

SUSTAINABILITY & BUSINESS REPORT 2021



www.piraeusholdings.gr/annual-report

SUSTAINABILITY & BUSINESS REPORT 2021



Last update: 30.06.2022

The collection and presentation of the content in the Sustainability & Business Report 2021 are the product of the work of all Units of Piraeus Group and its subsidiaries in Greece and abroad.

The Group Corporate Development & ESG is responsible for developing and editing the content:

Theano Kotsaleni
Aphrodite Komontachaki

Concept and design
MNP
Actualization, layout & editing
Easy dot

The Sustainability & Business Report 2021 of Piraeus Group Financial Holdings is available online at:
www.piraeusholdings.gr/annual-report

Piraeus Group seeks a meaningful dialogue process with stakeholders and is aware that their feedback on the presentation of the financial and non-financial data herein Report improves their reporting.

So, it welcomes any opinion that gives further push in this direction.

Contact:

Group Corporate Development & ESG,
9, Mitropoleos str., Gr-105 57, Athens Greece,
T: +30 210 3388332, Corporate_Development_ESG@piraeusholdings.gr

Content contributing team:

Group Cultural and Social Initiatives

Nancy Zachariadou

Chrysa Koumoundourou

Piraeus Bank Group Cultural Foundation

Christodoulos Riggas

Group Human Resources

Ioanna Gialadaki

Chara Saraskeri

Corporate Development & ESG

Paris Ardachthianakis

Christina Pelekanaki

Marketing-Surveys & Customer Insights

Rodoula Papadopoulou

Sophia Kritikakou

The Group Marketing, Customer Experience & Loyalty Unit is responsible for the actualization of digital applications:

Corporate Communication & Sponsorships

Eltina Antoniou

Athina Pylarinou

Georgia Tsiori

UX & Websites Management

Persa Pergamali

Marios Deligiannis

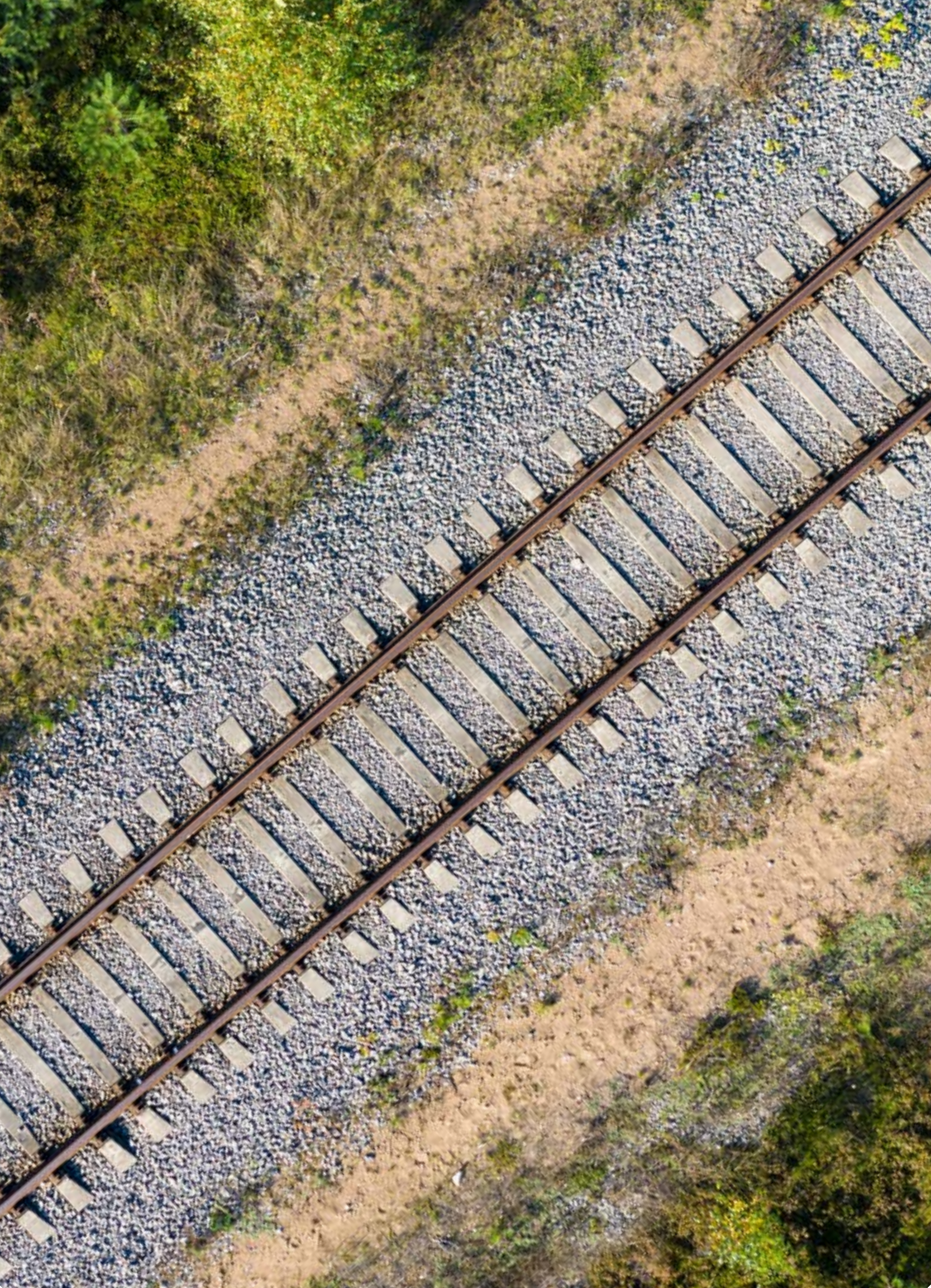
Naya Asimomyti

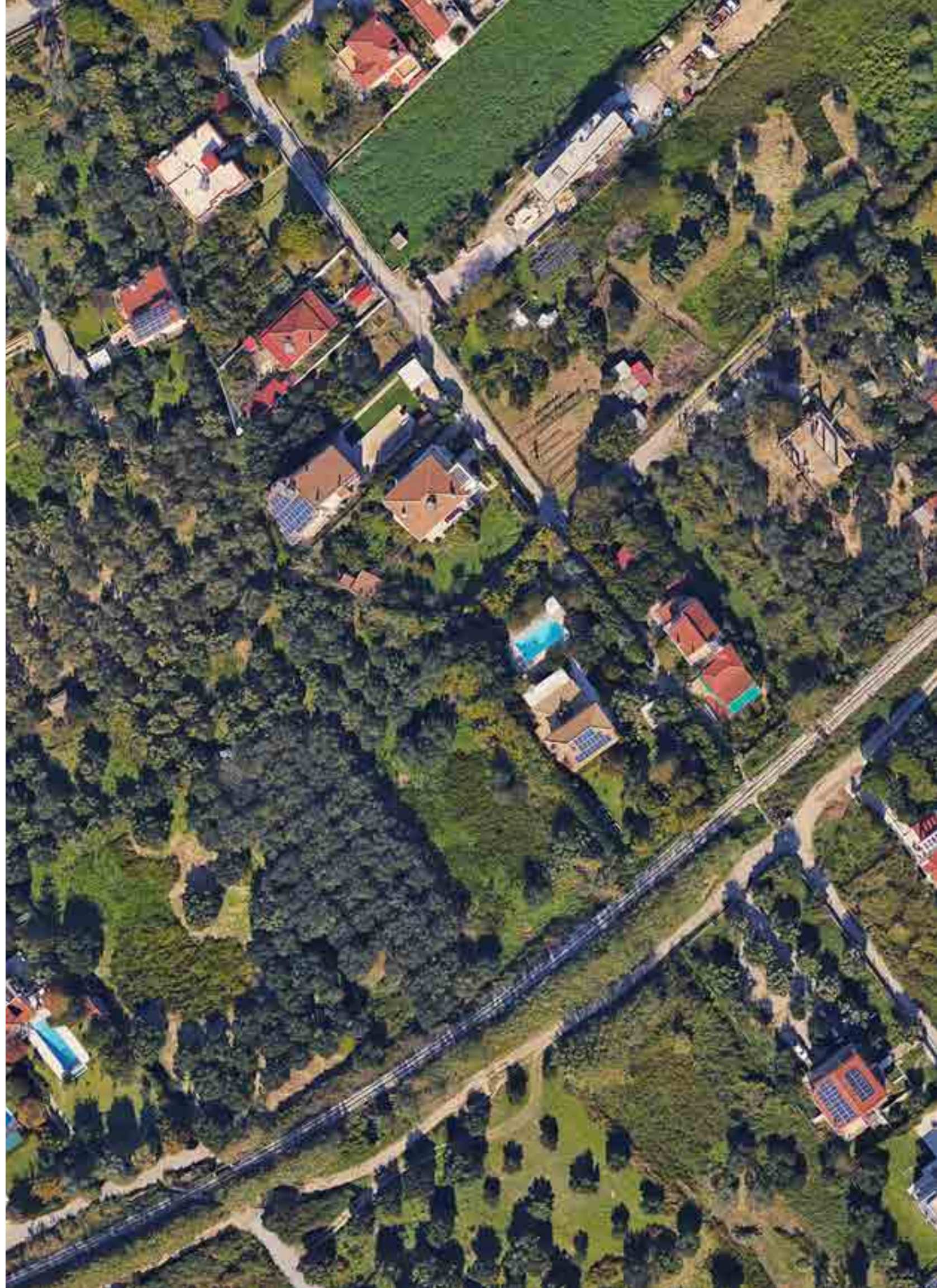
When the emphasis moves to the horizon, the detail merges to create one image. Then as the focus expands, the panorama grows to reveal the bigger picture.

It is from this perspective that Piraeus Group is mapping out the future: eyes fixed firmly on the bigger picture – and working in partnership with our shareholders, customers, and employees – to generate prosperity for everyone.

Outward-facing and optimistic, we are developing new initiatives that will enable us to respond to increasingly complex and ever-shifting circumstances in the best possible way.

With the bigger picture laid out before us, we are paving the way for a brighter future.





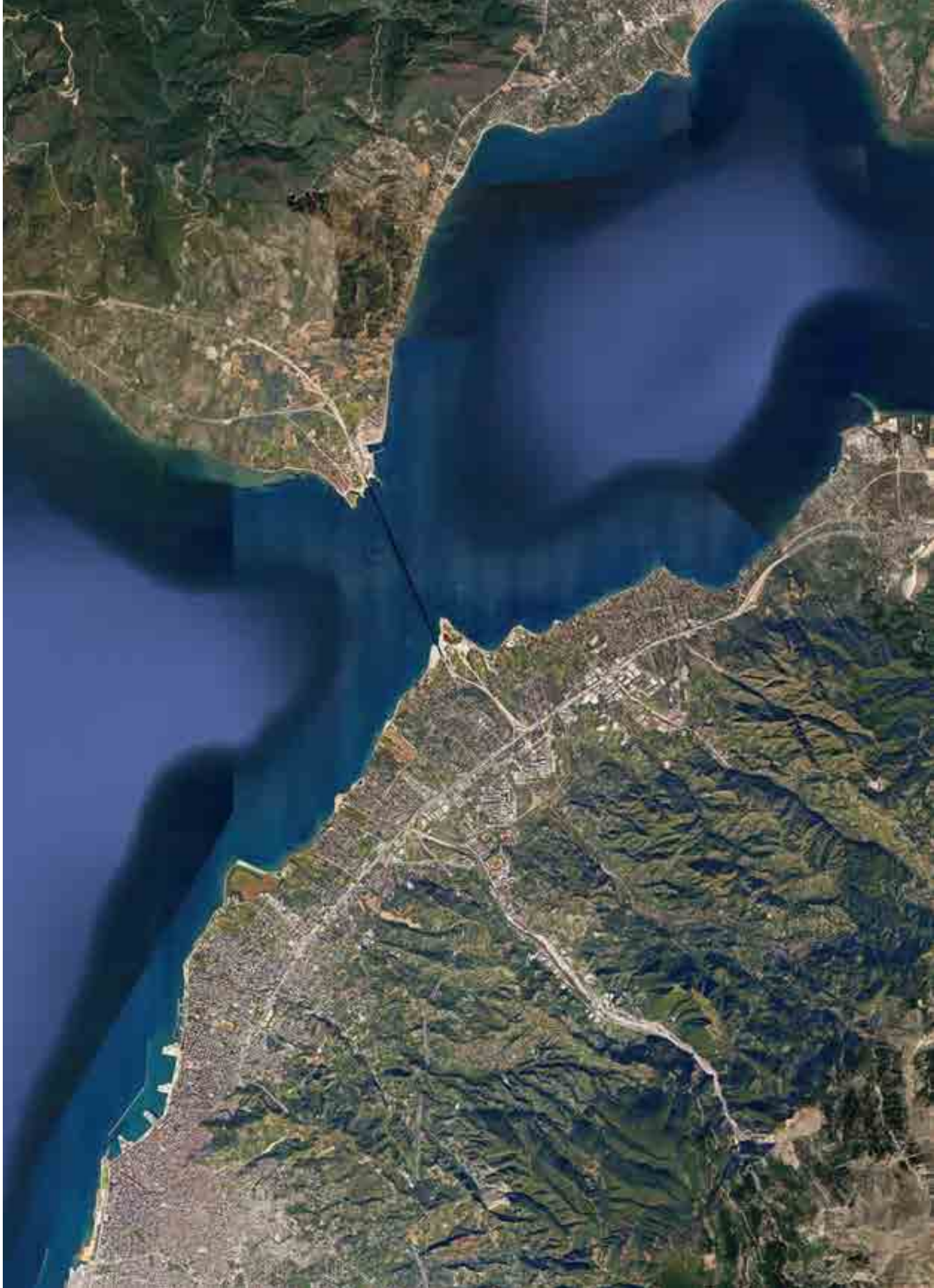












CONTENTS

Chairman and CEO Notes	15
Independent Assurance Statement	21
Vision and Values	24
Targets and Outlook 2022-2025	25
2021 at a Glance	26
H1 Half 2022 Developments	29
Group Financial Data Analysis 2021	39
Sustainable Development	63
The Group's ESG Strategy	63
Disclosures in accordance with the EU Taxonomy Regulation	63
Participation in Global Initiatives for Sustainability	64
Corporate Sustainability Ratings and Awards	66
Methodology for Materiality Analysis	70
Stakeholders' Dialogue	104
Corporate Governance, Risk Management and Controls	113
Piraeus Financial Holding Corporate Governance	113
Piraeus Bank Corporate Governance	117
Remuneration Policy	120
Group Compliance	123
Internal Audit	125
Supervisory and Regulatory Affairs	125
Risk Management	127
Group Credit	133
Supplier Relations	134
Piraeus Financial Holdings Group Business	143
Retail Banking	143
Corporate Banking	151
Piraeus Financial Markets	170
NPE Management & Participations Unit	172
Real Estate Business	174
Corporate Transformation	175
Digital Banking, Technology, Organisation and Central Operations	177
Customers	195
Customer Relations	195
Protection of Personal Data	196
Customer Complaints Management	197
Corporate Communication and Marketing	198
Customer Satisfaction Survey	202
Human Resources	229
Society	251
Culture	265
Environment	283
Selected Consolidated Balance Sheet Information	305
Selected Consolidated Income Statement Information	306
GRI Content Index	307

CHAIRMAN'S NOTE



In 2021, Greece's economic activity recovered strongly, with real GDP growing by 8%. This rebound was one of the largest in the euro area, and replenished the sharp 9% GDP contraction, that was recorded in 2020.

Nonetheless, the war in Ukraine since early 2022 sparked new developments. Inflationary pressures, stemming from the energy crisis, are a major source of concern. Uncertainty over the duration of the war and its impact on the real economy may negatively affect consumption and business activity.

As the situation is still unfolding, it is too early to assess the full extent of its impact on the Greek economy and society. However, the effects of the crisis could be mitigated by measures similar to those taken to address the economic impact of the pandemic, which are already being implemented or under consideration both at national and European level.

Despite the limited visibility on the course of the global economy, the prospects of domestic economy returning to sustainable growth are positive.

Piraeus Bank and the other Greek banks will play an important role in this next day, as a mainstay of the Greek economy. They already participate in financing and facilitation programmes, providing access, inter alia, to liquidity for many customers, while they continue providing uninterrupted financial services, and supporting customers and their needs.

The structural transformation of the Greek economy is an opportunity and, above all, a catalyst for the future, and Piraeus Group takes the lead in supporting it, in terms of the digital transition, green development, extroversion and innovation.

During 2021, Piraeus Bank continued to provide its services to 5.7 million customers. Its strong and flexible management structure, its effective corporate governance and transparency moderated the shocks of the pandemic, and the Bank stepped up its efforts for the next day, for the benefit of its customers, employees, shareholders, and society at large. During 2021, Piraeus Bank implemented a massive balance sheet transformation, de-risking its loan portfolio, strengthening

its capital position and laying the foundations for sustainable organic growth.

We encourage and aim to boost investments that support productivity and employment in fields that are key to a sustainable future across Europe, such as digital transformation, innovation processes in the agri-food sector, infrastructure, and "clean" technologies.

With the active participation of our employees, we develop corporate values that support our vision and shape our culture. We engage in open and sincere dialogue with our customers to provide them with the best services and solutions to deal with the current difficulties.

In terms of the ESG (Environment, Society, Governance) agenda, Piraeus Bank is a founding member of the UN Principles for Responsible Banking and is a pioneer in their implementation in Greece. True to these Principles, the Bank's ambition is to become the first "net zero" bank in Greece. The Bank participates in global initiatives to further sustainable finance, joining forces with banks from around the world to formulate policies and strategies for the transition to a low-carbon economy.

In general, the Group's ESG initiatives, which are closely monitored by the market and the Bank's supervisory authorities, are an integral part of the business strategy and have been integrated into business decision-making processes.

In this spirit, we are fully committed to work towards a more equitable and inclusive society. That is why we have created the EQUALL programme, a programme for developing initiatives to support and foster social equality. We are working towards a future that guarantees the elimination of gender stereotypes, and offers equal opportunities for women, in terms of personal and professional development.

Our priorities are clear and well defined:

1. To harmonise the Group's business decisions with the Sustainable Development Goals, the objectives of the Paris

Agreement on Climate Change and the UN Principles for Responsible Banking.

2. To promote actions that enhance transparency, meritocracy and responsibility, and enhance extroversion, providing equal opportunities for all.
3. To create a strong ESG culture and strengthen the role of all our employees in achieving the ESG aspirations.
4. To develop programmes, collaborations, initiatives, and financial instruments that reduce the Group's environmental footprint, promote the transition to Renewable Energy Sources and energy autonomy, advocate for responsible investments and strengthen social cohesion by supporting local communities.
5. To support activities in the cultural and creative sectors, with programmes and actions that promote Culture, History, intellectual creation, that preserve and promote the Greek cultural heritage. Moreover, the Bank's celebrations for the bicentennial of the Greek Revolution of 1821, "200 years free", enjoyed considerable success.
6. To support initiatives and actions with a social input and focus on helping vulnerable social groups, the new generation and young entrepreneurs, as well as on creating equal opportunities for all.

Our vision is to be a trusted partner for customers, shareholders, employees, and all stakeholders, and to make Piraeus Bank a trail-blazer in the transition to sustainable financing.

The Sustainability & Business Report covers core Piraeus Group activities in 2021 and provides an overview of the Principle for Responsible Banking, our actions and initiatives undertaken in 2021 and our future goals, in accordance with the ten (10) Principles of the UN Global Compact, in the areas of human rights, labour, environment and anti-corruption.

The challenge for all of us who work at Piraeus Bank is to make business planning for a sustainable society a reality, especially in a period plagued by the implications of the geopolitical developments and the energy crisis.

More than ever, we need to be united as a country and as part of the European Union, so as to move forward strong and stable, committed to sustainable development and social prosperity.

I remain optimistic that Greek companies and households will successfully face the challenges and that the Greek economy will continue the path of healthy sustainable growth, with Piraeus Bank making a decisive contribution and playing a leading role.



George Handjinicolaou
Chairman of the Board of Directors

CEO'S NOTE



Following the deep recession of 9% in 2020, in 2021, the Greek economy embarked on a path of strong recovery and growth. Real gross domestic product (real GDP) posted an 8% annual growth, driven by the increase in private consumption and investments, and the sharp rise in exports.

The improvement in economic sentiment, with industry, construction, and retail trade sectors performing well, coupled with the upturn in the employment market, despite intense inflationary pressures, seem to support the course of the Greek economy up until mid-2022.

Going forward, recovery will depend on the de-escalation of inflation, the geopolitical developments, and the improving epidemic status. Tourism is expected to play an important role in leading the recovery phase. The speed of recovery and the effective use of European Union (EU) funds will determine the developments in the Greek economy, in the banking sector and in Piraeus Group in particular.

During this period, we managed to navigate several headwinds, achieving significant milestones that set the foundation for the future of Piraeus Group.

2021 was a year of full recovery, with Piraeus Group focusing on the execution of its strategic business plan, which brought the NPE ratio to approximately 12.5% at the end of 2021, from 45% a year ago. The plan targets a single-digit NPE ratio in 2022, while maintaining a sound capital base, based on sustainable profitability in both the short and medium term.

Our 2021 journey is proof of the commercial strength of our franchise. We continued to provide service to our customers, with new loan disbursements of €6.5 billion, ahead of our target of €5.7 billion. At the same time, we provided advisory services to our corporate customers on raising approximately €3.0 billion in debt and equity capital markets. New loan disbursements reflected credit demand mainly from businesses (large, medium and small). Our customer assets, namely deposits and mutual funds, increased by €6.8 billion, a record high for Piraeus Group.

In 2021, Piraeus Group demonstrated improved financial performance in all key business areas. Recurring pre-tax profit reached €665 million, driven by resilient net interest income, despite the NPE

clean-up, record high net fee income, continued cost reduction and significant improvement in organic loan impairments.

Gross loans before impairments and adjustments amounted to €38.5 billion, compared to €49.5 billion at the end of December 2020, due to the significant reduction in NPEs in 2021. The Group's net loans amounted to €35 billion on 31.12.2021, excluding the OPEKEPE seasonal loan of €1.5 billion. Gross loans before impairments and adjustments in December 2021 include €6.3 billion from senior notes related to the completed Phoenix, Vega, Sunrise I & Sunrise II NPE securitizations.

Regarding internal operations, in 2021 there was further cost-reduction and increased efficiency, thanks to the transformation plan we are implementing. Total operating expenses amounted to €902 million in 2021, down 4% versus the previous year on like-for-like basis. Recurring cost-to-income improved to 46%, compared to 50% a year ago, mainly on the back of reduced staff costs and increased banking revenues. Further improvement is expected, with the digitization of Piraeus Bank's operations and the transformation plan underway.

In 2021, core pre-provision income (Net interest income plus Net fee income minus recurring Operating expenses) stood at €902 million, up 4% year-on-year, proof of the commercial strength of the Bank's core franchise. This progress opens up the prospects for Piraeus Bank and its future course, with the recovery of the macroeconomic environment. Pre-provision income on a recurring basis reached €1,052 million in 2021 compared to €955 million in 2020, up 10% year-on-year.

The Group's profit/(loss) before income tax in 2021 amounted to a loss of €2,691 million compared to a loss of €534 million in 2020. Taking into account one-off items, i.e. Voluntary Exit Scheme costs, non-recurring impairment on loans and other assets for Covid-19 affected cases/portfolios, and impairment as part of the NPE reduction plan in 2021, the Group posted recurring pre-tax profit of €665 million, compared to profit of €312 million in 2020. In 2021, the Group posted a net loss of €3,014 million, compared to a net loss of €670 million in 2020.

Special mention should be made of our considerable effort, in our capacity as the management of Piraeus Financial Holdings, in identifying

and developing targeted corporate actions to clean up our balance sheet, to transform our profitability prospects and to ensure that Piraeus Bank has a strong capital base.

We have already taken an important step forward in de-risking our balance sheet, a plan which we have been implementing consistently in recent years. This step will allow us to focus on our core business; financing the Greek economy.

This objective was achieved to a significant extent with the “Sunrise” strategic plan, which we announced to the investing community and all stakeholders on 16.03.2021. The “Sunrise” plan consists of three key pillars which, upon completion, resulted in a clean, de-risked balance sheet for the Bank. More than 95% of the actions of the “Sunrise” plan have already been implemented in the last twelve months, as per the original timeline.

The first Pillar refers to the acceleration of NPE reduction to reach a single-digit NPE ratio in terms of total loans before provisions.

To this direction, the stock of NPEs declined to €4.9 billion at the end of December 2021, from €22.5 billion at the end of 2020, mainly driven by the inclusion of NPE securitizations in the Hellenic Asset Protection Scheme (HAPS, “Hercules”) and organic management of NPEs. The “Hercules” scheme, which covered the Sunrise NPE securitization, played a decisive role in the reduction of NPE stock, enabling fast and reliable sale of securitizations.

Special reference should be made to our efforts during the first half of 2021 for achieving the goals of the “Sunrise” strategic plan. The €1.4 billion share capital increase of Piraeus Financial Holdings was successfully completed at the end of April, and hybrid Additional Tier 1 Notes to the amount of €0.6 billion were issued in early June 2021. The wide participation by institutional investors in both corporate actions, and now in the Bank’s equity, ensure its private and international character.

In conjunction with the above, we carried out additional actions, generating approximately €1 billion of capital: a) €0.4 billion gains from the Greek Government Bond portfolio booked in the first quarter of 2021, b) €0.3 billion from the sale of the Bank’s merchant acquiring business to Euronet Worldwide, which was completed in March 2022, and c) €0.2 billion from synthetic securitizations of selected performing loan portfolios.

Last, the third pillar of the “Sunrise” strategic plan refers to a detailed transformation plan for Piraeus Bank to enhance pre-provision income, through a combination of top-line strengthening and a reduction in operating costs, along with efficiency improvements and digitization of platforms.

In early April 2022, Piraeus Group presented its 2022-2025 Business Plan, which targets a single-digit NPE ratio in 2022, and a corresponding return on average tangible book value (RoATBV) of 6%, setting a clear path for the future.

The 2022-2025 Business Plan defines the Group’s distinct strategic priorities for the medium-term, which will boost stakeholder confidence in the prospects of our banking business.

This plan includes medium-term performance objectives, projecting an increase in pre-provision income (PPI) by approximately 12% until 2025, driven by increased operating income from new, healthy business, the development of its product offer, improved operational efficiency, and the radical transformation of the cost base, with emphasis on digitization. The cumulative effect and contribution to pre-provision income is estimated at approximately €1.2 billion on a recurring basis in the medium term.

As a result, Piraeus Bank projects an increase in the return on average tangible book value (RoATBV) to approximately 12% in 2025. Subject to successful implementation of the plan, this would permit a dividend distribution to shareholders, taking into account factors such as achieving our targets, market conditions and regulatory requirements.

Piraeus is also exploring new commercial and strategic initiatives. The Group is stepping up their implementation, namely, increasing bancassurance business and real estate management. In parallel to the above, Piraeus captures digital ecosystem commercial opportunities and enhances its digital offer and value proposition.

To this direction, Piraeus Bank entered into a strategic joint venture with Natech SA for the creation of BankTech, an independent innovative digital Bank for customers based in Greece and the rest of Europe, for their financial and banking services. BankTech combines leading technological and banking expertise and will provide Banking-as-a-Service (BaaS), Buy-Now-Pay-Later (BNPL), digital onboarding and a series of financial products for consumers in a purely digital and flexible way.

The BankTech platform is expected to kick-off at the retail market segment, with Piraeus potentially contributing tech savvy customers, in an effort to reduce costs and time to serve. In addition, additional revenue is expected to be generated through the product offer. Neither of these cost-saving and revenue-generating opportunities has been included in the 2022-2025 Business Plan.

Along with meeting our financial performance goals, at Piraeus Group, we are shifting the focus towards sustainable banking and are creating the infrastructure, policies and strategies to embed Environmental, Social and Governance (ESG) criteria in our operations.

In this context, the issuance of a Green Senior Preferred Bond of €500 million with a coupon of 3.875% is included in the marketing campaign to promote its ESG action plan, in line with the Bank’s commitment to support the Greek economy. It is also a step towards the implementation of the mid-term MREL objectives (minimum requirement for own funds and eligible liabilities).

This strategy will enable us to maximise our contribution in achieving the objectives of the Paris Agreement on Climate Change and the UN Sustainable Development Goals. For the period 2022-2025 we aim to increase our sustainable banking activity by approximately €9 billion.

The solid execution of our business plan to date, and the realistic set of assumptions used in the forecasts, allow us to be optimistic for the successful implementation of the plan that will enable the Group to recapture the focus on core strengths, to finance the Greek economy and to offer attractive returns to shareholders. In parallel, we aim to maintain a strong corporate culture and to continue contributing to a socially cohesive and inclusive society.



Christos Megalou
Chief Executive Officer (CEO)

INDEPENDENT ASSURANCE STATEMENT



Deloitte Certified Public
Accountants S.A.
3a Fragkokklisias & Granikou str.
Marousi Athens GR 151-25
Greece
Tel.: +30 210 6781 100
www.deloitte.gr

To the Management of Piraeus Financial Holdings S.A.

The Sustainability & Business Report 2021 (the "Report") of Piraeus Financial Holdings Group (the "Group") has been prepared by the Management of Piraeus Financial Holdings S.A. (the "Company") and Piraeus Bank (the "Bank") (collectively referred to as "Piraeus"), based on GRI Sustainability Reporting Standards (GRI Standards), which is responsible for the collection and presentation of the information contained therein. Our responsibility is limited in carrying out a limited assurance engagement on a specific scope of the Report, with the exception of the Materiality Principle application for which we provide reasonable assurance.

Scope of Work

1. The provision of limited assurance on the accuracy and completeness of the quantitative data and the reasonability of the statements related to the GRI General Disclosures that are required as a minimum prerequisite for the "In accordance core" option, according to the GRI 102 Standard.
2. The provision of limited assurance on the accuracy and completeness of the quantitative data and the reasonability of statements that correspond to the twelve (12) most material topics, as resulted from Piraeus' materiality analysis,

against the requirements of the respective GRI Standards for the Specific Disclosures and the requirements of GRI 103 Standard "Management Approach" ("MA"):

- i. Creation of economic value [MA and GRI 201-1 (2016)]
- ii. New technologies [MA and Piraeus Bank Index: Use of digital service channels (the percentage of transactions made in digital channels in relation to the total number of transactions) & Gartner Index: Ratio of operating costs versus investment IT expenditure]]
- iii. Financial inclusion (MA and FS-14 Initiatives to improve access to financial services for disadvantaged people)
- iv. Commitment to the Principles of Responsible Banking of the United Nations (MA and Piraeus Bank Index: Impact analysis of the Bank's portfolio according to the methodology of the UNEP FI Model "Portfolio Analysis Tool for Banks")
- v. Responsible Banking: Financing sustainable development with environmental and social criteria (MA and FS-8 Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose)
- vi. Addressing climate change [MA and GRI 201-2 (2016)]
- vii. Protection of personal data [MA and GRI 418-1 (2016)]
- viii. Corporate governance [MA and GRI 102-22 (2016)]
- ix. Carbon footprint: Management of carbon emissions [MA and GRI 302-1 (2016), 302-2 (2016), 305-1 (2016), 305-2 (2016), 305-3 (2016)]

- x. Promotion of tangible and intangible cultural heritage of the country [MA and GRI 203-1 (2016), 203-2 (2016)]
- xi. Supporting the new generation [MA and 203-2 (2016)]
- xii. Commitment to the Women's Empowerment Principles of the United Nations (MA and Bloomberg Index: Gender Equality Index)
- 3. The provision of limited assurance on the Report's "In accordance core" adherence against the GRI Standards' requirements.
- 4. The provision of reasonable assurance on the accuracy and completeness of quantitative data and the reasonability of statements regarding the application of the Materiality Principle, according to the requirements of the GRI 101 Standard.

The GRI General and Specific Disclosures, under the scope of our engagement, are indicated in the Report's GRI Content Index, found on pages 307-317.

We performed assurance services in accordance with the provisions of "International Standard on Assurance Engagements ISAE 3000 – Assurance Engagements Other than Audits or Reviews of Historical Financial Information" ("ISAE 3000"), issued by the International Auditing and Assurance Standards Board (IAASB). Our procedures for collecting evidence were designed in order to obtain a limited level of assurance, with the exception of the application of the Materiality Principle for which the procedures for collecting evidence were designed in order to obtain a reasonable level of assurance. The procedures in a limited assurance engagement in accordance with ISAE 3000, vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement and consequently, the level of assurance obtained is substantially lower than the assurance that would have been obtained, had a reasonable assurance engagement been performed.

Our key assurance procedures

In order to form our conclusions, we undertook the following procedures:

- 1. Reviewed Piraeus' processes for identifying and determining the material topics to be included in the Report and the coverage of these material topics within the Report. Also, we performed a media review for topics relevant to the Bank regarding issues of corporate responsibility and sustainable development, a review of the Sustainability Reports of selected peers and we compared the results from media and peers' review with the material topics identified by the Group for the Bank;
- 2. Reviewed the accuracy and completeness of the quantitative data related to the results from the materiality analysis conducted by Piraeus, as presented in the Report's materiality map, and the reasonability of statements that pertain to the application of the Materiality Principle;
- 3. Reviewed Piraeus' stakeholder engagement process through, among others, our presence during relevant discussion with focus groups;
- 4. Performed interviews with personnel of Piraeus responsible for managing, collecting and processing data relating to the GRI General and Specific Disclosures, under the scope of our engagement, in order to obtain an understanding of the processes applied for the preparation of the relevant Disclosures of the Report;

- 5. Performed analytical review procedures on the quantitative data related to the GRI General and Specific Disclosures, under the scope of our engagement, and made pertinent inquiries with responsible personnel. In addition, we tested, on a sample basis, the accuracy of the quantitative data against corresponding supporting documentation;
- 6. Performed interviews with the relevant personnel in order to obtain an understanding of Piraeus' corporate responsibility and sustainable development policies and activities for the period 1 January 2021 – 31 December 2021 and the statements related to the GRI General and Specific Disclosures, under the scope of our engagement. We also assessed the reasonability of the statements related to the GRI General and Specific Disclosures, under the scope of our engagement, by obtaining for a sample of statements, corresponding supporting documentation;
- 7. Reviewed the Report for the appropriate presentation of the GRI General and Specific Disclosures, under the scope of our engagement, according to the GRI Standards' requirements, including discussions with the relevant personnel about limitations and assumptions relating to the way these data are presented;
- 8. Reviewed the GRI Content Index found on pages 307-317 of the Report, as well as the relevant references included therein, against the GRI Standards' requirements for the "In accordance core" option.

Limitations

- 1. Our assurance services were limited to the electronic version of the Report.
- 2. Our assurance services were limited to the Greek version of the Report. In the event of any inconsistency existing between the English and Greek versions, as far as our conclusions are concerned, the Greek version prevails.
- 3. Where, under the scope of our engagement, financial information was used from the Annual Financial Report 2021 and other published information of the Bank and the Company, our work was limited to check the accuracy of the transfer of the relevant information to the Report.
- 4. Our assurance procedures did not include testing the Information Technology systems from which data was extracted and aggregated by Piraeus for the Report.
- 5. The scope of our work did not include any procedures on the accuracy of the survey results assigned to third parties, nor on the Information Technology systems used by third parties, but was instead limited to the proper transposition of the final results to the Report.
- 6. We do not provide any assurance relating to information about future performance, such as estimates, expectations or targets, or their achievability.

Our independence and quality control

- 1. Deloitte applies International Standard on Quality Control 1 (ISQC 1) 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.

2. We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. We have maintained our independence and objectivity and, in particular, there were no events or prohibited services provided which could impair our independence and objectivity.

Roles and responsibilities

Piraeus

Piraeus' Management is responsible for the preparation of the Report and for the information and statements contained therein. In addition, Piraeus' Management is responsible for establishing and maintaining appropriate performance management and internal control systems used for the production of the reported information.

Deloitte

Our responsibility is to independently express our conclusion to Piraeus' Management in relation to the assurance services defined in the Scope of Work above, in accordance with our letter of engagement. Our work has been undertaken in order to inform Piraeus' Management on the results of the assurance engagement and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Piraeus for our work, for this statement or for the conclusions we have reached.

Our conclusions

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the GRI General and Specific Disclosures, under the scope of our engagement, are materially misstated.

In addition, nothing has come to our attention that causes us to believe that the Report does not meet the GRI Standards' requirements of the "In accordance core" option.

In our opinion, the Report has been prepared by applying reasonably, in all material respects, the Materiality Principle, according to the requirements of the GRI 101 Standard.

Athens, 18 July 2022

The Certified Public Accountant

Dimitris Katsibokis
Reg. No. SOEL: 34671
Deloitte Certified Public Accountants S.A.
3a Fragoklissias & Granikou Str.
151 25 Maroussi
Reg. No. SOEL: E120

VISION AND VALUES

The purpose of Piraeus Group is to be a pillar of stability for the Greek economy, to fuel growth and promote innovation. The Group's imprint on society is positive and lasting, for the benefit of its customers, employees, investors and society as a whole, fully reflecting the values of the Group.

