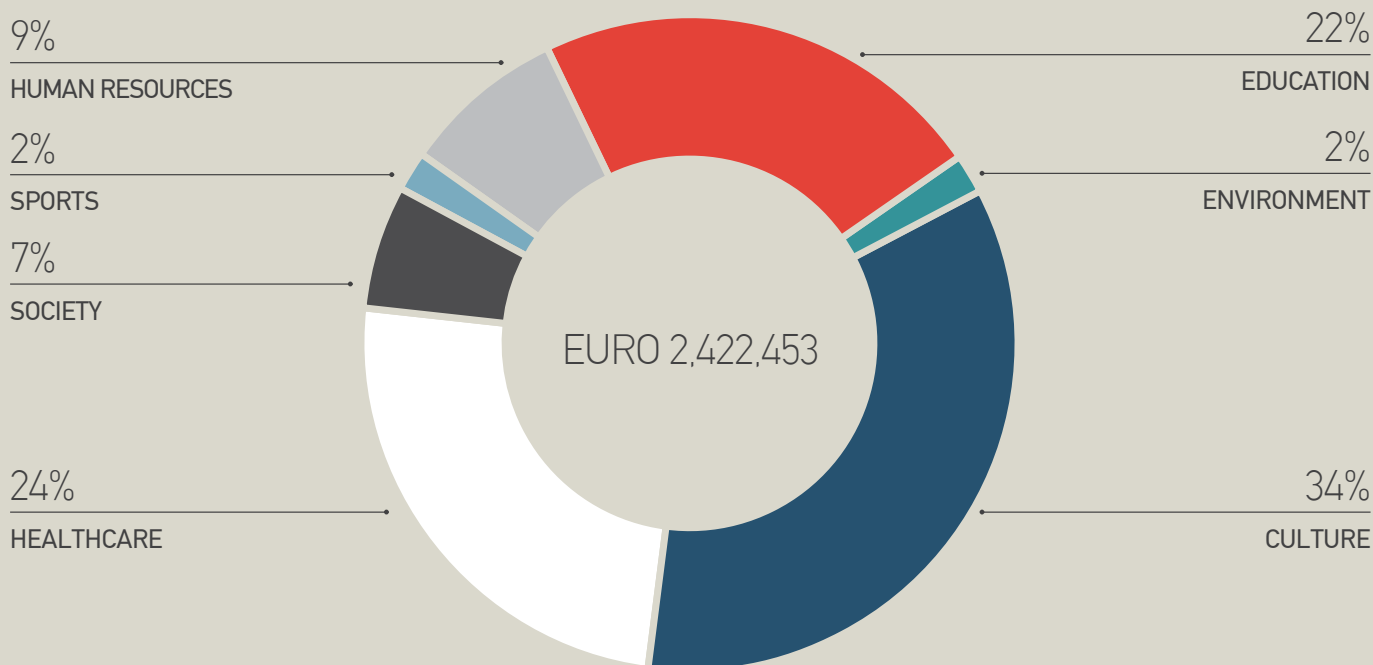
To continue and expand Alpha Bank's activities in support of culture, healthcare and society.

To ensure the transparency of its social investments, the Bank applies an internal evaluation system, according to which all proposals are assessed using objective performance evaluation criteria (economic, social and environmental) and are approved or rejected depending on the evaluation result.

To assist the evaluation procedure of the sponsorship requests received, a relevant Sponsoring Manual has been drawn up. This Manual was updated in 2016, was expanded with additional topics and is currently available on the Alpha Bank Intranet as the Bank's "Policy and Procedure for the Provision of Financial Assistance (Sponsorships)". During 2018, a total of **1,072** sponsorship requests were received from Greece, of which **599** were granted.

Furthermore, Alpha Bank continues to invest in activities and initiatives that support education, culture, the environment and healthcare. In 2018, under its sponsorship programme, the Bank allocated the amount of **Euro 2,422,453** as indicated below:

### SOCIAL CONTRIBUTION



### SOCIAL CONTRIBUTION OF THE ALPHA BANK GROUP BANKS ABROAD IN 2018

	CYPRUS	ROMANIA	ALBANIA	UNITED KINGDOM
SOCIAL CONTRIBUTION (IN EURO)	66,035	394,102	43,677	1,878

## SUPPORT OF SOCIETY AND OF LOCAL COMMUNITIES

In 2018, the Bank continued its social activities through the implementation of four major Programmes designed to support society, education, culture and health care as well as through a number of individual events that were made possible with the contribution of its Employees, as follows:

**3** GOOD HEALTH AND WELL-BEING

**“TOGETHER, FOR BETTER HEALTH”**

The programme **“Together, for better health”** is an initiative taken by Alpha Bank in collaboration with the Civil Non-Profit Organisation **“Agoni Grammi Gonimi”**.

of the Programme are to **support the work of local health centres in covering medical needs and to enhance the quality of life and strengthen the feeling of security of the residents in these islands** regarding health care and health issues.

Overall, since the start of the Programme in **2014** to the end of 2018, a total of **203,200 items of medical supplies and equipment** have been donated to **42 islands**, thereby significantly improving the ability to meet the medical needs of residents and visitors in these areas.

In 2014, the programme “Together, for better health” was first launched on the islands of **Tilos, Nisyros, Leipsoi and Kassos**. Over the next three years (2015-2017), the programme expanded to twenty-eight (28) more islands (**Amorgos, Anafi, Andros, Astypalaia, Chalki, Folegandros, Fournoi, Icaria, Ios, Kalymnos, Karpathos, Kea, Kos, Kythnos, Leros, Lesvos, Milos, Naxos, Patmos, Samos, Schinoussa, Serifos, Sifnos, Skiathos, Symi, Syros, Thassos and Tinos**).

In 2018, the Programme further expanded to **another ten islands**, namely **Antiparos, Chios, Donousa, Kastellorizo, Limnos, Paros, Rhodes, Samothraki, Skyros and Thymaina**.

Specifically, in 2018 the Programme offered its support to:

- **Two (2) Health Centres** (Samothraki, Paros)
- **Five (5) General-Purpose Regional Surgeries** (Antiparos, Donousa, Thimena, Skyros, Kastellorizo), and
- **Three (3) Hospitals** (Limnos, Chios, Rhodes)

which were provided with:

- **892 items** of medical consumables
- **77 items** of medical equipment
- **59 medical devices**
- **6 items** of miscellaneous equipment.

The Programme “Together, for better health” will continue in 2019 as well.

ΑΓΟΝΗ ΓΡΑΜΜΗ ΓΟΝΙΜΗ

ΠΡΟΓΡΑΜΜΑ 2018

Το Πρόγραμμα έχει ήδη πραγματοποιηθεί στα ακόλουθα νησιά.  
**2014:** Κάσος, Λειψοί, Νίσυρος, Τίλος. **2015:** Αστυπάλαια, Κάλυμνος, Κάρπαθος, Κως, Λέρος, Πάτμος, Σύμη, Χάλκη.  
**2016:** Ανδρος, Θάσος, Ικάρια, Κύθνος, Σάμος, Τίνος, Φολεγάνδρος, Φοίνιοι.  
**2017:** Αμοργός, Ανάφη, Ιος, Κέα, Λέσβος, Μίλος, Νάξος, Σέριφος, Σίνφος, Σκιάθος, Σύρος, Σκονοούσα.

**Μαζί, με στόχο την υγεία.**  
Τα ελληνικά νησιά εξοπλίζονται με ιατρικά μηχανήματα και ιατροφαρμακευτικά είδη.

**ALPHA BANK**

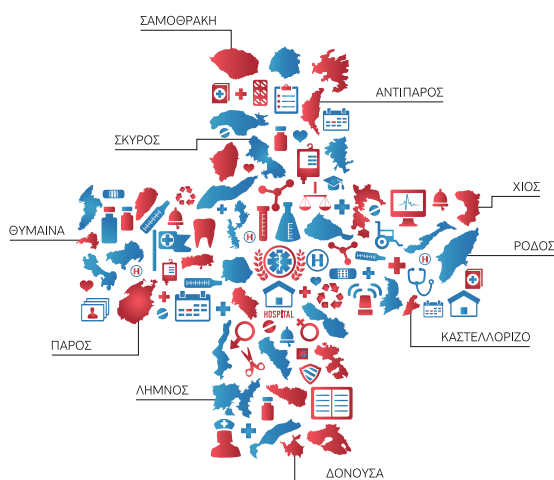
**μαζί**  
ΚΟΙΝΩΝΙΚΗ ΕΥΘΥΝΗ ALPHA BANK

With the aim of improving health services on Greek islands, by designing this Programme the Bank wanted to offer medical and pharmaceutical supplies and equipment. The main goals

REVIEWS ABOUT THE PROGRAMME IN 2018...

“... We would like to thank Alpha Bank for creating the social contribution programme “Together, for better Health” in the framework of its Corporate Social Responsibility activities, a programme to help remote islands by providing them with medical equipment. The machines for measuring gas in the blood, which they delivered to us today, is a valuable aid for the multi-purpose regional surgery of Skyros and for the island’s people and its visitors...”

Mayor of Skyros

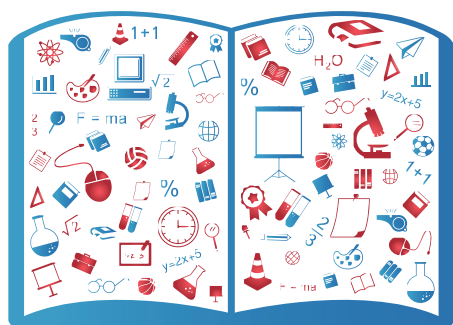


“... Your kind gesture is a shining example of generosity and contribution to the local community and to our fellow citizens, and demonstrates in practice that “People and the respect for human values are a priority for the Bank”. In addition, it is of increased significance, as it takes place in an era in which our country experiences a multiple economic and humanitarian crisis; and because of this, it gives us hope and makes us look at the future with optimism...”

Mayor of Paros

“... this equipment meets modern requirements... and was essential for upgrading the blood donation station...”

Head of the Blood Donation Station at Rhodes General Hospital



Το νέο πρόγραμμα Εταιρικής Υπευθυνότητας της Alpha Bank “Μαζί, με στόχο την παιδεία” υποστηρίζει τη λειτουργία δημοτικών σχολείων και προσφέρει διαδραστικά συστήματα διδασκαλίας, αθλητικό εξοπλισμό και βιβλία.

Μαζί, με στόχο την παιδεία.



“TOGETHER, FOR BETTER EDUCATION”

2018 Target

To enhance the Bank's Corporate Social Responsibility Programme with initiatives and programmes that support education.

In 2018, the Bank launched the “Together, for better education” programme to reinforce primary schools around Greece with modern teaching systems, books and sports equipment. Specifically, the Bank provided each school participating in the Programme with the following:

- A comprehensive **interactive teaching system with specialised software** that includes a board, a computer and a projector.
- **Books** to enrich school libraries.
- **Sports equipment** for various school activities.

The Programme started on Friday, September 21, 2018 and by mid-November supplies had already been delivered to **19 primary schools** in Attica.

The Programme will continue in 2019, to reach more schools around the country.

## “THE DEFACEMENTS THAT HURT”



**Οι φθορές που πληγώνουν**

Το Πρόγραμμα της Alpha Bank “Οι φθορές που πληγώνουν” συνεχίζει το έργο του με την αποκατάσταση και τη συντήρηση ιστορικών κτηρίων και μνημείων σε Αθήνα και Θεσσαλονίκη.

 ALPHA BANK

The programme “The defacements that hurt” was launched in 2013 for the **restoration and maintenance of sculptures in landmark locations of the historic centre of Athens.**

In 2016, the Programme expanded to **Thessaloniki**, in order to embellish local monuments and their surrounding areas by providing the Municipality of Thessaloniki with a graffiti removal and surface restoration machine, together with the supplies required.

The Programme’s activities continued in 2017 with the initiative “Let’s give Nea Paralia its old glow back”, a partnership between Alpha Bank, **Anatolia College, Thessaloniki’s Y.M.C.A.** and the **Municipality of Thessaloniki.**

In addition, the Programme included restoration and maintenance work at the Royal Theatre of Northern Greece, the National Theatre of Northern Greece and the Athens Conservatory.

In 2018, the Programme continued its restoration work in the surrounding area of the **White Tower in Thessaloniki.** The Programme also travelled to **Nafplio**, for the restoration of buildings and monuments, where the wall of the “Palamidis” Nafplio Public Library and the wall behind the statue of Constantine Kanaris, close to the Primary School of the town, were cleaned. The work was carried out in collaboration with the Nafplio Library and the Municipality of Nafplio. Restoration and maintenance of the **Vallianos Building**, which is part of the **National Library of Greece** historic complex, also took place.