The shared values governing the operations of the Group are accountability, meritocracy and transparency, geared towards creating the best possible value for all stakeholders.

These values run through the Group from the top of the hierarchy to its base, to ensure better communication, maximum quality of service, absolute transparency of transactions and a sense of confidence in both the present and the future.

Thus, we express in practice our will to:

1. Create value.
2. Challenge the frontiers.
3. Enthuse our customers.
4. Build relationships of trust.

In today's extremely demanding environment, the business continuity and ongoing support for customers affected by the current challenges have become of paramount importance for Piraeus Group.

The war in Ukraine created new developments, dampening global growth prospects. Inflationary pressures, mainly due to the energy crisis, are disruptive, while the uncertainty about the duration of the war and its effects on the real economy act as a deterrent for economic decisions by both businesses and households.

As the situation is still evolving, it is premature to assess the long-term impact on the Greek economy and the society. However, with the conditions for achieving sustainable growth rates of the Greek economy having been set, the effects may be limited by measures commensurate with the economic impact of the pandemic that are expected to be rolled out at the European level.

A necessary condition for the recovery to continue financing the real economy and this implies a strong banking sector. Therefore, efforts

to address the aforementioned challenges should be intensified, so as to strengthen the pace of financing even more. Towards this direction, the activation of the European Recovery and Resilience Mechanism (RRF) creates positive perspectives and makes a decisive contribution to enhance financing, which is necessary to mitigate the financial effects of the pandemic and the energy crisis and to make the Greek and European economies more sustainable, resilient and better prepared for the challenges and the opportunities of the green and digital transition.

In this very positive conjuncture, Piraeus Group is at a new starting point, turning the page and establishing reliable and strong prospects for its future, accelerating the implementation of its business plan on financing healthy businesses and business plans, but also households, implementing cautious credit criteria.

For Piraeus, the solid implementation of business plan up to date and the realistic assumptions on which it is based, allow us to be optimistic about the achievement of our aspirations, enabling us to support the Greek economy. At the same time, we continue to contribute towards one cohesive and inclusive society, a goal, which is more important now than ever.

The share capital increase as well as the issuance of Additional Tier 1 –comprise the largest cumulative capital raise of €2 billion that took place in Europe in the last four years- both were successfully completed during the first half of 2021 representing a milestone both for Piraeus Bank and for the Greek banking system but also for the Greek economy. The significant demand from large international institutional investors, many of whom return to the Greek market after a long time, is a vote of confidence for the Greek economy.

Positive expectations for 2022 and long-term economic prospects contributed to the upgrading of Greece's credit rating by international rating agencies Standard and Poor's (S&P) and DBRS Morningstar, resulting in reduce the distance from the investment tier to a single unit. Achieving the investment grade target, will mark the end of a cycle that began with the financial crisis debt of Greece and at the same time will be a springboard for attracting additional foreign investors.

TARGETS AND OUTLOOK FOR 2022-2025

Over the past 4 years, Piraeus Bank has built solid foundations for the transition to a fully funded and fully de-risked position and for maintaining sustainable levels of profitability.

In April 2022, Piraeus Group presented its 2022-2025 Business Plan, which targets a single-digit NPE ratio in 2022 and develops a clear path for the future.

In 2021 Piraeus Bank successfully transformed through the execution of the Sunrise plan. The 2022-2025 Business Plan includes key mid-term strategic priorities to boost stakeholder confidence in the banking business and its growth prospects.

Being a beacon of stability in the Greek economy, Piraeus Group has placed fuelling growth and promoting innovation at the core of its strategy. The Group aims to accelerate growth, by focusing on three (3) key strategic priorities:

1. Reducing operating costs to optimise operational efficiency.
2. Grow and diversify revenue pools, targeting sources with high RoRWA.
3. Targeted return on capital within the framework defined in the credit expansion strategy.

Through strict cost discipline, Piraeus Group plans to improve operational efficiency by 2025, aiming to reduce the cost-to-income ratio (CIR) to circa 40% by the end of 2025. The plan is to reduce expenses to circa €0.7 billion, and to reinvest in business growth and new technologies.

The Group targets new loan disbursements of circa €7 billion for 2022-2025, to reach a loan book of approximately €35 billion performing loans by the end of 2025. Focus will be placed on key sectors, such as manufacturing, hospitality, and energy.

Piraeus Bank also aspires to play a leading role in asset management, targeting a total of circa €12 billion assets under management (AuM) by the end of 2025.

As a result of the above, the return on average tangible book value (RoATBV) is expected to increase to approximately 6% by the end of

2022, and is on a gradually increasing trajectory to 12% by the end of 2025. Subject to successful implementation, this would enable the distribution of dividends to shareholders of Piraeus Financial Holdings, depending on the Group's performance, market conditions and supervisory requirements.

Piraeus Bank is also exploring new commercial and strategic initiatives. The Group is stepping up their implementation, increasing its bancassurance business and real estate management. Piraeus Bank also takes advantage of new technologies and opportunities to streamline its operations, to drive forward the digital transformation of banking products and services, and to improve its customer value proposition.

Along with meeting our financial performance goals, at Piraeus Group, we are shifting the focus towards sustainable banking. We can act as a key driver of economic growth, and create a balance between economic growth, environmental protection, and social welfare. In particular, Piraeus can lead the effort towards a sustainable future, by supporting actions that have a positive social impact and by helping customers to respond better to social, climate and environmental challenges. For the period 2022-2025 we aim to increase our sustainable banking activity by approximately €9 billion (financing, bonds, mutual funds).

According to the Financial Times, Piraeus Bank is the only Greek company included in the top 400 Europe's Climate Leaders. More tangible results are expected, and Piraeus Bank needs to capitalise on the success achieved, following its Green TFP award from the EBRD (Green Trade Facilitation Programme). The Bank was a Green TFP award winner in all categories, namely "Most Active Issuing Bank in Greece in 2021", "Most Active Issuing Bank in 2021 - Green Trade" and "Deal of the Year in 2021 - Green Trade".

These awards highlight Piraeus Bank's commitment to embed the Principles for Responsible Banking in its services and products. They also confirm the Bank's emphasis on Trade Finance instruments that can help Greek businesses grow and sell to a larger market, and on the inclusion of Environmental, Social and Governance (ESG) considerations in trade finance.

Aligning business goals with social progress, striking a balance in its relations with social partners, protecting the environment and supporting business activities with ESG and economic benefits are at the core of the Bank's strategy.

2021 AT A GLANCE

2021 was a year of great importance for the Group as it fully unfolded its de-risking strategy, building on the significant progress made during 2020.

On 30 December 2020, the core banking business of Piraeus Bank SA was demerged, by way of hive-down, and was transferred to a newly-formed credit institution, incorporated under the corporate name "Piraeus Bank Société Anonyme" (hereinafter "Piraeus Bank" or "Bank"). Piraeus Bank and its subsidiaries constitute the "Piraeus Bank Group".

In connection with the Demerger:

1. Piraeus Bank substituted the former Piraeus Bank SA, by way of universal succession, to all the transferred assets and liabilities of the core banking operations of the former Piraeus Bank SA.
2. Piraeus Bank SA ceased to be a credit institution, retained activities, assets and liabilities not related to core banking activities, and changed its corporate name to "Piraeus Financial Holdings Société Anonyme" (hereinafter the "Company").
3. The Company became the 100% shareholder of Piraeus Bank and the direct or indirect holding company for all other companies that, prior to the Demerger, formed the group, comprising the new Piraeus Financial Holdings Group (hereinafter the "Group" or "Piraeus" or "Piraeus Group").

The most important corporate events for the Group during 2021 were the following:

Contingent Convertible Bond Conversion

On 14 January 2021, 394,400,000 new common registered shares, each with a nominal value of €6.00, were admitted for trading on the Athens Stock Exchange, following the share capital increase by €2,366.4 million, further to the conversion of all the Contingent Convertible Securities ("CoCos") of the bond loan issued by the Company with a total

nominal value of €2,040 million and issuance date 2 December 2015, and covered in whole by the Hellenic Financial Stability Fund (HFSF), in accordance with Law 3864/2010, the Cabinet Act No. 36/02.11.2015 and the resolutions by the Company's competent bodies.

Profit Realisation from Securities Portfolio

On 13 January 2021, the Hellenic Republic and the Bank exchanged Greek Government Bonds (GGB) held by the Bank, with a nominal value of €2.8 billion, for GGB with an equivalent nominal value maturing in 2050. The exchange took place at market terms, with settlement on 20 January 2021, yielding gains of €221 million. In February 2021, the Group's net trading income was boosted by gains realised from interest rate derivatives of €82 million. On 1 March 2021, the Bank proceeded with the sale of Italian sovereign bonds with a nominal value of €1,150 million, which were previously included in the debt securities portfolio at amortised cost. The Group recorded trading gains of €85 million. On 17 December 2021, the Group exchanged with the Hellenic Republic existing GGBs with a nominal value of €429 million, for GGBs with various maturities and a total nominal value of €425 million. The Group recorded a gain of €7 million from the exchange of the aforementioned GGBs.

Phoenix and Vega NPE Securitizations

On 1 March 2021, Piraeus Financial Holdings SA and Intrum AB signed a binding agreement for the sale of thirty percent (30%) of the mezzanine notes and fifty percent (50%) plus one note of the junior notes of the Vega securitization. The Vega portfolio consists of three special purpose vehicles (SPVs), namely Vega I NPL Finance DAC, Vega II NPL Finance DAC and Vega III NPL Finance DAC, with a total gross book value of approximately €4.9 billion. The implied valuation of the Vega portfolio based on the anticipated fair value of the senior notes and the sale price of the mezzanine notes corresponds to approximately 31% of the total

gross book value of the Vega portfolio. Prior to that, in February 2021, Piraeus Bank applied for the inclusion of the Vega securitizations in the “Hercules” Asset Protection Scheme, pursuant to Law 4649/2019. The application related to the provision of a guarantee by the Greek State on the senior notes of approximately €1.4 billion.

On 5 July 2021, the Group announced the completion of the Phoenix and Vega securitizations for a gross book value of €7.0 billion, following customary regulatory approvals. Distribution-in-kind to the shareholders, of the shares issued by the Cypriot subsidiary “Phoenix Vega Mezz Ltd”, which holds 65% of the mezzanine and 45% of the junior tranches of the aforementioned NPE securitizations, in accordance with the respective resolution of PFH’s Annual General Meeting of Shareholders dated 22 June 2021, was completed on 11 August 2021, as per the original timeline.

Phoenix Vega Mezz Plc shares were listed on the ENA PLUS segment (Alternative Market) of the Athens Stock Exchange on 12 August 2021.

Synthetic Securitization of Performing loans

On 11 March 2021, the Company entered into a binding agreement with global investor Christofferson, Robb & Company (CRC) for a synthetic (virtual) securitization of performing Small/Medium Enterprises (SME) and Corporate loans, with an aggregate gross book value of approximately €1.4 billion, in order to purchase credit protection purchased in the form of a financial guarantee. As a result of the transaction, there was a reduction in the Bank’s Risk Weighted Assets (RWAs) by approximately €0.8 billion, and a capital accretion benefit of approximately €0.1 billion. The loan portfolio remains on the Bank’s balance sheet. The transaction was completed in Q2 2021, following customary regulatory approvals.

Carve-out and Sale of the Merchant Acquiring Business Unit

On 15 March 2022, Piraeus Bank, Piraeus Financial Holding’s subsidiary, successfully completed the spin-off of merchant acquiring services to a new company and its subsequent sale to Euronet Worldwide Inc. The two parties had signed the relevant binding agreement on 16 March 2021, pursuant to which Euronet Worldwide would provide merchant acquiring services to Piraeus Bank’s customers. Within the framework of this agreement, Piraeus Bank and Euronet Worldwide start a new long-term strategic cooperation with respect to merchant acquiring, as well as the sale and distribution of relevant products and services. The total consideration of the transaction amounted to €300 million. The capital impact of the transaction resulted in a benefit of approximately 100 basis points over the total Group capital ratio as of 31 December 2021.

The Sunrise Plan

On 16 March 2021, the Board of Directors of Piraeus Financial Holdings approved a strategic plan to accelerate its NPE reduction effort and to further enhance the Group’s capital position through a combination of certain concerted actions called the Sunrise Plan. The Sunrise Plan comprises three pillars:

1. The acceleration of NPE reduction to reach a single-digit NPE ratio in 2022, through the securitization and subsequent de-recognition of NPEs with an estimated decrease in the gross book value of up to €19 billion. Based on this accelerated plan, the Company proceeded in 2021 with the Phoenix, Vega, Sunrise I & Sunrise II

NPE securitizations and other direct NPE portfolio sales, with a total gross book value of approximately €17.2 billion.

2. A series of capital enhancing actions, with cumulative benefit of approximately €3 billion:
 - i. A share capital increase of Piraeus Financial Holdings via a non-pre-emptive fully marketed offering of €1.4 billion, completed in April 2021.
 - ii. Additional Tier 1 issuance of up to €0.6 billion by the Company which was completed in June 2021.
 - iii. Certain other non-dilutive capital accretive actions, including:
 - a) profit realisation from securities portfolio, completed in Q1.2021. b) the carve-out and sale of Piraeus Bank’s cards merchant acquiring platform; and c) the purchase of credit protection for select on-balance sheet performing loan portfolios (synthetic securitization).
3. A plan for streamlining Piraeus Bank operations, to improve pre-provision income, through combined top-line growth and reduction of operating expenses, following efficiency improvements and increased digitization.

New shares start trading

On 7 May 2021, 1,200,000,000 new common registered shares of Piraeus Financial Holdings were admitted for trading on the Athens Stock Exchange, following the share capital increase and the approval by the Listings and Market operation committee of the ATHEX on 6 May 2021.

As of 7 May 2021, the HFSF holds 337,599,150 common shares corresponding to 27.0% of the total shares of the Company, Paulson & Co. Inc. (on behalf of the investment funds under its management) holds 232,758,919 common shares corresponding to 18.6% of the total shares of the Company, and Helikon Investment Limited holds 65,217,391 common shares corresponding to 5.2% of the total shares of the Company.

Rating Upgrades

On 27 April 2021, after upgrading Greece’s sovereign credit rating to “BB” from “BB-”, S&P Global Ratings raised the long-term credit rating on Piraeus Bank to “B” from “B-” and affirmed the “B-” rating on Piraeus Financial Holdings. The outlook on both entities is stable.

On 7 May 2021, Fitch Ratings upgraded Piraeus Bank long-term issuer default rating (IDR) to “CCC+” from “CCC”, reflecting the progress in improving asset quality and capital, following the large NPE disposals and the share capital increase. On 18 February 2022, Fitch Ratings upgraded Piraeus Bank’s long-term IDR to “B-”, with a positive outlook. The Bank’s Senior Preferred Notes rating has also been upgraded by two notches, to “B-”.

On 4 January 2021, Moody’s Investors Service assigned a “Caa2” bank deposit rating to Piraeus Bank, the newly-formed credit institution, and a “Caa3” long-term IDR to Piraeus Financial Holdings. Moody’s assigned a stable outlook to Bank and maintained a stable outlook for the Company. On 11 May 2021, Moody’s affirmed Piraeus Bank “Caa2” long-term bank deposit rating and Piraeus Financial Holdings “Caa3” issuer rating and upgraded their respective outlook from stable to positive. On 20 September 2021, Moody’s upgraded Piraeus Bank deposit rating to “B3” from “Caa2” and maintained a positive outlook.

On 13 January 2022, DBRS Morningstar assigned first-time public ratings to Piraeus Bank, including a long-term issuer rating of “B” and a stable outlook.

Additional Tier 1 Capital Issuance

On 9 June 2021, Piraeus Financial Holdings, announced that it had successfully completed the issuance of €600 million Fixed Rate Reset Additional Tier 1 Perpetual Contingent Temporary Write-Down Notes ("AT1 Notes"). The issue was subscribed by close to 200 institutional investors, from more than 20 countries, with total demand at €2.2 billion. The AT1 Notes are perpetual, with no fixed redemption date, callable at par in 2026 or thereafter, by issuer's discretion. The Notes bear a coupon rate of 8.75% and pay coupons semi-annually. The issuer may, at its discretion, at any time, elect to cancel (in whole or in part) any payment of interest, including (but not limited to) if such cancellation is necessary to prevent the issuer's Common Equity Tier 1 Capital Ratio from falling below 5.125%.

The AT1 Notes were rated "Ca" by Moody's and "CCC-" by S&P. Settlement occurred on 16 June 2021 and the AT1 Notes were listed on the Euro MTF Market of the Luxembourg Stock Exchange. The net proceeds from the issuance of the AT1 Notes will be used for general corporate and financing purposes of the Group and to further strengthen its capital base and capital adequacy ratios by approximately 200 basis points post the scheduled NPE clean-up.

Sunrise I NPE Securitization

On 15 June 2021, Piraeus Financial Holdings announced that it reached agreements with Intrum AB and Serengeti Asset Management LP for the sale of forty-nine percent (49%) and two percent (2%) of the mezzanine and junior notes of the Sunrise I NPE portfolio respectively. The Sunrise I portfolio consists of retail and corporate NPEs with a total gross book value of €7.2 billion.

The implied valuation for the Transaction, based on the nominal value of the senior notes and the sale price of the mezzanine and junior notes, corresponds to 34.5% of the portfolio gross book value. Sunrise I senior notes were included in the Hellenic Asset Protection Scheme ("Hercules"), following the application related to the provision of a guarantee by the Greek State on the senior notes of approximately €2.45 billion.

Piraeus Bank retains five percent (5%) of the mezzanine and junior notes of the Sunrise I securitization, as per the legal and regulatory framework applicable to securitizations. Subject to regulatory approval, Piraeus Financial Holdings is considering the distribution (in whole or in part) of the remaining mezzanine and junior notes to its shareholders. Piraeus Bank also retains one hundred percent (100%) of the senior notes.

The Sunrise I NPE securitization, with a total gross book value of €7.2 billion, was completed on 20 September 2021, following customary regulatory approvals.

Sunrise II NPE Securitization

On 8 November 2021, Piraeus Financial Holdings announced that it reached agreements with Intrum AB and Serengeti Asset Management LP for the sale of the mezzanine and junior notes from the Sunrise II NPE securitization.

On 27 December 2021, the Sunrise II NPE securitization transaction, with a total gross book value of €2.6 billion as at the reference cut-off date of the perimeter, was completed, following customary regulatory approvals.

Piraeus Financial Holdings transferred forty-four percent (44%) of the mezzanine notes to Intrum AB and seven percent (7%) to Serengeti Opportunities Partners LP, notes that had been acquired by Piraeus Financial Holdings through an intra-group transaction.

The implied valuation for the Transaction, based on the nominal value of the senior notes and the sale price of the mezzanine and junior notes, corresponds to 47.4% of the portfolio gross book value.

Piraeus Bank retains five percent (5%) of the mezzanine and junior notes of the Sunrise II securitization, as per the legal and regulatory framework applicable to securitizations. In addition, Piraeus Bank also retains one hundred percent (100%) of the €1.2 billion senior notes of the securitization.

2021 SSM Stress Test Exercise

On 30 July 2021, Piraeus Financial Holdings announced that it had successfully completed the 2021 SSM Stress Test Exercise conducted by the European Central Bank. Under the baseline scenario, the fully loaded total capital ratio stood at 17.1%, with the CET1 ratio at 15.0% at year-end 2023. The baseline scenario was capital accretive by approximately 365 basis points versus 2020 as starting point. The adverse scenario resulted in a depletion of approximately 480 basis points for the 3-year period. The respective depletion in the 2018 Stress Test Exercise was approximately 770 basis points. The resulting fully loaded capital ratios for year-end 2023 were 8.6% for total capital and 6.5% for CET1. The adverse scenario resulted in a depletion of approximately 610 basis points in the year with the highest impact (2021). The exercise was based on a static balance sheet assumption and did not incorporate initiatives post 31 December 2020. Taking into account the €1.4 billion share capital increase and the €0.6 billion AT1 issuance in Q2.2021, the fully loaded ratios under the adverse scenario for 2023 would be adjusted to approximately 13.5% total capital and approximately 10.0% CET1 as per pro-forma calculations.

Green Senior Preferred Bond

On 27 October 2021, the Company announced that its subsidiary Piraeus Bank had successfully completed the book-building process for the issuance of a €500 million Green Senior Preferred Bond, with a coupon of 3.875%. The Bond was successfully issued on 3 November 2021. The Bond has a maturity of six (6) years, an embedded issuer call option after five (5) years and has been listed on the Luxembourg Stock Exchange Euro MTF market. With this issue, Piraeus Bank is advancing its ESG agenda, demonstrating its commitment to support the Greek economy and makes another step towards the implementation of its medium-term strategy for meeting its minimum requirements for own funds and eligible liabilities (MREL).

Management of selected non-core equity participations

On 20 December 2021, the Company announced that its subsidiary, Piraeus Bank has entered into a long-term partnership with affiliates of Blantyre Capital Limited for the management of non-core equity participations owned by the Bank, for an initial period of 10 years. The portfolio under management, with an initial perimeter of €0.2 billion, comprises equity interests that are not related to the financial sector or the Bank's core business. The capital benefit from the transaction is estimated at circa 0.7 percentage points on the total capital ratio as at the 31 December 2021. The transaction will allow Piraeus Bank to optimise the value of its non-core equity participations, by outsourcing non-core activities to affiliates of Blantyre Capital.

H1 2022 DEVELOPMENTS

Project Dory - Agreement for the sale of shipping non-performing exposures portfolio

On 4 January 2022, the Company announced that its subsidiary Piraeus Bank has reached an agreement with an entity affiliated with Davidson Kempner Capital Management LP, for the sale of a shipping NPE portfolio, with a gross book value of €0.4 billion. On 4 March 2022, the sale was completed, and the total agreed consideration of the transaction reached €0.2 billion, or 53% of the portfolio gross book value. The Transaction was completed, following customary regulatory approvals, including approval by the HFSF.

Controlling Stake in Trastor Real Estate Investment Company (REIC)

On 21 January 2022, the Company announced that its subsidiary Piraeus Bank has reached an agreement with WRED LLC, a company affiliated with Värde Partners, for the acquisition of WRED's c. 52% stake in Trastor REIC. The transaction was completed on 28 February 2022, following customary regulatory approvals, including approval by the HFSF. The cash consideration for the transaction amounted to €98 million (€1.25 per share).

Bloomberg Gender-Equality Index

On 28 January 2022, Piraeus Bank announced that it is one of 418 companies across 45 countries and regions to be included in the 2022 Bloomberg Gender-Equality Index (GEI). GEI is a reference index tracking the performance of companies committed to transparency in gender-data reporting. This reference index measures gender equality, across five (5) pillars: participation of women in leadership and talent pipeline, equal pay and gender pay parity, inclusive corporate culture, implementation of anti-sexual harassment policies, and promotion of female entrepreneurship and creation/evolution.

2022-2025 Business Plan

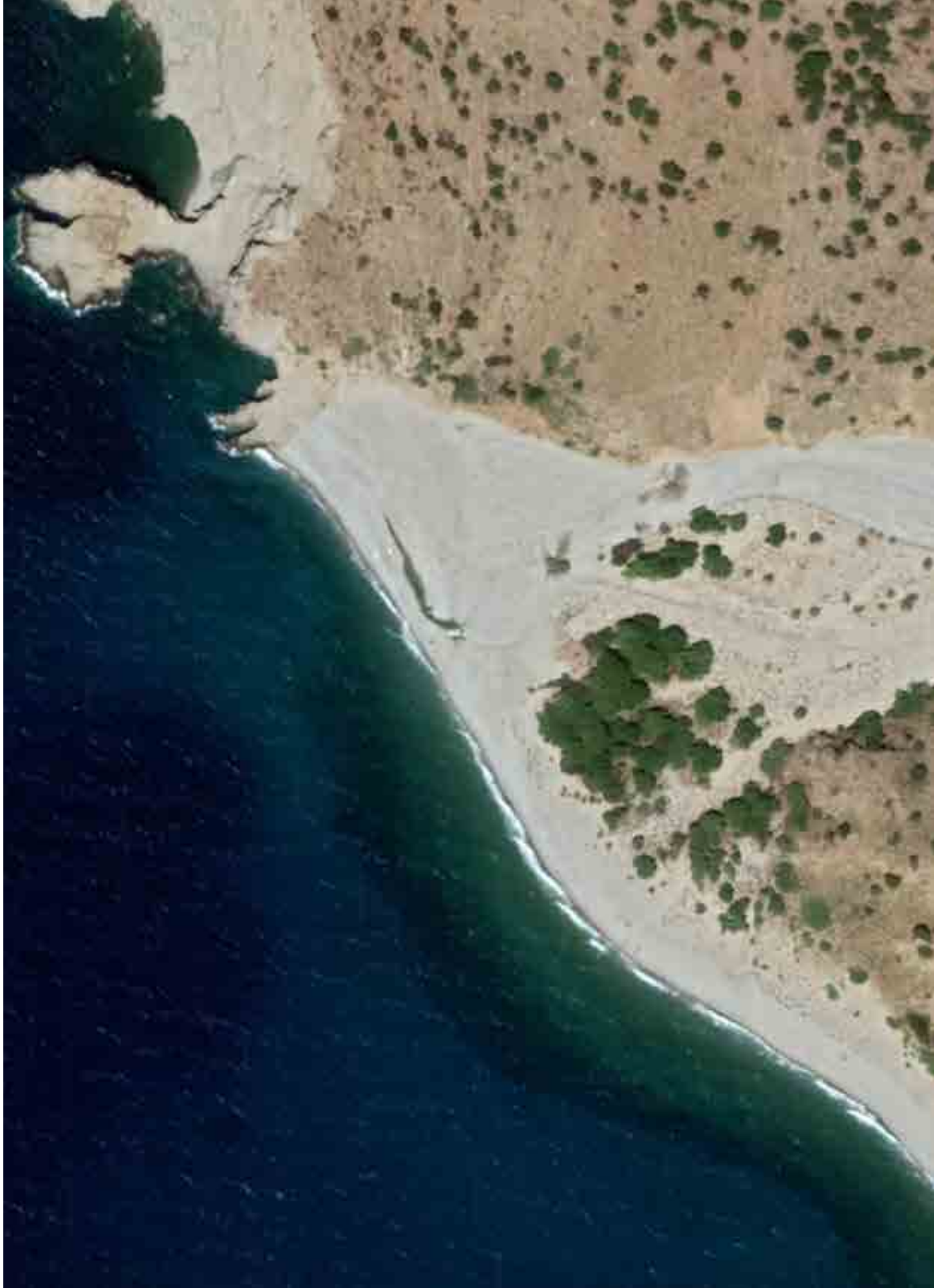
On April 6, 2022, Piraeus Bank announced its new business plan, redefining its core activities and setting out the Group's financial aspirations.

Piraeus Bank is included in the Financial Times list of "Europe's Climate Leaders" in 2022

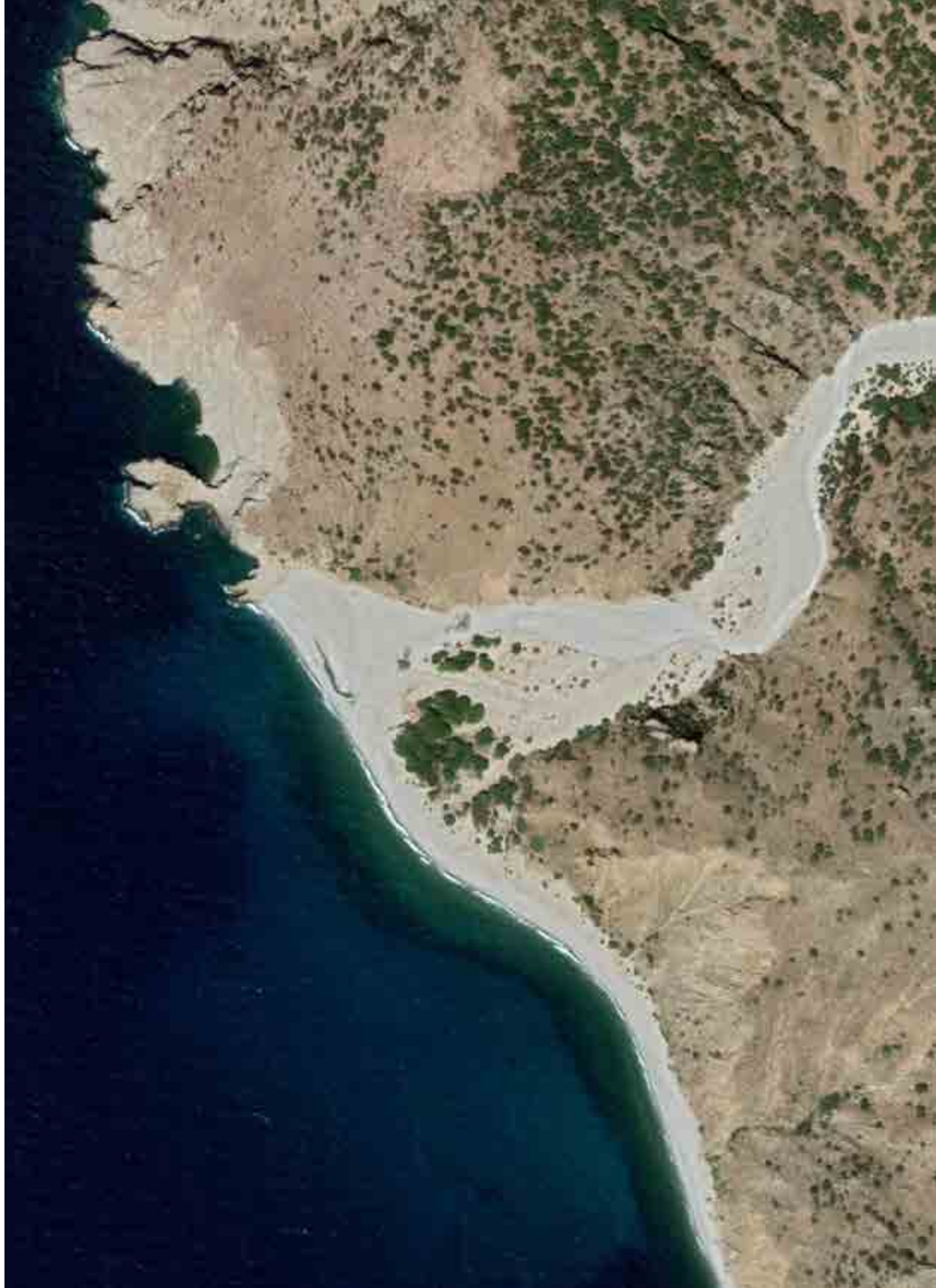
Piraeus Bank is among the top 400 Climate Leaders in Europe for the second year in a row, according to the Financial Times.

Piraeus Bank is the only Greek company included in the Financial Times list of "Europe's Climate Leaders" in 2022, having achieved a great reduction in its Scope 1 and Scope 2 greenhouse gas (GHG) emissions intensity over the five-year period 2015-2020. Piraeus Bank is progressing towards sustainable banking by developing infrastructure, policies and strategies that integrate ESG criteria in its operations. Climate change remains high on the organisation's agenda and climate action is a priority.

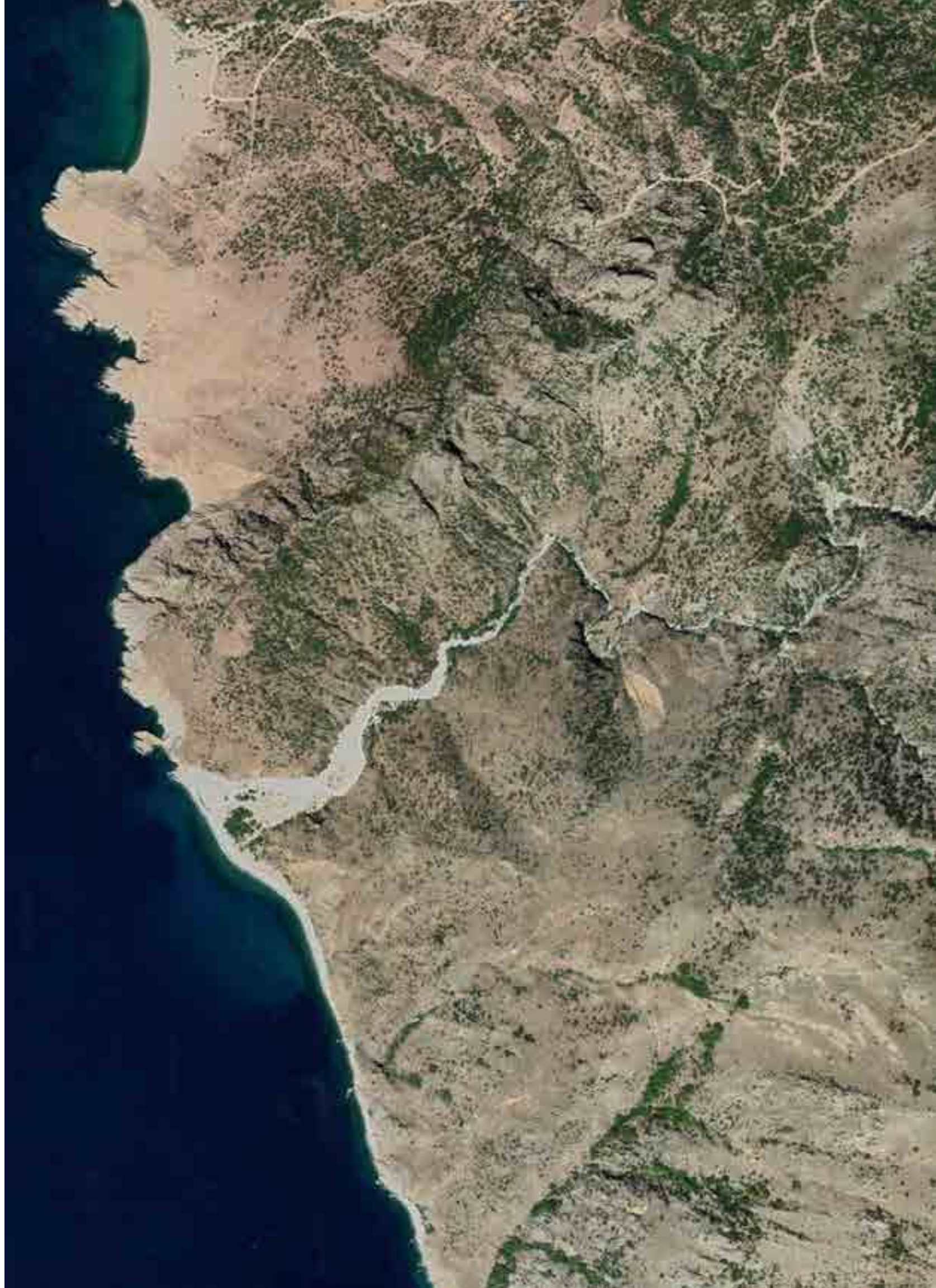
















GROUP FINANCIAL DATA ANALYSIS 2021

Piraeus Financial Holdings Group holds a systemic position in the Greek banking market with total assets of €79.8 billion as at 31.12.2021, and market shares of 29% in deposits and 30% in loans.

Piraeus Bank has the most extensive footprint in Greece, with 414 branches as at 31.12.2021, with an additional 16 branches in 2 foreign countries. In Greece, 70 branches closed in 2021, as a result of the rationalisation plan.

The Group's wide customer base increased by 221 thousands in 2021 to 5.7 million active customers. At 31.12.2021, the Group's headcount totalled 9,270 employees in the continuing operations, of which 8,904 were employed in Greece [down 1,104 versus a year ago, due to the Voluntary Exit Scheme (VES)].

The Group's path in 2021 is proof of the commercial strength

of its banking activities. The Group actively supported its customers, disbursing €6.5 billion in new loans, ahead of the annual target of €5.7 billion. At the same time advice was provided to corporate customers for raising approximately €3.0 billion in debt and equity capital markets. Customer assets, namely deposits and mutual funds, increased by €6.8 billion, a record high for the Group.

Balance Sheet

Total assets of Piraeus Financial Holdings Group amounted to €79.8 billion at 31.12.2021 from €71.6 billion as at 31.12.2020.

Selected balance sheet figures				
Amounts in € million	31/12/2021	31/12/2020	Change	
Assets	79,789	71,560	11.5%	
Deposits	55,442	49,636	11.7%	
Gross Loans before provisions & adjustments	38,492	49,528	-22.3%	
Cumulative Provisions	1,971	9,904	-80.1%	
Total Equity	5,803	7,197	-19.4%	

The Group continued recovering deposits for another year, reaching €55.4 billion on 31/12/2021, corresponding to an increase of 11.7% compared to 31/12/2020. This increase is solely attributable to the Group's activity in Greece. The domestic market share of deposits stood at 28.8% at the end of 2021. Savings deposits constitute 43.9%

of the Group's total domestic deposits, with time deposits at 18.6% and sight deposits at 37.6%. Business deposits stood at 30% of the total deposit base in the Group, with retail deposits at 70%.

	Deposits per category			
	Amounts in € million	31/12/2021	31/12/2020	Change
Sights-Savings		45,151	35,791	26.2%
Time		10,291	13,845	-25.7%
Total		55,442	49,636	11.7%
Greece		55,184	49,439	11.6%
International Operations		258	196	31.5%

Eurosystem funding stood at €14.5 billion at the end of December 2021, up from €11.0 billion at the end of December 2020. ECB waiving the eligibility criteria on collateral, allowed Greek Banks including Piraeus Bank to use Greek sovereign debt securities as collateral for their funding. As a result, Piraeus Bank replaced the more expensive repo financing with ECB financing. In this context, interbank repo financing remained low, at €283 million on 31.12.2021 from €96 million on 31.12.2020. Funding from debt securities increased through an Additional Tier 1 capital issuance of €600 million in June 2021 and the issuance of a €500 million Green Senior Preferred Bond in October 2021.

The Group's financial assets portfolio increased to €12.7 billion on 31.12.2021, compared to €8.4 billion as at 31.12.2020, mainly driven by the increase of the portfolio of debt securities at amortised cost.

Gross loans as at 31.12.2021 amounted to €38.5 billion compared to €49.5 billion at 31.12.2020. €1.5 billion out of the total gross loans in both 2021 and 2020 was related to the disbursement of an

agri-loan towards "OPEKEPE" Payment and Control Agency for Guidance and Guarantee Community Aid for the distribution of European Commission subsidies to approximately 700,000 farmers (this was repaid in February 2022). The significant reduction in gross loans during 2021 is linked to the acceleration of the balance sheet de-risking, with the conclusion and subsequent derecognition of the Phoenix, Vega, Sunrise I & II NPE securitizations and the classification of two NPE portfolios (leasing NPEs and shipping NPEs) as held-for-sale. On 31.12.2021 net loans stood at €36.5 billion, compared to €39.6 billion as at 31.12.2020, with the Group's seasonally adjusted net loans to deposits ratio at 63.2% (excluding seasonal OPEKEPE loan), having improved from 76.8% as at 31.12.2020. New loan disbursements in 2021 for the Bank amounted to €6.5 billion from €6.3 billion in 2020. Most newly originated loans in 2021 were directed to businesses, same as in 2020. The Group's loan book in terms of gross balances consists of corporate and public sector (76.1%), mortgage (18.7%) and consumer, personal, credit cards and other loans (5.2%).

	Gross Loans per category			
	Amounts in € million	31/12/2021	31/12/2020	Change
Business and Public Sector Loans		23,067	32,045	-28.0%
Retail Loans		9,189	17,483	-47.4%
Senior Notes		6,236	-	-
Total		38,492	49,528	-22.3%
Greece		37,236	48,374	-23.0%
International Operations		1,256	1,153	8.9%

Loan Portfolio Quality

In the context of the Sunrise plan, the Group accelerated the clean-up of its NPE portfolio during 2021, with the stock of NPEs dropping from €22.4 billion on 31.12.2020 to €4.9 billion on 31.12.2021.

The NPEs over total gross loans ratio for the Group dropped from 45.3% as at 31.12.2020 to 12.6% as at 31.12.2021, due to the Group's continuous efforts to improve its asset quality. The Group NPE coverage ratio stood at 40.5% as at 31.12.2021 from 44.1% as at 31.12.2020.

	Non-Performing Exposures (NPEs)			
	Amounts in € million	31/12/2021	31/12/2020	Change
Business Loans		4,066	14,553	-72.1%
Mortgage		493	5,742	-91.4%
Consumer		300	2,154	-86.1%
Retail Loans		794	7,896	-89.9%
Total NPEs		4,860	22,448	-78.4%

NPEs ratio			
	31/12/2021	31/12/2020	
Business Loans	13.9%	45.4%	
Mortgage	6.9%	42.7%	
Consumer	15.1%	53.3%	
Retail Loans	8.6%	45.2%	
Total NPEs	12.6%	45.3%	

The Group committed to reduce its NPEs between September 2018 and December 2021 by approximately 52% (at Group level), a commitment included in its operational targets for Non-Performing Exposures to both ECB and Bank of Greece, as per the Group's updated NPE strategy in September 2020 – submitted along with all European Banks – and a further update in March 2021.

The Group's strategy in managing NPEs is to achieve a single-digit NPE ratio in 2022, following the completion of the Group's NPE reduction plan, which consists of a series of individual securitizations with a volume of securitized assets of €19 billion, some of which were concluded in 2021 with others to be finalised in 2022; currently more than 90% of these projects have been completed. A significant element of the NPE reduction plan is the use of the Hellenic Asset Protection Scheme (HAPS, "Hercules") as a mechanism to reduce the Group's NPEs and to de-risk its balance sheet. Engagement in the securitization schemes has been further facilitated through the Group's corporate transformation (hive-down) and its strategic partnership with one of the largest servicing platforms in Greece.

The Group's profit/ (loss) before income tax in 2021 amounted to a loss of €2.7 billion compared to a loss of €534 million in 2020, while profit from continuing operations attributable to equity holders of the parent amounted to a loss of €3.0 billion compared to a loss of €655 million in 2020.

Profit & Loss

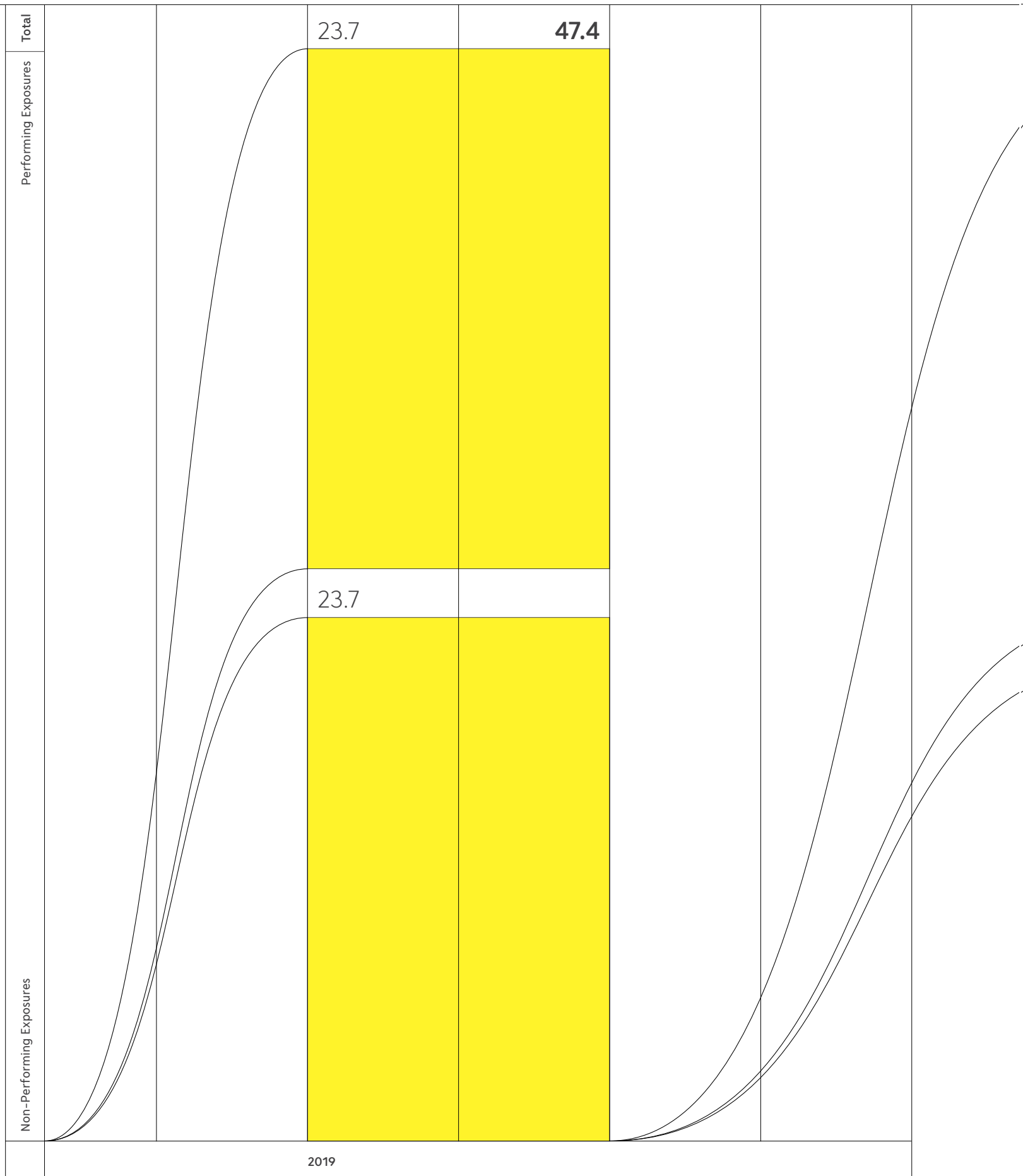
The Group's net interest income (NII) amounted to €1.4 billion in 2021, presenting a decrease of 5.1% compared to 2020, mainly attributed to the loss of NPE-related income due to the derecognition of NPEs. Net fee and commission income amounted to €394 million in 2021, 24.3% higher compared to 2020. Other income rose to €722 million in 2021 compared to €90 million in the previous year, mainly due to one-off items of €579 million.

Total net income for 2021 amounted to €2.5 billion from €1.9 billion in 2020, an increase of 33.4%. Excluding the one-off items of €579 million, net income in 2021 increased by 2.9%. The Group's total operating expenses before provisions in 2021 stood at €933 million, compared to €1.1 billion in 2020. Excluding the extraordinary costs associated with the VES both in 2021 and 2020 (€25 million and €152 million, respectively) and the G&A costs associated with transformation projects in Q1.2021, total operating expenses amounted to €902 million in 2021, down 3.6% versus the previous year.

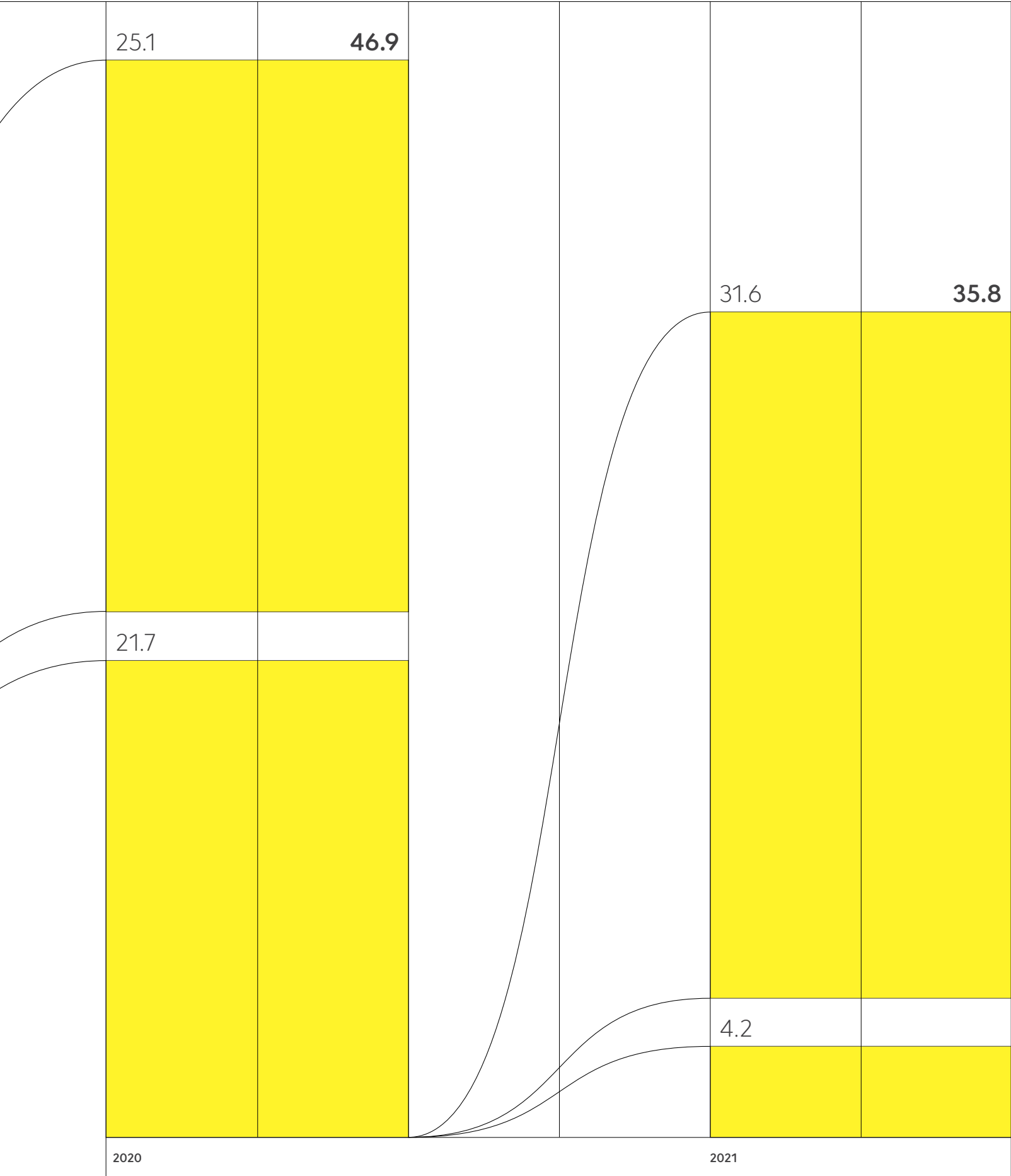
As a result, the Group's profit before provisions, impairments and income tax for 2021 amounted to €1.6 billion, compared to €0.8 billion in 2020, an increase of 97.8%. Excluding the one-off gains from the securities portfolio and the long-term partnership for the management of non-core equity participations owned by the Group in 2021, the VES costs in 2020 and 2021 and the G&A costs associated with transformation projects in Q1.2021, the Group's profit before provisions, impairments and income tax increased by 9.6% year on year. The results of 2021 were burdened by ECL impairment losses of €3.9 billion from the Phoenix, Vega and Sunrise I & II securitizations and other NPE sales, over and above the recurring organic cost of risk.

	Selected Profit & Loss Figures (amounts in € million)		
	31/12/2021	31/12/2020	Change
Net Interest Income	1,410	1,486	-5.1%
Net Fee & Commission Income	394	317	24.3%
Other Income	722	90	-
Total Net Income	2,526	1,893	33.4%
Staff Costs	(405)	(574)	-29.4%
- excl. VES costs	(380)	(422)	-10.0%
G&A Expenses	(418)	(399)	4.8%
Depreciation & Amortisation Expenses	(110)	(115)	-4.3%
Total Operating Expenses Before Provisions	(933)	(1,088)	-14.2%
- excl. VES costs	(902)	(936)	-3.5%
Profit Before Provisions, Impairment and Income Tax	1,592	805	97.8%
ECL Impairment losses on loans and advances to customers at amortised cost	(4,245)	(1,104)	-
Other impairment & provisions	(56)	(218)	-74.3%
Share of profit of associates and joint ventures	18	(16)	-
Pre-Tax Result	(2,691)	(534)	-
Income Tax Benefit/(Expense)	(316)	(127)	-
Profit/(Loss) for the Year	(3,014)	(670)	-
Profit/(Loss) for the Year Attributable to Equity holders of the Parent (from Continuing Operations)	(3,007)	(655)	-
Profit/(Loss) for the Year (from Discontinued Operations)	(7)	(10)	-

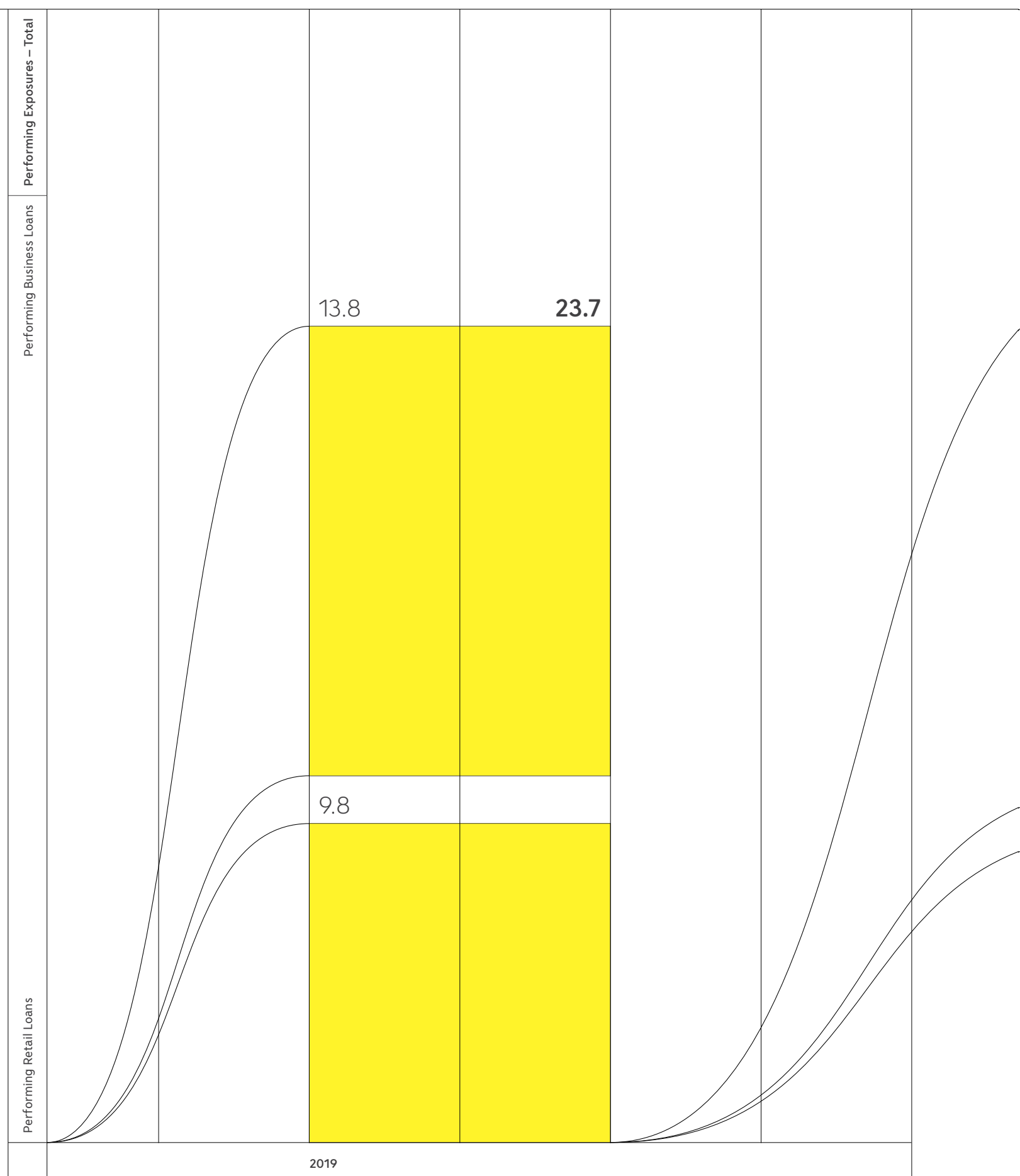
Performing Exposure and Non-Performing Exposure in Greece (€ bn)



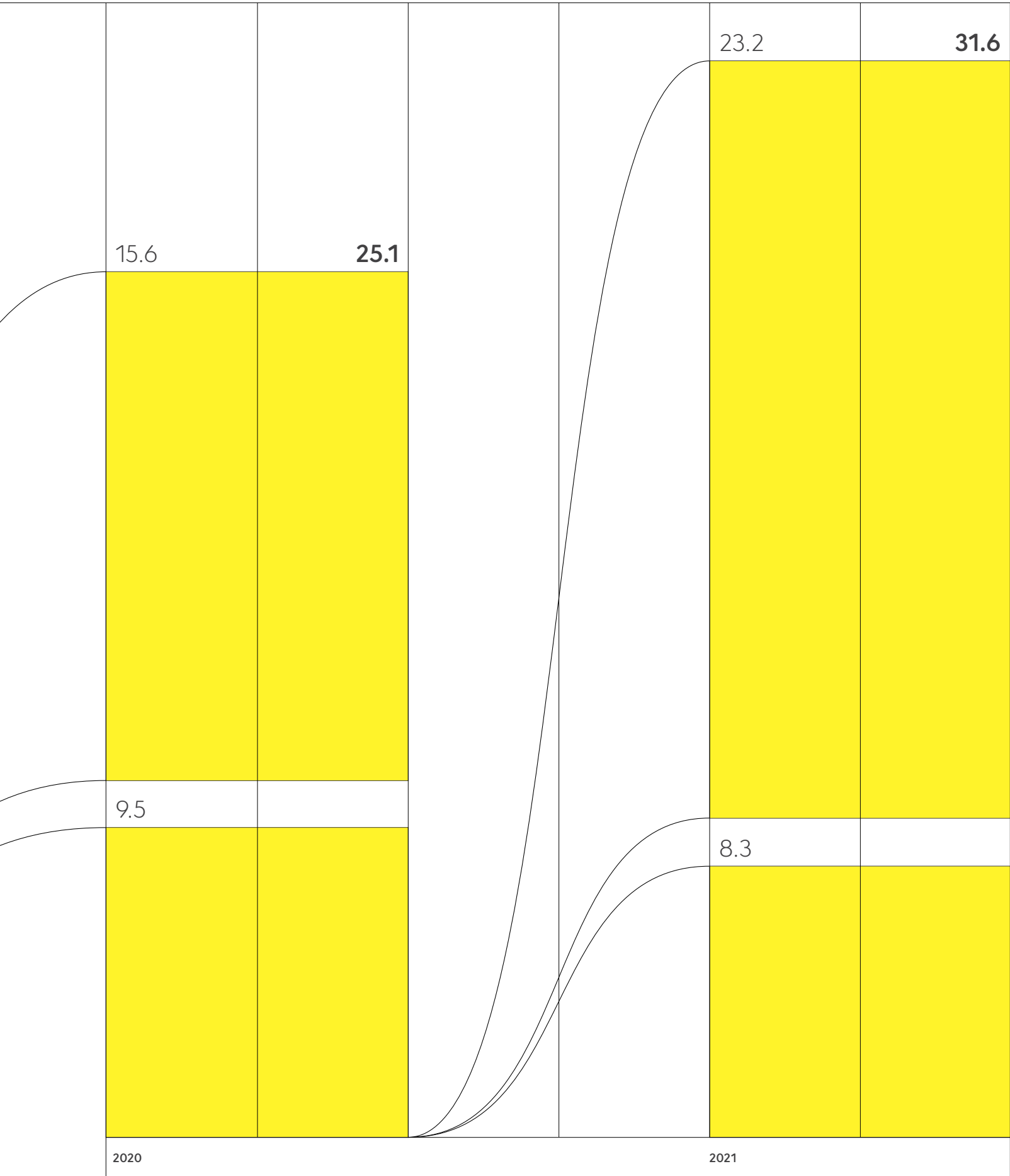
Note: Gross Loans exclude seasonal agri-loan.



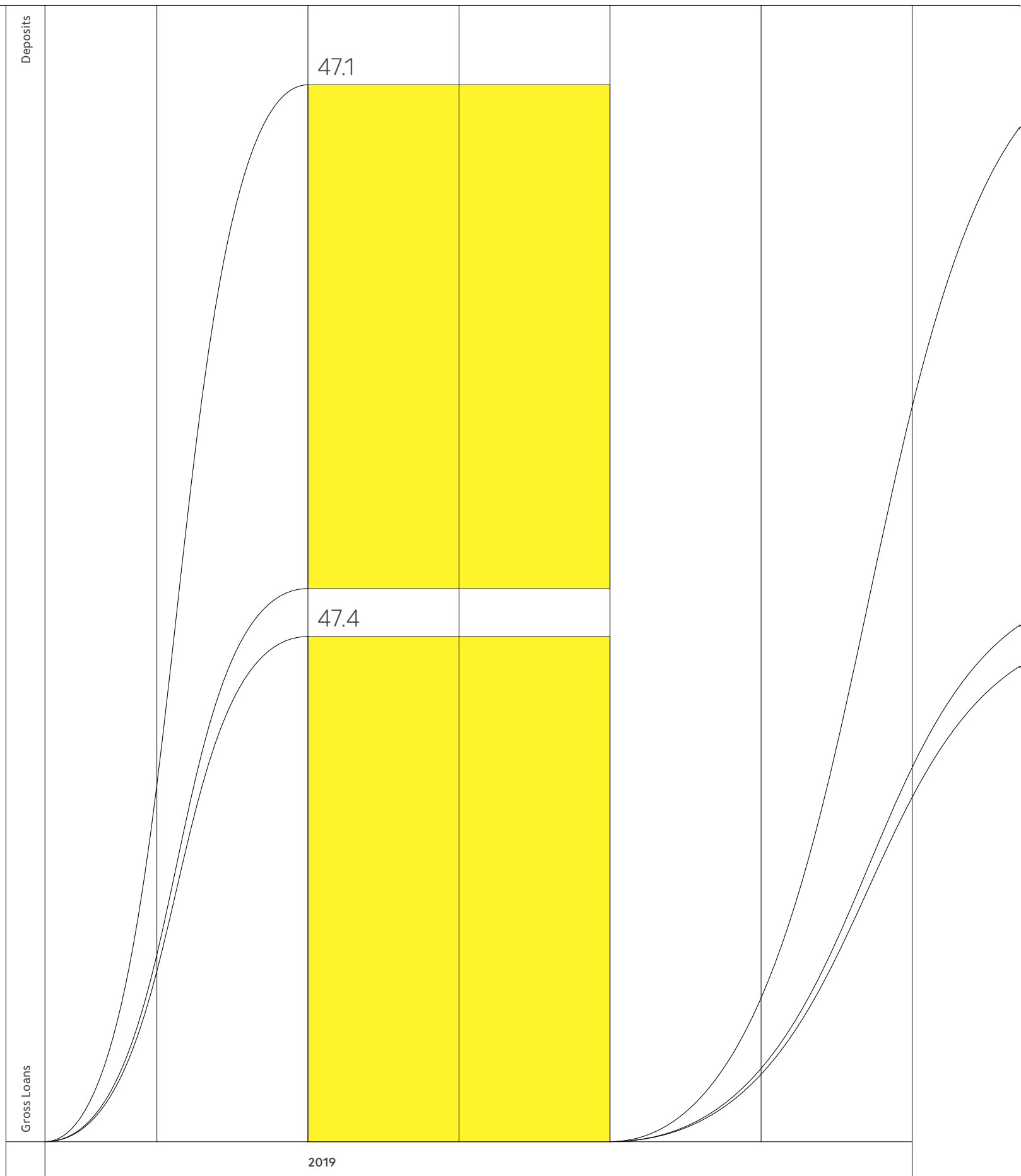
Performing Exposures Business Loans
and Performing Exposures Retail Loans in Greece (€ bn)



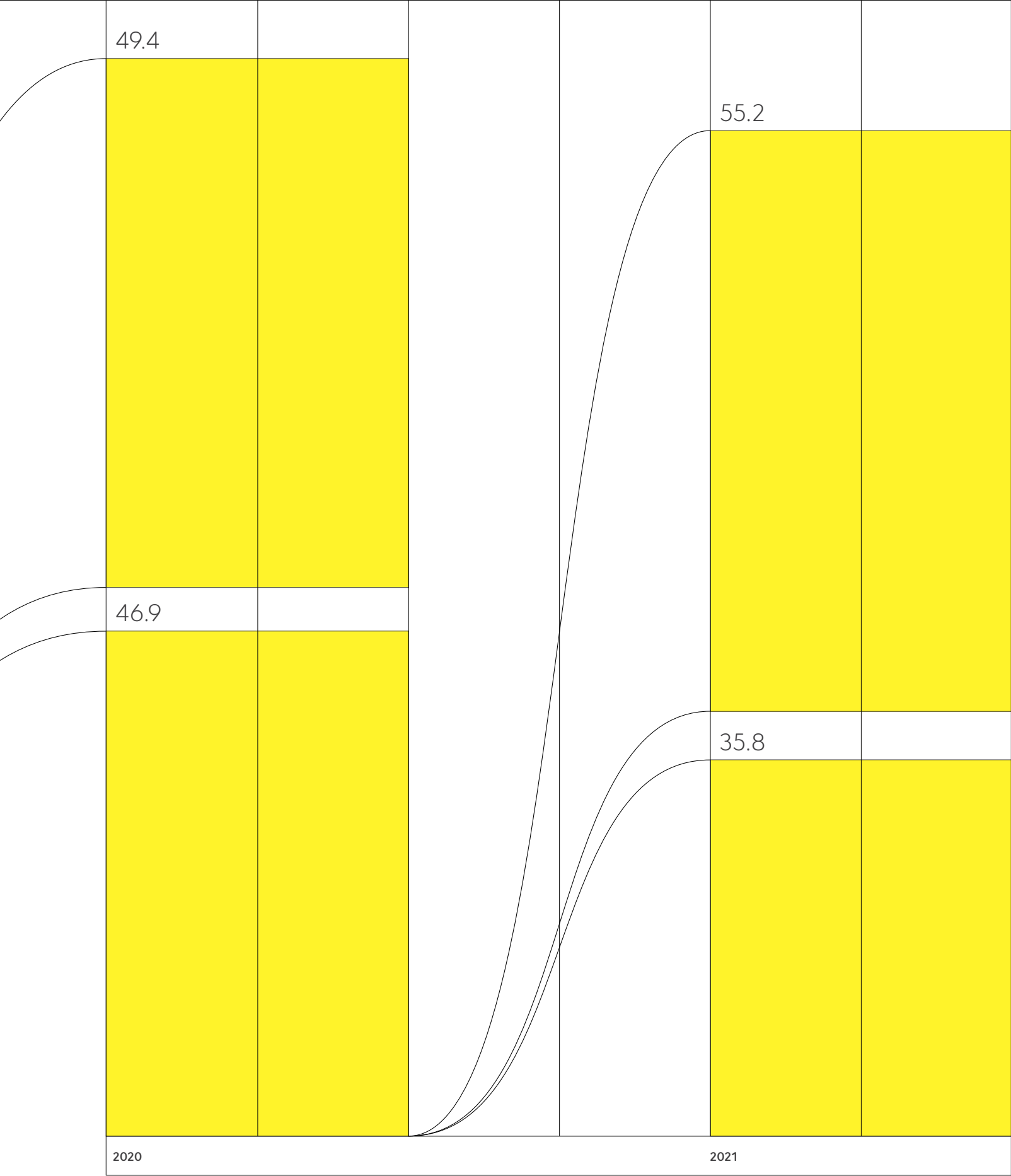
Note: Gross Loans exclude seasonal agri-loan.



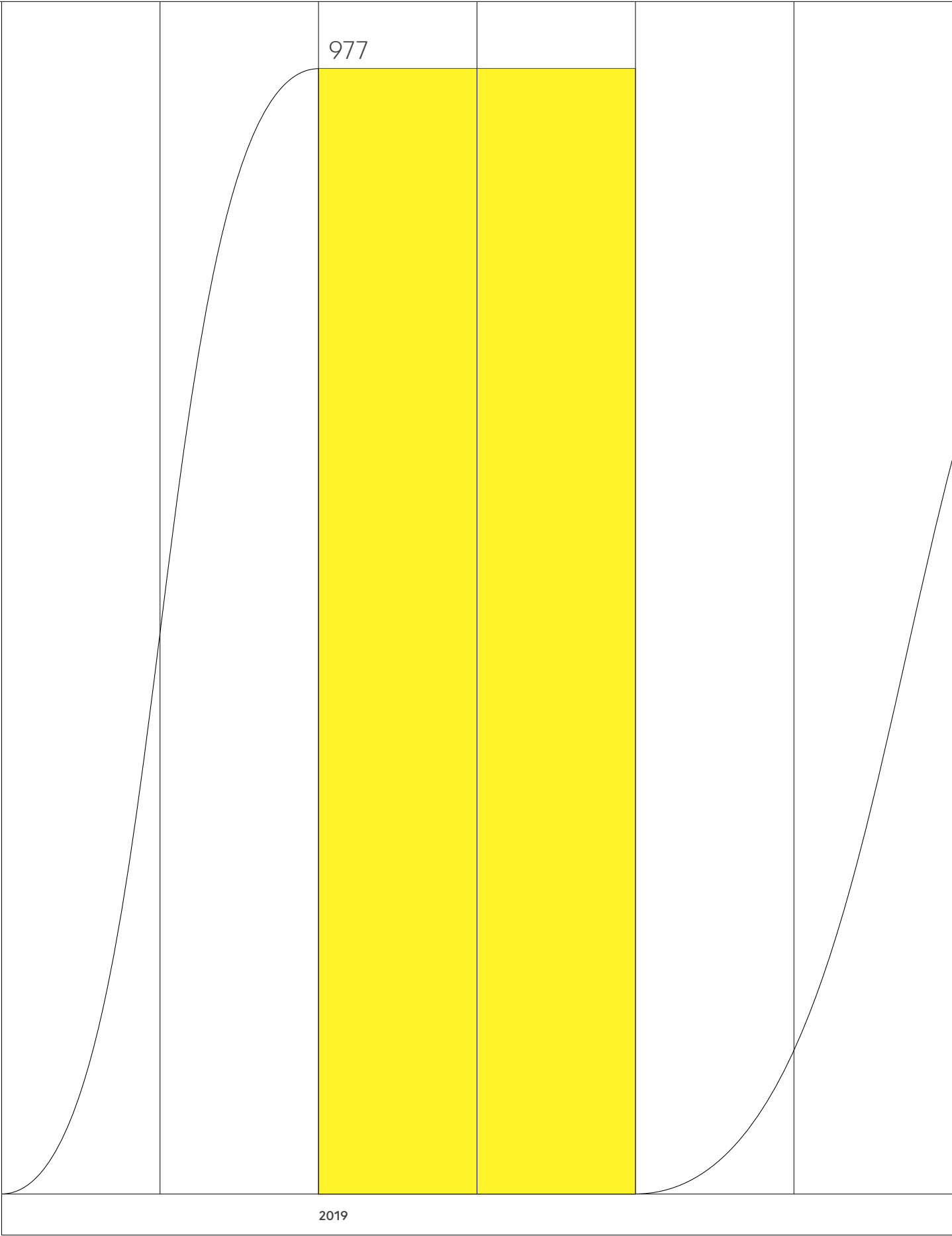
Deposits and Gross Loans in Greece (€ bn)



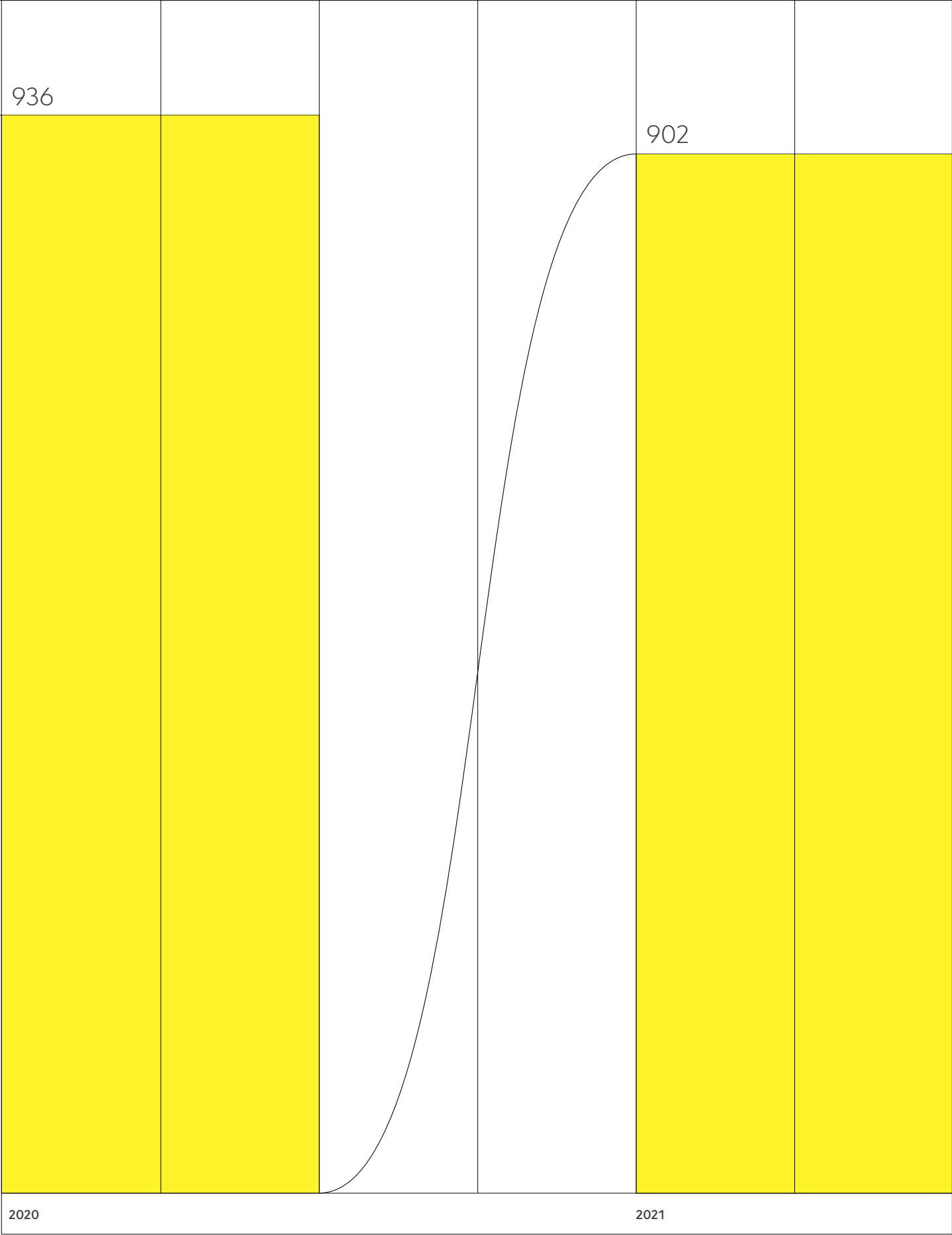
Note: Gross Loans exclude seasonal agri-loan.