## COLLECTION OF FOOD SUPPLIES – MARCH 2018

On Friday 23 and Saturday 24 March, 2018, social contribution events were organised in Athens, Thessaloniki, Kiato and Chania, in order to support organisations active in social work.

Thanks to the broad participation of the Bank’s Employees, a total of **565 boxes with food and other necessities** were collected. Additionally, the Bank offered 1,440 cans of evaporated milk.

The collection, sorting and packaging of the supplies for distribution was carried out by Bank Volunteers.

The goods collected were sent to organisations and institutions that support vulnerable social groups, children and the elderly.



## COLLECTION OF SCHOOL SUPPLIES – SEPTEMBER 2018

On Saturday, September 1, 2018, social contribution events were organised in Kavala, Korinthos, Rethymno and Chalkida, **in order to collect school supplies for the children living in local children’s homes and foundations.**

A total of 95 cartons with school supplies were collected from the donations of Bank Employees. Furthermore, the Bank donated 100 school bags from the environmental organization “Callisto”.

## “TOGETHER WITH THE CHILDREN AT THE MUSEUM AND THE THEATRE”

The programme **“Together with the children at the Museum and the Theatre”**, which was launched in 2015, involves the attendance of theatre performances as well as guided tours to museums, exclusively for children living in children’s homes and foundations.

On Saturday, March 3, 2018, children from the **SOS Children’s Village** in **Vari**, Attica, visited the **Museum of Cycladic Art** in Athens. The young visitors were given a tour of the Exhibition **“MONEY. Tangible symbols in Ancient Greece”**, jointly organised by the Museum of Cycladic Art and the Alpha Bank Numismatic Collection, and they admired exceptional samples of ancient coins. On Sunday, March 11, 2018, children from the **SOS Children’s Village** in **Plagiari**, **Thessaloniki**, visited the **Thessaloniki Museum of Cinema** and participated in the Museum’s educational activities, which are sponsored by the Bank.

On Thursday, July 5, 2018, a **Shadow Puppet Theatre performance** was organised for children from the **Lyreio Children’s Foundation**, while on Saturday, October 6, 2018, children from the **SOS Children’s Village** in **Vari**, Attica, visited the **Goulandris Natural History Museum** and the interactive-digital exhibition **“Earthquake at the Museum”**.

On Friday, December 14, 2018 and Sunday, December 16, 2018, two events took place, in **Thessaloniki** and **Athens**, respectively. More specifically, in Athens, children from **The Smile of the Child**, the **Lyreio Children’s Foundation** and the **“Friends of the Child”** association watched the play **“PINOCCHIO”** at the Neos Kosmos Theatre.

In Thessaloniki, children from the **Greek Children’s Village** in **Filyro**, the **“Melissa” Orphanage for Girls**, the **SOS Children’s Village** in **Plagiari** and **The Smile of the Child**, participated in the **“Christmas is in the Air”** festive activities that took place at the American Farm School. The events were made possible thanks to the contribution of Volunteers from the Bank’s Personnel who prepared the venues, welcomed the children and gave them Christmas gifts.

Since the launch of the Programme in 2015, more than **600 children** living in Children’s Homes and Foundations have attended 27 plays and guided tours of museums.

## EDUCATION – TECHNOLOGY

In line with its commitment to support education and technology, the Bank donated **243 books** to schools and children’s homes and sponsored the **SingularityU Greece Summit**. The Summit was held at the Athens Concert Hall on 19 and 20 September, 2018. Titled **“New Era, New Mindset”**, the Summit’s aim was to record the developments and challenges brought about to society and business by the most innovative technologies. The Singularity University (SingularityU) came to Greece for the first time and, by making use of exponential technologies, such as artificial intelligence, robotics and digital biology, is creating a sustainable future for all. At the Summit, which was attended by 1,500 people, Alpha Bank, with the key message **“We believe in knowledge as a force of change”**, had its own, specially-designed venue at the Summit, where videos of the Bank’s activities in the fields of Corporate Social Responsibility, Education and Digital Transformation were being screened. In addition, Alpha Bank’s Customers were invited at the Summit, while the Bank gave its Executives the opportunity to attend the Conference via live streaming.

It should also be noted that, throughout the year, Alpha Bank has been supporting the work of foundations, associations and other organisations, financially or by donating books, equipment, classroom material, etc.

As part of the Bank’s contribution to society and education in particular, school visits to the Banks’ Branches and visits of university students to the Bank’s Main Building take place frequently, where attendees are informed about financial issues and the operation of the banking system. These presentations are followed by guided tours to different areas of the Bank, such as the Dealing Room, the safe deposit box vaults, etc.

During 2018, a total of **126** school and university students visited the Bank.

## “A BOOK IS TRAVELLING”

Alpha Bank, on the occasion of Athens being named **“World Book Capital”** for 2018, launched the initiative **“A book is travelling”**. Hence, starting on Monday, April 16, 2018 and for a whole month, the Bank turned a **“Line 2”** Athens metro train into a virtual library, to raise awareness about the value of education, culture and literature.



The Corporate Responsibility initiative “A book is travelling” was completed with the donation of a large number of books by Alpha Bank to the library of the Non-Profit Organisation “Network for Children’s Rights”, reinforcing its efforts to give children from vulnerable social groups the opportunity to gain access to knowledge.

## RESPONSE TO NATURAL DISASTERS

The Bank, driven by its sense of responsibility and its increased social sensitivity, responds immediately to the need for humanitarian aid for people affected by floods, earthquakes or other natural disasters, by offering clothing and long shelf-life food supplies. It also takes emergency measures in terms of special arrangements to support its Customers, whether these are Individuals who live in affected areas or Businesses that are located there. The Marketing and Public Relations Division-Corporate Social Responsibility Functional Area coordinates all the Bank Divisions in order to design together a response plan, which enables the Bank to provide the best possible assistance in natural disasters, when these occur.

Specifically, Alpha Bank, contributing to the immediate relief of the people affected by **the fires in Eastern and Western Attica**, offered, in July 2018, 800 pieces of clothing to the residents of the **Municipality of Marathon** as well as 600 medical and pharmaceutical supply items to the **Municipality of Rafina**.

In order to facilitate the payment of mortgage, consumer and business loans, as well as cards, the Bank also offered the possibility of a twelve-month suspension of payments, interest-free, to its Customers, both Individuals and Businesses, who either live or are active in the affected areas and had sustained damage. Interested Customers could submit an application to the Branch they work with, by 31.12.2018.

Moreover, in order to contribute to the restoration of card-based transactions in the affected areas, the Bank replaced the damaged POS terminals of its Business Customers who had sustained damage from the fires and covered technical support expenses or the rental of a new POS terminal for a six-month period.

In addition, **AXA Insurance** took steps to directly support insured Bank Customers who faced difficulties, securing short-term accommodation for those in need, as well as making an immediate advance payment to cover their first expenses.

Finally, the **Doctors of the World** Alpha Bank account received a large number of donations, which were used in order to provide medical care and psychological support to the people affected by the fires.

Alpha Bank’s response to emergency situations is not only beneficial for its customers but also for the society as a whole. The immediate benefits of donating basic necessities, such as food and clothing, is the ability to help the families that have been affected by the disaster and to support the State authorities, which in times of financial crisis are not able to meet all the needs arising from natural disasters. At the same time, the Bank, by being present in the affected areas, is more attentive to the continued needs of the local community and can provide solutions related to its business as well as beyond that. In this context, the Bank donated **2,502 fire - fighters helmets** to assist the day-to-day operational activities of the Fire Service.

The Bank, by supporting the affected areas even after the emergency, takes part in actions intended for the restoration of the environment either by donating seedlings or by having Volunteers attend the various tree-planting efforts. The restoration of the natural ecosystem is not only a way of making a contribution to the environment, but also aims to protect and preserve the cultural heritage and the economy of the affected areas.

## SUPPORT OF CULTURE

### ALPHA BANK CULTURE

Alpha Bank actively participates in Greece's cultural life, not only through the financial support of such events but also through its own Programmes and Collections.

All the latest news on the cultural activities of the Bank are presented on the website [www.alphapolitismos.gr](http://www.alphapolitismos.gr), which in 2018 had **6,897** visitors.

#### EXHIBITION "MONEY. TANGIBLE SYMBOLS IN ANCIENT GREECE"

The Alpha Bank Numismatic Collection and the Museum of Cycladic Art, in their first ever collaboration in 2017, organised a major exhibition entitled: "MONEY. Tangible symbols in ancient Greece", which continued until April 2018.

The Exhibition presented a different side of coins, which first appeared in the late 7th century BC. The coin is, primarily, man's basic means of transaction, with which he covers his daily needs, makes payments and meets his obligations. During antiquity, the coin had another use as well, one that is related to its iconography: it was both a symbol and something that people could hold in their hands, it was a tangible symbol.

85 coins from the Bank's Collection were presented together with 159 objects (clay vases, terracotta figurines, marble and bronze statuettes, reliefs, gold jewellery, measuring vessels, coins from closed assemblages and inscriptions) from 29 Archaeological Museums and Collections in Greece, two Archaeological Museums in Italy, the British Museum and the Louvre Museum.



The Exhibition was accompanied by a catalogue, in Greek and English, containing information on all exhibits as well as rich photographic material. The exhibition, which opened on November 2, 2017, had a total of **10,362** visitors.

As part of the Exhibition, the Department of Educational Programmes of the Cycladic Museum, in collaboration with the Numismatic Collection of Alpha Bank, offered two Educational Programmes. The "**Myths and symbols on ancient coins**" programme was addressed to third grade Primary School students, while "**Coins and symbols of everyday life in ancient Greece**" was addressed to fourth grade Primary School students as well as first grade Gymnasium students. Educational programmes were also offered to students with special needs as well as to visually impaired children.



As part of the exhibition "MONEY. Tangible symbols in ancient Greece", a Lecture Cycle was given on the following topics: **Money and Art** (February 1, 2018), **Money and History** (February 22, 2018) and **Money and Banks** (March 29, 2018).



## EDUCATIONAL PROGRAMMES



### “NOMOS-NOMIZO-NOMISMA”

The Alpha Bank Numismatic Collection’s “Nomos-Nomizo-Nomisma” Educational Programme, which is approved by the Ministry of Education and Religious Affairs, continued its ‘journey’ to primary schools around Greece for the second consecutive school year. The Programme enables students to learn about the history of coins, which originated in ancient Greece, and get acquainted with their iconography, their diffusion and their use as a medium of exchange. Training courses for teachers are also part of the Programme. Specifically, educational seminars for Teachers were held in Kastoria and Rhodes, in collaboration with the Directorates of Primary and Secondary Education of these regions. In 2018, a total of **5,524 students in 131 Greek schools** attended the Programme.



At the request of the Association “Greek for All-Grec pour Tous”, the specially-designed suitcase of the Numismatic Collection’s “Nomos-Nomizo-Nomisma” Educational Programme, also travelled abroad, to Lausanne in Switzerland, and remained at the Association’s school from January to March 2018. Students from the first, fifth and sixth-grade as well as pre-school students, with the guidance of their teachers, familiarised themselves with the history of the ancient Greek coin, which is linked to the evolution of the economic and political history of the ancient Greek world.

Moreover, as part of the “Lausanne Méditerranées” event, which was held for the second consecutive year from October 8 to October 13, 2018, on the subject of the Greek economy, the School of the Association “Grec pour Tous” presented the suitcase of the Educational Programme.



### “THE FASCINATING HISTORY OF COINAGE”

The educational programme “The fascinating history of coinage” of the Bank’s Numismatic Collection, addressed to Primary School and Lower Secondary School (Gymnasium) students, is conducted in the Numismatic Collection’s permanent Exhibition Space and, upon request, at school premises.

In 2018, the Programme was attended by first-grade students of the 1st Gymnasium of Aghios Dimitrios and fifth-grade students of the 5th Primary School of Nea Smyrni.



## OTHER ACTIVITIES

### SEMINARS ON ANCIENT COINS

In 2018, seminars on ancient coins were held at the premises of the Bank's Numismatic Collection for students of Greek and foreign universities as well as students of foreign archaeological schools in Greece. The students were given the opportunity to study ancient coins, to deepen their knowledge on numismatic issues and attend lectures delivered by distinguished numismatists. During these visits, the students learned about the history of the Numismatic Collection, the invention and development of coinage and the making of ancient coins.