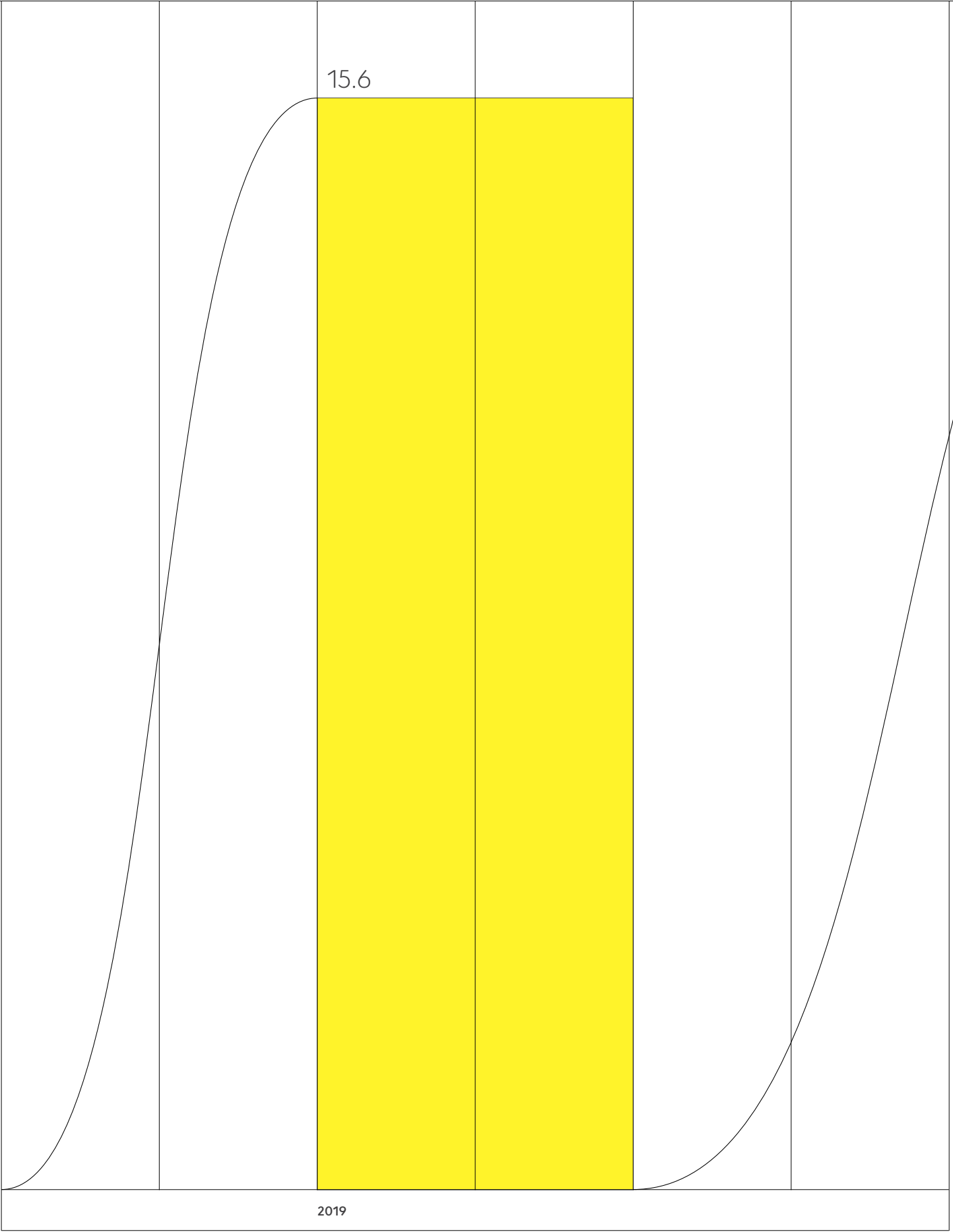
Operational Expenses Group Like-for-Like* (€ mn)

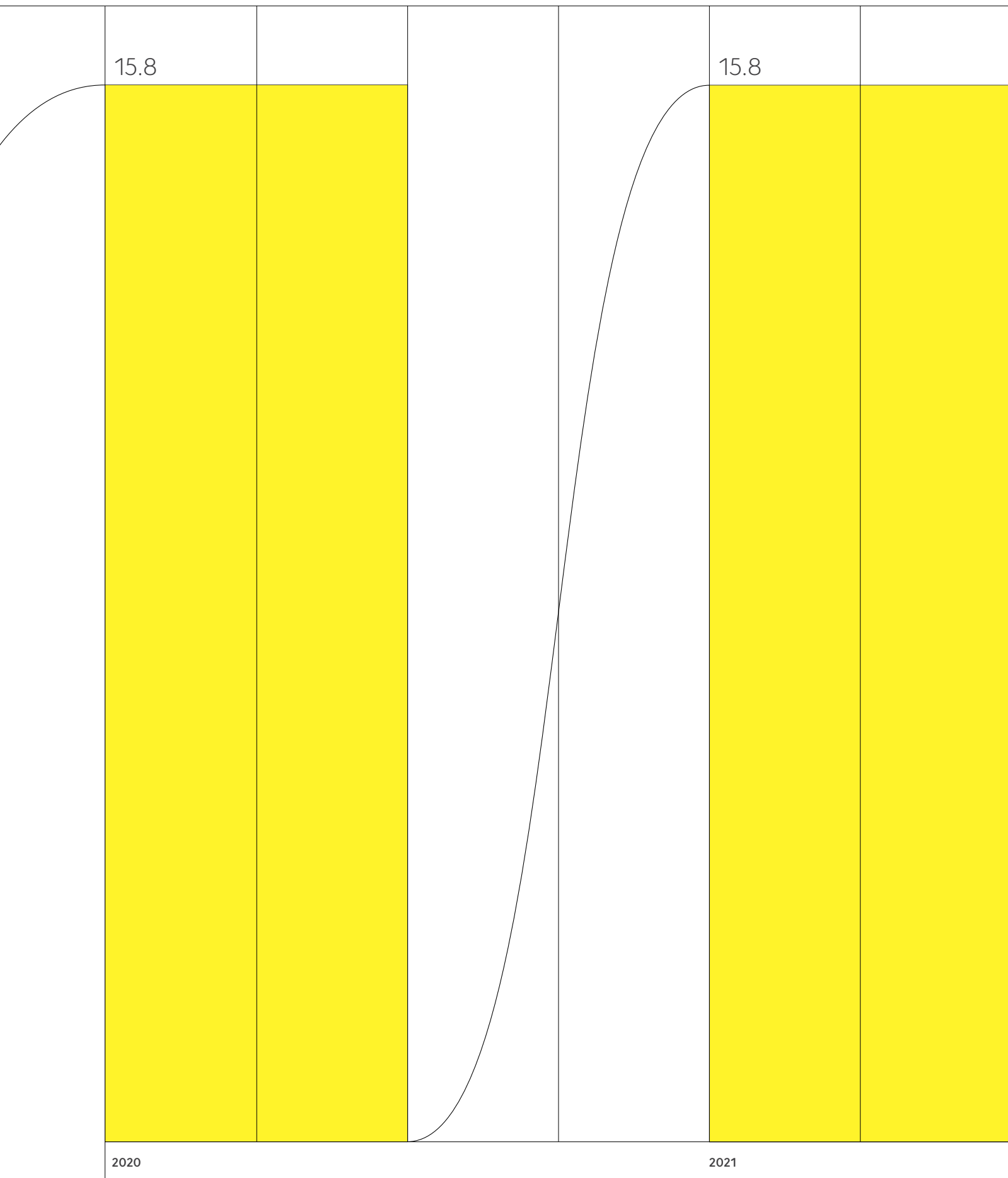


* Non-recurring items for 2019, 2020 and 2021 include €36 mn, €147 mn and €31 mn respectively staff retirement plan expenses (VES).

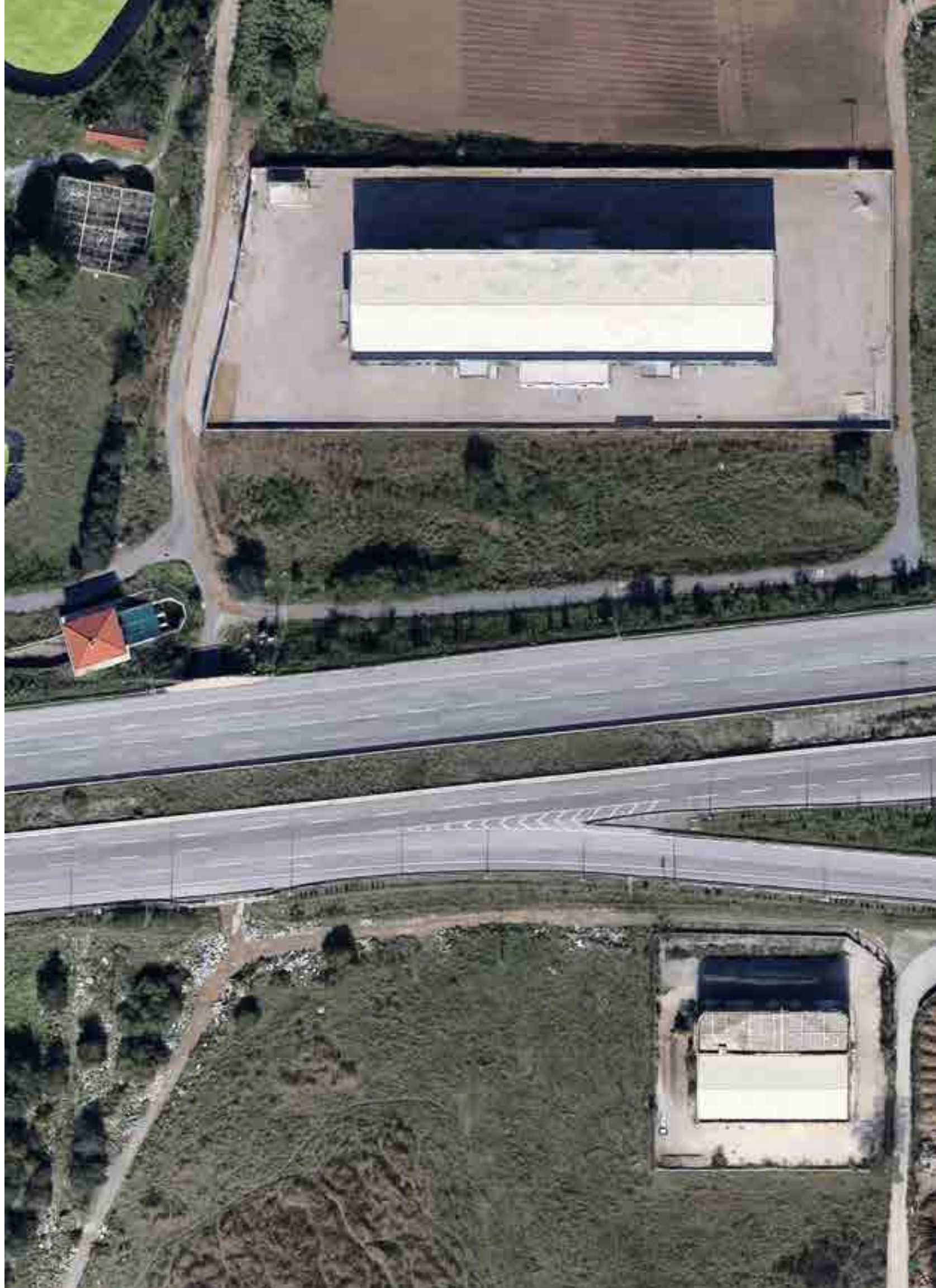


Total Capital Ratio (phased-in, %)

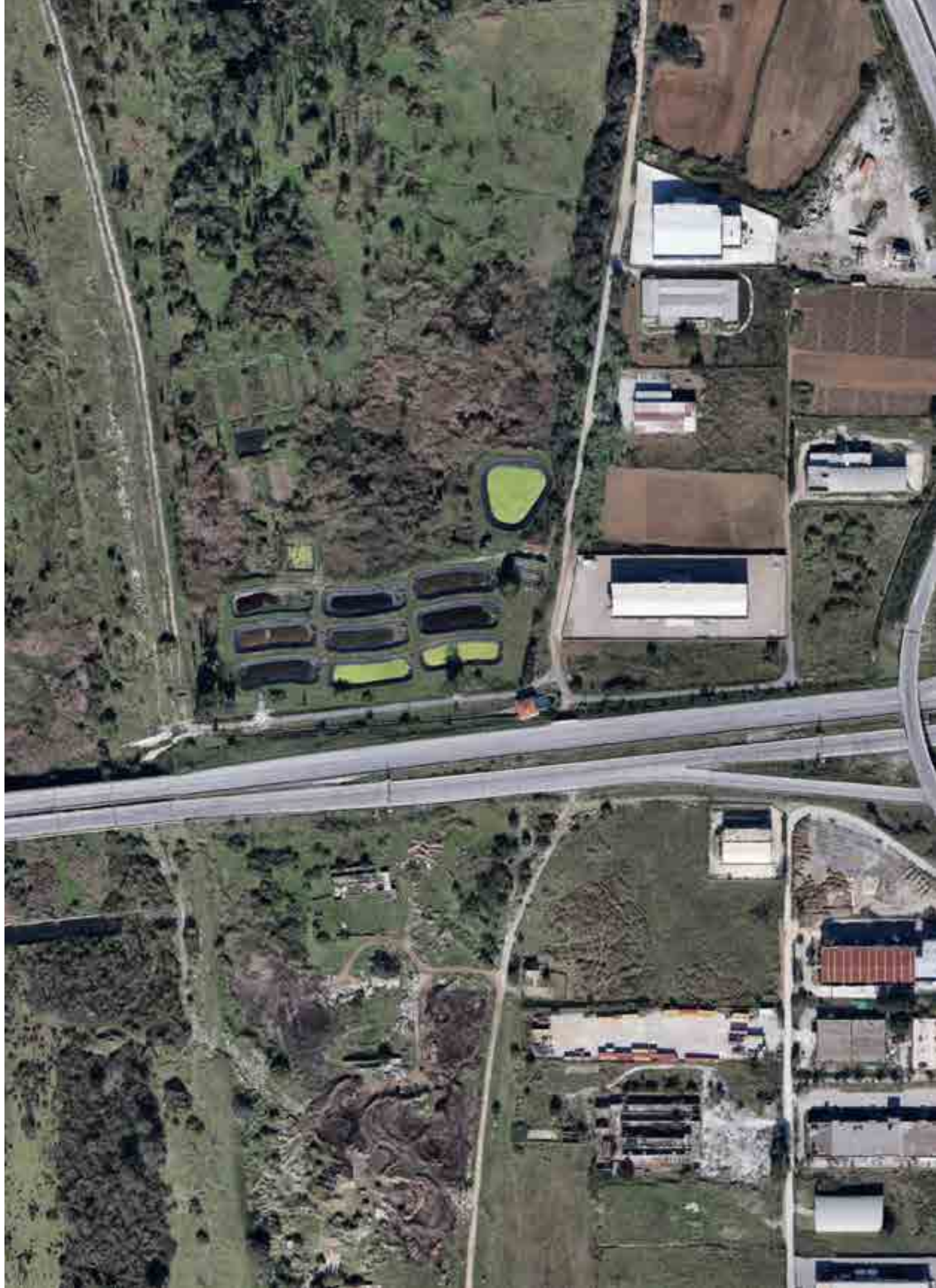


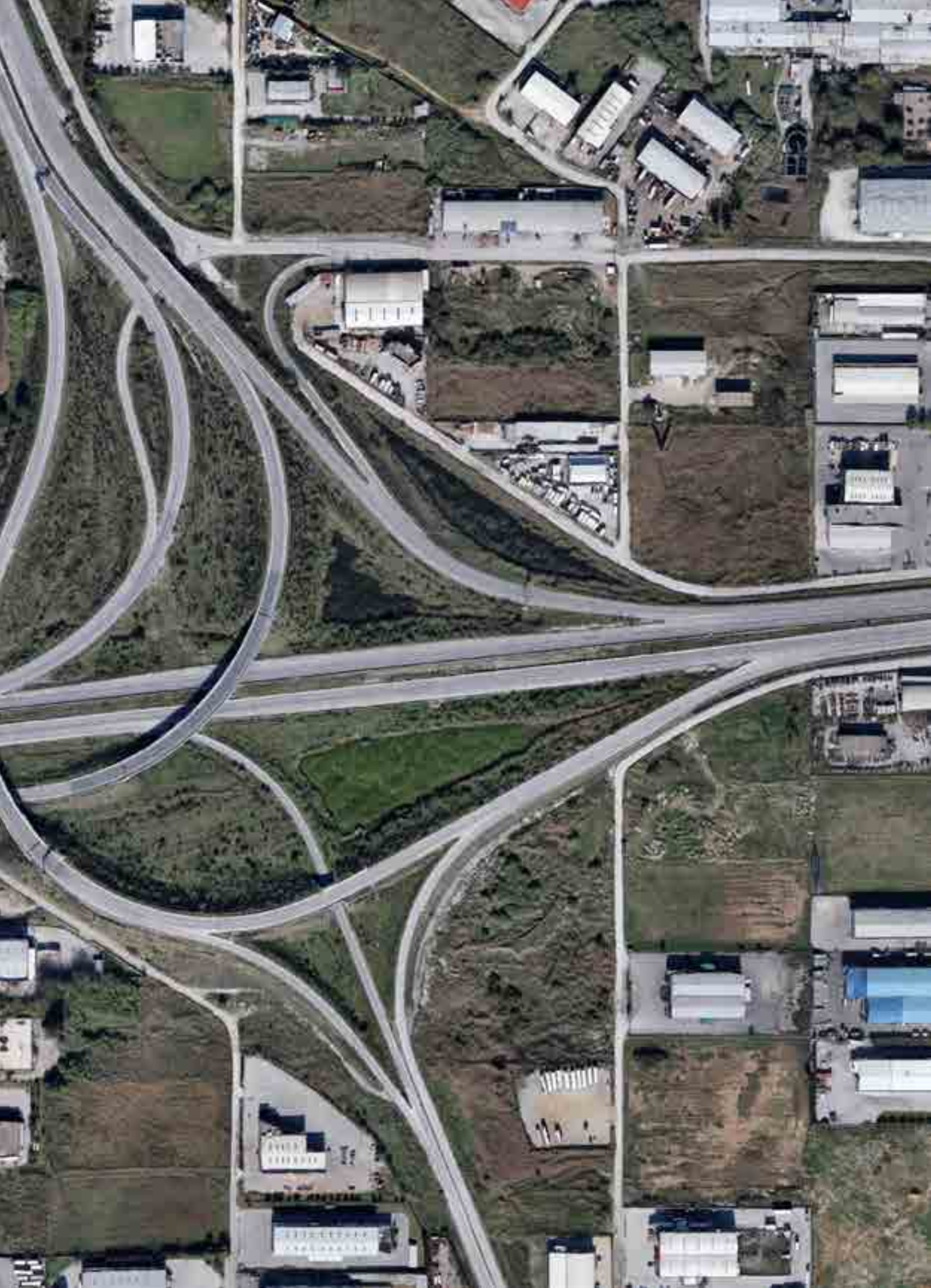


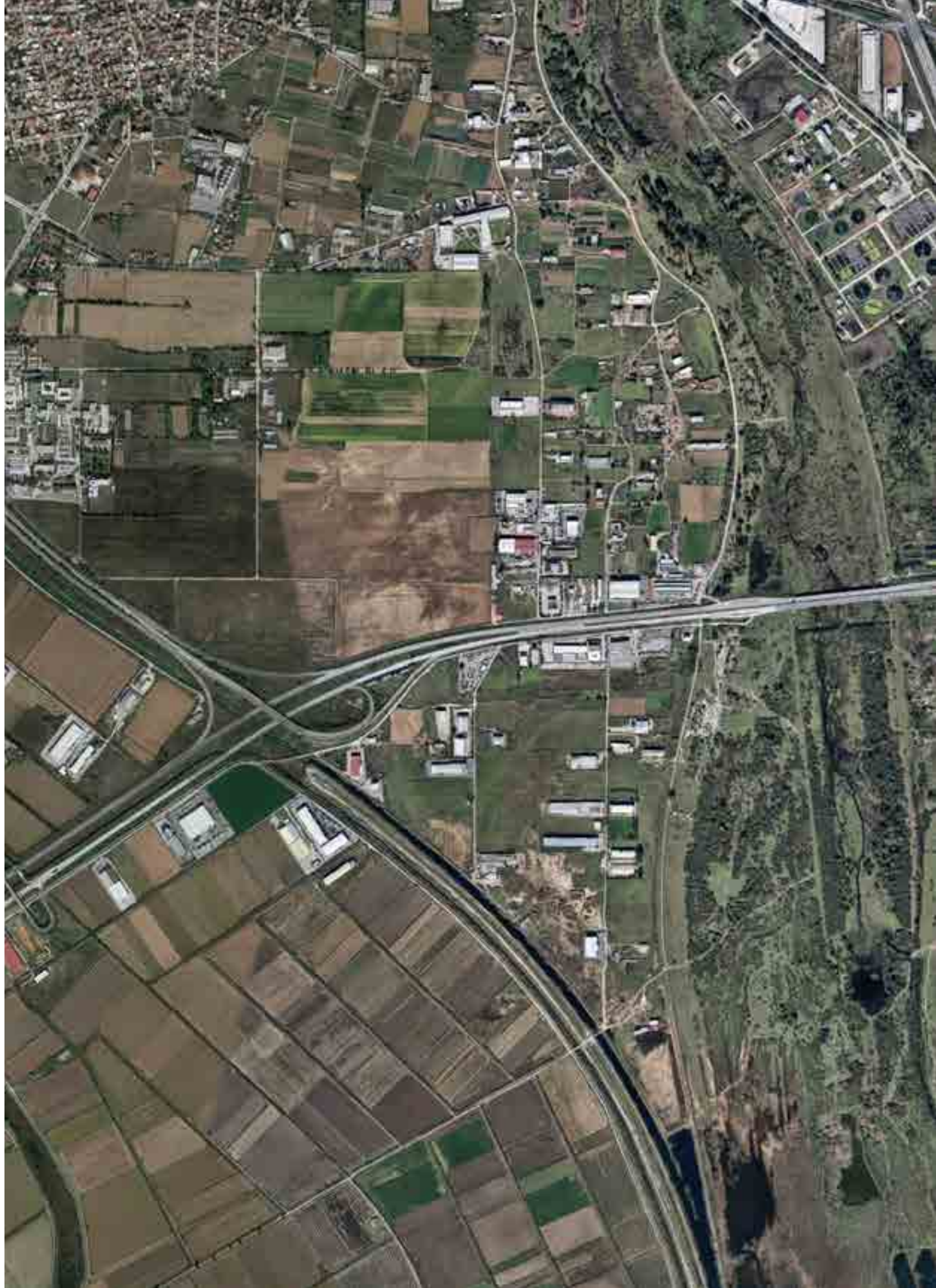




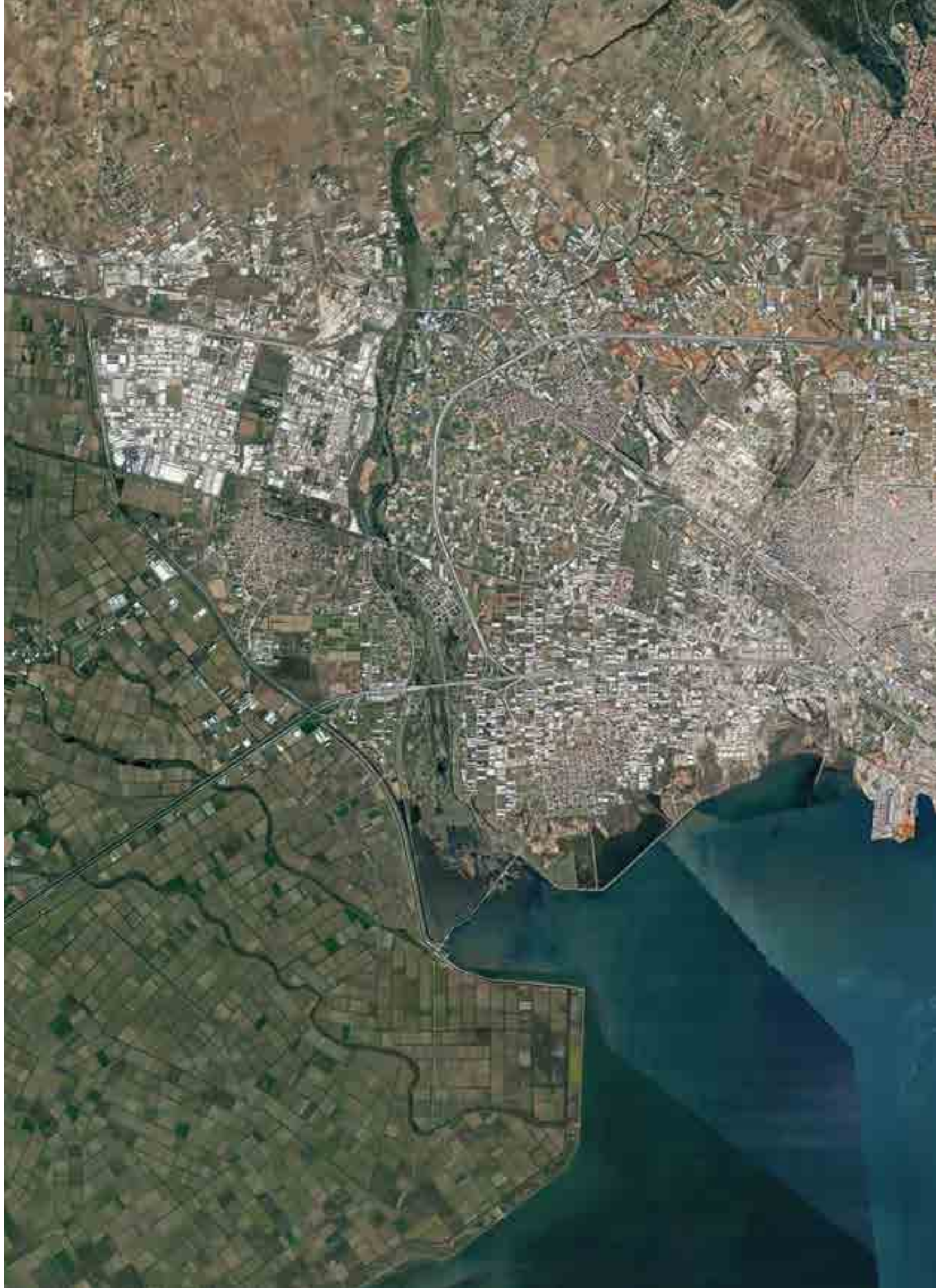












SUSTAINABLE DEVELOPMENT

The Group's ESG Strategy

Piraeus Group has a clear commitment to sustainability and attaches importance to social activities and environmental considerations, including climate change. It supports sustainable operations, integrating sustainability criteria into its financing processes, such as RES projects, green buildings, and clean transportation projects. The Group's ESG strategy focuses on four areas:

1. ESG literacy
2. Operational footprint
3. Products and services
4. Corporate performance

The Group aims to enhance its awareness of and preparedness for managing climate-related and environmental risks (C&E risks). Since 2021, the Group participates in the supervisory dialogue with the ECB on the decisive action that is needed to ensure the sound, effective and comprehensive management, as well as disclosure of climate-related and environmental risks under the current prudential framework. The Group has already conducted a self-assessment/gap analysis in the light of the supervisory expectations outlined in the Guide on climate-related and environmental risks published by the ECB in November 2020¹ and has elaborated a roadmap with verifiable milestones by the end of 2023 and has included long-term aspirations. The roadmap is a dynamic set of requirements and is adjusted taking into account the latest market developments and regulatory expectations.

In late summer 2021, the Group established an internal governance system to measure C&E risks to facilitate timely and sound decision-making, and to ensure the supervision and implementation of the project titled "Proteus".

The Group also participated in the 2022 Climate Risk Stress Test exercise, launched by the ECB to assess the degree of bank preparation for dealing with financial and economic shocks stemming from climate risk.

The Stress Test, a learning exercise for both banks and supervisors, was completed in the first half of 2022 by the ECB Banking Supervision. Importantly, this is not a pass or fail exercise, nor does it have direct implications for banks' capital requirements, rather it aims to identify vulnerabilities, best practices and challenges that banks face when managing climate-related risk.

At the same time, processes are underway within the Group with the aim of improving the understanding of the impacts related to climate change and how it fits in both the assessment of credit risk and the overall risk management.

In order to meet the supervisory expectations relating to risk management and disclosure, as described in the ECB Guide on climate-related and environmental risks², in 2022, the Group aims to implement the following:

1. Creation of a Climate and Environmental Risks Framework (principles, policy, processes, governance).
2. Integration of C&E risks into the existing Risk Management Framework (Risk Identification, Risk Appetite, ICAAP).
3. Reinforcement of the existing Environmental and Social Management System-ESMS with the gradual integration of climate risk into the credit analysis process for evaluating a business borrower's loan application and into the Group's Credit Policy.

Disclosures in accordance with the EU Taxonomy Regulation

In 2020, the European Parliament approved the Commission Delegated Regulation (EU) 2021/2178 ("Disclosures Delegated Act"), which introduced an EU-wide classification system or framework intended to provide businesses and investors with a common language to identify to what degree economic activities can be considered environmentally sustainable. On July 6, 2021, the European

Commission issued Delegated Regulation (EU) 2021/2178 supplementing Article 8 of Classification Regulation (EU) 2020/852 (“Taxonomy Regulation”), which specifies the content, methodology and presentation of information to be disclosed by financial and non-financial undertakings concerning the proportion of environmentally

sustainable economic activities in their business, investments or lending activities.

Piraeus Group published for the first time the following information at group level:

Proportion of exposures to Taxonomy-eligible and Taxonomy non-eligible economic activities in the Group’s total assets (%)		
		31/12/2021
Exposures to Taxonomy eligible economic activities		22%
Exposures to Taxonomy non-eligible economic activities		16%
Exposures to central governments, central banks and supranational issuers		17%
Exposures to derivatives		1%
Exposures to companies that are not subject to Non-Financial Reporting Directive (NFRD)		12%
Trading portfolio		1%
On-Demand interbank exposures		19%
Group Total Assets (in € billion)		€79.8

Certain assumptions and estimates were made for the calculation of the numerators in the aforementioned KPIs, while limitations were also taken into account. These estimates were made on a best effort basis, applying the requirements of the Disclosures Delegated Act, and taking into consideration the frequently asked questions that the European Commission published on 20 December 2021 and 2 February 2022 respectively, so as to cover the Group’s total assets and activities depicted in the table above.

To estimate the ratio of eligible activities, the Group used NACE codes that relate to the mitigation and adaptation criteria as published by the European Commission. This information is available for the Group’s business lending portfolio, however there was no complete and accurate data on the eligible activities of counterparties at the time of the publication of this report. Financing activities that were not matched with NACE Codes were only included in the ratio numerator. The same applies for the investment portfolio as NACE codes are not available for counterparties.

The Group is committed to continuously enhance its processes and the availability of data and estimates, in order to improve reporting under the Taxonomy Regulation.

Furthermore, the Group is taking steps to increase the eligible part of its portfolio. New disbursements for Renewable Energy Sources (RES) projects exceeded €300 million in 2021. Total RES exposure amounted to €2.0 billion with 38,000 customers. This particular loan portfolio will certainly grow further as the Group raised €500 million from its first Green Bond, to be allocated to eligible Green Projects in accordance with the Group’s Green Bond Framework.

Moreover, Greek businesses acknowledge the importance of Sustainability Linked Loans. In 2021, ten (10) new financing contracts were signed with large and medium-sized enterprises, for more than €200 million. Overall, since its inception in June 2020, the portfolio of Sustainability Linked Loans comprises 16 contracts with large and medium-sized companies, with total funding exceeding €345 million.

Piraeus Asset Management MFMC, Piraeus Bank’s asset management arm, is committed to the Principles for Responsible Investment since 2019 and has incorporated the principles in its

strategy. Piraeus Asset Management MFMC was the first investment company in Greece to launch a Mutual Fund, which invests in companies that fulfil certain ESG Criteria. The Group has placed in the market four (4) ESG Mutual Funds, all compliant with the Sustainable Finance Disclosure Regulation (SFDR), totalling €333 million, ranking top in the Greek ESG Asset Management market at the end of December 2021.

Finally, in Retail Banking, the ESG agenda has unfolded both in the lending and investment products portfolio. Piraeus Bank has provided financial support to more than thirty thousand households through the government “Energy Saving at Home” grant scheme, supporting the effort to upgrade Greece’s aging real estate stock and to improve energy efficiency for households and cutting energy costs. In 2021, the Bank captured a 32% market share in submitted applications and approved 4,400 applications of approximately €27 million. The Bank also provides a comprehensive range of “green” financial products and services for small businesses, such as: financing the installation and upgrade of solar PV systems (net metering), the energy efficiency upgrade of businesses, the purchase of electric or hybrid vehicles, etc. The portfolio includes more than 400 accounts with total loan balances of approximately €60 million.

The Group aims to align its business objectives with the EU Taxonomy. Its sustainable finance proposition is to support customers with the sustainability transition, taking into account the standards of the EU Taxonomy.

Participation in global initiatives for sustainability

United Nations Global Compact

In 2004, Piraeus Bank became a signatory to the UN Global Compact, a principle-based framework for businesses, stated in ten (10) Principles in the areas of human rights, labour, the environment, and anti-corruption.

Under the 10 Principles of the UN Global Compact, businesses should:

Human Rights

1. Support and respect the protection of internationally proclaimed human rights; and
2. make sure that they are not complicit in human rights abuses.

Labour

3. Uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. uphold the elimination of all forms of forced and compulsory labour;
5. uphold the effective abolition of child labour; and
6. uphold the elimination of discrimination in respect of employment and occupation.

Environment

7. Support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility; and
9. encourage the development and diffusion of environmentally friendly technologies.

Anti-corruption

10. Work against corruption in all its forms, including extortion and bribery.

For more details on the 10 Principles of the UN Global Compact at Piraeus Bank, see GRI Content Index p. 307 of this Report.

UN Global Compact “Caring for Climate: The business leadership platform”

As a UN Global Compact participant, the Bank takes part in the “Caring for Climate: The Business Leadership Platform”, which provides a framework for businesses to advance practical solutions and shape public attitudes towards Climate Change.

UN Global Compact “United in the Business of a Better World”

The Group has signed the UN Global Compact “United in the Business of a Better World”, a joint statement from business leaders for renewed global cooperation, to show that all public and private institutions are accountable, ethical, inclusive, and transparent.

United Nations Environment Programme Finance Initiative (UNEP FI)

Piraeus Bank became a signatory to the UNEP FI in 2007. The Bank is committed to and incorporates environmental protection, social responsibility, and sustainable development into its business decisions. In 2020 the Bank was elected on the UNEP FI Banking Board. The Group CEO is one of the 19 leaders of banks and insurance companies from around the world on the UNEP FI “Leadership Council”, an international advisory body created in 2021, aiming to shape the strategy of the financial sector so that the goals of sustainable development are met.

“Collective Commitment to Climate Action” (CCCA)

Piraeus Bank participates in the “Collective Commitment to Climate Action”, since September 2019. Participants have committed to align their business strategy and their portfolios with the global climate

goals of the Paris Agreement. The aim of the CCCA is to increase funding for sustainable development and to limit global warming to well-below two degrees, striving for 1.5 degrees Celsius. As part of its commitment, Piraeus Group is preparing to set its emission reduction targets within 2022.

Financial Health and Inclusion

In December 2021, the Group signed the UNEP FI Commitment for Financial Health and Inclusion, in the context of the Principles for Responsible Banking.