The seminars were attended by:

- Students of the American School of Classical Studies at Athens (January 25, 2018),
- postgraduate students of Archaeology at Edinburgh University (May 24, 2018),
- students of the summer school on "Ancient Greek and Roman Numismatics" organised, for the second consecutive year, by the Institute of Historical Research of the National Hellenic Research Foundation (July 4, 2018),
- postgraduate students of the Archaeology Department of the Radboud University in Nijmegen, Holland (September 10, 2018).



### COLLABORATION WITH THE NATIONAL AND KAPODISTRIAN UNIVERSITY OF ATHENS

The numismatics seminar of the History and Archaeology Department of the Philosophy School of the National and Kapodistrian University of Athens was held, for the first time, at the premises of the Bank's Numismatic Collection, from March 7 until June 13, 2018.



### BANKNOTE MUSEUM OF THE IONIAN BANK – CORFU

In 2018, the Museum had a total of 7,116 visitors, of which 4,762 were Greek and 2,354 were foreign visitors.

## ACTIVITIES

### PARTICIPATION IN AN EXHIBITION

The Banknote Museum of the Ionian Bank participated in the exhibition "**Ioannis Kapodistrias, the Corfiot first Governor of Greece**", which was organised by the Hellenic Parliament, the Municipality of Corfu and the Municipal Gallery of Corfu from 21.5.2018 to 30.12.2018, at the Gallery's Permanent Collection Section.



The silver phoenix, the first coin of the modern Greek State, bronze subcategories of the phoenix, a paper phoenix and subsequent banknotes depicting Ioannis Kapodistrias were on display among the exhibits.

#### PARTICIPATION IN AN ACADEMIC MEETING

The Banknote Museum of the Ionian Bank participated in the 20th Annual Meeting of Museums of Contemporary Culture, organised by the Directorate of Modern Cultural and Intangible Cultural Heritage in collaboration with the Hellenic National Committee of the ICOM (International Council of Museums), on Friday, November 23, 2018. The Meeting focused on Education and Contemporary Greek Cultural Heritage, "On the occasion of collection: museums, innovative practices and creative alliances". The aim of the Meeting was to promote the activities of Museums of Contemporary Culture as well as highlight and evaluate the best practices formed in the environment of contemporary museums.

#### "WHEN COINS MET BANKNOTES"

On the occasion of International Museum Day, the Banknote Museum of the Ionian Bank in Corfu held, from May 16 through May 20, 2018, the educational activity titled "When coins met banknotes", which was attended by **156 students** and 11 escorts from four Primary Schools of Corfu, the 13th Air Scout Group of Corfu and members of the Greek Guiding Association.



Due to an increased demand from schools that wanted to participate, the Programme was included in the Museum's permanent educational programmes, as of October 2018. By December 2018, a total of **162 students** had attended the Programme.

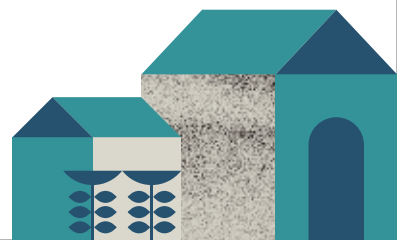
## EDUCATIONAL PROGRAMMES



### "BANKNOTES – THE GREEK BANKNOTE"

The educational programme entitled "Banknotes – the Greek banknote" continued in 2018. The Programme aims at getting students acquainted with the history of coinage, highlighting Greek banknotes that were produced from the foundation of the Greek State (1830) until the arrival of the Euro (2002).

In 2018, the Educational Programme was attended by **988 students**.



## ALPHA BANK ART COLLECTION AND ALPHA BANK CULTURAL CENTRE – NAFPLIO

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### EXHIBITIONS

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- The exhibition **“The Alpha Bank Collection. Greek Art from 1960 until today”** was presented at the Metropolitan Organization of Museums of Visual Arts of Thessaloniki. The Exhibition showcased 41 paintings, constructions and sculptures.
- The Alpha Bank Cultural Centre at Nafplio is hosting the exhibition **“Theophilos the painter”**, in collaboration with the Peloponnesian Folklore Foundation (PFF). The Exhibition was designed for Primary and Secondary Education students, in collaboration with a museum education specialist from PFF, who designed the Exhibition’s guides and the special accompanying publications. In 2018, a special publication for groups of preschool-aged children visiting the Cultural Centre was released.

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### WORKS OF ART ON LOAN

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- Lending a work to the **“Konstantinos Volanakis”** exhibition, organised by the B. And M. Theocharakis Foundation.
- Lending a work to the **“Dimitris Mytaras”** exhibition, organised by the B. and E. Goulandris Foundation at the Foundation’s Museum in Andros.
- Lending four works to the **“Mykonos through the gaze of artists”** exhibition, held at the Municipal Gallery of Mykonos.
- Lending five books to the **“Greek artists and books”** exhibition, held at the Municipal Gallery of Athens.
- Lending four works to the **“Yiannis Moralis”** exhibition, organised by the Benaki Museum.

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### VARIOUS ACTIVITIES

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- A series of eight monthly educational seminars, which were addressed to postgraduate students, were organised by the Alpha Bank Art Collection in collaboration with the Athens University History of Art Department for the academic year 2018 - 2019, entitled: **“Visual arts in 21st century Greece”**. Classes were held at the Bank’s Educational Programmes Hall with the participation of 25-30 students.
- A series of four monthly educational seminars were organised on the History of Greek Art, for the Bank’s Personnel, in collaboration with the Human Resources Division. Classes were held at the Bank’s Educational Programmes Hall with the participation of 30 people.
- In collaboration with the Corporate Social Responsibility Functional Area, the **“Alpha Bank Award”** for the best poster, which was established in 2016, was awarded again in 2018 as part of the **Young Designers Competition** organised by the GR Design magazine at the Benaki Museum.
- Participation of the Alpha Bank Cultural Centre-Nafplio in the **“Night of Museums”**, on 19.5.2018.
- Hosting the **“Initiative for the promotion of Cultural Heritage”** programme at the Alpha Bank Cultural Centre-Nafplio, an initiative for the digitalisation of the historical buildings of the city of Nafplio.
- Hosting the international postgraduate programme **“Olympia Summer Academy”**, organised by the European International Studies Association, at the Alpha Bank Cultural Centre-Nafplio, where the Programme’s seminars on political science and international relations were held. Two Executives from the Bank’s Economic Research Division participated in the programme.
- Support of the National Gallery Library by paying for the preservation of old books.

## SPONSORSHIPS

Over the years, Alpha Bank has been actively engaged in Greece's cultural life by supporting the Arts.

- **BUDAPEST FESTIVAL ORCHESTRA - ATHENS CONCERT HALL**

The Bank sponsored the concert given by the **Budapest Festival Orchestra**, one of the top ten orchestras in the world, under the direction of conductor **Iván Fischer**, at the Athens Concert Hall, as part of the "Great Orchestras-Great Performers" annual series of events.

- **LONDON PHILHARMONIC ORCHESTRA - ATHENS CONCERT HALL**

The Bank sponsored the concert given by the **London Philharmonic Orchestra**, under the direction of conductor **Jaime Martín** and the top pianist **Fazıl Say** at the Athens Concert Hall.

- **JENŮFA - NATIONAL OPERA – STAVROS NIARCHOS FOUNDATION CULTURAL CENTER**

The Bank sponsored the opera "Jenůfa", with music by the Czech composer **Leoš Janáček**. It is considered as one of the most important masterpieces of the 20th century and was presented at the National Opera at the Stavros Niarchos Foundation Cultural Center.

- **XENOS - ONASSIS CULTURAL CENTRE**

The Bank sponsored the performance "XENOS" given by the internationally-acclaimed dancer **Akram Khan** at the Onassis Cultural Centre.

- **NEW WORLDS – BILL MURRAY, JAN VOGLER AND FRIENDS - ODEON OF HERODES ATTICUS**

The Bank sponsored the concert "New Worlds" performed by **Bill Murray, Jan Vogler and Friends** at the Odeon of Herodes Atticus.



- **EDUCATIONAL PROGRAMMES – THESSALONIKI FILM FESTIVAL**

Alpha Bank, as part of its Corporate Social Responsibility initiatives for children, sponsored, once again in 2018, the educational programmes organised by the **Thessaloniki International Film Festival's Cinema Museum**.

The series of educational programmes, held in the Museum, are addressed to Primary and Secondary School students. They were designed by teachers and museum educators specialised in film education and have been suitably adjusted to the features and goals of each age group. These educational programmes may be attended by pre-school children as well as Primary and Secondary School students from September to the end of May each year.



## LIBRARY

### COLLECTION, SUBSCRIPTIONS AND SERVICES

In 2018, the Alpha Bank Library Collection was enriched with 822 new publications in various categories as well as with informational material and now comprises more than 31,500 book titles. In addition to Greek and foreign encyclopaedic and lexicography publications, the Library's Collection also includes a large number of scientific publications and periodicals in all fields of economics, law and human sciences as well as a considerable number of publications of literary works.

The Library serves the needs of the Bank's Units, manages their subscriptions to the daily and periodical Press, magazines and journals while it also offers lending services to the Group's Personnel. Throughout the year, more than 1,400 books and more than 50 sectoral studies were taken out on loan and 121 new Members were added, hence reaching a total of 1,077 Members. In addition, 32 researchers visited the Library in order to gather information and study in the Reading Room.



### MANAGEMENT OF THE BANK'S PUBLICATIONS

The Publications of the Bank, currently numbering more than 178 titles covering various areas of Greek history, economy and art, are sold to bookshops and publishing houses. They are also donated to other Libraries and charities.

In this context, and as part of the Bank's policy on the promotion of Greek culture, the Library donated **1,678** copies of Bank Publications and **551** copies of third-party publications to public and academic libraries, cultural foundations and organisations as well as Units of the Bank in order to cover corporate needs.

More specifically, the Bank continued to donate publications to various libraries, such as the Demosthenis Library of Peania Municipality, the Aianteios Public Library of Atalanti, the Library of Psara Municipality "Kostantis Kotrozos", and others. Similarly, publications were dispatched to university libraries and in particular to the Library of the University of the Aegean, the Department of Primary Education of the University of Patras and the Evelpidon Military Academy, while publications were also donated to several Primary and Secondary schools countrywide, such as the 1st Gymnasium of Aghios Dimitrios, the Music School of Karditsa (General Secondary School), the Gymnasium of Amorgos, the Gymnasium of Fourni Islands, the Gymnasium of Folegandros, the 19th Primary School of Zografou, the Gymnasium of Serifos, the Athyron Primary School in Pella, et al., as well as to cultural institutes and organisations, such as the Michail N. Stassinopoulos-VIOHALCO Public Benefit Foundation, the Greek Book Club, the General Secretariat for Greeks Abroad, the West Attica Ephorate of Antiquities and the Environmental Group of Salamina "PERIVOS".

As part of Alpha Bank's social contribution, the Library donated copies of its Publications to Christmas bazaars held by charity associations and organisations, such as the Charity Association "FRIENDS OF THE CHILD" and the organisation "Pediatric Trauma Care". In addition, the Bank donated copies of its Publications to support the book bazaars organised by the "Friends of the Goulandris Natural History Museum" Association, the lottery organised by "The Friends of the Benaki Museum" Association, the main annual event for the employees of the National Centre for Scientific Research "Demokritos" (NCSR) and the lotteries organised by the "Friends of the Lyceum Club of Greek Women".

## HELLENIC ECONOMIC LIBRARY NETWORK

Alpha Bank's Library is co-founder and member of the "H.E.L.I.N. – Hellenic Economic Library Network". In 2018, the H.E.L.I.N. presented its members' publications, held a conference entitled "Economic Libraries: Reservoirs of Information and Training", which took place on June 6, 2018 at the Harokopio University, and organised an educational visit to the Library of the Hellenic Statistical Authority (ELSTAT).

H.E.L.I.N. was created in 2012 and its mission is to promote cooperation among the member libraries in order to exchange services and resources. The ultimate goal of the member libraries is to provide higher quality services to their user communities.

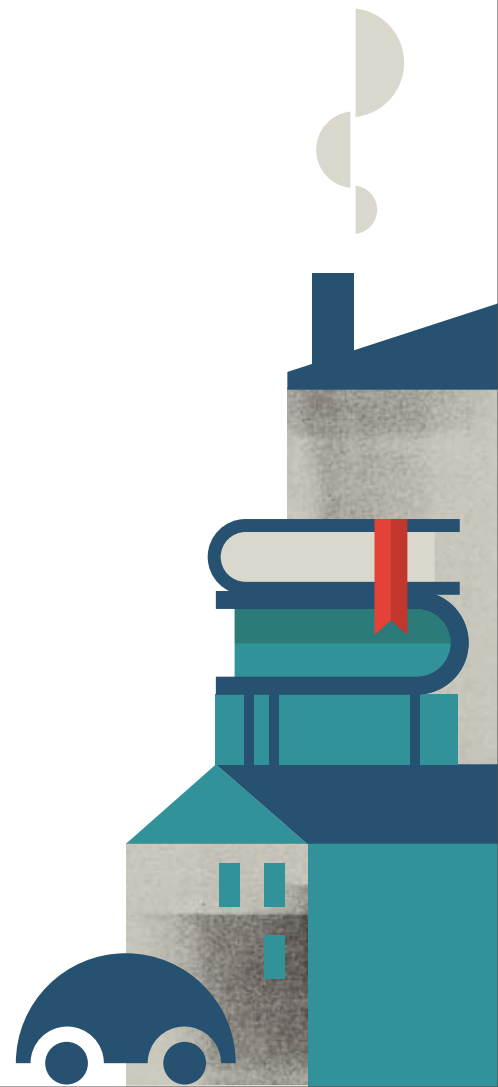
## OTHER ACTIVITIES

In 2018, the Alpha Bank Library launched, for the first time, the educational programme "Knowing the Library", which is addressed to Primary School and Gymnasium students and takes place daily in a dedicated area. The Educational Programme presents an overview of the history of writing and libraries from antiquity to the present day. The Programme also focuses on the greatest libraries of the ancient world as well as the importance and the role of contemporary libraries, with a special mention of the Bank's Library. Students are taken on a guided tour of the Library, search for books in its shelves, list certain editions, participate in interactive games and answer questions, while they also receive an educational booklet.

Moreover, the Alpha Bank Library organised the exhibition "Rare Books. The Alpha Bank Collection" at the Exhibition Area of the Alpha Bank Main Building (12, Pasmazoglou Street and 40, Stadiou Street), which will continue throughout 2019 as well. The Rare Book Collection of Alpha Bank comprises a number of rare publications, including works by classical authors (ancient Greeks, Byzantines and Romans as well as authors from other countries) dating from the 16th to the 19th century, works by European travellers who visited the broader area of Greece from the 17th to the 19th century as well as artistic publications illustrated by well-known Greek painters and printmakers of the 20th century.

As part of the Exhibition, tours were organised for the Bank's Personnel, the "Friends of the Benaki Museum" Association and the "Friends of the National Library" Association.

Finally, in collaboration with the Human Resources Division, two presentations of children's books were given by acclaimed children's theatre actresses, and not only, Karmen Rouggeri and Xenia Kalogeropoulou, for the children of Bank Employees, and a tour of the new facilities of the National Library of Greece at the Stavros Niarchos Foundation Cultural Centre was organised for the Bank's Personnel.



## ALPHA BANK – CULTURE STORE

“ALPHA BANK – CULTURE Store” is situated at the ground floor of Alpha Bank’s Main Building at 40 Stadiou Street, Athens and has been operating since January 2011. Visitors may obtain information about the Bank’s cultural activities and buy the available Publications of the Bank and the J.F. Costopoulos Foundation as well as copies of ancient coins from the Bank’s Numismatic Collection. In 2018, **more than 1,300 persons** visited the “ALPHA BANK – CULTURE Store”, where they had the opportunity to learn about the activities of the Bank’s Art Collection, Numismatic Collection, Historical Archives and Library as well as about the activities of the Banknote Museum of the Ionian Bank in Corfu and the Alpha Bank Cultural Centre in Nafplio.

As part of the constant improvement and modernisation of the services offered by the “ALPHA BANK – CULTURE Store”, an e-shop has been launched. It is addressed to the general public and allows interested parties to obtain swiftly and directly the Publications of Alpha Bank, and/or copies of a limited number of ancient coins from the Alpha Bank Numismatic Collection. Furthermore, it provides information on new products and current offers and discounts.



The interactive system Stater 360<sup>2</sup>, which enables the public to familiarise themselves with selected ancient coins from the Alpha Bank Numismatic Collection, is also in operation at the “ALPHA BANK – CULTURE Store”.

It is a worldwide-original interactive application which consists mainly of a rotating metal disc on which twenty coins are represented. Users can view all coins magnified at high-resolution, by selecting one coin at a time. They can examine the coin under a magnifying glass, read its description and use the map to locate the city that issued it, by touching it. On the nearby display, they can also read the history of the issuing authority. To see the reverse side of the coin, users can just flip the disc over.

The interactive system Stater 360<sup>2</sup> was designed and built by the Foundation for Research and Technology – Hellas (FORTH) for the Alpha Bank Numismatic Collection.





## THE ALPHA BANK HISTORICAL ARCHIVES

### INTERNATIONAL ACADEMIC HISTORY MEETING OF THE ALPHA BANK HISTORICAL ARCHIVES

The Alpha Bank Historical Archives successfully organised, on September 28 and 29, 2018, the **11th Academic History Meeting**, titled **“War and the Formation of the Greek State, 19th-21th Century”**. The meeting took place in collaboration with the Bank’s Marketing and Public Relations Division, in Corfu, at the Old Fortress in the General State Archives building.

The meeting focused on how the war and the preparations for war impacted the formation of the Greek state, a matter of particular interest since Greece’s defaults have often been attributed to war expenses.

A total of **19 Greek and foreign distinguished academics and researchers** from Universities and research centres in Greece and abroad, as well as from the Historical Archives of Banks, Museums and other organisations, attended the meeting. This particular meeting is the second in a **series of international conferences which are carried out by the Historical Archives** and which assess the performance of the Greek state in different sectors, from its foundation to the present day.

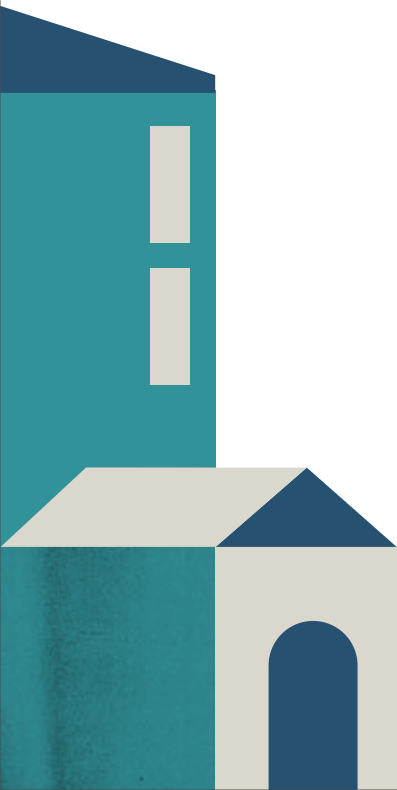
### OPEN SEMINAR OF ECONOMIC HISTORY BY THE ALPHA BANK HISTORICAL ARCHIVES

This year, the Bank’s Historical Archives participated for the second consecutive year in the organisation of the 15th cycle of the **Open Seminar of Economic History**, in collaboration with the **French School at Athens**, which is held at the Conference Hall of the **Historical Archive of the University of Athens**. The Seminar started out as an initiative of historians who had a special interest in economic history. It aims at the promotion and discussion of ongoing research projects as well as the study of specific problems related to Greek and international economic history, with the participation of historians, economists and other experts from the international academic community. For the 2018-2019 cycle, an announcement for the **Bank’s Personnel** was posted on the Alpha Bank Intranet, inviting Employees from the Bank’s Divisions and Branches to attend the Seminar.

## PARTICIPATION OF ALPHA BANK IN INTERNATIONAL SCIENTIFIC BODIES

### “EUROPEAN ASSOCIATION FOR BANKING AND FINANCIAL HISTORY”

The Bank’s Historical Archives participated in the annual General Meeting of the Members of the **“European Association for Banking and Financial History”**. Alpha Bank is a Regular Member of this Association from 1996, while its Honorary Chairman, Mr. Yannis S. Costopoulos, continues as of 2000 to be a member of the “Board of Patrons”. The Bank’s participation in the Association aims at monitoring and disseminating good practice on the recovery and preservation of bank documents, the transfer of know-how, as well as the scientific cooperation of European members. Finally, through its participation, Alpha Bank contributes to forming policies related to the Historical Archives of the European financial institutions.



## SUPPORT OF SPORTS

Over the years, Alpha Bank has been showing its interest in sports and has been contributing to the promotion of athletic ideals and noble competition, both essential elements of the ancient Greek notion of “fair play”.

Specifically, the Bank is a proud sponsor of the Olympic gold medallist Anna Korakakis, who won the gold medal at the ISSF World Cup on May 14, 2018.

The Bank supports the efforts of the Greek Shooting Champion to conquer new titles in European and international events.

Moreover, Alpha Bank proudly supports the Paralympic Grigorios Polychronidis who successfully competes in international boccia events.

## SOCIAL RESPONSIBILITY ACTIVITIES OF THE ALPHA BANK GROUP BANKS ABROAD

### CYPRUS



Alpha Bank Cyprus Ltd, through its Corporate Social Responsibility Programmes, is strongly involved in supporting vulnerable social groups and assisting foundations and organisations active in the fields of health, education, culture, sports and environmental protection. In 2018, Alpha Bank Cyprus Ltd supported and/or participated in the following events:

- **Official Sponsor of the 26th Annual Awareness and Prevention Week on Kidney Disease**, organised by the Cyprus Kidney Association (PSFN). During this week, a Cyprus-wide fundraising event took place in order to support the Association, along with presentations, speeches and discussions.
- **Sponsor of the 18th “Love Route”**, organised by the Cyprus Association for children with cancer and related diseases, “One Dream One Wish”. The aim of the event is to inform the public and raise awareness of the problems faced by children and young people suffering from cancer, as well as to raise funds for the financial support of the young patients and their families.
- **Sponsor of a charity event organised by the Agioi Omologites Social Welfare Organisation**, the proceeds from which were used to cover the needs of the nursery schools, the day care centres and the destitute families supported by the Organisation.
- **Sponsor of the “19th Fête of Joy and Contribution”**, organised by the Cyprus Association for children with cancer and related diseases “One Dream One Wish”.

- **Donation of food supplies and other basic necessities**, during the Christmas and New Year holiday season, to charities and other organisations that support families and people in need, across all regions of Cyprus:

- Europa Donna Cyprus Organisation
- “Vagoni Agapis” Charity Organisation
- Cyprus Red Cross
- Cyprus Association “One Wish One Dream” supporting children with cancer and related diseases.

- **Supporter of the “Adopt a Family for Christmas” initiative** by the Pan Cyprian Volunteerism Coordinative Council.
- **Major Sponsor of the 10th UK University Fair**, organised by TCS Educational Consultants and Unilink Education Services in Nicosia and Limassol. Interested school and university students had the opportunity to talk to educational consultants and representatives from the Universities.
- **Participation in the Postgraduate Studies Fair 2018 of the University of Cyprus**, which was attended by scholarship and financing agencies, counselling and career guidance organisations and other services. Alpha Bank was present at the Fair with its own stand at the venue, providing visitors with information on all its products and services.

Alpha Bank Cyprus Ltd also sponsors and supports conferences, on matters related to its activities.

Some of the conferences sponsored by the Bank in 2018, were the following:

- 8th Nicosia Economic Congress
- 5th Professional Services Conference
- 9th Pension and Provident Funds Conference
- 6th Cyprus Banking Forum.

Finally, Alpha Bank Cyprus Ltd participated in the **12th International GSO Limassol Marathon** and the **4th “Running Under The Moon” Marathon**, with teams of 60 and 18 people respectively, winning important titles among a large number of participants.

## ROMANIA



In 2018, Alpha Bank Romania S.A. continued to support initiatives in the fields of education, society, sports, culture and the environment.

In particular, the main Corporate Social Responsibility initiatives in 2018 were the following:

- **Support of the concerts given by the Royal Camerata.** The Royal Camerata was founded in 2009 in order to create a professional orchestra which would help promote the development of new musical talent in Romania. The project supports the integration of young musicians into society after completing their studies at the music academy.
- **Support of the “Vacaresti Nature Park”,** by offering the appropriate tools that enable the operators of protected areas to comply with the applicable rules and that foster research on the area’s flora and fauna.
- **Support of the Association for the Promotion of Educational Performance,** with the aim of continuing the printing and digitalisation of financial manuals and training materials for the general public.
- **Support of the Greek-Romanian Chamber of Commerce,** in order to enhance educational activities and promote the Greek language and culture in Romania.
- **Support of the Romanian Foundation for Excellence in Music (FREM).** In early November 2018, a special concert was organised in collaboration with Alpha Bank Romania S.A. featuring Mr. Mischa Maisky as guest of honour.
- **Sponsor of the “HELP AUTISM” Association,** to finance the cost involved in the treatment of an autistic child.