United Nations Women's Empowerment Principles (WEPs)

In 2021, the Group signed the Women's Empowerment Principles (WEPs), a joint initiative of UN Global Compact and UN Women. The WEPs are a set of principles offering guidance to businesses on how to promote gender equality and women's empowerment in the workplace, marketplace, and community. Piraeus Bank is the first Greek bank to sign these principles and is committed to strengthening and promoting gender equality in the workplace and in Greek society.

Science Based Targets Initiative (SBTi)

Following its participation in the UN Collective Commitment to Climate Action (CCCA), the Bank committed to the Science Based Targets initiative. SBTi proposes specific methods to calculate CO₂ emission reduction targets for different asset classes. In this context, setting targets for direct and indirect GHG emissions is mandatory for financial institutions. The SBTi proposes specific methodological tools for the calculation of CO₂ emissions and for setting targets for the reduction from both the Bank's operations and its financing. Piraeus plans to set targets for the reduction of CO₂ emissions from its business portfolio and submit them for evaluation to SBTi within 2022.

Declaration of Intent on Energy Efficiency (UNEP FI)

Piraeus Bank recognises that the financial sector can direct finance activities and investments that promote energy efficiency and has co-signed the UNEP FI “Declaration of Intent on Energy Efficiency”.

UNEP FI Positive Impact Initiative

Piraeus Bank participates in the UNEP FI Positive Impact Initiative for funding projects that have a positive impact on society. It has signed the “Positive Impact Manifesto” for the transition to an inclusive green economy.

UN Sustainable Development Goals

Piraeus Group supports the Global Sustainable Development Goals (SDGs), pledging to make a substantial contribution to the global efforts for achieving them. In particular, in accordance with the goal setting, strategic priorities and the results of the Materiality Analyses, the Group focuses on supporting the following 12 Goals:



"Paris Pledge for Action"

Piraeus Group is a signatory of the "Paris Pledge for Action" and has pledged its commitment to climate action under the Paris Agreement.

EU Business@Biodiversity Platform

Piraeus Group participates in the EU Business@Biodiversity Platform, a forum for dialogue and policy interface to discuss the links between business, biodiversity and the natural capital at EU level.

Finance for Biodiversity Pledge

In 2020 Piraeus Group signed the international "Finance for Biodiversity Pledge", with a mission to protect and restore biodiversity through investments.

Hellenic Network for Corporate Social Responsibility (CSR Hellas)

Piraeus Bank is a full member of CSR Hellas and participates in initiatives for the promotion of corporate responsibility in Greek business.

Sustainable Development Committee of the Hellenic Bank Association (HBA)

Piraeus Bank is a member of the Sustainable Development Committee of the Hellenic Bank Association, with active participation in the integration of sustainability in the Greek banking sector.

Corporate Sustainability Ratings and Awards

Corporate sustainability ratings track the stock performance of the world's leading companies in terms of economic, environmental, and social criteria, and promote the best performers in corporate responsibility. Rating agencies systematically monitor Piraeus Bank's ESG performance, motivating the Bank to improve its sustainability practices. In 2021 Piraeus Bank had the following ratings:

Piraeus Bank Sustainability Rankings			
	Sustainability Rankings		
		2021	2020
CDP		Level: Management Score: B	Level: Leadership Score: A
MSCI ESG Research		Level: BBB Score 4.3/10	Level: BBB Score 4.3/10
oekom Research		Level: Medium Score: C-	Level: Medium Score: C-
ISS Corporate Solutions - Environmental & Social Quality Score		Score: 1/10 (1 is highest)	Score: 1/10* (1 is highest)
ISS Governance Score		Score: 4/10 (1 is highest)	Score: 7/10 (1 is highest)
Forum Ethibel		Member: Ethibel EXCELLENCE Investment Register & Ethibel Pioneer	Member: Ethibel EXCELLENCE Investment Register & Ethibel Pioneer
Bloomberg Gender Equality Index		✓	-
Europe's Climate Leaders FT		✓	-
* January 2021			

Task Force on Climate-Related Financial Disclosures (TCFD)

In 2017 the Task Force on Climate-Related Financial Disclosures (TCFD) of the Financial Stability Board introduced a set of recommendations for climate-related financial disclosures. TCFD recommends the voluntary disclosure of detailed information on climate change manage-

ment in four (4) thematic areas that represent core elements of how an organisation operates: governance, strategy, risk management, metrics and targets. In 2021, Piraeus published its second report in accordance with the Recommendations, following the instructions issued by the UNEP FI in the "TCFD Playbook", to serve as a resource for all interested parties.³

Governance	Strategy
<p>Piraeus' governance structure on Climate Change includes:</p> <ul style="list-style-type: none"> Piraeus Group Sustainable Development Policy for responsible banking and sustainable financing, which highlights the Group's commitment to the SDGs and the Paris Climate Agreement. 	<p>Piraeus actively participates in climate-related initiatives:</p> <ul style="list-style-type: none"> Monitors the developments and decisions of the European Supervisory Authorities and the International Climate Change Bodies.

Governance	Strategy
<ul style="list-style-type: none"> The Board and its relevant Committees are informed about climate change and ESG issues: <ul style="list-style-type: none"> i. Board Ethics & ESG Committee ii. Risk Committee iii. Remuneration Committee The CEO and members of the Executive Committee set high standards for effective ESG and climate-related governance, for systematic monitoring and evaluation of related opportunities and risks. The identification and evaluation of risks and opportunities related to climate change are the responsibilities of the Climate-Related & Environmental Risks Steering Committee (Project Proteus SteerCo) and other dedicated Units of the Bank (e.g. Group Risk Management, Group Corporate Development & ESG, Regulatory Affairs). The CEO chairs the Corporate Responsibility Committee and oversees the implementation of the Principles for Responsible Banking. The a) Cultural and Social Initiatives Unit and b) Group Corporate Development & ESG Unit support the implementation of the Group's strategy for CSR, ESG and climate change. 	<ul style="list-style-type: none"> Implements the Principles for Responsible Banking and sets targets for impacts on the environment and climate from the Bank's financing activities. Participates in international working groups and in the "Collective Commitment to Climate Action" of UNEP FI. Commits to the Science Based Target initiative to determine and manage emissions from financing. <p>Piraeus incorporates risks related to climate in:</p> <ul style="list-style-type: none"> Risk and Capital strategy, and Has an ESG strategy, designed to strengthen sustainable banking. <p>Piraeus Bank's strategy for climate change:</p> <ul style="list-style-type: none"> Gradual reduction of Piraeus Group's carbon footprint. Support for investments in renewable energy (RES) and energy saving projects. Climate risk assessment for Greek business borrowers. Financing solutions for businesses to adapt to the new climate environment. <p>Piraeus Bank has identified climate-related risks and opportunities in the short, medium and long-term:</p> <ul style="list-style-type: none"> Risks: <ul style="list-style-type: none"> i. Transition risks, such as compliance, technological, market, reputational, consumer capital risks. ii. Natural hazards, such as extreme weather events and chronic climate change. Opportunities: <ul style="list-style-type: none"> i. Expansion of existing and development of new low carbon products. ii. Responsible investments. iii. Creating new products through research and development, e.g., in the agri-food sector.
Risk Management	Metrics and Targets
<p>Piraeus Bank has established processes for identifying and managing climate-related risks:</p> <ul style="list-style-type: none"> Annual Risk Identification Process. Annual research on material sustainable development issues, as per GRI Standards. Environmental and Social Management System in business financing (ESMS). Environmental Management System (EMS). Climate Risk Management Model (Climabiz). Environmental factors have been included in the Credit Policy. Piraeus has developed a policy in accordance with the EU SFDR Regulation for responsible investments using ESG criteria. Through the Environmental Legislation and Jurisprudence Base, Piraeus monitors and complies with relevant environmental and climate legislation. <p>Piraeus has developed a methodology (Management Application Climate Risk):</p> <ul style="list-style-type: none"> to calculate the climate risk of its business borrowers utilizing the latest scientific data on climate and climabiz tool and 	<p>Piraeus Bank calculates and publishes on an annual basis:</p> <ul style="list-style-type: none"> Climate-related risk of its business borrowers. GHG emissions from its operations (Scope 1, 2, and Scope 3: categories 1-14). GHG emissions from its financing (Scope 3: category 15). Impact assessment of Piraeus Bank portfolio on Greece's sustainable growth using the "Portfolio Impact Analysis Tool for Banks". Piraeus participates in the UNEP FI working group for the development of the tool.

	Risk Management	Metrics and Targets
	<ul style="list-style-type: none"> • is in line with the TCFD Recommendations and the new methodological approaches developed internationally. 	

Commitment to UN Principles for Responsible Banking

The Principles for Responsible Banking were launched in 2019 under UNEP FI (United Nations Environment Programme Finance Initiative), in collaboration with a group of banks-members from around the world. Piraeus Bank was the only Greek bank to actively participate in preparing the global Principles for Responsible Banking. The six Principles for Responsible Banking (PRB) aim to align banks' activities with the 17 UN Sustainable Development Goals and the Paris Climate Agreement, and are the following:

1. Alignment

We will align our business strategy to be consistent with and contribute to individuals' needs and society's goals, as expressed in the Sustainable Development Goals, the Paris Agreement and relevant national and regional frameworks.

2. Impact and Target Setting

We will continuously increase our positive impacts while reducing the negative impacts on, and managing the risks to, people and environment resulting from our activities, products, and services. To this end, we will set and publish targets where we can have the greatest impact.

3. Customers

We will work responsibly with our customers to encourage sustainable practices and enable economic activities that create shared prosperity for current and future generations.

4. Stakeholders

We will proactively and responsibly consult, engage, and partner with relevant stakeholders to achieve society's goals.

5. Governance and Culture

We will implement our commitment to these Principles through effective governance and a culture of responsible banking.

6. Transparency and Accountability

We will periodically review our individual and collective implementation of these Principles and be transparent about and accountable for our positive and negative impacts and our contribution to society's goals.

In 2021, Piraeus Group contributed to the implementation of all the Principles for Responsible Banking, placing particular emphasis on the actions described below.

Alignment

The CEO of the Group is responsible for ensuring that the Principles are applied. He is one of the 19 leaders of banks and insurance companies from around the world who participate in the UNEP FI "Lead-

ership Council", an advisory body, formed in 2021 to shape a strategy for the financial sector and deepen the integration of sustainability across the industry. Piraeus Bank is elected on the UNEP FI Banking Board. In December 2021, the Group signed the UNEP FI Commitment for Financial Health and Inclusion.

The Group is taking actions to integrate the Principles into its everyday operational and business model. It has formulated an ESG strategy and published its Sustainable Development Policy, incorporating the Principles. The Group has developed an action plan for the development of products and services. Piraeus participates in UNEP FI working groups to develop metrics and evaluation criteria for ESG actions. Thus, Piraeus participates in the working groups for Impact Assessment and EU Taxonomy (together with the European Banking Federation - EBF) and in the special Task Force responsible for monitoring the collective progress of banks on the implementation of the UN Principles for Responsible Banking.

In 2021, consistent with its overarching ESG strategy, the Group developed an action plan for alignment with the Principles, while the 2022-2025 Business Plan includes products, services and processes that promote sustainable development and sustainable banking. Specific and measurable targets are set each year and the progress regarding implementation of these targets is monitored and reported with transparency and responsibility.

Impact and Target Setting

Impact Assessment of Piraeus Bank Portfolio using the "Portfolio Impact Analysis Tool for Banks"

Piraeus Bank actively participates in the working group of the "UNEP FI - Positive Impact Initiative", which designed, developed, and presented two specialised and innovative tools, to support banks in measuring the impact of their activities on sustainable development. These tools will allow banks to take a holistic approach in analysing and managing their impacts. The ultimate goal is to promote sustainable finance and investment, while reducing the negative impacts.

In 2019 the "Portfolio Impact Analysis Tool for Banks" was designed specifically to support signatories to the Principles for Responsible Banking (PRB) in achieving Principle 2 "Impact and Target Setting". The Tool provides information to signatories regarding the impact of their product portfolios. UNEP FI, the Positive Impact Initiative and a working group of fifty (50) UNEP FI banking members and PRB-endorsers – Piraeus Bank the only Greek bank among them – joined forces to design the Tool.

Using this analysis, a bank can:

1. identify its most significant positive and negative impact areas, in the economy, society and the environment,
2. set targets to reduce negative impacts and increase positive impacts,
3. adjust the portfolio composition and strengthen its collaborations with customers, in order to achieve its targets.

The Tool methodology for the analysis and extraction of results considers:

1. each country's important economic, environmental and social issues,
2. the correlation between financing economic sectors and their impact on specific areas of sustainable development,
3. the amount of funding per portfolio category.

In 2021, Piraeus Bank conducted its second portfolio impact analysis, using the second version of the Tool and data from the retail, the commercial, the business and the investment portfolios. The analysis shows that Piraeus Bank financing has possible positive im-

pact across all three pillars of sustainable development in Greece. The most important positive impact is identified in the economy – creating an inclusive economy is critical for making progress on the country's sustainable development. For example, Piraeus Bank's long-term support to SMEs has a positive impact on the Greek economy, accelerating economic convergence and reducing inequalities. The Bank's financing is also associated with a positive contribution to employment, housing and justice and equality, which are critical fields in the Greek reality.

The methodology works on the premise that financing may have an adverse impact on sustainability factors, such as climate and natural resource management.

Taking into account the portfolio impact analysis and its overall business strategy, the Organisation focuses on the following areas for sustainable development:

Piraeus Bank – Important areas for sustainable development			
Economy	Society	Environment	
<ul style="list-style-type: none"> • Inclusive economy • Economic convergence 	<ul style="list-style-type: none"> • Employment • Housing • Justice and equality 	<ul style="list-style-type: none"> • Efficiency of natural resources • Climate • Energy 	

Target Setting

To turn ESG strategy into action, the Group uses the findings of the portfolio impact analysis to set specific environmental targets. In 2020, the Group committed to the Science Based Targets initiative, and in 2021, it calculated the indirect GHG emissions of its business portfolio (Scope 3 category 15), in order to adopt CO₂ emission reduction targets and submit an SBTi assessment in 2022. Also, following the COP 26 Climate Conference, Piraeus aspires to align its loan and investment portfolios with a net zero carbon footprint by 2050. Piraeus has set a 2030 interim target for emissions reductions, using SBTi's scientific guidelines to reach net-zero CO₂ emissions by 2050.⁴

Governance and Culture

Since participating in the working group for the formulation of the Principles, Piraeus Group has taken a series of targeted actions to make its stakeholders aware of the importance of this initiative. To foster a culture of responsible banking among its employees, the Group uses Press Releases and the internal network-intranet to inform them about the developments regarding the Bank's commitment to the PRB. In addition, two leadership communications about PRB-related actions meetings were organised for the Group's senior management.

"ESG ExCo workshop"

In July 2021, a workshop titled "Framing the vision, building tomorrow" was organised, for the Group's senior management to discuss the Group's ESG agenda. The purpose of the workshop was to establish internal alignment on ESG issues, to identify ESG enablers and business opportunities, and to agree on an action plan in 2022 with measurable impacts and benefits.

The Chairman of the Board of Directors of the Group, Mr. G. Handjinicolaou, the Managing Director, Mr. Ch. Megalou, all the members of the Executive Committee and senior executives participated in the workshop. In total there were approximately 120 participants.

Project "Proteus"

Following the publication of the ECB Guide on climate-related and environmental risks, in October 2021 Top Management approved the implementation of project "Proteus" to ensure Piraeus Group compliance with the Guide. The aim of the specific project is to assess supervisory expectations, to identify challenges linked to the integration of C&E risks into strategies, governance and risk management policies and processes, and to take action to ensure full compliance with the Guide. The project also included preparation for the First Climate Stress Test, which took place in H1.2022. A project plan, as defined in the ECB roadmap, with the underlying work programmes that need to be implemented has been submitted to the supervisor. This will be used to evaluate Piraeus Bank's implementation of the action plan.

Working groups have been set up with the participation of executives who will contribute to the Organisation's smooth transition to the new requirements and the integration of supervisory expectations into its operations. The heads of the working groups will work together with the Programme Management Office (PMO) team.

The working and governance groups set up for Project "Proteus" also aim to raise awareness and understanding of climate-related, and ESG risks and challenges. To date, focus has been placed on redefining the processes, systems and frameworks associated with increased governance and raising awareness on the associated risks. The next phase is to set the standards of behaviour and build a strong risk culture, which promotes risk-assessment and healthy risk-taking, addresses emerging climate-related and ESG risks, and requires all employees to be lawful and ethically responsible in all business practices.

Transparency and Accountability

In 2021, Piraeus published the second progress report on the Responsible Banking Principles,⁵ and the second report in accordance with TCFD Recommendations.⁶

For more details on the Principles for Responsible Banking at Piraeus Bank, see GRI Content Index p. 307 of this Report.

Methodology for Materiality Analysis

In the quest for transparency and responsible reporting of the non-financial aspects of its business, every year Piraeus discloses important information about the Group's ESG strategy.

Piraeus discloses non-financial information in accordance with the Global Reporting Initiative Standards (GRI), which define a set of principles for Organisations to prepare a complete report about their impacts on sustainable development. Additionally, adoption and implementation of GRI Standards contributes to a better ranking for Piraeus, which is actively involved in international initiatives and included in corporate sustainability indices.

Piraeus Bank acknowledges the growing importance of the 17 Sustainable Development Goals (SDGs) and links the topics with the highest priority for stakeholders and the biggest estimated impact on its business, as identified in the materiality survey, with its priority sustainability goals. Material topics are aspects that reflect the organisation's significant economic, environmental, and social impact or substantially influence the assessments and the decisions of stakeholders.

Piraeus identifies its key stakeholders, i.e., customers, employees, suppliers, investors/shareholders, investment analysts, media, supervisory & regulatory authorities, the investment community, community/environmental/cultural bodies, NGOs. Piraeus promotes ongoing dialogue with its stakeholders, to remain responsive to their needs and expectations and to highlight material Sustainable Development topics. These topics are used to design and activate mechanisms to continuously improve business operations.

In addition to the regular two-way dialogue with each stakeholder group, Piraeus applies the reporting principles of Materiality, Stakeholder Inclusiveness, Sustainability Context and Completeness, in accordance with the GRI Standards, to prioritise its sustainable topics. Piraeus conducts a Materiality Survey and holds focus group discussions, to identify material Sustainable Development topics.

The Materiality Survey is based on a structured questionnaire designed to explore the stakeholders' reasonable expectations and interests which, by extension, have an impact on society, the economy, and the environment. These topics arise from the Group's regular communication with its stakeholders and are shaped by current events, prevailing market conditions, existing CSR practices and surveys, and the corporate responsibility indices in which Piraeus is included. Material topics may change over time, as deeper knowledge of these is acquired. Piraeus re-assesses their materiality every year, in the context of compiling the Sustainability & Business Report.

Piraeus addresses the questionnaire to a sample of internal and external stakeholders, and organises focus group discussions, benefiting from direct communication and the opportunity for open dialogue and collection of observations. The discussion is coordinated by a third party, in the presence of representatives from an independent audit firm, to ensure that the process adheres to the principles of AA1000 Stakeholder Engagement Standard and that the process is valid. The sustainable development practices are ranked in order of importance for each stakeholder group, depending on the type of their relationship with the Bank.

As part of the process, participants are asked to assess an extensive range of sustainable development topics regarding the level of materiality, using a standardised materiality scale (from 1=not at all to 5=absolutely material). The scale ranks topics by their relevance to Piraeus stakeholders and their impact on sustainable performance. Stakeholders are also encouraged to provide feedback on areas where improvements can be made.

Topics are weighted, prioritised, and mapped into a Materiality Matrix. The x-axis corresponds to the perception of the importance of environmental, economic and social impacts at Piraeus, and the y-axis corresponds to the influence on stakeholder assessments and decisions.

Both the Materiality Analysis and this Report receive third-party assurance, a testament to the Group's commitment to transparency and alignment with international best practices.

The 2021 Sustainability and Business Report has been prepared in accordance with the Core Option of the GRI Standards. By adopting this option, Piraeus Bank determines the content and quality guidelines of this Report (Balance, Comparability, Accuracy, Regular and Timely Information, Clarity, Reliability). The information contained in the Financial Services Sector Supplement has been included in the process, namely the FS-8 performance indicator on the monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose and the indicator FS-14 referring to initiatives to improve access to financial services for disadvantaged people.

The 2021 Materiality Questionnaire included 19 topics, of which five (5) new topics compared to 2020. Based on the results of the analysis, twelve (12) material topics were identified for both sides. Three (3) of these topics were new compared to 2020 ("Addressing climate change", "Commitment to the Women's Empowerment Principles of the United Nations", "Financial inclusion"). These 12 material topics are presented and described with a degree of materiality below:

1. Protection of personal data (Q8)

The Bank, in accordance with the current legal framework, has taken all necessary actions, implementing the appropriate technical and organizational measures, committed to ensure and protect in any way the processing of personal data of its stakeholders from loss or leakage, alteration or their otherwise improper processing.

2. Commitment to the Principles for Responsible Banking of the United Nations (Q5)

The Bank participates as a founding member and implements the global Principles for Responsible Banking by developing actions, aiming to achieve the Paris Climate Agreement targets and the United Nations Sustainable Development Goals.

3. Promotion of tangible and intangible cultural heritage of the country (Q19)

The Bank, through its Cultural Foundation, documents, highlights and promotes the country's tangible and intangible cultural heritage (museum network, research programs, publications, historical archives) contributing to the preservation of its production history and enhancing access of the regions of Greece to quality cultural goods.

4. Supporting the new generation (Q16)

The Bank supports young people and youth employability by providing free specialized training programs that enable them to acquire skills which are useful in their professional careers.

5. Corporate governance (Q9)

The Bank adopts new corporate governance principles and best practices aiming at its efficient governance, management and sustainable development, while ensuring transparency and accountability in the corporate operation, the direct and reliable information to the investment community and its shareholders, and safeguarding the interests of all stakeholders.

6. Responsible Banking: Financing sustainable development with environmental and social criteria (Q4)

The Bank integrates environmental, social and governance (ESG) criteria into its financing, aiming to contribute to the response against climate change and enable the transition to a low carbon economy without social exclusions.

7. Creation of economic value (Q1)

The Bank enhances its financial performance and contributes to the growth of the Greek economy by implementing a specific business plan.

8. New technologies (Q2)

The Bank adopts and exploits new technologies and applications in order to enhance the quality of the provided products/services for the benefit of its customers.

9. Carbon footprint: Management of carbon emissions (Q7)

The Bank is developing strategies and programs for the reduction of its carbon emissions, deriving from its operations and also from its financing and investments (Scope 1,2,3).

10. Financial inclusion (Q3)

The Bank considers financial inclusion a key enabler to facilitate the access and service of all its customers, responding also to the specialized needs of society's disadvantaged groups.

11. Addressing climate change (Q6)

The Bank recognizes the effects of climate change in the environment, society and the economy. To this end, the Bank estimates the climate related risks of its customers and helps them to transition to a low carbon economy.

12. Commitment to the Women's Empowerment Principles of the United Nations (Q15)

The Bank has signed and adopts the Principles, undertaking specific commitments for the implementation of the appropriate framework, but also and initiatives aiming to strengthening women's entrepreneurship and supporting women for their integration into the labor market.

The Sustainability and Business Report refers to the Bank's operations in Greece. In certain cases, other companies of the Group are also mentioned, to depict the CSR practices implemented throughout the Group.

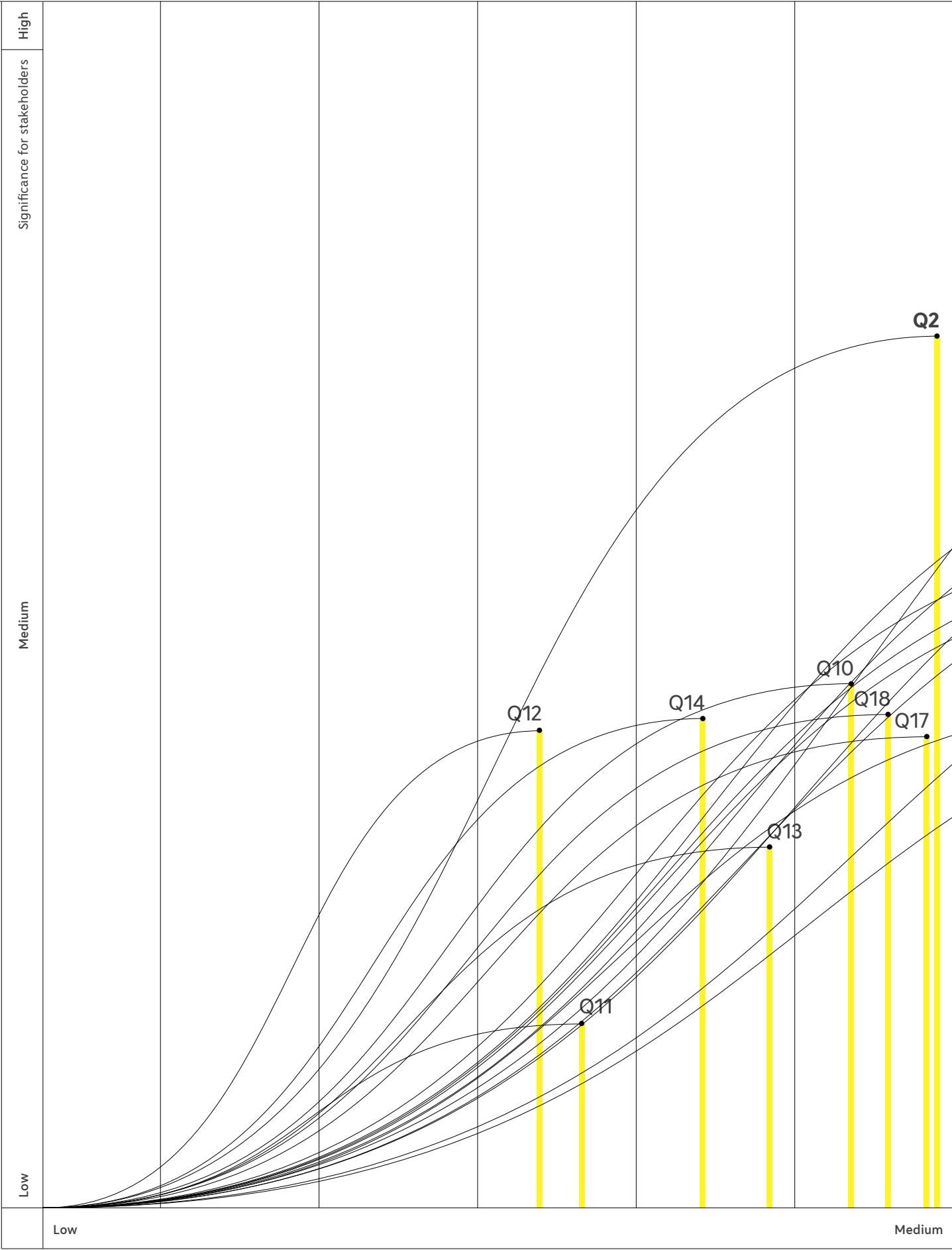
Piraeus Financial Holdings appointed an external auditor to provide an Independent Assurance on CSR-related issues.

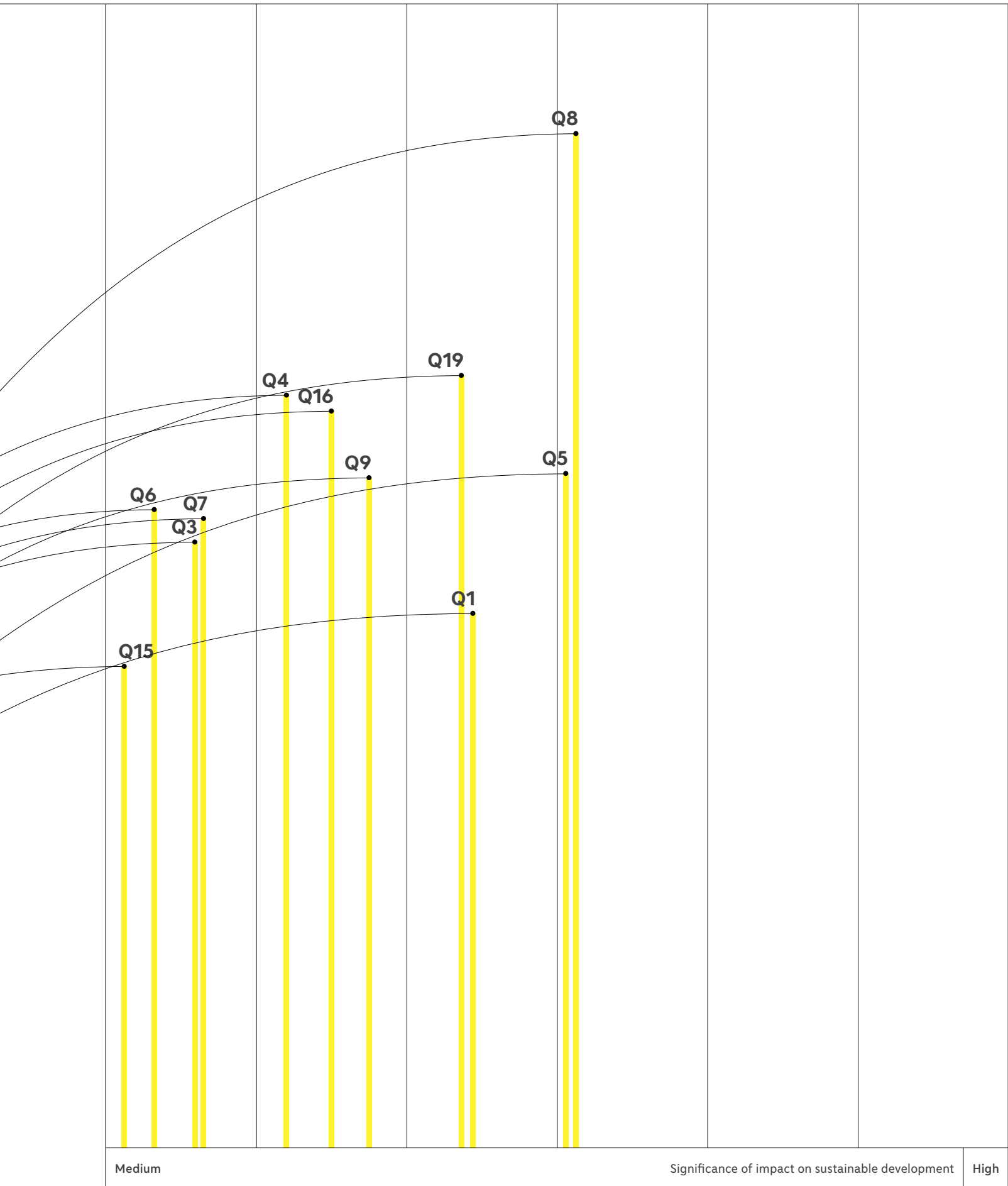
See Independent Assurance Statement, p.21 of this Report

The following table below presents a list of the 12 material topics, their correlation with the relevant GRI Standards and their boundaries.





















	Material Issue	Corresponding Material Issue with GRI Standards	Boundaries
	Protection of personal data	Customer privacy	Piraeus Financial Holdings Group, Customers, Suppliers
	Commitment to the Principles for Responsible Banking of the United Nations	Not available corresponding GRI Standard for Specific Disclosures	Piraeus Financial Holdings Group, Supervisory & Regulatory Authorities, Suppliers, Investors/Shareholders, Customers, State, Social/ Environmental/Cultural Bodies
	Promotion of tangible and intangible cultural heritage of the country	Indirect economic impacts	Piraeus Financial Holdings Group, PIOP, Social/Environmental/ Cultural Bodies, Local Communities, NGOs, State
	Supporting the new generation	Indirect economic impacts	Piraeus Financial Holdings Group, Business Community, Social/ Environmental/Cultural Bodies, State
	Corporate governance	Not available corresponding GRI Standard for Specific Disclosures Voluntary option for providing Notifications based on the GRI Standard 102-22	Piraeus Financial Holdings Group, Supervisory & Regulatory Authorities, Investors/Shareholders, Customers, State
	Responsible Banking: Financing sustainable development with environmental and social criteria	FS: Financial Services>Product portfolio	Piraeus Financial Holdings Group, Supervisory & Regulatory Authorities, Suppliers, Investors/Shareholders, Customers, State, NGOs, HOBIS Ombudsman, Consumer Ombudsman
	Creation of economic value	Economic performance	Piraeus Financial Holdings Group, Business Community, Supervisory & Regulatory Authorities, Customers, Investors/Shareholders, Suppliers
	New technologies	Not available corresponding GRI Standard for Specific Disclosures	Piraeus Financial Holdings Group, Customers, Suppliers, Other Banks, Fintech, Competitors
	Carbon footprint: Management of carbon emissions	Energy-Gas emissions	Piraeus Financial Holdings Group, Suppliers, Supervisory & Regulatory Authorities, International Agencies and Organisations, Investors/Shareholders, Customers, State
	Financial inclusion	FS: Financial Services>Local communities	Piraeus Financial Holdings Group, Customers, Suppliers
	Addressing climate change	Economic performance	Piraeus Financial Holdings Group, Supervisory & Regulatory Authorities, Suppliers, Investors/Shareholders, Customers, State, NGOs, HOBIS Ombudsman, Consumer Ombudsman
	Commitment to the Women's Empowerment Principles of the United Nations	Not available corresponding GRI Standard for Specific Disclosures	Piraeus Financial Holdings Group, International Agencies and Organisations, Suppliers, Investors/Shareholders, Customers, State, Social/Environmental/ Cultural Bodies

Materiality Analysis





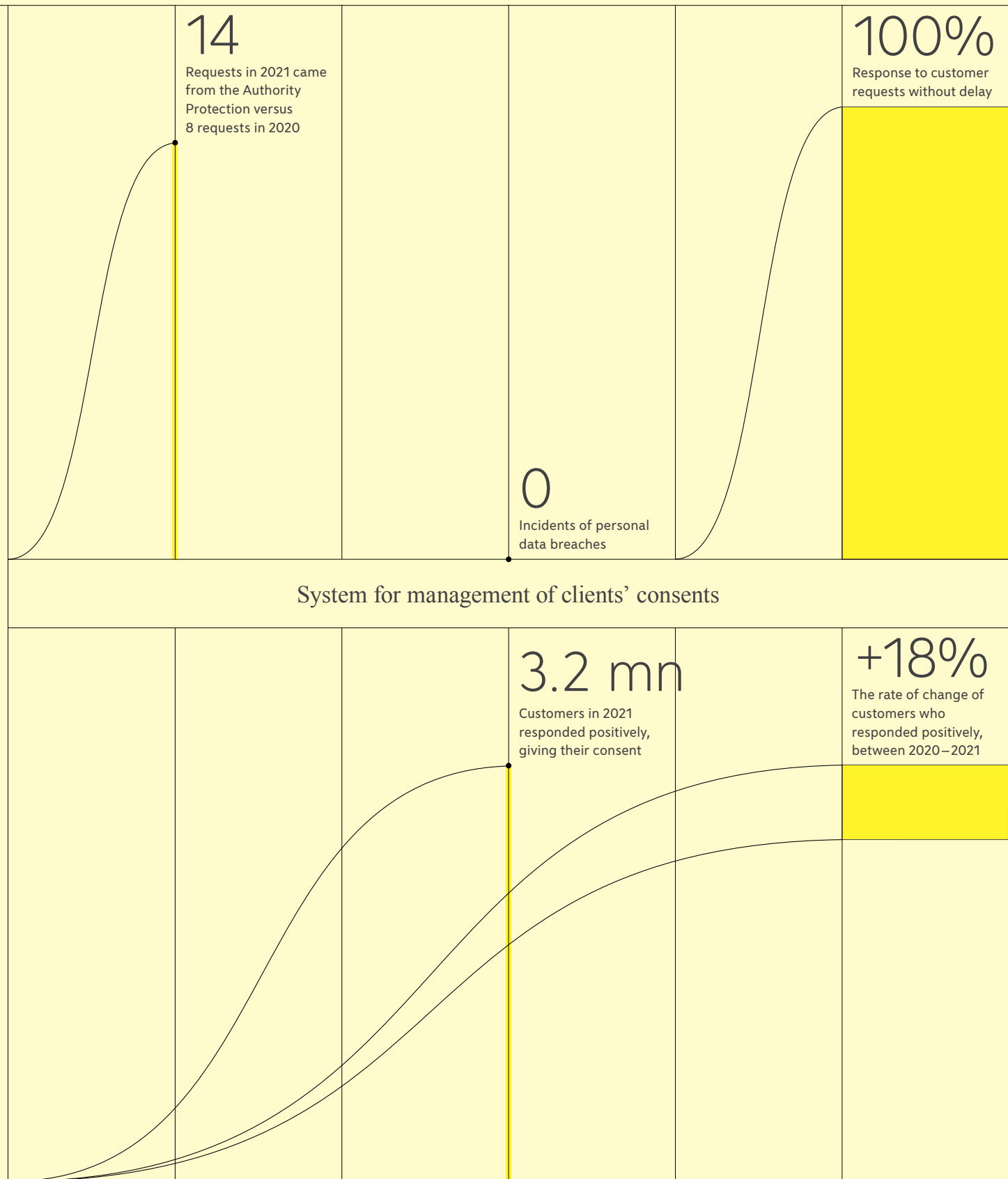
Mapping of UN Sustainable Development Goals Against Material Topics in the Report

                   	<p>Q1. Creation of economic value</p> <p>Q2. New technologies</p> <p>Q3. Financial inclusion</p> <p>Q4. Responsible Banking: Financing sustainable development with environmental and social criteria</p> <p>Q5. Commitment to the Principles for Responsible Banking of the United Nations</p> <p>Q6. Addressing climate change</p> <p>Q7. Carbon footprint: Management of carbon emissions</p> <p>Q8. Protection of personal data</p> <p>Q9. Corporate governance</p> <p>Q10. Responsible procurement</p> <p>Q11. Corporate culture in a transformation environment</p> <p>Q12. Continuous development of knowledge and skills</p> <p>Q13. Employee health and well-being</p> <p>Q14. Inclusion and diversity</p> <p>Q15. Commitment to the Women's Empowerment Principles of the United Nations</p> <p>Q16. Supporting the new generation</p> <p>Q17. Support and promotion of the Creative Economy in Greece</p> <p>Q18. Supporting local communities in the regions of Greece</p> <p>Q19. Promotion of tangible and intangible cultural heritage of the country</p>
---	--

MATERIAL TOPICS

Protection of Personal Data

The Bank, in accordance with the current legal framework, has taken all necessary actions, implementing the appropriate technical and organizational measures, committed to ensure and protect in any way the processing of personal data of its stakeholders from loss or leakage, alteration or their otherwise improper processing.