- **Sponsor of the Foundation Conservation Carpathia,** to help put an end to illegal logging and protect an important area of the Carpathian forests, in order to strengthen the ecosystem and biodiversity of the Fagaras Mountains (Natura 2000), as well as the local economy.
- **Sponsor of the Sibiu International Theatre Festival,** the most multi-faceted annual festival in Romania and the biggest and most significant performing arts festival in Europe. More specifically, Alpha Bank Romania S.A. was the exclusive sponsor of the Volunteering Programme.
- **Sponsor of the “Dimitrie Brandza” Botanical Garden of the University of Bucharest.** The sponsorship covered the purchase of special equipment to carry out maintenance work at the Botanical Garden. Alpha Bank Romania S.A., recognising its importance both for society and the environment, has been a steadfast partner of the Botanical Garden since 2012.
- **Sponsor of the “Leaders Foundation”,** and more specifically of the High School Students 2018/Liceeni 2018 programme, a coaching and training programme in which the top 25 students from eight municipalities in Romania are selected to participate. The Programme aims to help young people acquire new skills and knowledge for a better future.
- **Sponsor of the “Triada” Association,** to finance the cost involved in the treatment of a child who participates in the Applied Behaviour Analysis (ABA) programme for autistic children.
- **CODE Kids Programme – Partnership between Alpha Bank Romania S.A., Aspen Institute Romania and Progress Foundation.** The Programme aims to integrate STEM education (Science, Technology, Engineering and Mathematics) into the Romanian curriculum, in collaboration with the Ministry of Education.

## ALBANIA



In 2018, in line with the Corporate Social Responsibility policy of the Group, Alpha Bank Albania SHA took a number of initiatives in support of education, society, culture and the environment, as follows:

- Sponsor of the “European Money Quiz” initiative:** In April 2018, the Albanian Association of Banks, in cooperation with the Albanian Central Bank and with the support of the Ministry of Education, Sports and Youth, hosted the European Money Quiz competition, with the participation of 500 Secondary Education students from all over Albania. In this context, Alpha Bank Albania organised educational visits of students at its Branches.
- Renovation of the main Auditorium of the Faculty of Foreign Languages:** In September 2018, the Bank supported the renovation of the main auditorium of the Faculty of Foreign Languages.
- Participation of the Bank’s Personnel in educational programmes, competitions and fairs** (acting as mentor, jury, etc.), in collaboration with the “Junior Achievement Albania” organisation. The expertise and dedication of the Bank’s Personnel have made Alpha Bank Albania SHA one of the major supporters of youth education.
- Participation in the event “Road towards Success”:** In November 2018, the Bank’s Employees took part in the event “Road towards Success”, whose aim was to strengthen the Employee’s interpersonal skills and experiences. All proceeds from this event went to charities.
- Donation of a blood coagulation analyser** to the Lushnja Hospital, which was indispensable in analysing the blood coagulation of patients and diagnosing different bleeding disorders.
- Sponsor of the third Tirana Marathon:** In October 2018, the Bank was one of the main sponsors of the Marathon, which has become the most popular sports event in the country, and involves the participation of thousands of runners from Albania and around the world. The Bank supported the Marathon by awarding 3 winners of the 21k category, 2 winners of the 10k category and 3 winners of the “We Too” category.
- Sponsor of the first Tirana Economic Forum,** a high-level meeting of the most influential Albanian and international political, corporate and intellectual leaders, which addressed current challenges faced by Albania and the international community.
- Support of the Down Syndrome Albania Foundation:** In December 2018, through the organisation of the first fundraising event “Giving Circle”, the Bank supported the Down Syndrome Albania Foundation and its “Adopt a Therapy” programme, which aims to provide free treatment to children with Down syndrome from poor families.
- “Bringing joy to the children”:** In December 2018, the Bank supported the celebration organised by the Albanian Red Cross for children living in children’s homes across Albania, as well as for the children of poor families from Gjirokastra. In a festive atmosphere, the children received a variety of gifts.
- Purchase of a house for a family in need:** The Bank, through the “Different Weekend” Foundation, financed the purchase of a wooden house for a six-member family in need.

## VOLUNTEERISM – PARTICIPATION OF EMPLOYEES

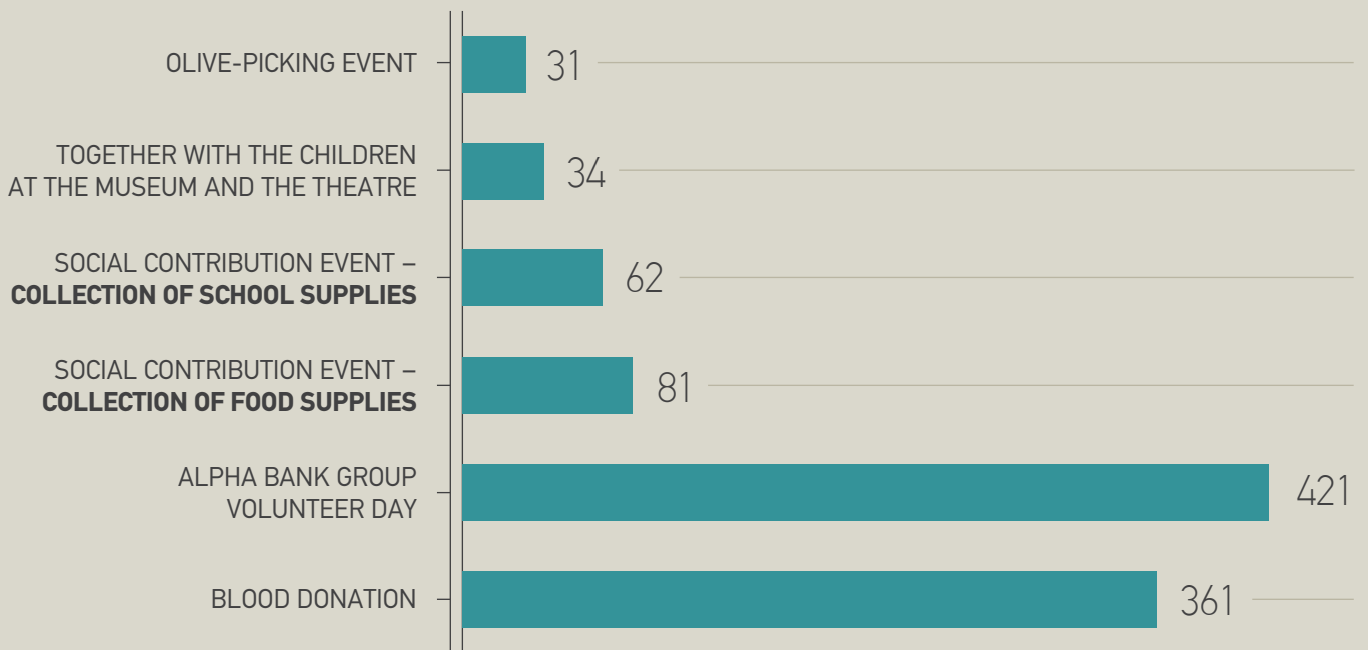
Participation of **990** Employees  
in **17** voluntary events

In 2018, the Bank’s Personnel continued to take active part in blood donation and social solidarity and environmental events organised in Greek cities where the Bank is present. In particular, members of Personnel participated in **17** volunteer events, with the total number of participants standing at **990**. Of these, **629** participated in social and environmental events while **361** were blood donors.

Employees are informed about the opportunities to participate in various social and environmental events by means of relevant announcements published on the Alpha Bank Intranet, which includes a special section on matters related to the Bank’s Corporate Responsibility.

The participation of Employees in volunteer activities in 2018 is indicated in detail in the table below:

### EMPLOYEE PARTICIPATION IN VOLUNTEER EVENTS DURING 2018



## ALPHA BANK BLOOD BANK

Since 2001, Alpha Bank has established a blood bank, through which the Bank's Employees, as Volunteer Blood Donors, assist in the difficult task of finding blood by participating in the Blood Donation Days.



These Days are held twice per year, with the number of participating Bank Employees constantly rising. The Days are held in Athens and Thessaloniki with the assistance of the Bank's Doctors and in partnership with major hospitals in Greece. A total of 493 blood units were added in 2018 and are at the disposal of Bank Personnel in cases of emergency.

In **Albania**, in June 2018, the Bank organised for the seventh consecutive year, the Staff Blood Donation Day, in collaboration with the "Different Weekend" Foundation. More than 50 Employees participated in the voluntary blood donation and the blood units that were collected were donated to children with thalassaemia.

In **Cyprus**, Alpha Bank Cyprus Ltd, in collaboration with the Blood Bank, organised the Staff Blood Donation Day, which was conducted with the voluntary participation of 15 members of the Bank's Personnel in all provinces.

## ALPHA BANK GROUP VOLUNTEER DAY

On Sunday, May 20, 2018, the "Alpha Bank Group Volunteer Day" was successfully held in Greece, Cyprus, Romania and Albania. This initiative was established in 2009 as a Group-wide initiative that aims at further raising its people's awareness of social and environmental issues.

In **Greece**, the "Alpha Bank Group Volunteer Day" was held in Athens and Thessaloniki, with the **participation of 40 Volunteers** from the Bank's Personnel. During this day, educational activities were organised for children living in children's homes and foundations. More specifically, in **Athens**, children aged 8 to 12 from the SOS Children's Village in Vari, together with children raised in the Homes of the Voluntary Non-Profit Organisation "The Smile of the Child", were invited to the **Goulandris Museum of Natural History** to be taught cooking secrets and methods.

In **Thessaloniki**, children from the **SOS Children's Village in Plagiari**, the **Greek Children's Village in Filiro**, the **Orphanage for Girls "Melissa"** and the "Smile of the Child" participated in similar actions at the American Farm School.

In **Cyprus**, **70 volunteers from the Personnel of Alpha Bank Cyprus Ltd** collected food supplies and other staple goods which were delivered to destitute families by the charity organisations "Europa Donna" and "Vagoni Agapis" ("Wagon of Love").

In **Romania**, **approximately 200 Volunteers, members of the Personnel of Alpha Bank Romania S.A.**, participated in the restoration and the embellishment of the Botanical Garden in **Bucharest** which has been operating for more than 150 years. In addition, the Volunteers cooked a hot meal for 50 children from destitute families and donated home appliances to support the programme "I want to be independent" for children with autism.

Volunteer activities were also undertaken in other Romanian cities: in **Timisoara**, a group of Volunteers participated in educational activities together with 20 children from the "Save the Children" Organisation. In **Constanța**, educational visits to the city's Aquarium and the National Observatory were organised for children sheltered in foundations, and in **Cluj** a group of Volunteers accompanied children with health problems to a theatrical performance and offered gifts to the young spectators.

In **Albania**, **100 Volunteers from the Personnel of Alpha Bank Albania SHA**, together with members of their families, participated in a big fundraiser event held at the central square of Tirana in order to support the non-profit organisation "You are a sunflower", which helps children with health problems.







**PRESENTATION OF SUSTAINABILITY  
DISCLOSURES IN ACCORDANCE  
WITH THE GRI STANDARDS**

145

In the preparation of the present Report, the Guidelines for sustainability report publications of the Global Reporting Initiative (GRI) and, in particular, the GRI Standards version of the Guidelines, were taken into account. The Corporate Responsibility Report 2018 has been prepared “in accordance” with the “Core” option of the GRI Standards. In addition to references to the present Report, the table below also contains references to Alpha Bank’s Annual Financial Report 2018, the Bank’s website and other published documents (e.g. Weekly Economic Report). The table also identifies the indicators that were subject to external assurance by KPMG.