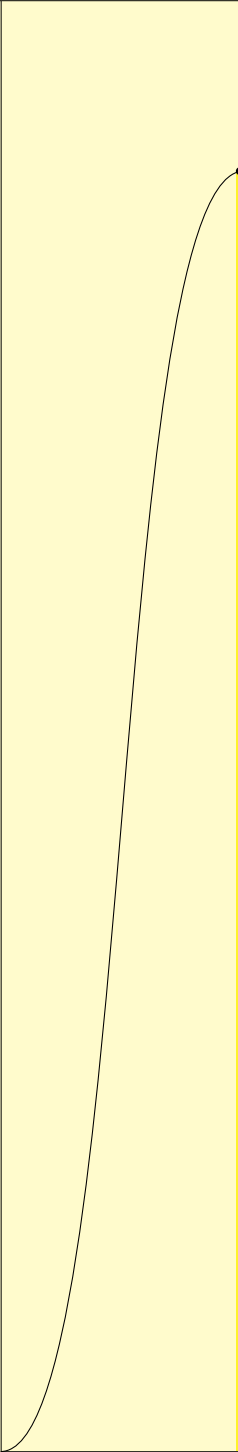




Mapping with Sustainable
Development Goal
Peace, Justice and Strong Institutions



Assurance by independent body
GRI 418-1

	1,234 Effective service of customer requests in 2021	The Bank complies with the General Data Protection Regulation, introducing and implementing a comprehensive and up-to date system of Policies, Procedures and Systems.
		The Bank has an integrated customer request management system.
Goals		
1. Completion of the training and update of the Bank's staff on issues of the General Data Protection Regulation.		2. 100% response to customer requests within the time frame set by the General Data Protection Regulation.

Commitment to the Principles for Responsible Banking of the United Nations

The Bank participates as a founding member and implements the global Principles for Responsible Banking by developing actions, aiming to achieve the Paris Climate Agreement targets and the United Nations Sustainable Development Goals.

Providing a longstanding support to SMEs the Bank contributes to the reduction of financial inequalities in Greece.

Through its support to individual customers, the Bank contributes positively to a healthy economy and boosts employment.



Signing of the Commitment to Financial Health and Inclusion to strengthen the financial integration and economic robustness.

Assessment of the effects of the Bank's portfolio on the sustainable development of the Greek economy with the "Portfolio Impact Analysis Tool for the Banks".

Participation in UNEP FI working groups.

Goals

1. Evaluation of the targets of the SBTi initiative for reducing greenhouse gas emissions from funding.

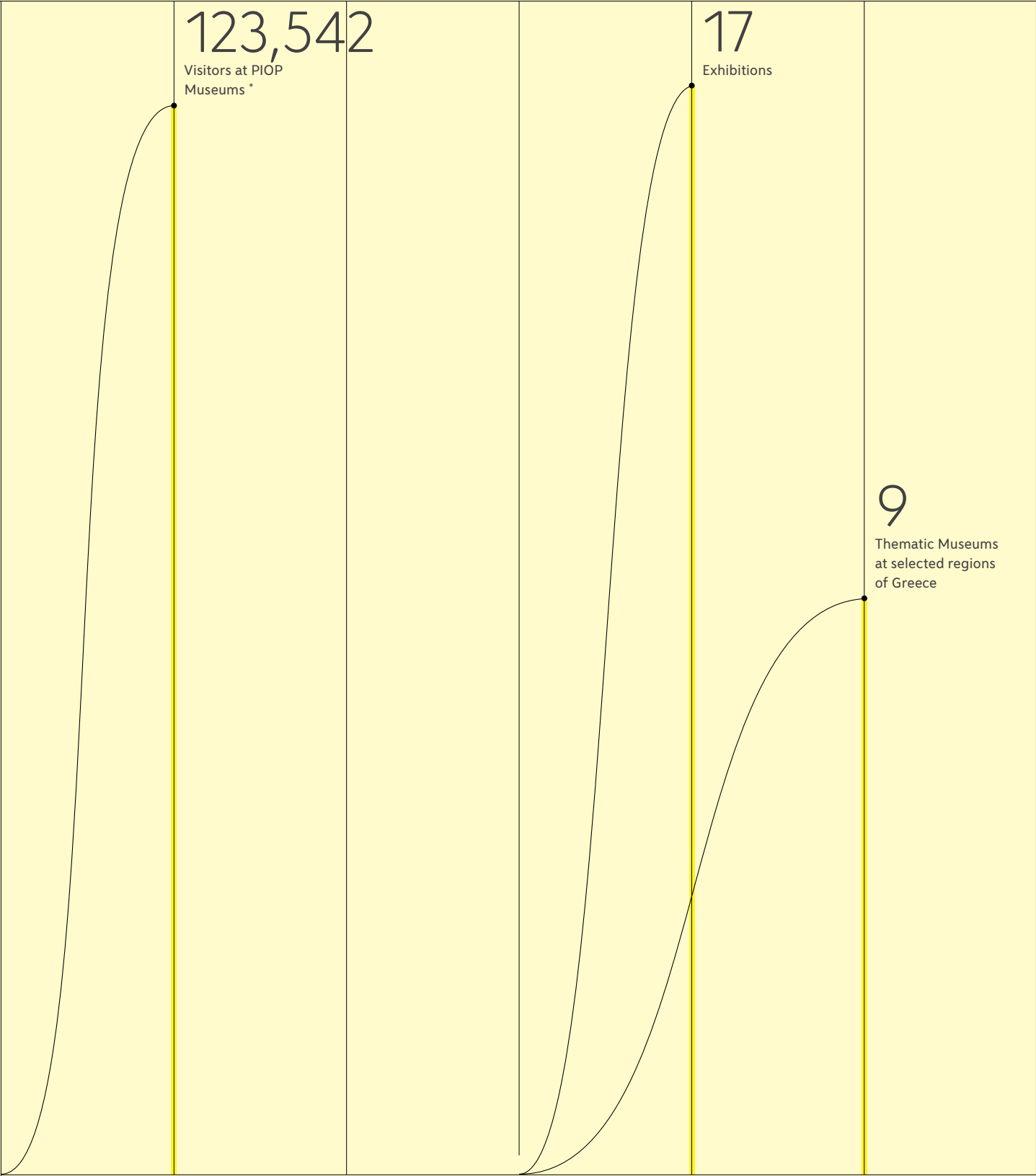
3. Participation in the international banking initiative Net-Zero Banking Alliance.

2. Promotion of financing in sectors of the economy with a positive social and environmental footprint.

4. Strengthening the range of banking products and services with ESG criteria.

Promotion of Tangible and Intangible Cultural Heritage of the Country

The Bank, through its Cultural Foundation, documents, highlights and promotes the country’s tangible and intangible cultural heritage (museum network, research programs, publications, historical archives) contributing to the preservation of its industrial history and enhancing access of the regions of Greece to quality cultural goods.



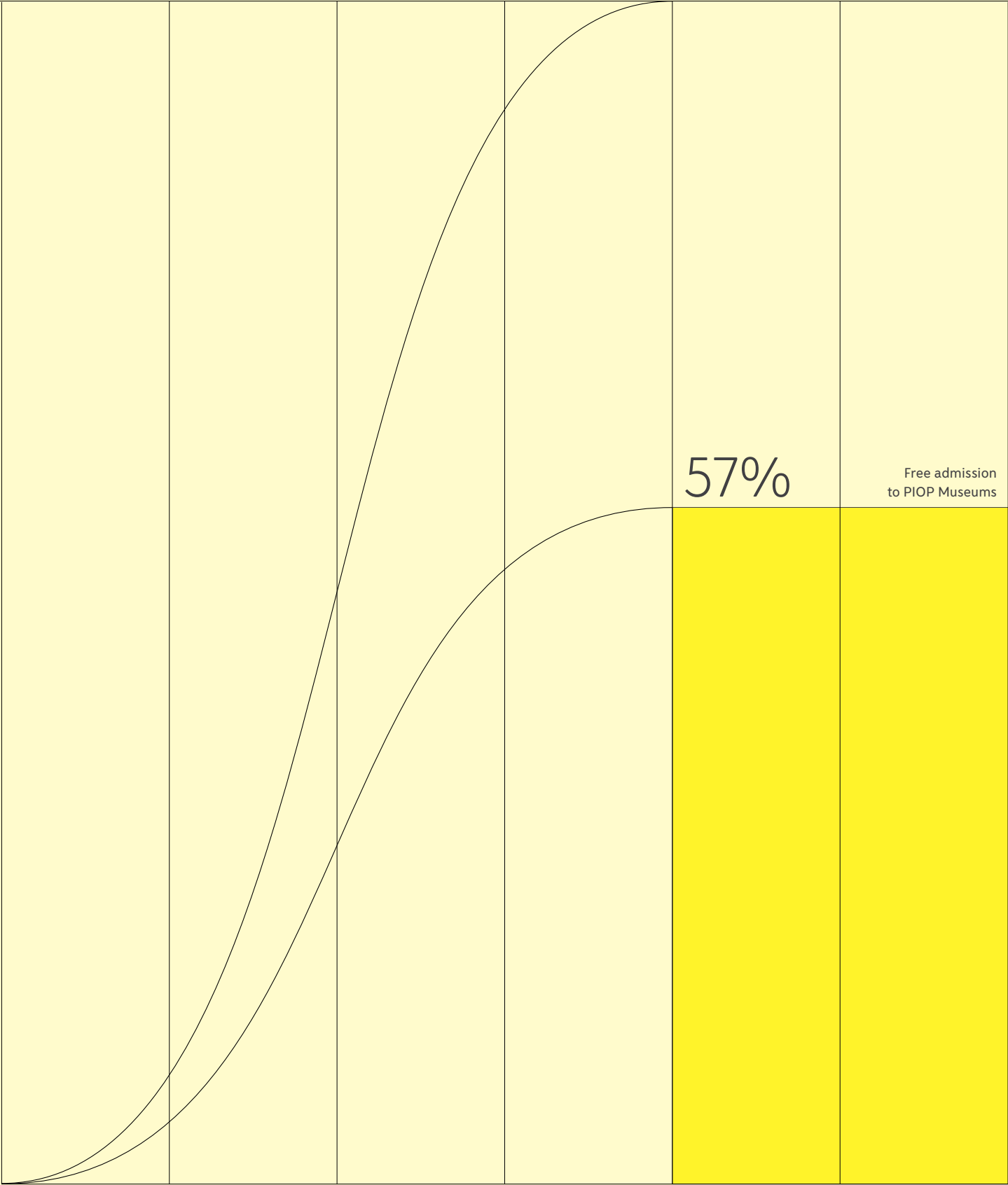
* PIOP Museums were closed to the public for a period of about five months in 2021 (01/01/2021–13/05/2021) as part of the measures against the Covid-19 pandemic.



Mapping with Sustainable
Development Goal
Quality Education



Assurance by independent body
GRI 203-1, 203-2



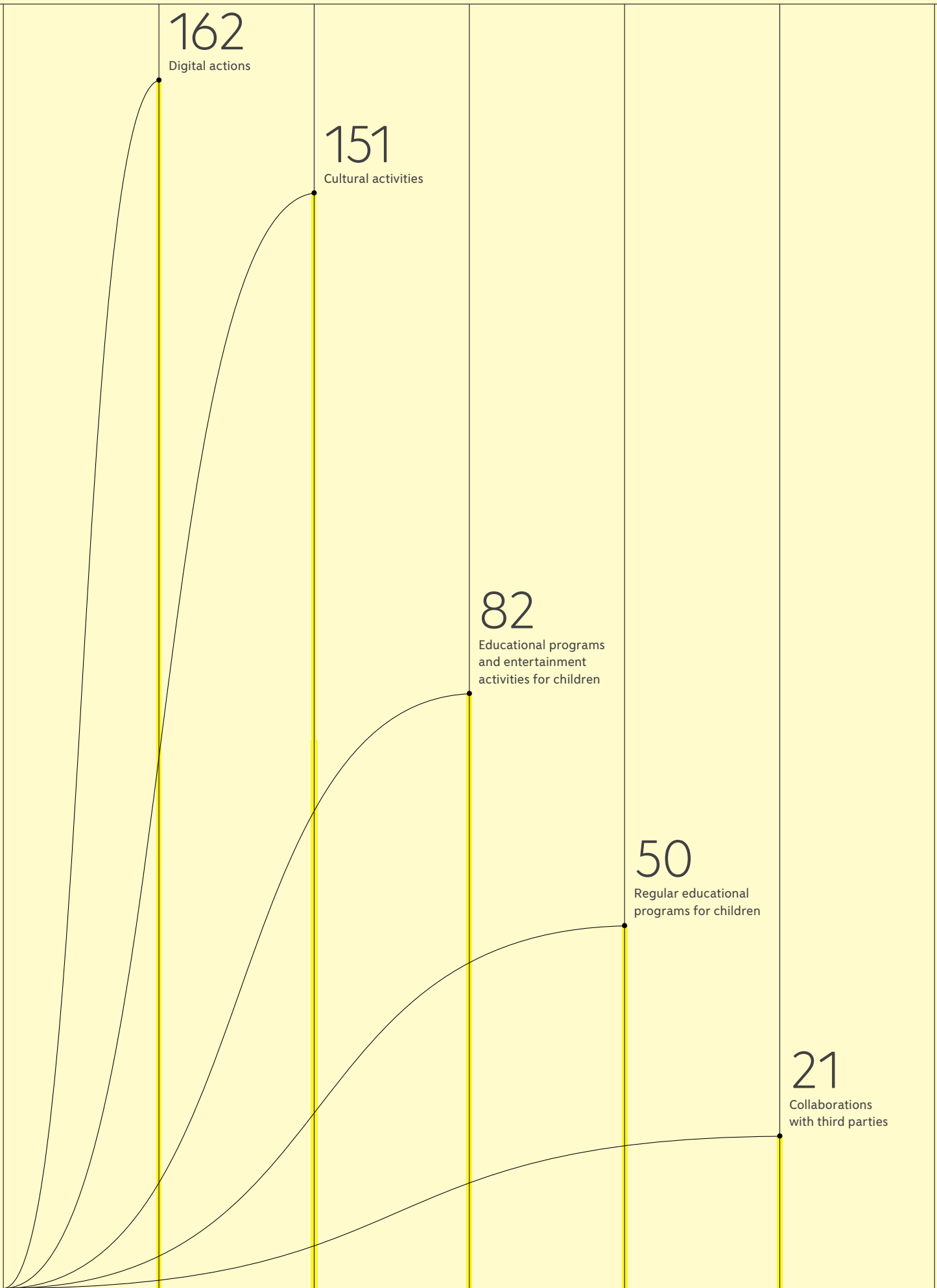
162
Digital actions

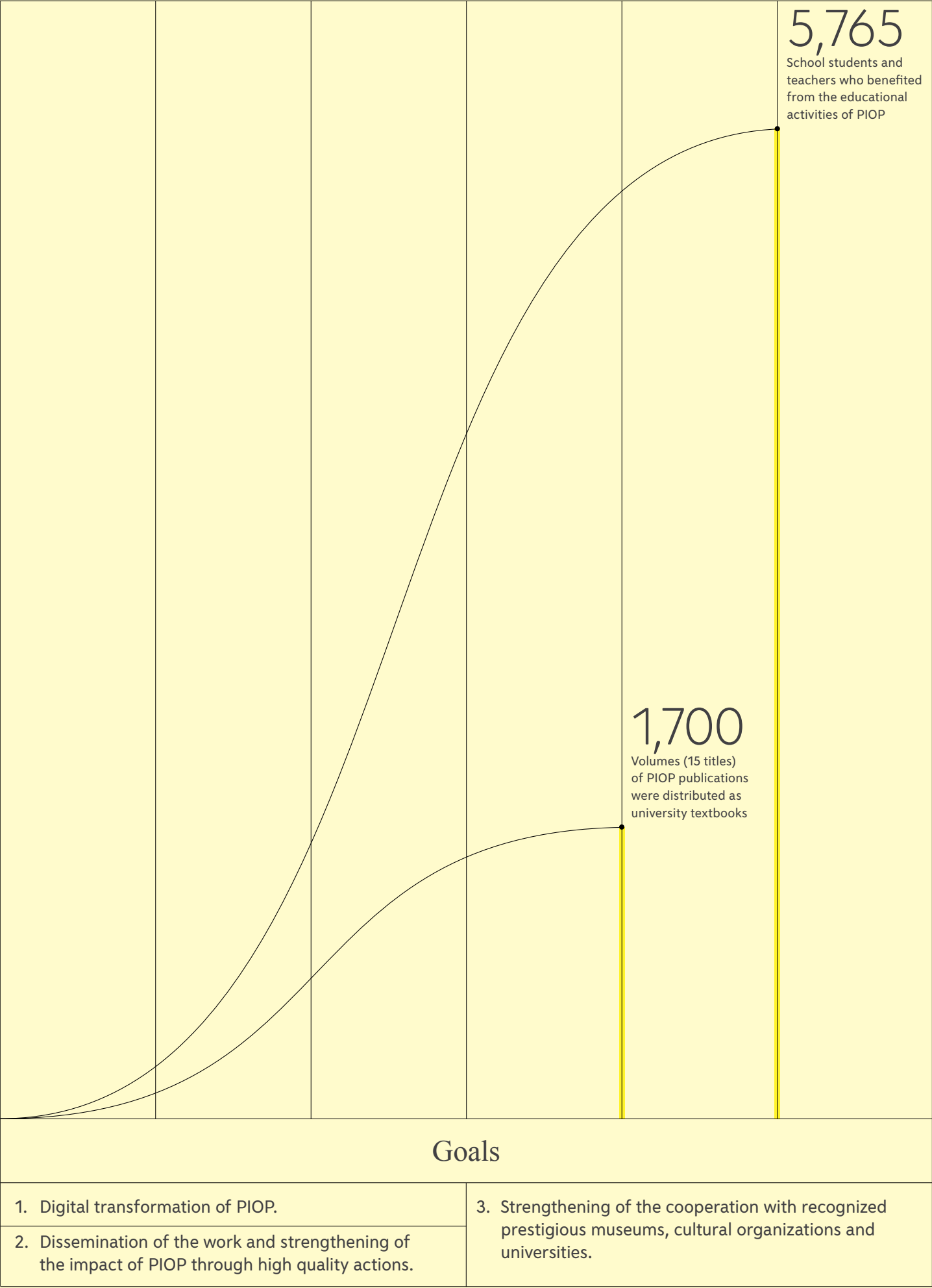
151
Cultural activities

82
Educational programs
and entertainment
activities for children

50
Regular educational
programs for children

21
Collaborations
with third parties





5,765

School students and teachers who benefited from the educational activities of PIOP

1,700

Volumes (15 titles) of PIOP publications were distributed as university textbooks

Supporting the New Generation

The Bank supports young people and youth employability by providing free specialized training programs that enable them to acquire skills which are useful in their professional careers.

Data for the first 7 cycles (October 2018–October 2021)

61%

Total percentage
of recruitment
(Project Future &
ReGeneration)*

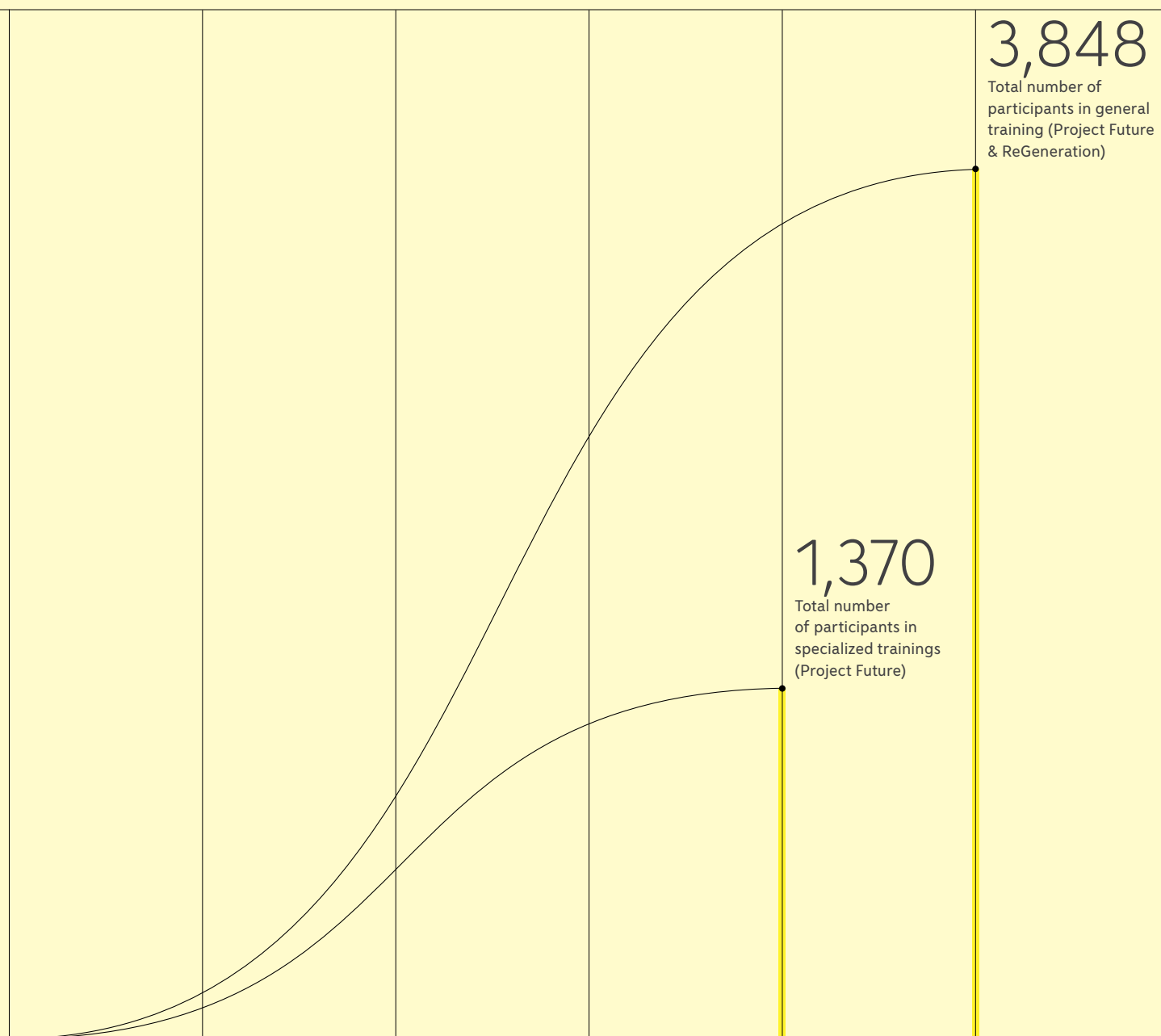
*The percentage of recruitment results from the number of CVs available on the ReGeneration platform. The recruitment process of 6th & 7th cycle is ongoing and will be completed in June 2022 and February 2023 respectively.



Mapping with Sustainable
Development Goal
Quality Education



Assurance by independent body
GRI 203-2



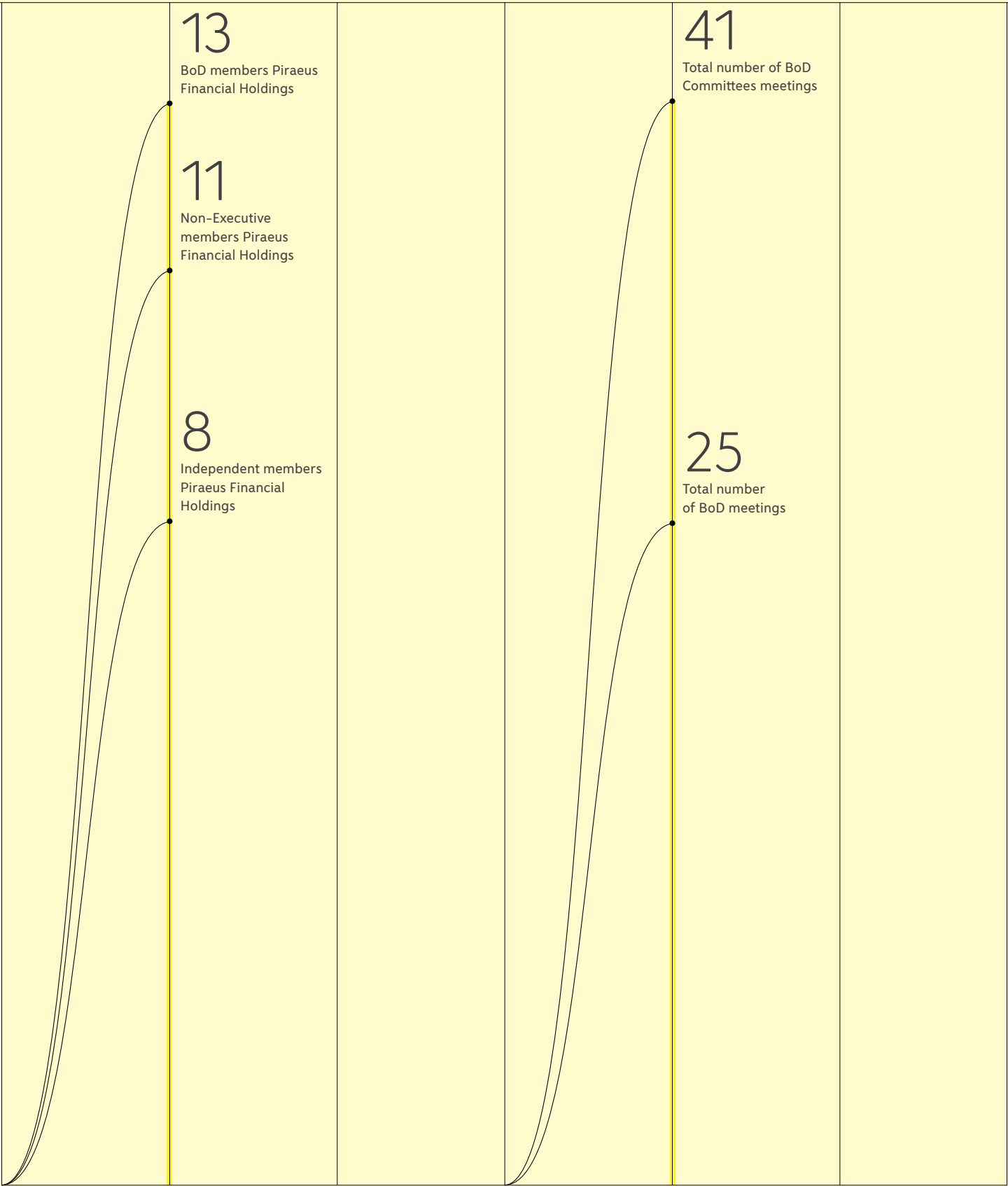
Goals

1. Increase of participants who acquire skills through the program.
2. Further development of the program, through strategic and educational collaborations, with the aim of strengthening it.
3. Implementation of two cycles of the program, in 2022 (March-October).

4. Implementation of research, in collaboration with ReGeneration, for the selection of suitable, highly in demand in the labor market, training pillars.
5. Adaptation of the program, to the conditions of pandemic Covid-19 (implementation of the 2 cycles within 2022 by digital media), with the aim of approaching participants from all over Greece.

Corporate Governance

The Bank adopts new corporate governance principles and best practices aiming at its efficient governance, management and sustainable development, while ensuring transparency and accountability in the corporate operation, the direct and reliable information to the investment community and its shareholders, and safeguarding the interests of all stakeholders.

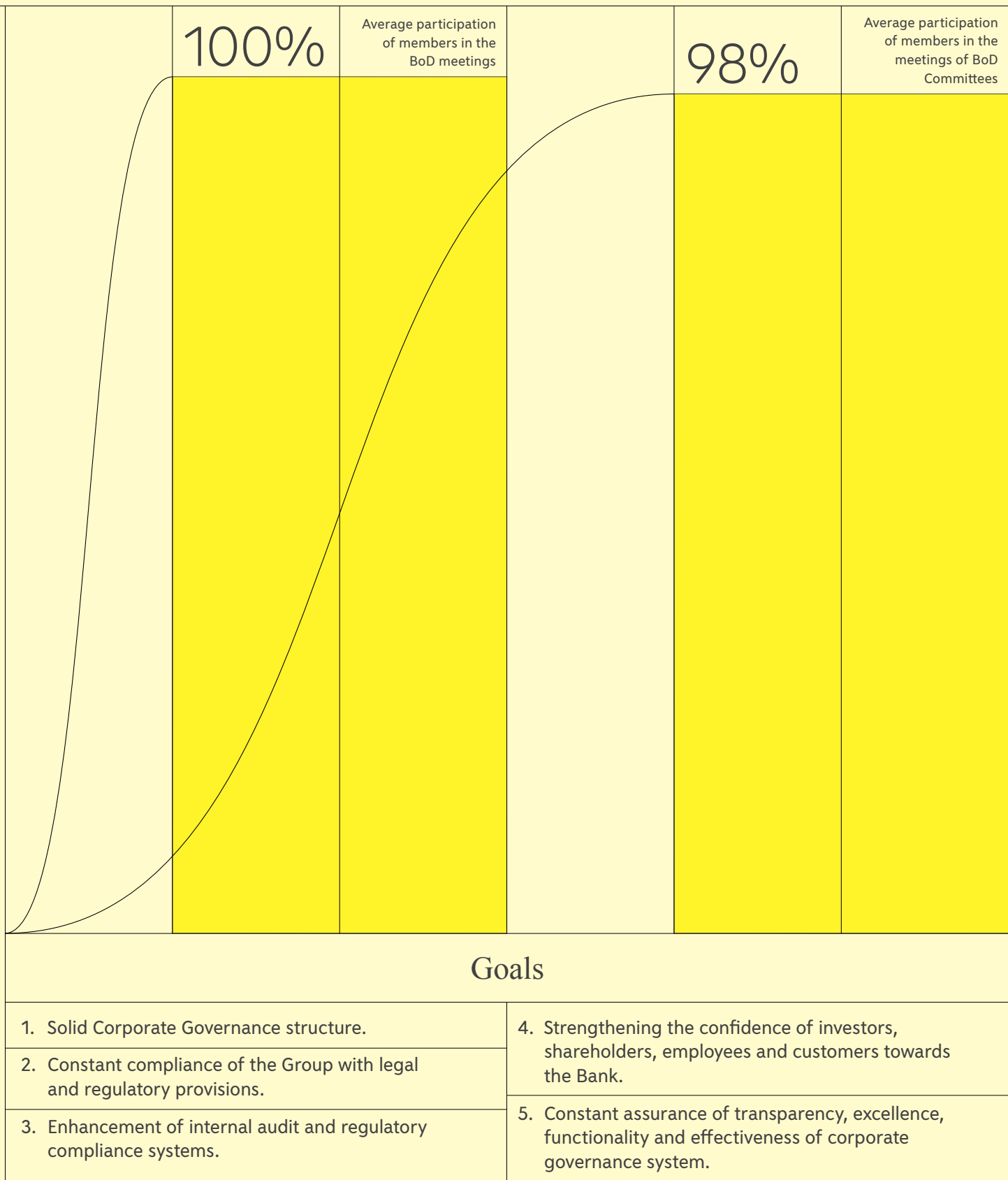




Mapping with Sustainable
Development Goal
Peace, Justice and Strong Institutions



Assurance by independent body
GRI 102-22



Responsible Banking: Financing Sustainable Development with Environmental and Social Criteria

The Bank integrates environmental, social and governance (ESG) criteria into its financing, aiming to contribute to the response against climate change and enable the transition to a low carbon economy without social exclusions.

37,800

Green customers

€2.3 bn

Approved credit limits
for green financing

4.1 mn
tonnes

CO₂ emissions that are
not released annually
due to Piraeus Bank's
funding of Renewable
Energy Sources (RES)



Mapping with Sustainable
Development Goal
Affordable and Clean Energy



Mapping to Sustainable
Development Goal
Life on Land



Assurance by independent body
GRI FS-8

2.2 GW

Total power of RES
projects that have been
funded by Piraeus Bank

Piraeus Bank implements an integrated ESG (Environment, Society, Governance) strategy, in accordance with the global principles for responsible banking, which it has adopted.

The first financial and investment products with ESG criteria in Greece were offered by Piraeus Bank.

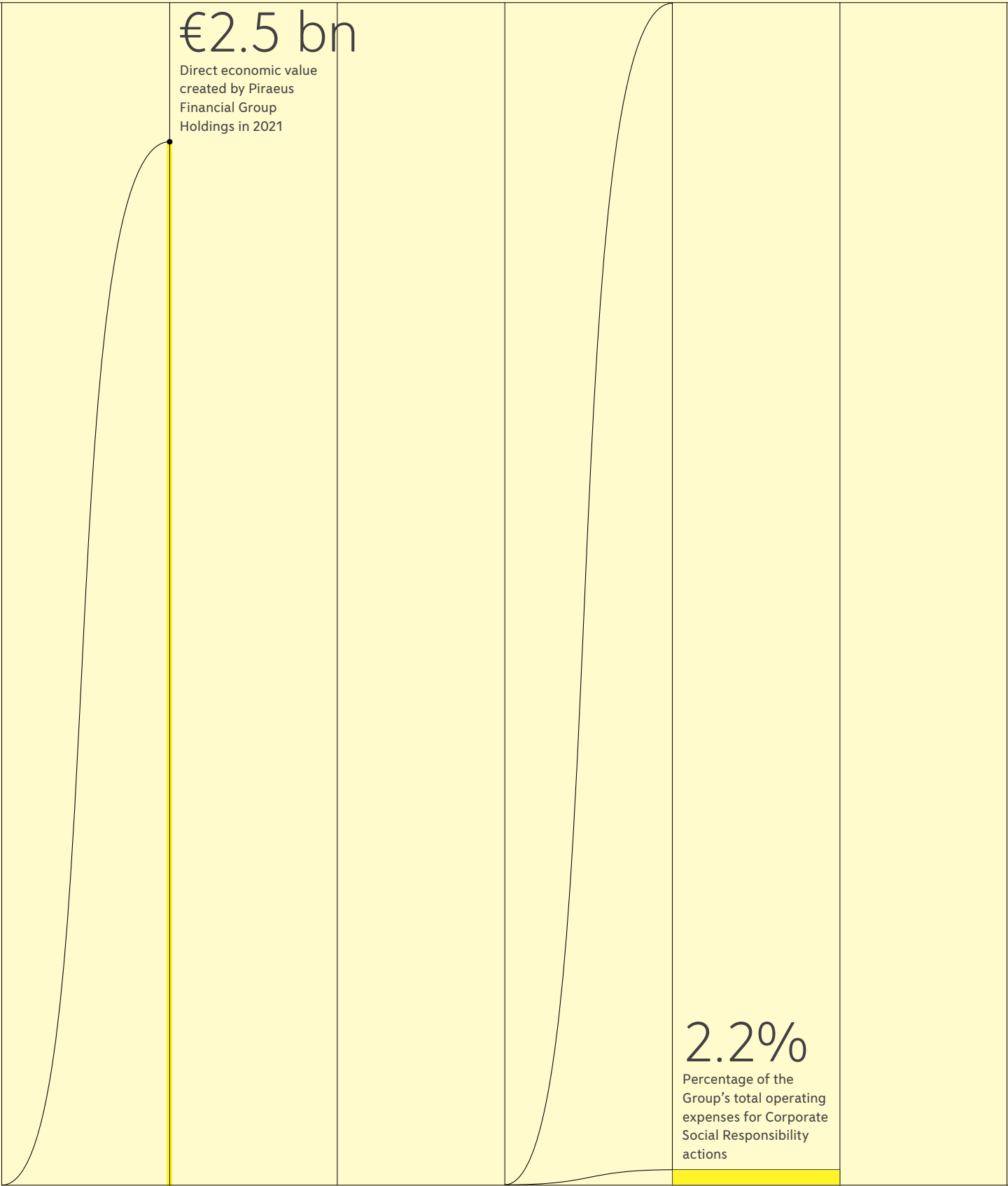
Goals

1. Increase the number of companies benefiting from sustainable linked financing.
2. Utilization of the resources of the Resilience and Recovery Fund for the promotion of the sustainable investments.