**see Annual Financial Report 2018**

GRI CODE	DESCRIPTION	LOCATION OF THE RELEVANT INFORMATION, ADDITIONAL COMMENTS
GRI 101 FOUNDATION 2016		
GRI 102 GENERAL DISCLOSURES 2016		
ORGANISATIONAL PROFILE		
102-1	Name of the Organisation	Alpha Bank A.E.
102-2	Activities, primary products and/or services.	Modern Banking  page: 90, 210-211, 344-345, 437-439
102-3	Location of the Organisation's headquarters	40 Stadiou Street, 102 52 ATHENS
102-4	Number of countries where Organisation operates	- Alpha Bank and Corporate Responsibility - <a href="https://www.alpha.gr/el/omilos/alpha-bank/etairies-omilou/trapezikes-ergasies">https://www.alpha.gr/el/omilos/alpha-bank/etairies-omilou/trapezikes-ergasies</a>  page: 194-197, 211-212, 438-439
102-5	Nature of ownership and legal form	Société Anonyme
102-6	Markets served	- Modern Banking - <a href="https://www.alpha.gr/el/omilos/alpha-bank/diktuo-katastimaton">https://www.alpha.gr/el/omilos/alpha-bank/diktuo-katastimaton</a>  page: 211-212
102-7	Scale of the reporting Organisation	- Economic Performance of the Bank - Modern Banking - Human Resources Management - <a href="https://www.alpha.gr/el/omilos/enimerosi-ependuton/pliories-gia-tin-metoxi/metoxiki-sunthesi">https://www.alpha.gr/el/omilos/enimerosi-ependuton/pliories-gia-tin-metoxi/metoxiki-sunthesi</a> - <a href="https://www.alpha.gr/el/omilos/alpha-bank/sxetika-me-tin-trapeza">https://www.alpha.gr/el/omilos/alpha-bank/sxetika-me-tin-trapeza</a> - <a href="https://www.alpha.gr/el/omilos/enimerosi-ependuton">https://www.alpha.gr/el/omilos/enimerosi-ependuton</a>  page: 71-76, 329-333
102-8	Information on Human Resources	Human Resources Management
102-9	Supply Chain of the Organisation	Responsible Procurement
102-10	Significant changes during the reporting period regarding the Organisation's size, structure or ownership	- Economic Performance of the Bank  page: 181-183, 318-322 - <a href="https://www.alpha.gr/el/omilos/enimerosi-ependuton/pliories-gia-tin-metoxi/metoxiki-sunthesi">https://www.alpha.gr/el/omilos/enimerosi-ependuton/pliories-gia-tin-metoxi/metoxiki-sunthesi</a>

GRI CODE	DESCRIPTION	LOCATION OF THE RELEVANT INFORMATION, ADDITIONAL COMMENTS
102-11	Report whether and how the precautionary approach or principle is addressed by the Organisation	<ul style="list-style-type: none"> <li>- Alpha Bank and Corporate Responsibility</li> <li>- Corporate Responsibility Policy</li> <li>- Corporate Governance</li> <li>- Compliance of the Bank</li> <li>- Risk Management</li> <li>- Product Portfolio</li> </ul>
102-12	Report externally developed economic, environmental and social charters, principles or other initiatives to which the Organisation subscribes or which it endorses	<ul style="list-style-type: none"> <li>- Corporate Responsibility Policy</li> <li>- Memberships in Associations Organisations, Initiatives and Indices</li> <li>- Product Portfolio</li> </ul>
102-13	Associations (e.g. industry associations) and national or international advocacy organisations in which the Organisation is a member	Memberships in Associations Organisations, Initiatives and Indices
<b>STRATEGY AND ANALYSIS</b>		
102-14	Statement from the most Senior decision Maker of the Organisation	<ul style="list-style-type: none"> <li>- Letter from the Managing Director - CEO</li> <li>- Business Review: <b>Letter from the Chairman</b></li> </ul>
<b>ETHICS AND INTEGRITY</b>		
102-16	Values, principles, standards and norms of behaviour of the Organisation, such as codes of conduct and codes of ethics	<ul style="list-style-type: none"> <li>- Alpha Bank and Corporate Responsibility</li> <li>- Corporate Governance</li> <li>- Compliance of the Bank</li> </ul>
<b>GOVERNANCE</b>		
102-18	Governance structure of the Organisation	<ul style="list-style-type: none"> <li>- Alpha Bank and Corporate Responsibility</li> <li>- Corporate Governance</li> </ul>
<b>STAKEHOLDER ENGAGEMENT</b>		
102-40	List of stakeholder groups engaged by the Organisation	Stakeholders
102-41	Total Human Resources covered by Collective Bargaining Agreements	Fair Labour Practices

GRI CODE	DESCRIPTION	LOCATION OF THE RELEVANT INFORMATION, ADDITIONAL COMMENTS
102-42	Basis for identification and selection of Stakeholders	Stakeholders
102-43	Stakeholder engagement	- Identification of Material Issues - Stakeholders
102-44	Key topics and concerns that have been raised through stakeholder engagement	Stakeholders
<b>REPORTING PRACTICES</b>		
102-45	Organisations included in the consolidated financial statements	Corporate Responsibility Report Methodology  page: 23-25, 194-197
102-46	Process for defining the Report's content and the Boundaries of the issues	- Corporate Responsibility Report Methodology - Identification of Material Issues
102-47	Material Issues	Identification of Material Issues
102-48	Effect of any restatements of information provided in previous Reports, and reasons for such restatements	- Footnotes to tables and clarifications in the running text (where applicable) - Corporate Responsibility Report Methodology
102-49	Significant changes from previous reporting periods	- Footnotes to tables and clarifications in the running text (where applicable) - Corporate Responsibility Report Methodology
102-50	Reporting period	Financial year 2018 (1.1.2018-31.12.2018)
102-51	Date of most recent previous Report	<b>29.6.2018</b> (for the period 1.1.2017-31.12.2017)
102-52	Reporting cycle	Annual

GRI CODE	DESCRIPTION	LOCATION OF THE RELEVANT INFORMATION, ADDITIONAL COMMENTS
102-53	Contact point for questions regarding the Report or its contents	Corporate Responsibility Report Methodology
102-54	"In accordance" option the Organisation has chosen	Corporate Responsibility Report Methodology
102-55	GRI Content Index	Presentation of Sustainability Disclosures in accordance with the GRI Standards
102-56	Organisation's policy and current practice with regard to seeking external assurance for the Report	- Corporate Responsibility Report Methodology - Independent Limited Assurance Report to Alpha Bank A.E.

## MATERIAL ISSUES

### ECONOMIC PERFORMANCE - ECONOMIC PERFORMANCE OF THE BANK

103-1	Explanation of the material issue and its boundary	<ul style="list-style-type: none"> <li>- Identification of Material Issues</li> <li>- Economic Performance of the Bank</li> <li>- <b>Business Review:</b> Letter from the Chairman – Letter from the Managing Director - CEO – Key Events in 2018</li> </ul>
103-2	Reference to the management approach	
103-3	Evaluation of the management approach	
201-1	Direct economic value generated and distributed	<ul style="list-style-type: none"> <li>- Economic Performance of the Bank</li> <li>- <b>Business Review:</b> Key Indicators – Operating Segment and Geographical Sector Analysis – Capital Adequacy</li> </ul>

### EMPLOYMENT - HUMAN RESOURCES MANAGEMENT

103-1	Explanation of the material issue and its boundary	<ul style="list-style-type: none"> <li>- Identification of Material Issues</li> <li>- Human Resources Management</li> </ul>
103-2	Reference to the management approach	
103-3	Evaluation of the management approach	

GRI CODE	DESCRIPTION	LOCATION OF THE RELEVANT INFORMATION, ADDITIONAL COMMENTS
401-1	Total number and rates of new Employee hires and Employee turnover by age group, gender and region	Human Resources Management
<b>MARKETING AND SERVICE/PRODUCT LABELLING - RESPONSIBLE REPORTING TO CUSTOMERS</b>		
103-1	Explanation of the material issue and its boundary	- Identification of Material Issues - Responsible Customer Reporting, Customer Service and Satisfaction
103-2	Reference to the management approach	
103-3	Evaluation of the management approach	
417-3	Total number of incidents of non-compliance with regulations and voluntary codes concerning communications and Marketing, including advertising, promotion and sponsorship, by type of outcome	Responsible Reporting, Customer Service and Satisfaction (Responsible Marketing)
<b>LOCAL COMMUNITIES - MODERN BANKING</b>		
103-1	Explanation of the material issue and its boundary	- Identification of Material Issues - Modern Banking
103-2	Reference to the management approach	
103-3	Evaluation of the management approach	
FS14	Initiatives to improve access to financial services for disadvantaged people	Modern Banking

GRI CODE	DESCRIPTION	LOCATION OF THE RELEVANT INFORMATION, ADDITIONAL COMMENTS
<b>CUSTOMER PRIVACY - PROTECTION OF CUSTOMERS' DATA</b>		
103-1	Explanation of the material issue and its boundary	- Identification of Material Issues - Protection of Corporate Information
103-2	Reference to the management approach	
103-3	Evaluation of the management approach	
418-1	Total number of substantiated complaints regarding breaches of Customer privacy and losses of Customers' personal data	Protection of Corporate Information
<b>SOCIO-ECONOMIC COMPLIANCE - COMPLIANCE OF THE BANK</b>		
103-1	Explanation of the material issue and its boundary	- Identification of Material Issues - Compliance of the Bank
103-2	Reference to the management approach	
103-3	Evaluation of the management approach	
419-1	Non-compliance with laws and regulations in the social and economic era	- Compliance of the Bank - Responsible Customer Reporting, Customer Service and Satisfaction
<b>CUSTOMER SERVICE AND SATISFACTION</b>		
103-1	Explanation of the material issue and its boundary	- Identification of Material Issues - Responsible Customer Reporting, Customer Service and Satisfaction
103-2	Reference to the management approach	
103-3	Evaluation of the management approach	

GRI CODE	DESCRIPTION	LOCATION OF THE RELEVANT INFORMATION, ADDITIONAL COMMENTS
	Results of surveys measuring Customer Satisfaction	Responsible Customer Reporting, Customer Service and Satisfaction (Consumer Research Surveys)
<b>NON-MATERIAL ISSUES</b>		
<b>ENERGY - CONSUMPTION OF ENERGY AND DEALING WITH CLIMATE CHANGE</b>		
302-1	Energy consumption within the Organisation	Energy Consumption and Dealing with Climate Change
<b>EMISSIONS - CONSUMPTION OF ENERGY AND DEALING WITH CLIMATE CHANGE</b>		
305-1	Direct greenhouse gas (GHG) emissions (Scope 1)	Energy Consumption and Dealing with Climate Change
305-2	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Energy Consumption and Dealing with Climate Change
<b>OCCUPATIONAL HEALTH AND SAFETY - HEALTH AND SAFETY AT THE WORKPLACE</b>		
403-2	Rates of injury, occupational diseases, lost days and absenteeism, and total number of work-related fatalities by region	<ul style="list-style-type: none"> <li>- Due to the nature of its activities, the Bank does not deal with significant cases of injury. For this reason, the indicators monitored are simple and their recording and monitoring are done centrally for all Employees and activities of the Bank</li> <li>- Health and Safety at the Workplace</li> </ul>
<b>TRAINING AND EDUCATION - EMPLOYEE TRAINING AND DEVELOPMENT</b>		
404-1	Average hours of training per year, per Employee, by gender and Employee category	Employee Training and Development







INDEPENDENT LIMITED  
ASSURANCE REPORT  
TO ALPHA BANK A.E.

155

We were engaged by the Board of Directors of Alpha Bank A.E. (referred to as “the Bank”) to provide limited assurance over selected aspects of the Greek version of the sustainability report titled “Corporate Responsibility Report 2018” (referred to as “the Report”) of the Bank for the reporting period 1 January 2018 - 31 December 2018.

Our engagement was designed to provide limited assurance in accordance with ISAE 3000<sup>1</sup> on the following aspects of the Report (hereinafter “assurance scope”):

1. The reliability, on a sample basis, of the General Disclosures required by GRI Standards for the “Core” option which are mentioned in the GRI Content Index table of the Report.

2. The reliability, on a sample basis, of the following Topic-Specific Disclosures for the “Material Topics” as they have been identified by the Bank and its stakeholders, which are mentioned in the GRI Content Index table of the Report:

- Economy - Economic performance - Direct economic value generated and distributed (Management Approach -“MA”- and Indicator 201-1).
- Employment - Human resources management - New employee hires and employee turnover (MA and Indicator 401-1).
- Marketing and labeling - Responsible reporting to Customers - Incidents of non-compliance concerning marketing communications (MA and Indicator 417-3).
- Local communities - Modern banking - Initiatives to improve access to financial services for disadvantaged people (MA and Indicator FS14).
- Customer privacy - Protection of Customers’ data - Substantiated complaints concerning breaches of Customer privacy and losses of customer data (MA and Indicator 418-1).
- Socioeconomic compliance – Bank’s regulatory compliance - Non-compliance with laws and regulations in the social and economic area (MA and Indicator 419-1).
- Customer service and satisfaction - Results of surveys measuring Customer satisfaction (MA and relevant Indicator)

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<sup>1</sup> International Standard on Assurance Engagements (ISAE) 3000: Assurance Engagements other than Audits or reviews of Historical Financial Information, issued by the International Auditing and Accounting Standards Board.

3. The reliability, on a sample basis, of the following Topic-Specific Disclosures which are presented in the GRI Content Index of the Report:

- Energy – Energy consumption and addressing climate change - Energy consumption within the organization (Indicator 302-1).
- Emissions - Energy consumption and addressing climate change - Direct greenhouse gas (GHG) emissions - Scope 1 (Indicator 305-1).
- Emissions - Energy consumption and addressing climate change - Energy indirect greenhouse gas (GHG) emissions - Scope 2 (Indicator 305-2).
- Occupational health and safety - Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities (Indicator 403-2).
- Training and education – Employee training and development - Average hours of training per year per Employee (Indicator 404-1).

Our work for the above assurance scope concerned the operations and activities of the Bank (parent company) in Greece. We have not been engaged to provide assurance over any prior reporting period data or information presented in the Report.

Management is responsible for the preparation and presentation of the Report in accordance with the Sustainability Reporting Standards of the Global Reporting Initiative (referred to as "GRI") as described in the Report and relevant internal guidelines as well, and the information and assertions contained within it; for determining the Bank's objectives in respect to sustainable development performance and reporting, including the identification of stakeholders and material issues; and for establishing and maintaining appropriate performance management and internal control systems from which the reported performance information is derived.

Our responsibility is to carry out a limited assurance engagement and to express a conclusion based on the work performed for the agreed assurance scope, as described above. We conducted our engagement in accordance with ISAE 3000. That Standard requires that we comply with applicable ethical requirements, including independence requirements and that we plan and perform the engagement to obtain limited assurance about whether selected aspects of the Report referring to the period 1 January 2018 – 31 December 2018 are free from material misstatement.

KPMG applies ISQC 1<sup>2</sup> and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements. We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants (IESBA), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

A limited assurance engagement on a sustainability report consists of making inquiries, primarily of persons responsible for the preparation of information presented in the sustainability report, and applying analytical and other evidence gathering procedures, as appropriate. These procedures included:

- Inquiries of Management to gain an understanding of the Bank's processes, on a sample basis, for determining the material issues for its key stakeholder groups.
- Interviews with relevant staff at Bank level on a sample basis, concerning sustainability policies for material issues, and the implementation of these across the business.

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<sup>2</sup> International Standard on Quality Control 1 (ISQC 1): Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements, issued by the International Auditing and Assurance Standards Board.

- Interviews with relevant Bank staff responsible for providing information in the Report, during which we also reviewed on a sample basis, systems and/ or processes for information management, internal control and processing of the qualitative and quantitative information, at the Bank level. In this context, we tested on sample basis, the reliability of the underlying text and/ or data references mentioned in the General Disclosures and the Topic-Specific Disclosures of our agreed assurance scope.
- Visits to the central offices of the Bank in Athens, where we reviewed, on a sample basis, the procedures of developing and managing the content of the Report, as well as the current structure of the Corporate Governance in sustainability issues.
- Comparing the information presented in the Report within our agreed assurance scope to corresponding information in the relevant underlying sources, on a sample basis, to determine whether the relevant information contained in such underlying sources has been included in the Report.
- Reading the information presented in the Report within our agreed assurance scope, to determine on a sample basis, whether it is in line with our overall knowledge of, and experience with, the sustainability performance of the Bank.

Where financial information (text and/ or data) subject to the statutory auditor's scope has been utilized within the agreed assurance scope, our work was limited to the reliability check of the transfer of these text/ data from the audited and published Financial Statements 2018 of Alpha Bank A.E. to the relevant -within our agreed scope- sections of the Report. To obtain a thorough understanding of the Bank's financial results and financial position, the 2018 audited financial statements should be consulted. The scope of our work did not include the review/testing of the operating effectiveness of the information systems used to collect and aggregate data in relation to the agreed assurance scope.

The extent of evidence gathering procedures performed in a limited assurance engagement is less than that for a reasonable assurance engagement, and therefore a lower level of assurance is provided.

Based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that the General Disclosures and the Specific Disclosures mentioned in the GRI Content Index table of the Report, for the period 1 January 2018 – 31 December 2018, are not fairly stated in all material respects.

Our assurance report is made solely to the Bank in accordance with the terms of our engagement. Our work has been undertaken so that we might state to the Bank those matters we have been engaged to state in this assurance report and for no other purpose. We do not accept or assume responsibility to anyone other than Alpha Bank A.E. for our work, for this assurance report, or for the conclusions we have reached.

KPMG Advisors Single Member S.A.

George Raounas  
Partner  
Athens, June 19, 2019





40, STADIOU STREET, 102 52 ATHENS



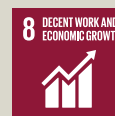
18

HIGHLIGHTS



# TOGETHER FOR THE MARKET

## MODERN BANKING



- **6,961,000 Customers** (Individuals and Legal Persons)
- **245 Branches** (out of **431** in total) accessible by **PwD**
- **56 Branches and 58 ATMs** in **sparsely-populated areas** (with less than 5,000 inhabitants)
- **≈85%** of money transactions are carried out via the Alternative Networks
- **1** out of every **2 Subscribers** to the Bank's Alternative Networks is now using the mobile app on a monthly basis
- **50%** of the new term deposits are created online
- **+31%** in users of **myAlpha wallet**
- **292 ATMs** (out of **1,154** in total) offering special settings for people with visual impairments
- A monthly e-statement is sent for **32%** of debit and credit cards
- **292** out of **347 applications** for the settlement of debts submitted via the online Service "Finding Solutions" were accepted
- **New bleep prepaid card**, available exclusively via smart phone app, allows Customers to obtain it **without visiting a Branch** of the Bank. The card is managed entirely online (issuing, topping-up, unloading)
- New special areas (**digital corners**) inside **90** Branches of the Alpha Bank Network, where Customers can use the Bank's **digital e-banking services**

## SUPPORT OF BUSINESSES



### Total loan balances:

- **Euro 5.2 billion** to **Small Businesses**
- **Euro 5.3 billion** to **Medium-sized Enterprises**
- **Euro 6.6 billion** to **Large Corporations**



# 2018 AT A GLANCE

## RESPONSIBLE INVESTMENTS

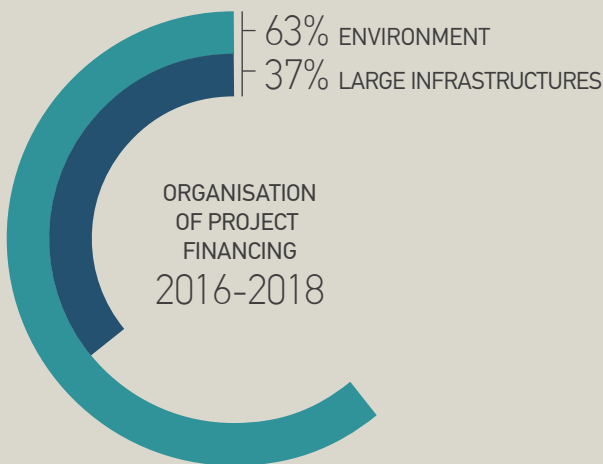


- Increase of the thematic Investment Options linked to social and environmental criteria

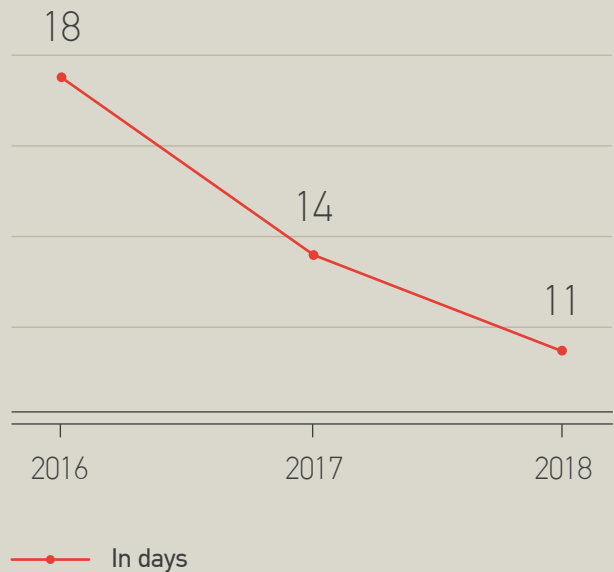
- Briefing of investors on Socially Responsible Investments



## PROJECT FINANCE



## AVERAGE COMPLAINT RESOLUTION TIME

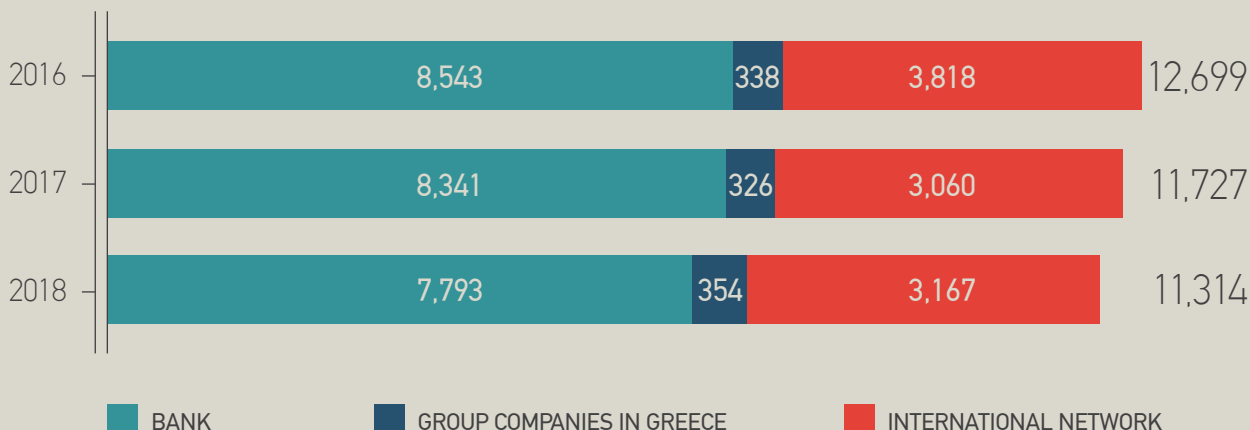


## CUSTOMER SATISFACTION

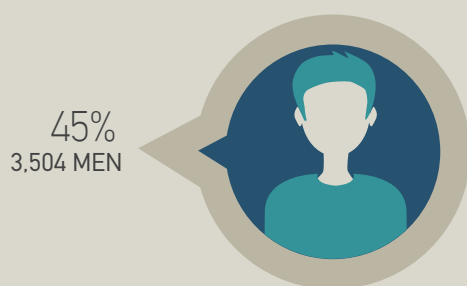
The Customer Satisfaction Index (TRI\*M) registered an **increase** compared to the previous year (62 against 59 in 2017), attributed to the improvement in the Customers' assessment ratings of the Bank's performance ("performance index")

# TOGETHER WITH OUR PEOPLE

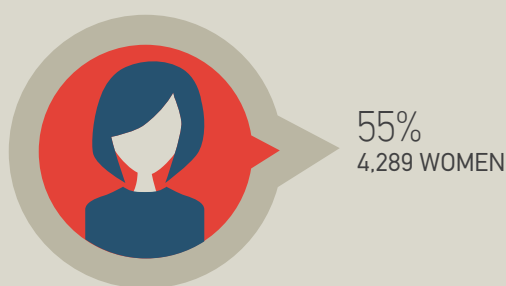
## EVOLUTION OF THE ALPHA BANK GROUP HUMAN RESOURCES



• Figures refer to the number of Employees on December 31st of the respective year.