3. Undertaking a key role to be played by the Bank in order to absorb the specific funds from the sustainable investment projects and to take advantage of the above opportunity through additional investment financing and attracting resources from the private sector.

Creation of Economic Value

The Bank enhances its financial performance and contributes to the growth of the Greek economy by implementing a specific business plan.

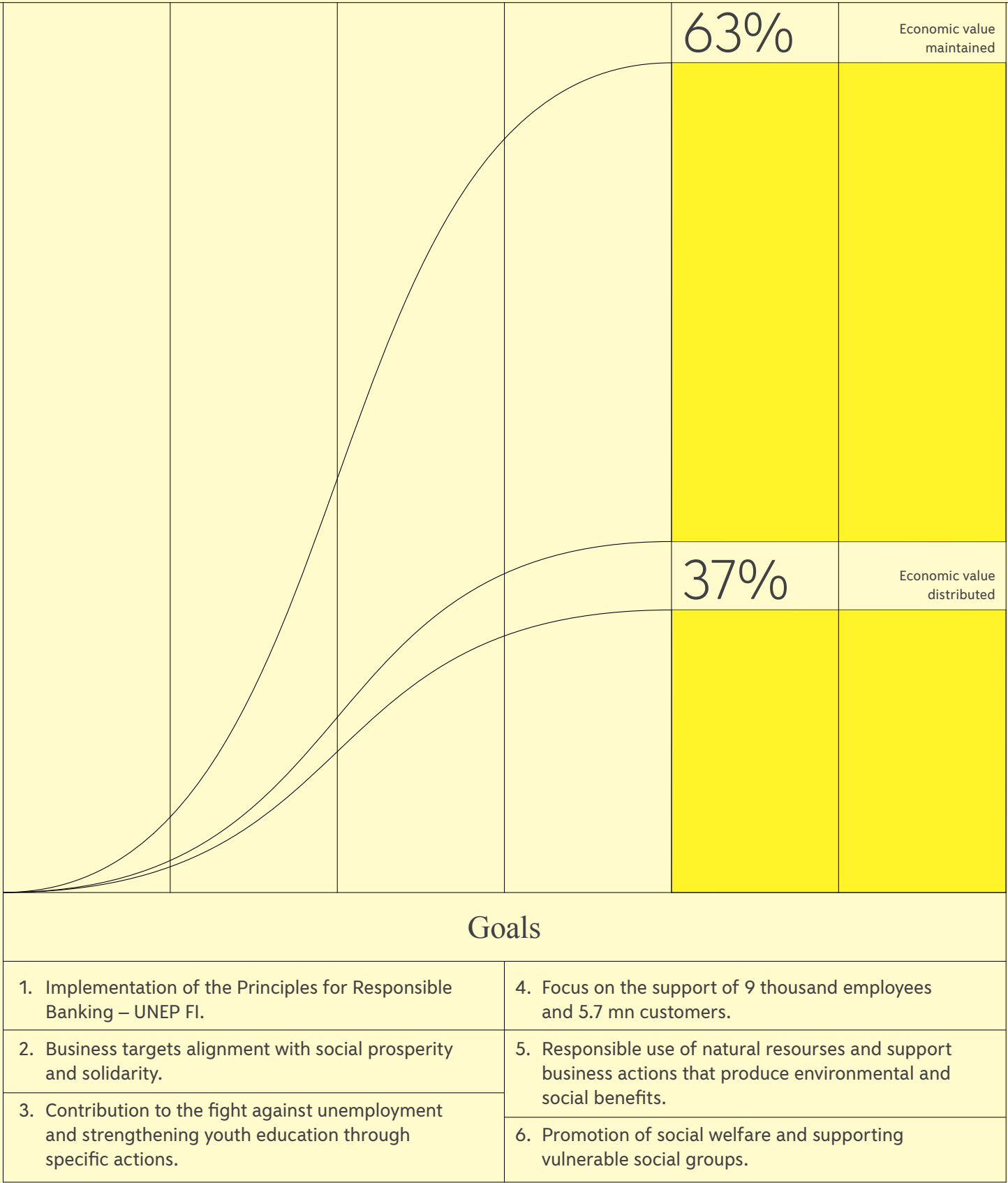




Mapping with Sustainable
Development Goal
Decent Work and Economic Growth

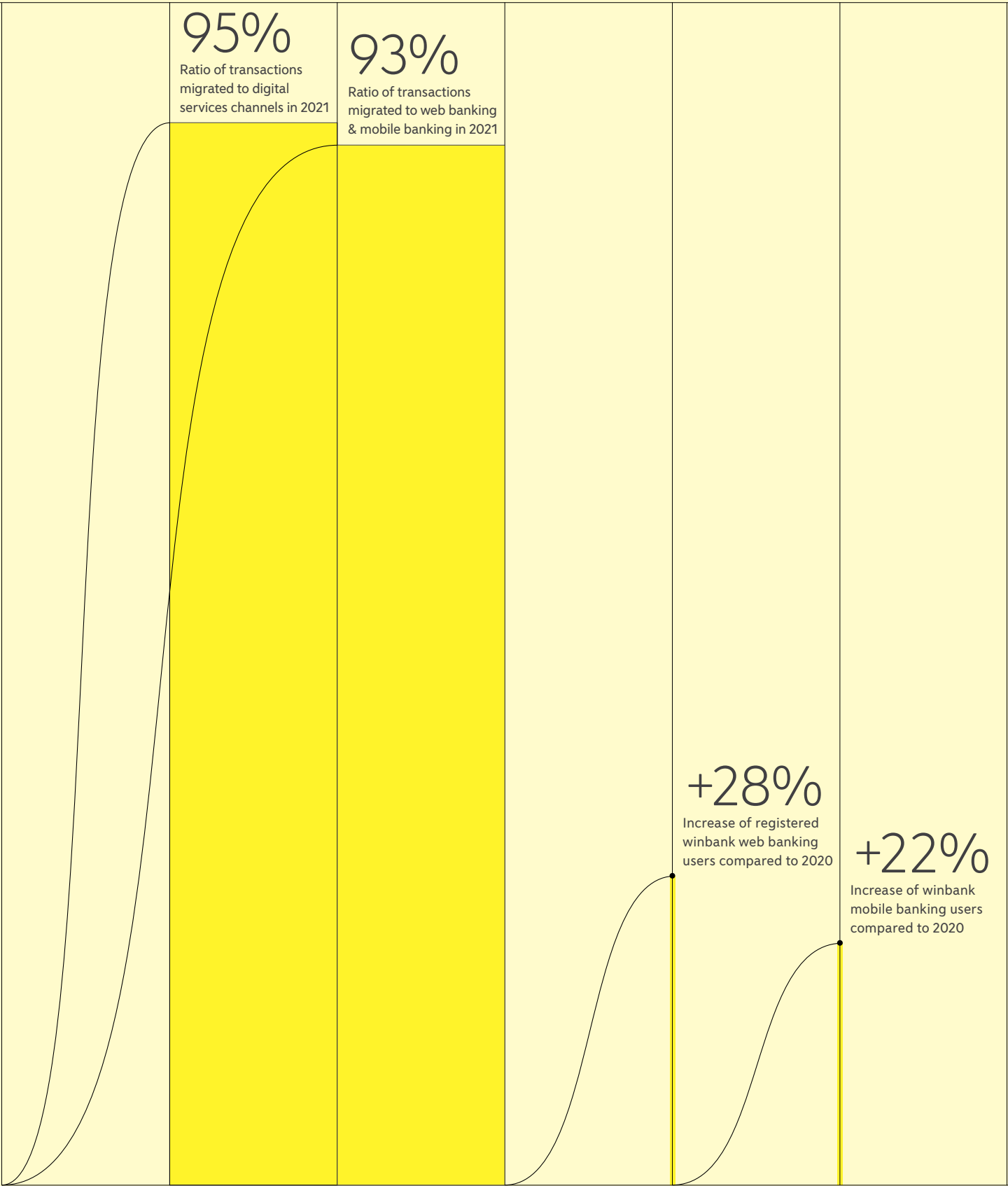


Assurance by independent body
GRI 201-1



New Technologies

The Bank adopts and exploits new technologies and applications in order to enhance the quality of the provided products/services for the benefit of its customers.





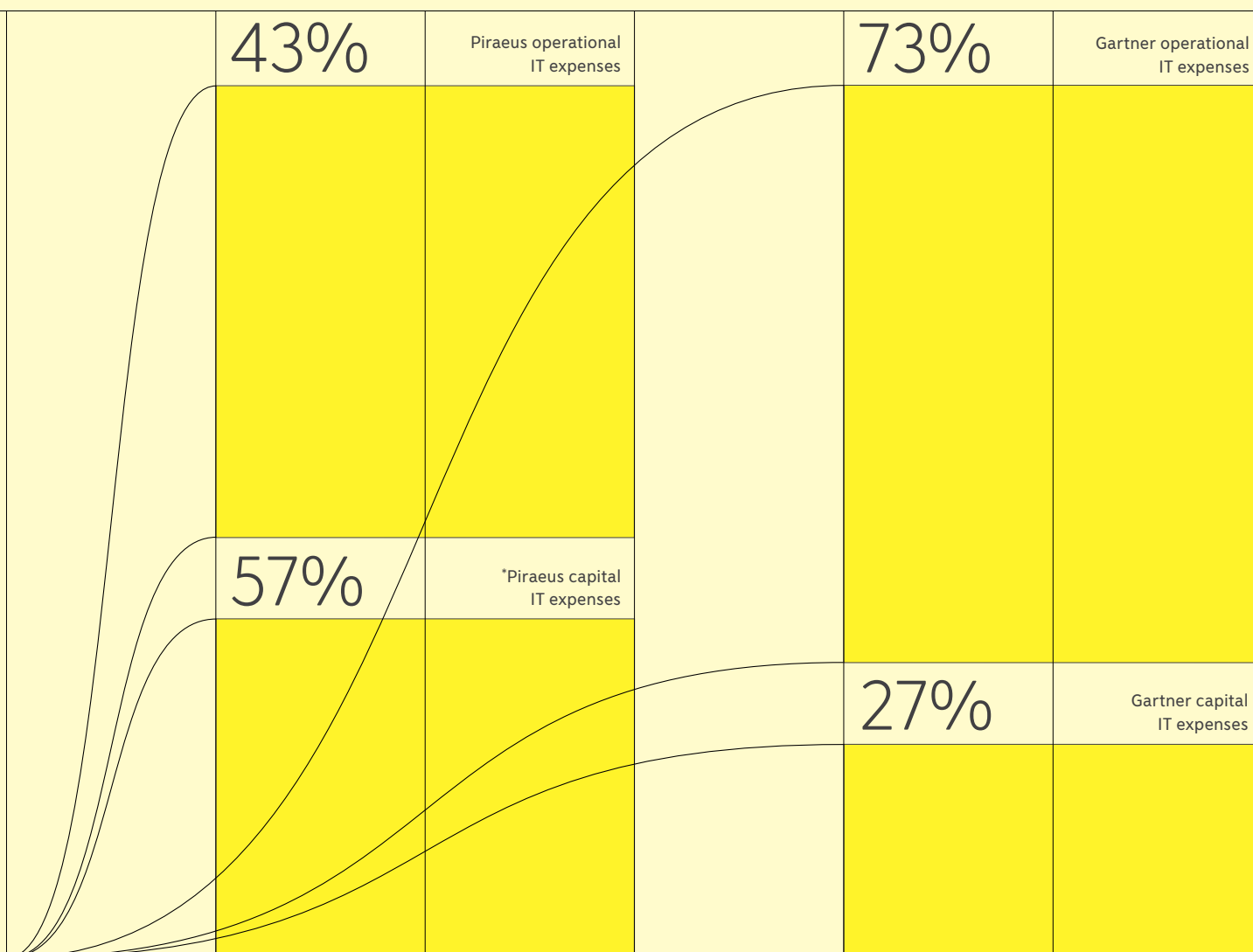
Mapping with Sustainable
Development Goal
Industry, Innovation and Infrastructure



Assurance by independent body
Gartner Index



Assurance by independent body
Piraeus Bank Index: Use of digital
service channels



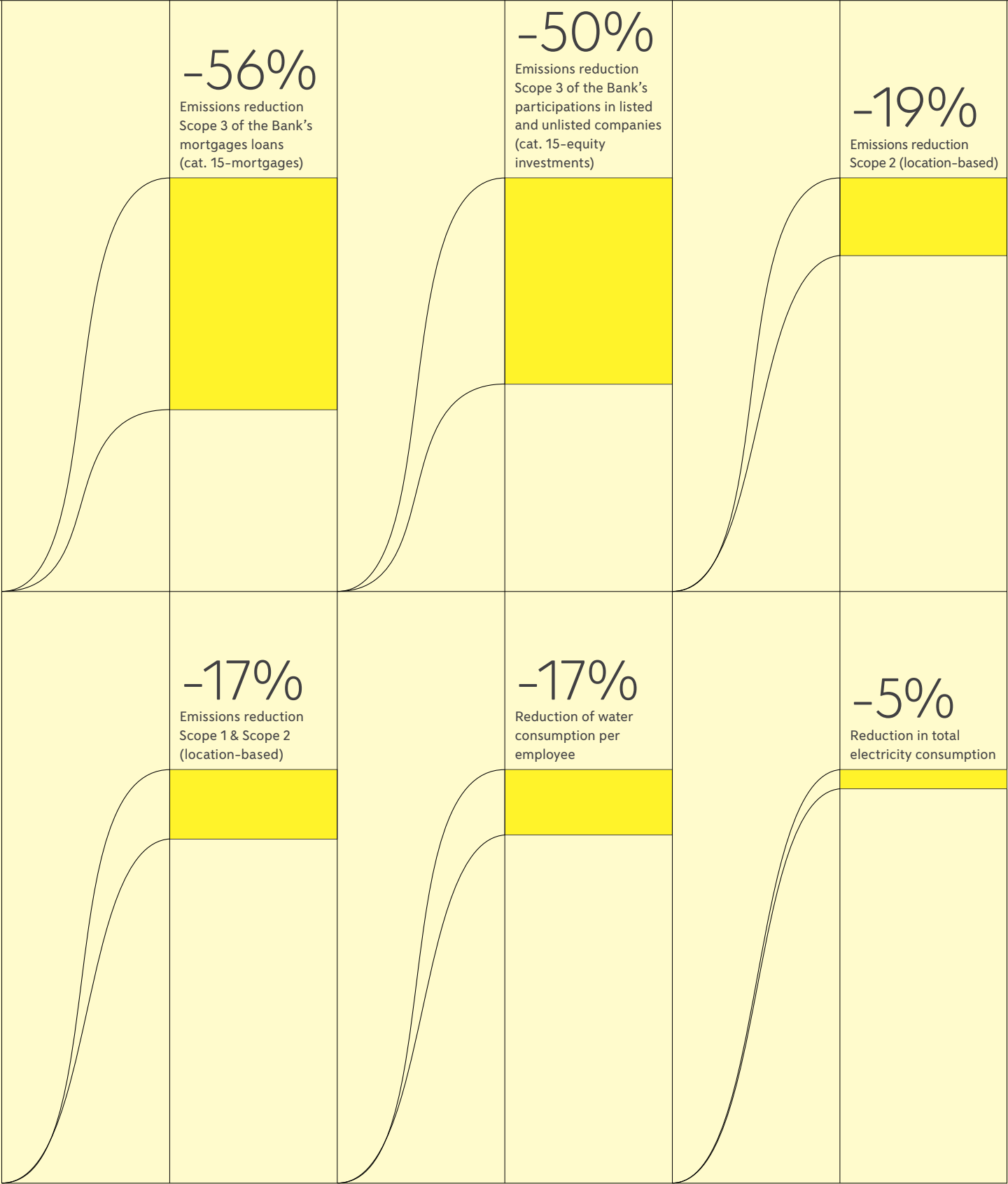
*The percentage of Piraeus Bank's capital IT expenses is more than double (57%) in relation to the average percentage 27% of approximately 300 financial institutions according to the specialized Gartner agency.

Goals

- | | |
|--|---|
| 1. Enrichment with new services and products of the digital channels winbank web banking and winbank mobile app, aiming at the complete customer experience. | 4. Innovative approach with a 30% increase in IT time in actions to implement new functions and upgrading existing ones. |
| 2. Continuous utilization of state-of-the-art technologies in order to improve the quality of the Bank's operation, contributing to the upgrading of its customer service. | 5. Enhancing investments with the aim of upgrading infrastructure and digitization. |
| 3. Implementation of a new operational model for the implementation of IT projects (New IT sourcing model). | 6. Development, in collaboration with Natech, of new BankTech platform which will combine leading technological and banking know-how. |

Carbon Footprint: Management of Carbon Emissions

The Bank is developing strategies and programs for the reduction of its carbon emissions, deriving from its operations and also from its financing and investments (Scope 1, 2, 3).

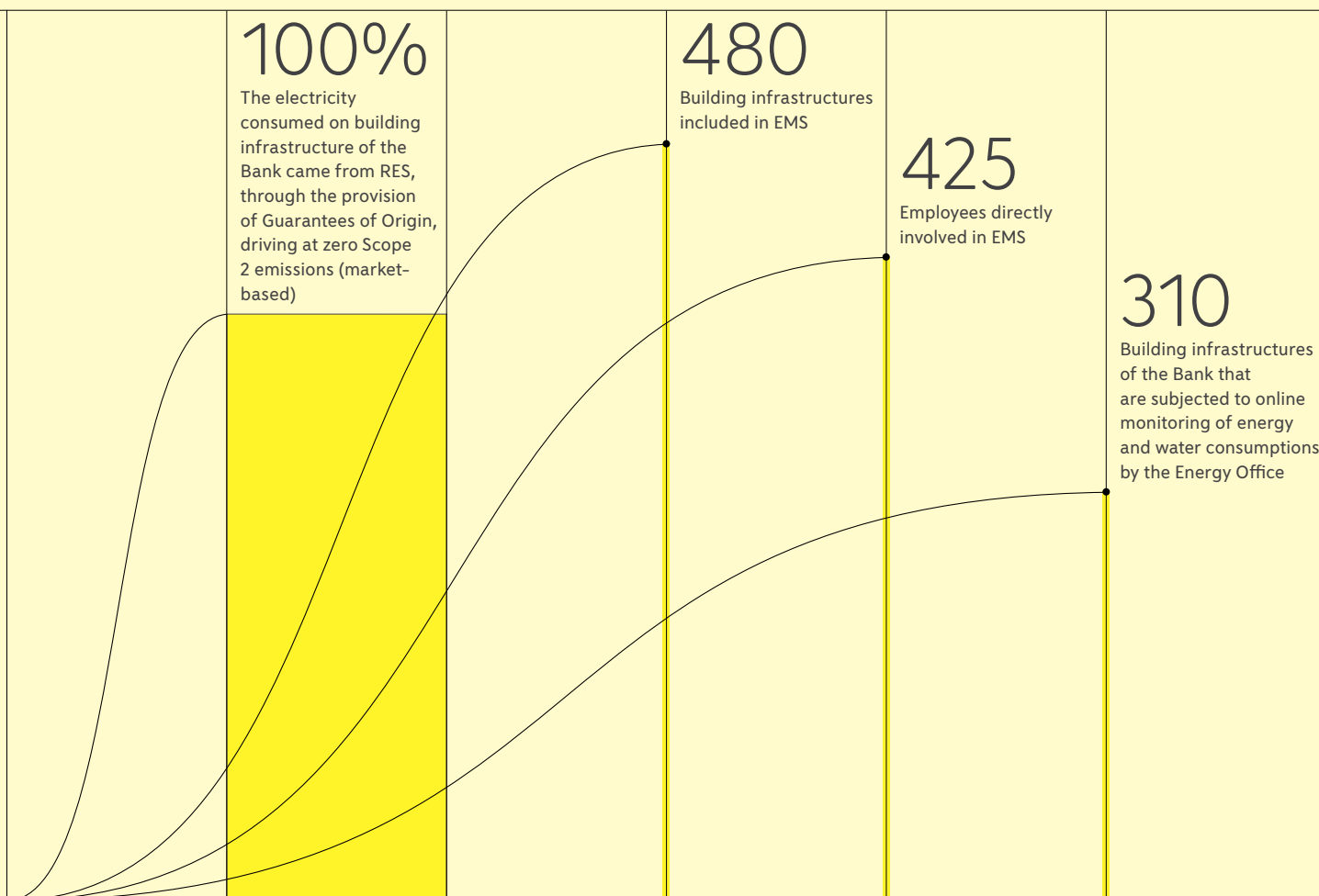




Mapping with Sustainable
Development Goal
Responsible Consumption and Production



Assurance by independent body
GRI 302-1, 302-2, 305-1, 305-2, 305-3



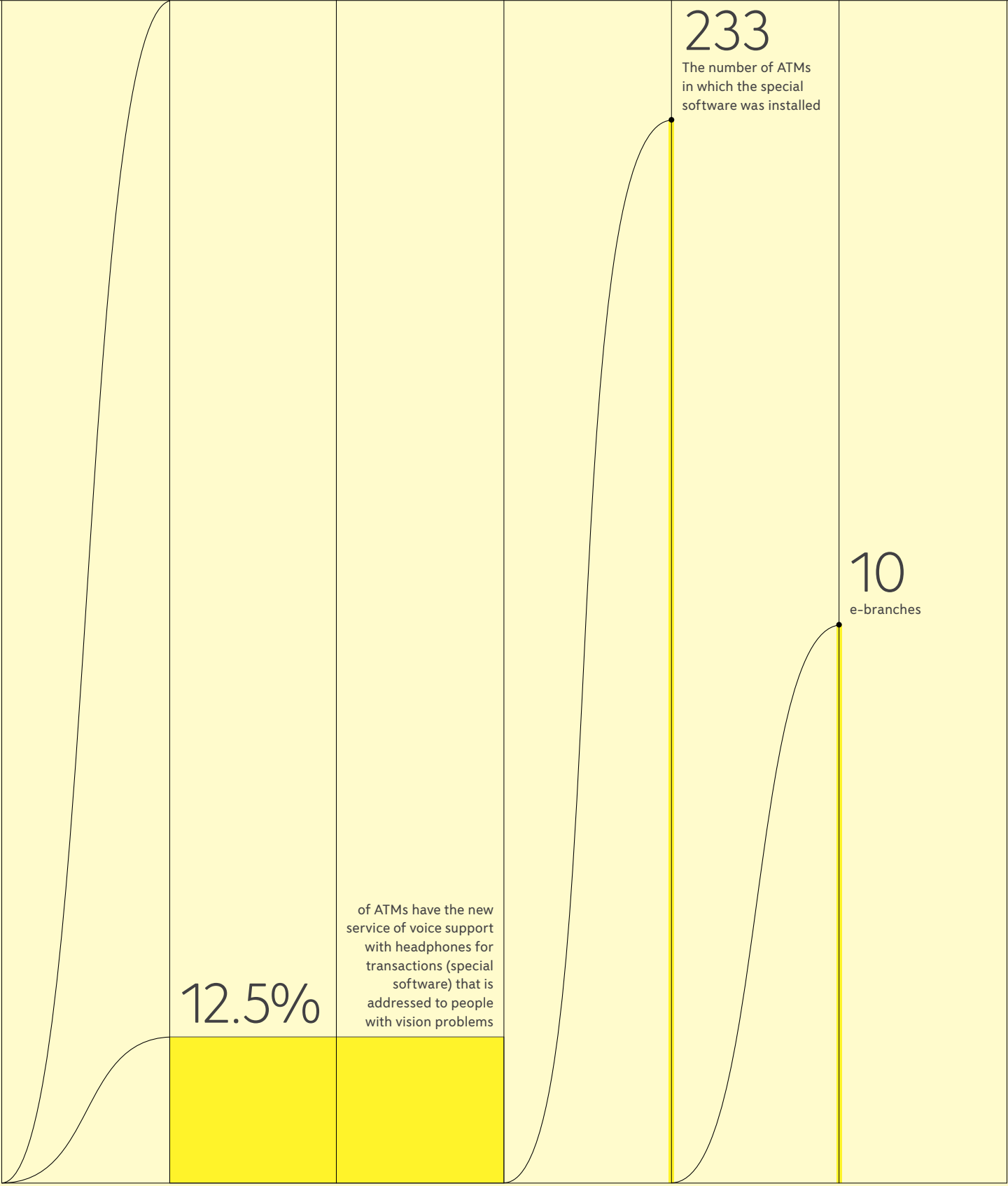
Certified Environmental Management System (EMS): EMAS / ISO 14001:2015 European Regulation / International Standard

Goals

- | | |
|---|--|
| 1. Estimation of indirect greenhouse gas emissions (Scope 3) resulting from the Bank's business loans portfolio (cat. 15-corporate loans). | 4. Net-zero emission balance Scope 2 from 2020 and henceforth. |
| 2. Continuous utilization of state-of-the-art technologies with the purpose of improving Bank's operating quality and carbon footprint reduction. | 5. Reduction of total greenhouse gas emissions (Scope 1, 2, 3), aiming at the Bank's portfolio to have zero CO ₂ (net-zero) emission balance by 2050. |
| 3. Reduction by 50% of the Bank's direct emissions Scope 1 with a time horizon of 2030. | |

Financial Inclusion

The Bank considers financial inclusion a key enabler to facilitate the access and service of all its customers, responding also to the specialized needs of society's disadvantaged groups.





Mapping with Sustainable
Development Goal
Decent Work and Economic Growth



Assurance by independent body
GRI FS-14

Meeting the specialized banking needs serving socially vulnerable groups, such as People with Disabilities.

Customer preference in implementation transactions through digital services offered in e-branches, against traditional ways, such as cashier at the bank's branches.

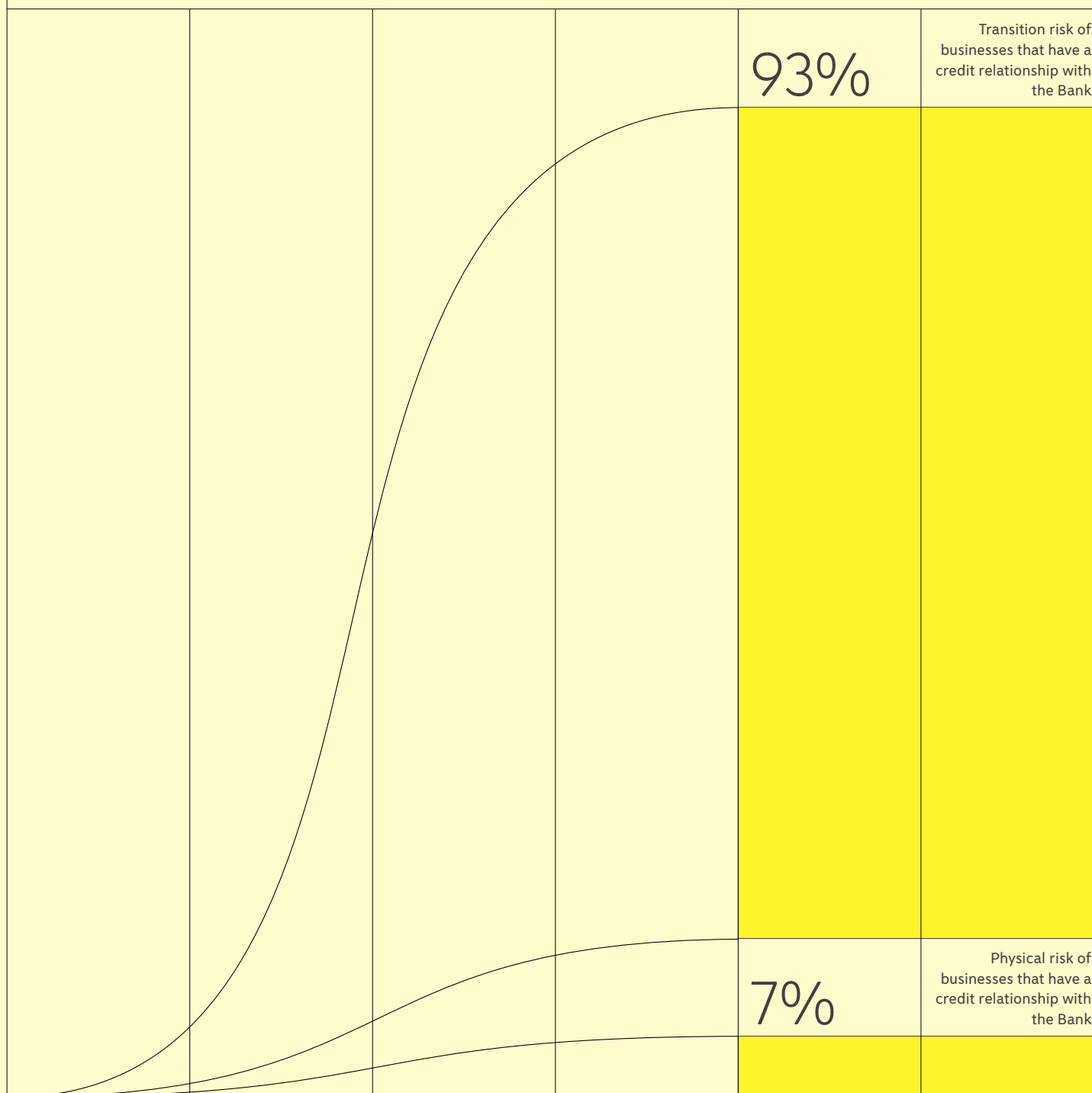
Goals

- | | |
|---|--|
| 1. Further customer training in using automated trading machines. | 3. Installation of special software of the service voice support with headphones in more than half of the Bank's ATMs, i.e. approximately 1,025 ATMs (approximately 55% of the network). |
| 2. Modification of the electronic questionnaire rating of service experience, in order to be possible to record improvement proposals by the customers. | |

Addressing Climate Change

The Bank recognizes the effects of climate change in the environment, society and the economy. To this end, the Bank estimates the climate related risks of its customers and helps them to transition to a low carbon economy.

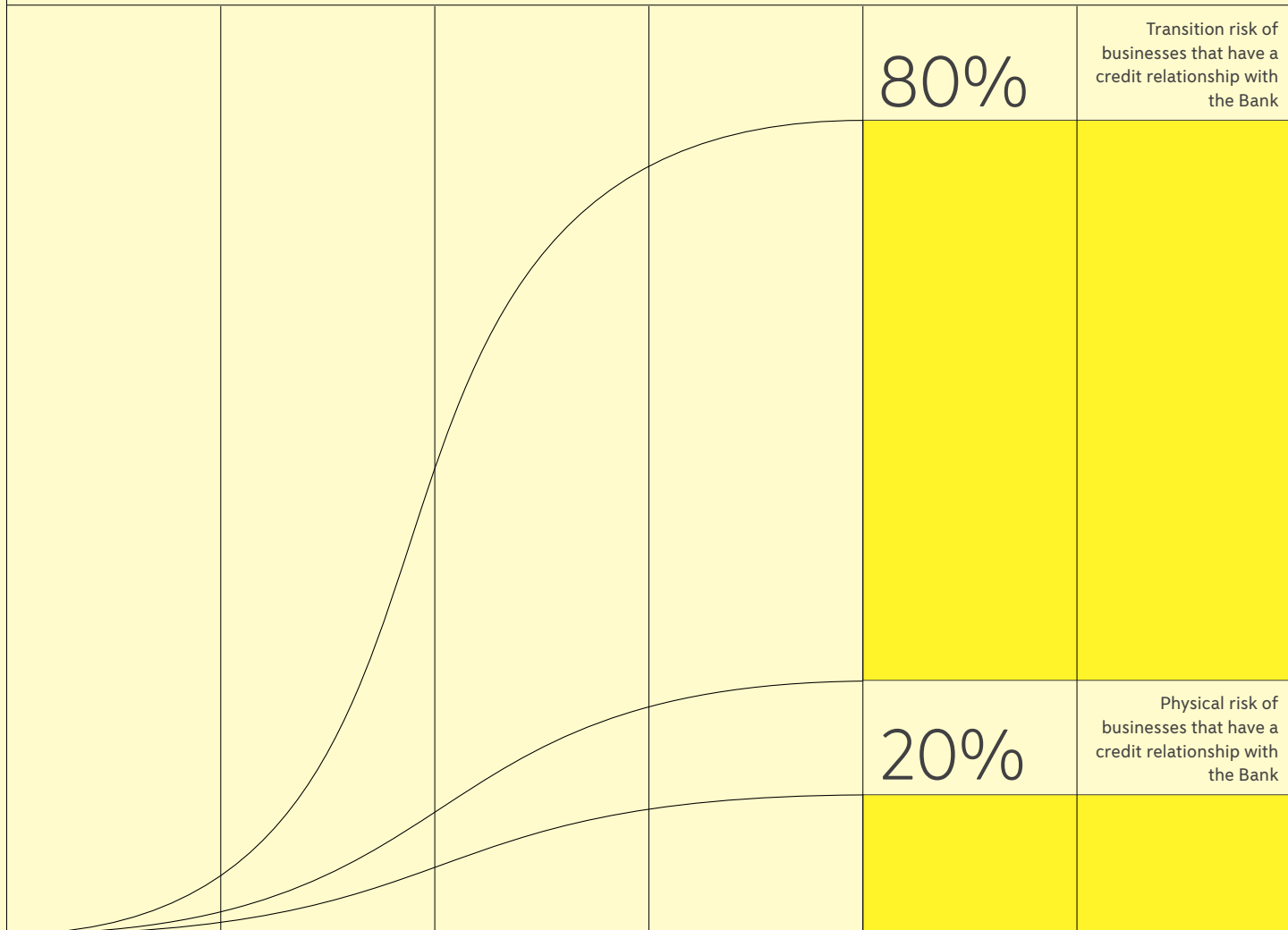
RCP 2.6: is the most ambitious climate scenario and is in line with the goals of the Agreement of Paris.



RCPs are greenhouse gas concentration scenarios of IPCC (The Intergovernmental Panel on Climate Change) of United Nations.



RCP 4.5: is the intermediate climate scenario for the evolution of greenhouse gas emissions.

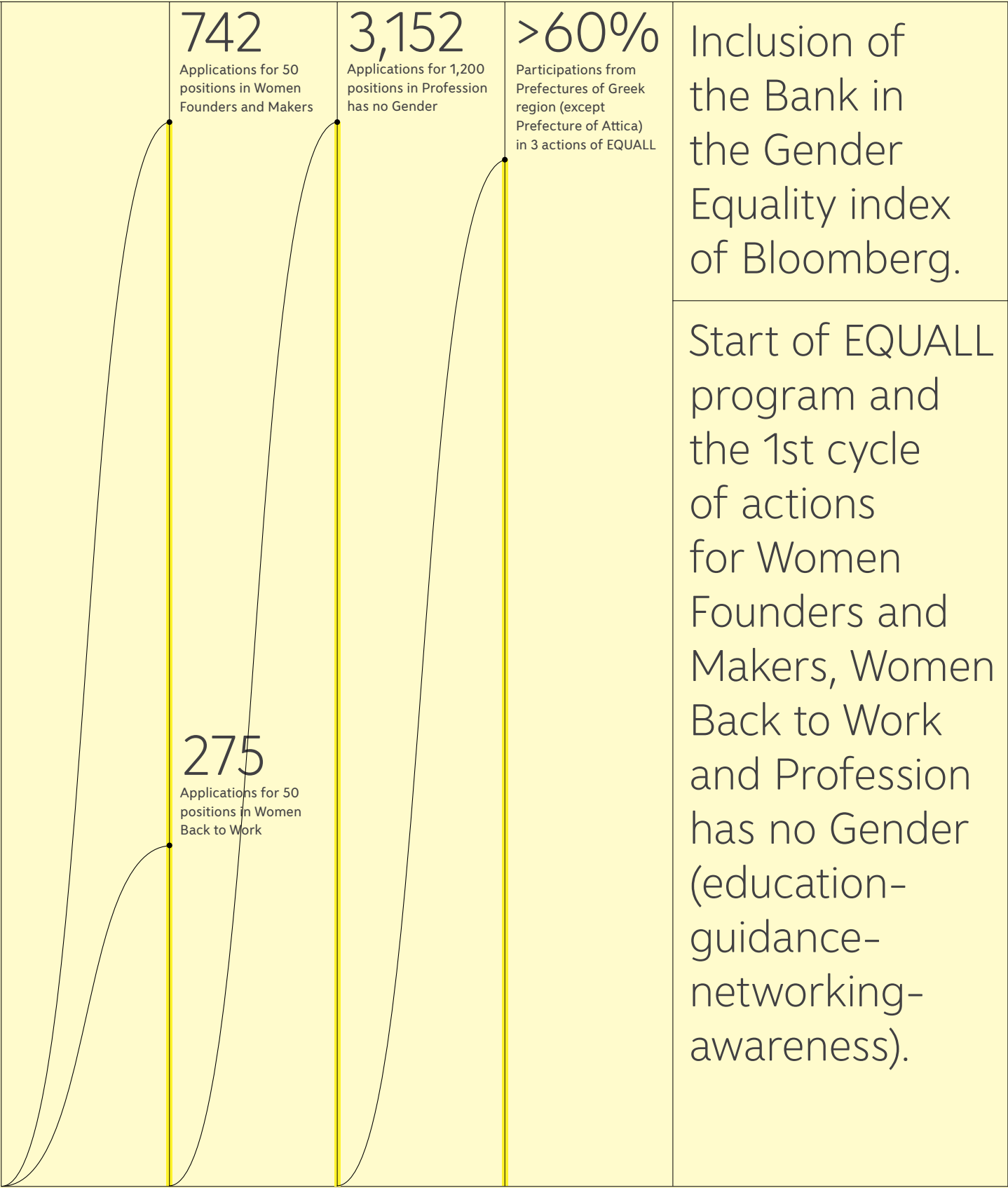


Goals

1. Submission for evaluation in the Initiative of SBTi of the Piraeus Group's emission reduction targets.
2. Establishment of Project Proteus regarding the integration of climate and environmental risk in the risk management, in the operation and the strategy of the Piraeus Group.
3. Bank's participation in the first pan-European climate stress test.
4. Continuous participation of the Piraeus Group also in 2022 in the actions of the Collective Commitment to Climate Action (CCCA) concerning Financial Institutions, while at the same time the Group prepares for defining and submitting portfolio emission reduction targets within 2022.