7,793  
EMPLOYEES



- 70% of Employees in Attica

- 40% of Employees are 26-40 years old

- 43% of Employees are 41-50 years old

- 90% of Employees represented by **4 employee unions**

- 55% of employees are **women**

- 36% of all managerial positions (Branch Manager or higher) **held by women**

1st Employees satisfaction survey with Personnel participation at 71%



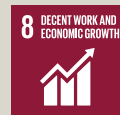
# 2018 AT A GLANCE

## EMPLOYEE TRAINING AND DEVELOPMENT



- 7,811 Employees 
- 142,644 training hours
- 39,128 participations in training programmes
- 18.3 training hours/Employee

## HEALTH AND SAFETY AT THE WORKPLACE



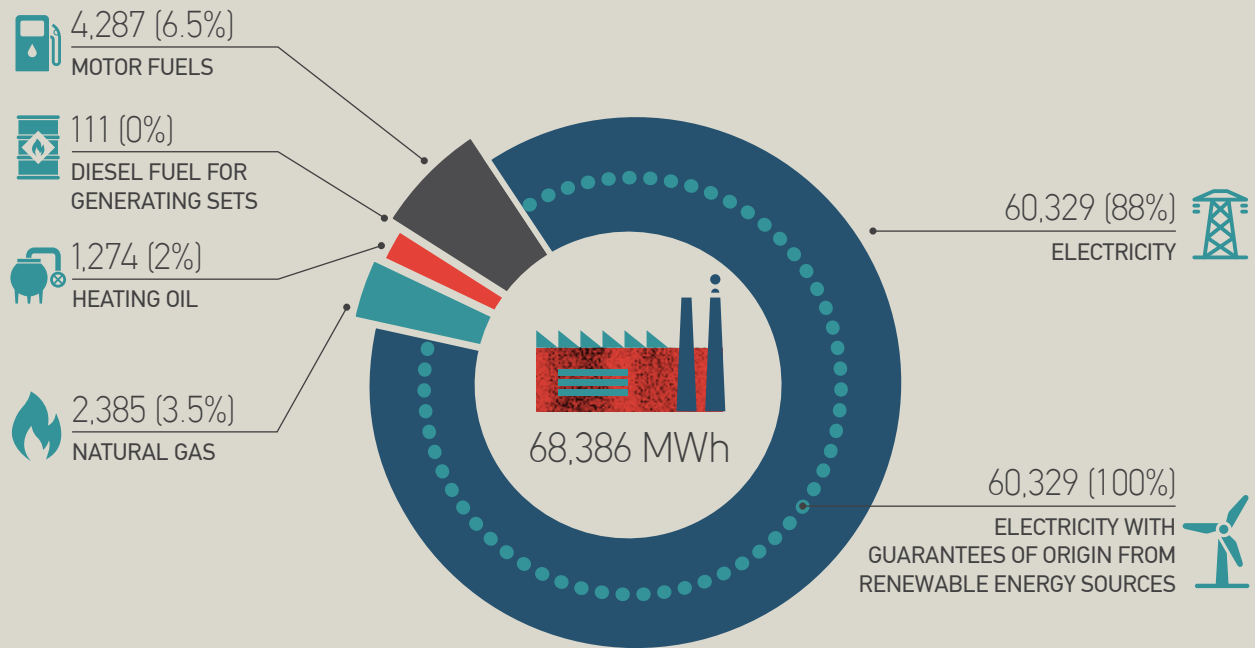
- 2 Employee injuries
- 546 Employees trained in handling robbery and hostage-taking incidents and in fire safety, earthquakes and building evacuation
- 55 Guards and Security Officers trained in fire safety, earthquakes and Building evacuation
- 72 evacuation plans for Buildings and Branches

## SUPPORT OF EMPLOYEES

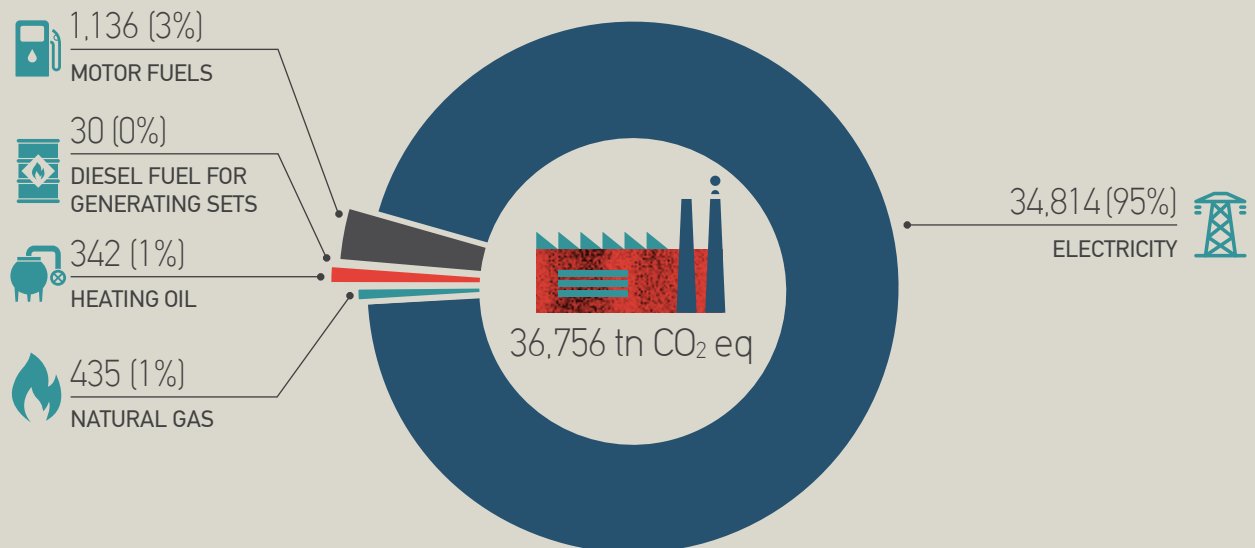
- 308 childbirth allowances totalling Euro 294,050
- 32,049 days of maternity leave to 298 female Employees
- Day-care allowance of Euro 320 per month for 1,600 children of Employees
- 307 requests for additional leave approved
- 1,163 Employees participated in events, guided exhibition tours, classes held by the Elefthero Panepistimio (USPEL) at the Books' Archway and attended theatre shows
- 2,850 gift vouchers were sent during the Christmas season to Employees across Greece, for their children aged up to 6

# TOGETHER FOR THE ENVIRONMENT

## ENERGY CONSUMPTION



## GREENHOUSE GAS EMISSIONS WITHOUT THE GUARANTEES OF ORIGIN



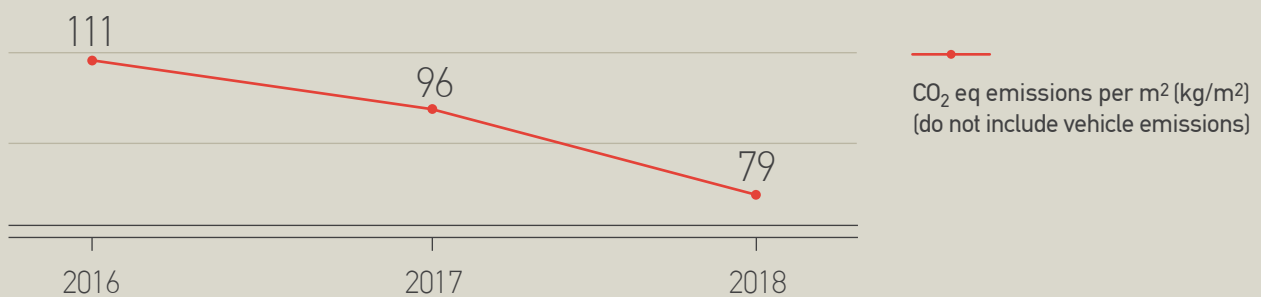


## 2018 AT A GLANCE

- 88% of the annual energy consumption results from the consumption of electricity
- Development of ISO 14001 compliant Environmental Management System
- After taking into account the Guarantees of Origin from Renewable Energy Sources, total emissions are reduced to 1,942 tn CO<sub>2</sub> eq
- 100% of the electricity consumed is covered by Guarantees of Origin from Renewable Energy Sources

### GREENHOUSE GAS EMISSIONS OVER TIME

• WITHOUT THE GUARANTEES OF ORIGIN



- Sending out electronic statements (e-statements), helped save 169 tonnes of paper, whose production would have required 2,867 trees to be cut down, and avoid the emission of 17 tn CO<sub>2</sub>

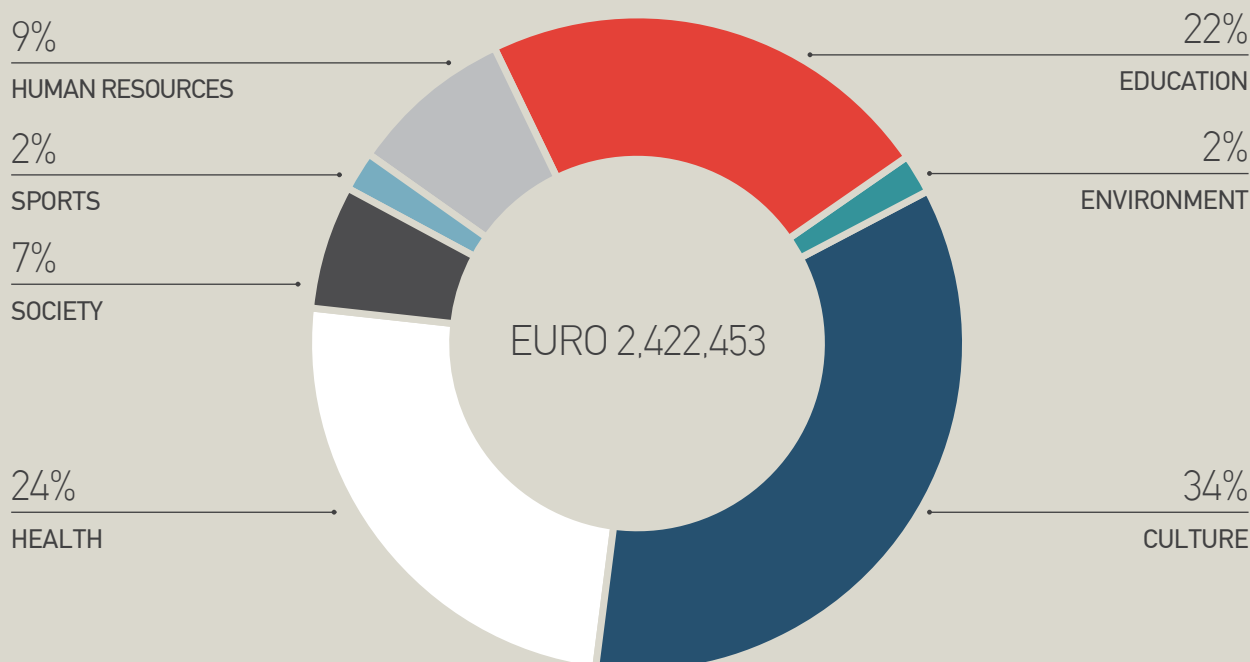
### RECYCLING



- 478,034 kg of paper
- 34.34 kg of aluminium and plastic
- 19,740 kg of lead-acid batteries
- 3,306 kg of batteries
- 2,378 kg of light bulbs
- 4,294 pieces of obsolete electronic equipment
- 7,757 pieces of printer consumables
- 1,420 pieces of miscellaneous equipment

# TOGETHER FOR THE SOCIETY

## SOCIAL CONTRIBUTION



## PROGRAMME "TOGETHER, FOR BETTER HEALTH"



Since its launch and by the end of 2018, the Programme has visited **42 islands** in total.

Expanded to **10 new islands**, supporting:

- **2 Health Centres** (Samothraki, Paros)
- **5 Multi-Purpose Regional Surgeries** (Antiparos, Donoussa, Thymaina, Skyros, Kastellorizo)
- **3 Hospitals** (Limnos, Chios, Rhodes)

These units were provided with:

- **892 items** of medical consumables
- **77 items** of medical equipment
- **59 medical** devices
- **6 items** of miscellaneous equipment







## 2018 AT A GLANCE



- **19** primary schools in Attica received **books, sports equipment and interactive teaching systems equipment** under the **new programme “Together, for better education”**

- The activities of the programme **“The defacements that hurt”** continued with cleaning and improvement works in the area around the **White Tower in Thessaloniki** and the expansion of the programme to the **Municipality of Nafplio**

- Assistance to the people affected by the **fires** in areas of **Eastern and Western Attica**, with the donation of **1,400** **items of medical and pharmaceutical supplies and clothing articles**



- **5,524** students in **131 Greek schools** attended the educational programme **“Nomos-Nomizo-Nomisma”** of the Alpha Bank Numismatic Collection



- **988** children participated in the educational programme **“Banknotes - the Greek banknote”**

- **990** Employee participations in **17** volunteer events

- **410** volunteers from the Group's Personnel in **Greece, Cyprus, Romania and Albania**, participated together with their families in the **“Alpha Bank Group Volunteer Day”**

- **426** volunteers from the Group's Personnel in **Greece, Cyprus and Albania**, participated in the **Volunteer Blood Donation Days**