Commitment to the Women’s Empowerment Principles of the United Nations

The Bank has signed and adopts the Principles, undertaking specific commitments for the implementation of the appropriate framework, but also and initiatives aiming to strengthening women’s entrepreneurship and supporting women for their integration into the labor market.

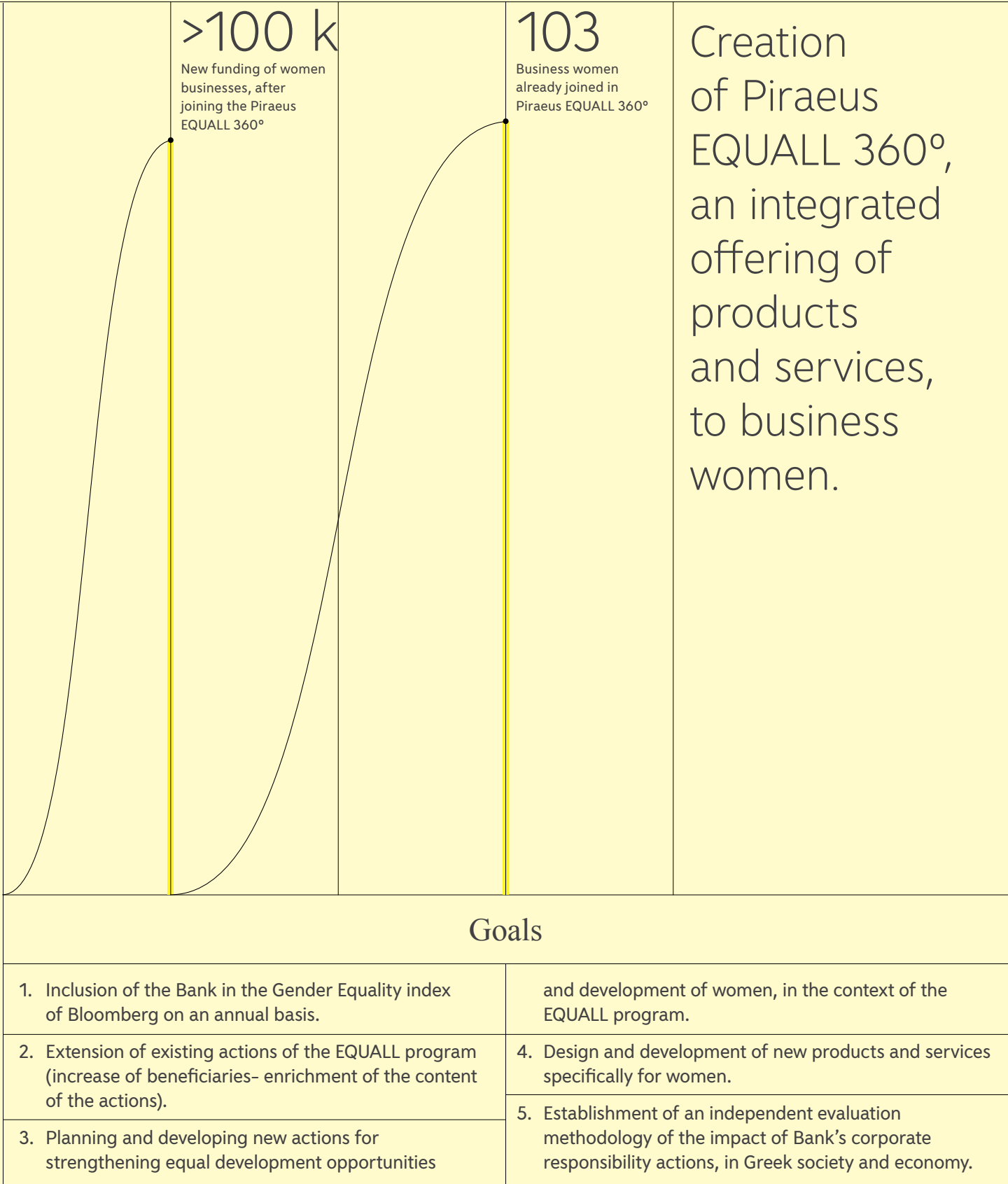




Mapping with Sustainable
Development Goal
Gender Equality



Assurance by independent body
Bloomberg Index: Gender Equality Index



Stakeholder's dialogue

Stakeholders are defined as entities or individuals that can reasonably be expected to be significantly affected by Piraeus Financial Holdings Group operations; and whose actions can reasonably be expected to affect the Group's ability to successfully implement its strategies and achieve its objectives.

In the framework of its activities and operations, the Group has set up appropriate channels to encourage constructive dialogue with each of its stakeholders – the frequency of communication is determined by the nature of the relationship with each stakeholder. Systematic stakeholder engagement enables the Group to identify changes in the environment and to better manage the expectations of the stakeholders. The Group was involved in the formulation and adoption of the global Principles for Responsible Banking and treats each separate stakeholder dialogue as important. In 2021, the Group engaged in a dialogue with its Stakeholders and the following issues were recognised as material: data protection, new technologies in customer service, financial inclusion, responsible banking, respect for the environment (addressing climate change and management of carbon emissions), and cultural heritage (promotion of tangible and intangible cultural heritage of the country) as pillars of sustainable development, support the new generation and the local communities as well as the value creation. Corporate governance, commitment to the UN Principles for Responsible Banking and commitment to the UN Women's Empowerment Principles were also recognised as material topics.

For more details on Piraeus Financial Holdings Group stakeholder dialogue, see www.piraeusholdings.gr>Investor Relations>Financial Data>Annual Reports>2022

¹ European Central Bank, *Guide on climate-related and environmental risks. Supervisory expectations relating to disclosures*, November 2020.

² See above.

³ See the Bank's second report in accordance with the TCFD Recommendations: www.piraeusholdings.gr/~media/Com/2021/Files/corporate-responsibility/environment/20211130_TCFD_Piraeus_Group_%CE%95%CE%9D_FINAL.pdf

⁴ For more information on the Science-based targets and net-zero initiatives, see "Environment" of this Report.

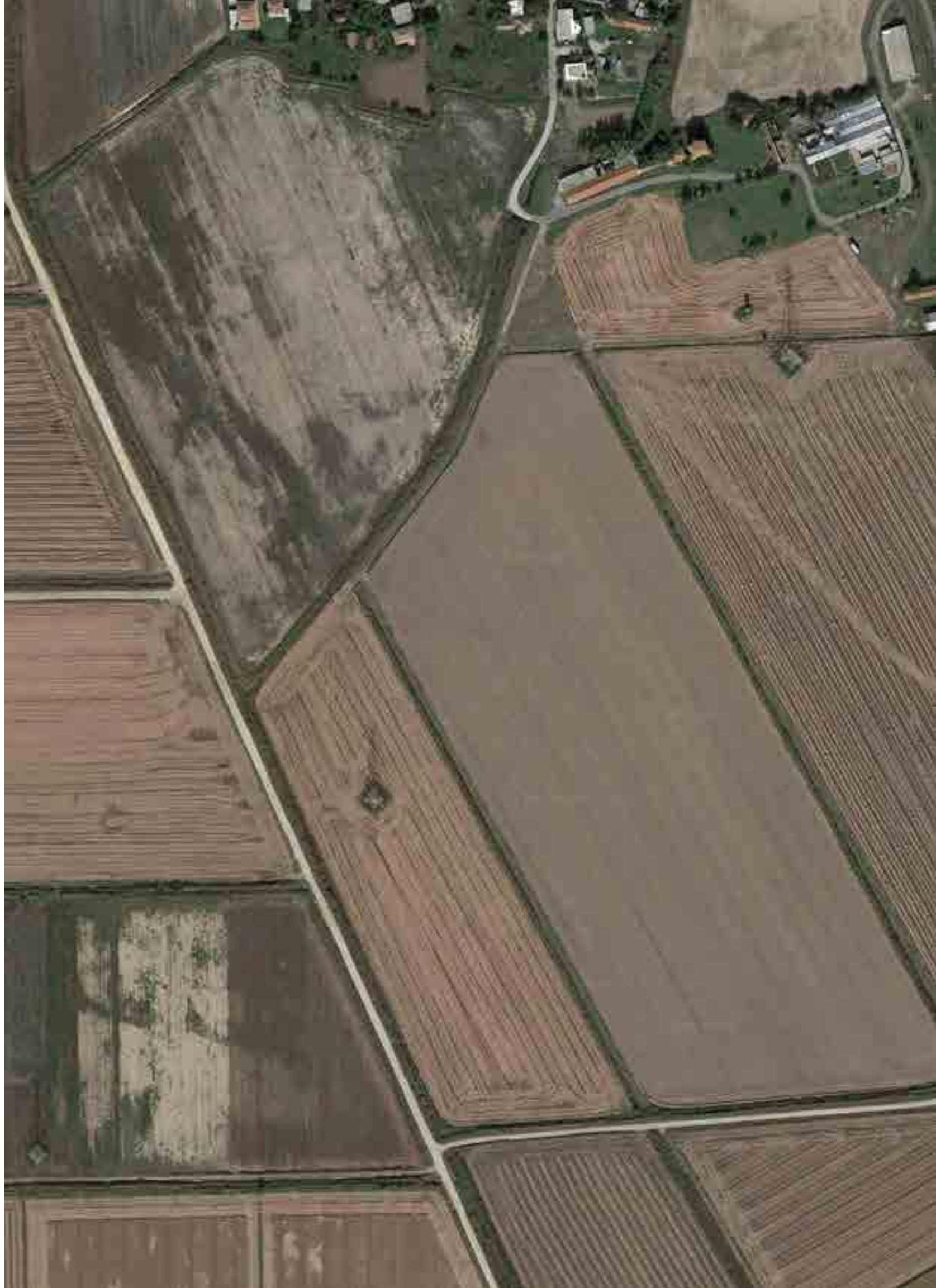
⁵ For the alignment of Piraeus with the Principles for Responsible Banking, see www.piraeusholdings.gr/~media/Gr/Idiwtes/Files/unep-fi/20211111_Piraeus_PRB-Reporting-and-Self-Assessment.pdf

⁶ For the alignment of Piraeus Bank with the TCFD Recommendations, see www.piraeusholdings.gr/en/sustainable-banking/environment-and-society/environment/environmental-policy-principles/tcf-recommendations

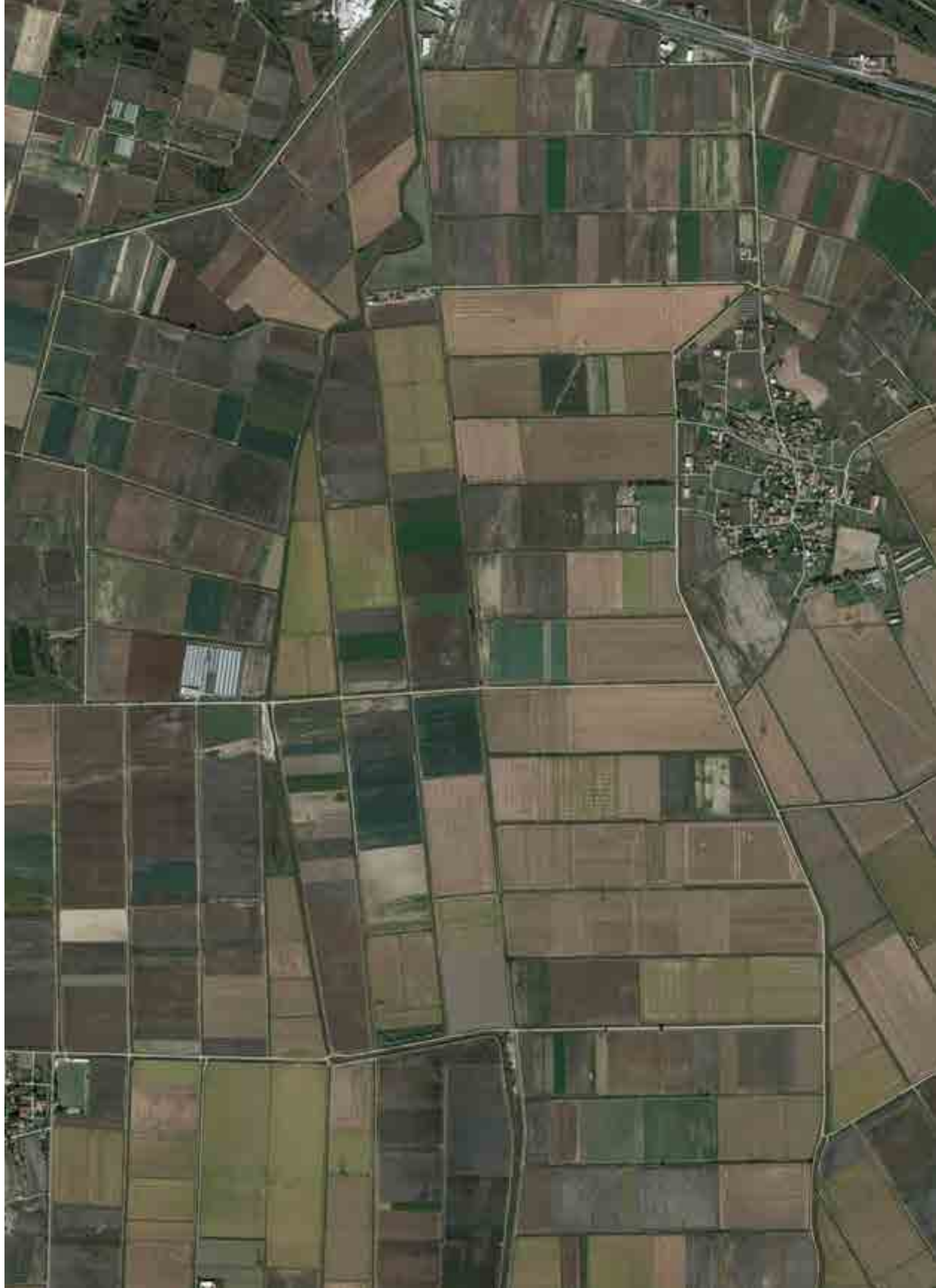




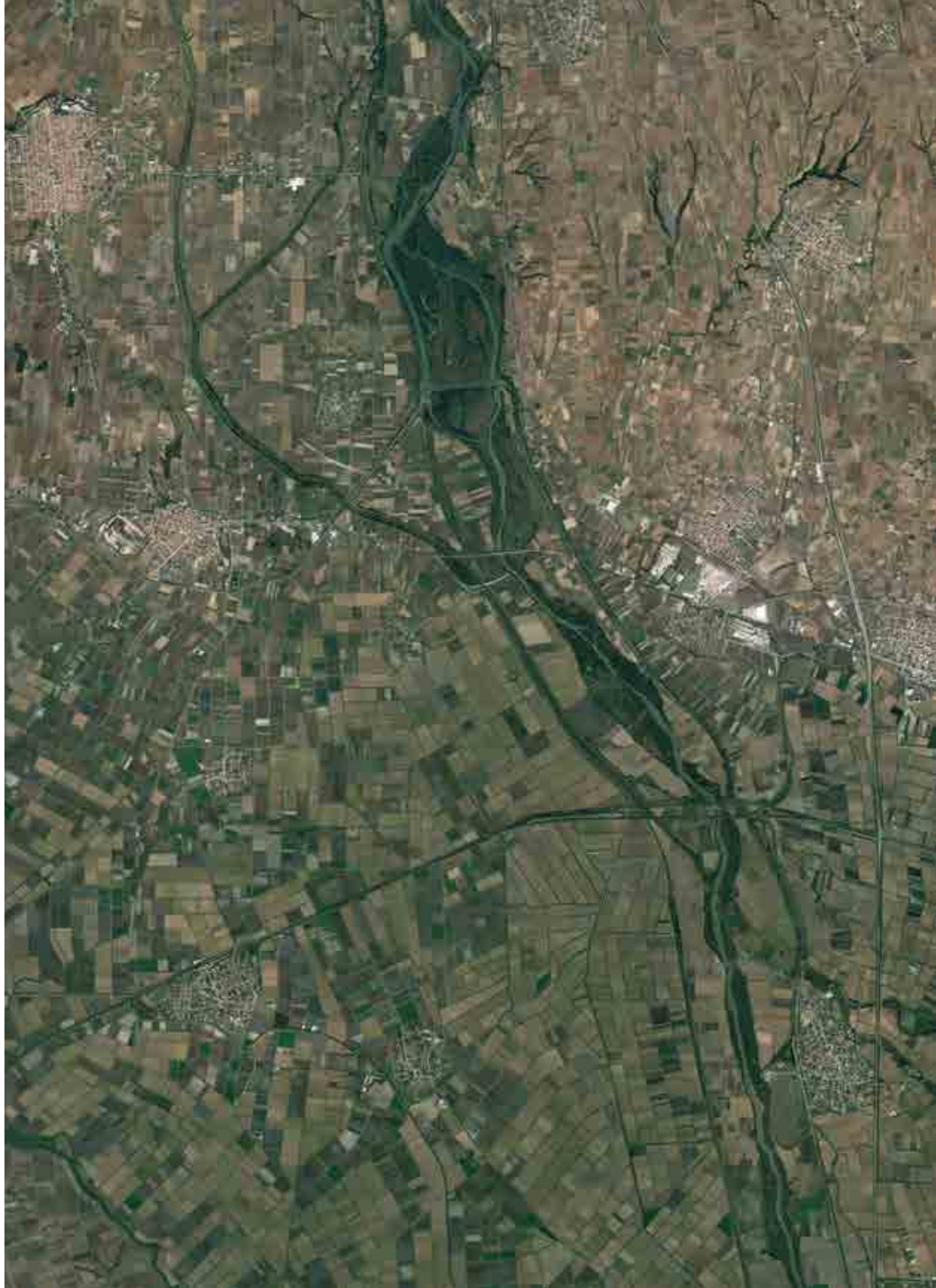












CORPORATE GOVERNANCE, RISK MANAGEMENT AND CONTROLS

Piraeus Financial Holdings Corporate Governance

During the reporting period and until 31 December 2021, the Company applied most of the regulations and practices for credit institutions, adapted to its current business model, even though it ceased to be a credit institution on 30 December 2020, following the completion of the Demerger by way of hive-down of the Company's banking activities and its contribution to a newly established credit institution. These practices constitute best corporate governance practices and largely meet the requirements of the new Greek Law 4706/2020, the Corporate Governance Framework (hereinafter "CGF") for Greek companies with securities listed on a regulated market, in force since July 2021. Piraeus Financial Holdings has revised its policies and internal processes, as well as the operating regulations of the Board and its Committees to ensure full alignment with the corporate governance practices and the new CGF for listed entities.

The Articles of Association of the Company were amended and approved by the Ordinary General Meeting of Shareholders on 22.06.2021.

For the codified text of the Articles of Association, as approved by the competent Supervisory Authority and registered on the General Commercial Registry, see www.piraeusholdings.gr>Investor Relations>ArticlesofAssociation

As a financial holding company, the Company is supervised by the ECB and applies on a consolidated basis, the strict provisions of Greek Law 4261/2014 and of the Bank of Greece Governor's Act 2577/09.03.2006, the framework that governs the operation of credit institutions and sets out the criteria for evaluating the Internal Control Systems of credit institutions.

Furthermore, the Company has drawn up and applies its Corporate Governance Structure and Operating Regulation ("Company Internal Regulation"). The Internal Regulation, which was revised in 2021, after the Demerger, is available on the Company website. The Company Internal Regulation incorporates the provisions of Greek Law 4706/2020 on

corporate governance, practices arising from the mandatory institutional framework and international best practices. The Company Internal Regulation contains a detailed overview of the responsibilities and operations of the Company's Board of Directors and its committees, of the main Executive Committees, as well as of the Internal Audit, Risk Management and Compliance Units.

The Company has adopted the Hellenic Corporate Governance Code for companies with securities listed on a regulated market, which was drawn up by the Hellenic Corporate Governance Council, in accordance with the provisions of Article 17 of Greek Law 4706/2020.

Moreover, in the context of Greek Law 3864/2010, the Company, its subsidiary "Piraeus Bank SA" and the HFSF entered a Tripartite Relationship Framework Agreement ("RFA"), dated 12 April 2021. The RFA regulates the relations between the three parties on issues related to, inter alia, the Company's and the Bank's corporate governance, rights and obligations of the HFSF Representative to the Board, the HFSF formal approval on material matters, monitoring the Company's risk profile against the approved Risk and Capital Strategy.

The Company's administrative, management and supervisory bodies, and the Internal Control System (ICS), Compliance and Risk Management Systems are governed by the institutional framework and corporate governance structure and operating regulations. The operation and responsibilities of the Board of Directors and its Committees are governed by Recommendation 2005/162/EC and the provisions of Greek Law 3016/2002, Greek Law 3864/2010, Greek Law 4261/2014, Greek Law 4449/2017, and Greek Law 4706/2020.

Investor Relations, Shareholder Relations, and Corporate Announcements

The Bank has Investor Relations, Shareholder Registry and Corporate Announcements Services charged with informing investors, shareholders and the competent supervisory authorities respectively. The aim of these services is to ensure communication and transparency of information.

The Investor Relations Service provides the financial community (private and institutional investors) with information, with the active involvement of the Group's Senior Management. During 2021, a total of 743 meetings/briefings (+12% since 2020) were held with institutional investors and research analysts in Greece and abroad.

The Shareholder Registry is responsible for providing direct and symmetrical information to all shareholders, as well as assisting them in exercising their rights in accordance with the law and the Company's Articles of Association.

The Corporate Announcements Service was set up in accordance with Law 3016/2002 and the Hellenic Capital Market Commission's Board resolution no. 5/204/14.11.2000 and is responsible for ensuring the Company's compliance with the regulatory framework. Corporate announcements are promptly submitted to the Hellenic Exchanges to be recorded in the Daily Official List and for investors to be informed.

General Meeting of Shareholders

The General Meeting of Shareholders of Piraeus Financial Holdings SA is its supreme body, and it is responsible, inter alia, for electing the members of the Board of Directors, for appointing the external auditors and for approving the Annual Financial Report which incorporates the Board of Directors' Management Report and the Consolidated and Separate Financial Statements. Shareholders' Meetings are convened and make decisions in accordance with the conditions provided for by law and the regulations in force and the Company's Articles of Association.

Information on the operation and decisions of the General Meetings of the Company's shareholders is available at:
www.piraeusholdings.gr/en/investors/corporate-governance/general-meetings

Shareholder Structure

The Company's shareholder structure is diversified. On 31.12.2021 the total number of the Company's common shareholders stood at 18,200. The HFSF held 27% of the outstanding common shares (1,250,367,223, each with a nominal value of €0.95). The remaining 73% was held by the private sector; circa 19% by Paulson & Co, circa 5% by Helikon Investments, circa 41% by legal entities and circa 8% by individuals. Strong international presence is evidenced by the fact that a significant part of free float is held by foreign institutional investors.

PFH Board of Directors

The Board of Directors (PFH Board) represents Piraeus Financial Holdings SA and is responsible for deciding on any matter concerning the Company's administration, the management of its assets and the pursuit, in general, of its purposes. The PFH Board is not entitled to decide on matters which, according to the Law or the Articles of Association, belong to the exclusive competence of the General Meeting of Shareholders.

In accordance with Article 8 of its Articles of Association, as in force today, the Company is managed by a Board of Directors consisting of a minimum of nine (9) and a maximum of fifteen (15) members, executive and non-Executive Directors. Non-Executive Directors should account for at least one third (1/3) of the total number of Board members. At least two (2) of the non-Executive Directors should be independent. A HFSF Representative ("HFSF Representative") participates as a Member to the Board. The HFSF informs in writing the Chairperson of the PFH Board about the appointment of the HFSF Representative to the Board of the Company. Following this, the PFH Board shall take all necessary actions in accordance with the Law on Sociétés Anonymes and the Company's Articles of Association to fi-

nalise his appointment, including the announcement to the General Meeting of Shareholders.

In addition, the RFA includes the following provisions regarding the composition of the Company's Board of Directors: (a) the Board shall be composed of not less than seven (7) nor more than fifteen (15) persons. Only an odd number of members is permitted, including the HFSF Representative to the Board, (b) the Chairperson of the Board must be a non-executive member and should not serve as Chairperson of either the Board's Risk or the Audit Committee, (c) Non-Executive Directors make up a majority of the Board. At least 50% (rounded to the nearest integer) but not less than three (3) members of the Board (excluding the HFSF Representative) shall be independent directors, and (d) at least two (2) Executive Directors should be appointed to the Board.

The PFH Board has adopted a Board of Directors Suitability Policy, which is based on the laws and regulations in force at the time of its adoption and incorporates the following: (a) the provisions of Greek Law 4261/2014, which transposed into Greek law Directive 2013/36/EU on capital requirements (Capital Requirements Directive IV or CRD IV) and the relevant BoG Governor's Acts and decisions, (b) the joint European Securities and Markets Authority (ESMA) and European Banking Authority (EBA) Guidelines on the assessment of the suitability of members of the management body and key function holders (EBA/GL/2017/12), and takes into account the ECB Guide to fit and proper assessments (May 2018), (c) Greek Law 4706/2020 and the related circulars issued by the Capital Market Commission (the "HCMC"), and (d) Greek Law 3864/2010 on the establishment and operation of the HFSF and the RFA signed between the HFSF and the Company. The Suitability Policy defines the general principles, the procedure, and the criteria to be used in assessing the suitability of members of the PFH Board (excluding the HFSF Representative). A prospective director is deemed suitable, if (a) he/she meets the suitability criteria (fit and proper), (b) he/she does not have any existing or foreseeable conflicts of interest with the Company, (c) he/she is able to commit sufficient time to the PFH Board depending on the position for which he/she is recommended, (d) he/she has financial experience in the banking sector, is committed to applying international best banking practices on risk management, compliance and the Internal Control System (ICS), and possesses sufficient knowledge of the business model and related markets in which the Company operates, and (e) he/she has independence of mind, and conducts himself/herself with honesty and integrity.

Furthermore, the Company's Directors should have good repute, adequate knowledge, skills and experience to carry out their duties, taking into account the special role of a holding company. Board members are subject to a fit-and-proper assessment by the Single Supervisory Mechanism (SSM).

The members of the PFH Board are elected for a term of three (3) years. The term of office the members of the Board of Directors expires at the end of the next Annual General Meeting (AGM) following the election. The current Board was elected by the AGM held on 26.06.2020 and consequently its term of office expires on 26.06.2023, or the AGM after that.

Under the Articles of Association, if a Board Member resigns, passes away or forfeits his/her office in any way, or if the Board of Directors declares a vacancy as a result of unjustified absence from its meetings for three (3) consecutive months, the Board may continue to manage and represent the Company without replacing the missing members if the remaining members are at least nine (9). In accordance with Greek Law 4706/2020, in case of unjustified absence of an independent member in at least two (2) consecutive meetings of the Board of Directors, this member shall be considered as resigned. Further provisions for Board attendance requirements are included in the Board Attendance Policy.

The PFH Board consists of members with international leader-

ship expertise and know-how, particularly in the areas of banking re-structurings and the reduction of NPLs. Moreover, the Board members possess in depth knowledge and experience of the banking market, actively contribute to the improvement of the corporate governance framework and are in charge of the changes that need to be made. They also participate in the constructive dialogue and the quest for solutions to the challenges faced by the Company and the Group.

The Board of Directors of Piraeus Financial Holdings SA consists of thirteen (13) members. At the date of preparation of this Report, the Board has the following composition, with the appointment of Executive and Non-Executive Directors:

George P. Handjinicolaou
Chairman of the Board of Directors, Non-Executive Director

Karel G. De Boeck
Vice-Chairman, Independent Non-Executive Director

Christos I. Megalou
CEO (Chief Executive Officer), Executive Director

Vasileios D. Koutentakis
Executive Director

Venetia G. Kontogouris
Independent Non-Executive Director

Arne S. Berggren
Independent Non-Executive Director

Enrico Tommaso C. Cucchiani
Independent Non-Executive Director

David R. Hexter
Independent Non-Executive Director

Solomon A. Berahas
Independent Non-Executive Director

Andrew D. Panzures
Independent Non-Executive Director

Anne J. Weatherston
Independent Non-Executive Director

Alexander Z. Blades
Non-Executive Director

Periklis N. Dontas
Non-Executive Director, HFSF Representative

At its meeting held on 23.06.2022, the Board of Directors elected, following respective recommendation of the Nomination Committee, Mrs Francesca A. Tondi as an Independent Non-Executive Director, to replace Mr Arne Berggren, following his resignation, for

the remaining term of office, namely until 26.06.2023, subject to the fit-and-proper assessment by the relevant supervisory authorities.

The Board of Directors is on constant alert, exercising due diligence in performing its duties. In particular, the Board initiates action to encourage sound business practices, to invest in professional training for young people entering the job market. The Board also collaborates with the Greek productive and business world, especially in tourism and agriculture, and responsibly and consistently supports the effort to restart the Greek economy.

The fact that there is a wide range of perspectives in the boardroom means that the status quo is constantly brought into question and re-assessed, and that information is being carefully evaluated. Diversity in the Boardroom contributes effectively to the expression of different views, and to the avoidance of “groupthink”, and fosters constructive dialogue so that Non-Executive Directors challenge and contribute to the development of strategy.

In addition to the Director Suitability Policy, the Company has also adopted a Board of Directors Diversity Policy. The Company recognises and embraces the importance and the benefits of diversity for safeguarding and improving competitiveness and innovation, as well as for achieving maximum team efficiency and effectiveness. In this context, when nominating new Board members or senior management executives, a combination of elements is taken into consideration, including, inter alia, skills, capabilities, qualifications, experience, educational and professional background, the ethnic origin, the gender, the age and other qualities, which may vary depending on the identified weaknesses and the business or strategy needs of the Company.

In addition, even though the percentage of female participation on the Board of the Company does not differ significantly from the average at national and European level, the Company recognises the need for including more women and works towards this direction, despite the strict legal and regulatory framework governing the composition of the Board of Directors that restricts the pool of available candidates.

Detailed information on the responsibilities of the Board, its operation, its current composition and short CVs of Board members are available at: www.piraeusholdings.gr>Investor relations>Corporate Governance>Board of Directors Composition and www.piraeusholdings.gr>Investor Relations>Financial Statements & Other Information>2021>Piraeus Financial Holdings SA>Annual Financial Report

Committees

In the context of the continuous improvement of the organisational structure of the Company and the Group, specialised tasks have been assigned to Committees. The composition of the Committees up until 22.06.2022 were as follows:

Audit Committee	
Anne Weatherston	Chairman, Independent Non-Executive Director
Andrew Panzures	Vice Chairman, Independent Non-Executive Director
Karel De Boeck	Member, Independent Non-Executive Director
David Hexter	Member, Independent Non-Executive Director
Solomon Berahas	Member, Independent Non-Executive Director
Periklis Dontas	Member, Non-Executive Director, HFSF Representative to the Board of Directors pursuant to Greek Law 3864/2010
83% Independent Non-Executive	17% Non-Executive

	Risk Committee	
	Karel De Boeck	Chairman, Independent Non-Executive Director
	Solomon Berahas	Vice Chairman, Independent Non-Executive Director
	Andrew Panzures	Member, Independent Non-Executive Director
	Anne Weatherston	Member, Independent Non-Executive Director
	Alexander Blades	Member, Non-Executive Director
	Periklis Dontas	Member, Non-Executive Director, HFSF Representative
	67% Independent Non-Executive	33% Non-Executive

	Remuneration Committee	
	Arne Berggren	Chairman, Independent Non-Executive Director
	Andrew Panzures	Vice Chairman, Independent Non-Executive Director
	Enrico Cucchiani	Member, Independent Non-Executive Director
	Solomon Berahas	Member, Independent Non-Executive Director
	Alexander Blades	Member, Non-Executive Director
	Periklis Dontas	Member, Non-Executive Director, HFSF Representative
	67% Independent Non-Executive	33% Non-Executive

	Nomination Committee	
	David Hexter	Chairman, Independent Non-Executive Director
	Enrico Cucchiani	Vice Chairman, Independent Non-Executive Director
	Venetia Kontogouris	Member, Independent Non-Executive Director
	Arne Berggren	Member, Independent Non-Executive Director
	Karel De Boeck	Member, Independent Non-Executive Director
	Alexander Blades	Member, Non-Executive Director
	Periklis Dontas	Member, Non-Executive Director, HFSF Representative
	71% Independent Non-Executive	29% Non-Executive

	Board Ethics and ESG Committee	
	George Handjinicolaou	Chairman, Board Chairman, Non-Executive Director
	Karel De Boeck	Member, Independent Non-Executive Director
	Enrico Cucchiani	Member, Independent Non-Executive Director
	David Hexter	Member, Independent Non-Executive Director
	Venetia Kontogouris	Member, Independent Non-Executive Director
	Arne Berggren	Member, Independent Non-Executive Director
	Solomon Berahas	Member, Independent Non-Executive Director
	Alexander Blades	Member, Non-Executive Director
	Periklis Dontas	Member, Non-Executive Director, HFSF Representative
	67% Independent Non-Executive	33% Non-Executive

As of the date of publication of the 2021 Sustainability & Business Report, the composition of the Group Executive Committee was as follows:

Group Executive Committee (ExCo)	
Christos Megalou	CEO
Theodoros Gnardellis	Executive General Manager
Vasileios Koutentakis	Executive General Manager
Dimitrios Mavrogiannis	Executive General Manager

Details on the responsibilities of the Board Committees are available at: www.piraeusholdings.gr/en/investors/corporate-governance/committees/piraeus-financial-holdings-committees

the conditions provided for by law and the regulations in force and the Bank's Articles of Association.

Piraeus Bank Corporate Governance

During the reporting period and until 30 December 2021, the Bank, as a Société Anonyme, applied the provisions of corporate law and its Articles of Association. As a credit institution, the Bank is supervised by the ECB and applies the strict provisions of Greek Law 4261/2014 and of the Bank of Greece Governor's Act 2577/09.03.2006, the framework that governs the operation of credit institutions and sets out the criteria for the evaluation of the Internal Control Systems of credit institutions. The Bank also adheres to EBA Guidelines on internal governance.

Furthermore, the Bank has drawn up and applies its Corporate Governance Structure and Operating Regulation ("Bank Internal Regulation"), which constitutes an internal document. The Bank Internal Regulation consolidates the legal/regulatory framework on corporate governance (namely Greek Law 4261/2014 and of the Bank of Greece Governor's Act 2577/09.03.2006) and international best practice, including the OECD Principles of Corporate Governance (2004).

The Bank Internal Regulation contains a detailed overview of the responsibilities and operations of the Bank's Board of Directors, the Audit Committee, the Risk Committee, the Remuneration Committee, the Nomination Committee, the Strategy Committee, the Executive Committee, as well as of the Group Internal Audit, Risk Management and Compliance Units.

The Articles of Association of the Bank are available on the Bank's website.

Moreover, in the context of Greek Law 3864/2010, the Bank is bound by the HFSF³ Tripartite Relationship Framework Agreement ("RFA"). The RFA regulates the relations between Piraeus Financial Holdings, its subsidiary "Piraeus Bank SA" and the HFSF on issues related to, inter alia, the Company's and the Bank's corporate governance, the rights and obligations of the HFSF Representative to the Board, the required prior approval of the HFSF on material matters, and the monitoring of the Company's risk profile against the approved Risk and Capital Strategy.

General Meeting of Shareholders

The General Meeting of Shareholders of Piraeus Bank SA is its supreme body, and it is responsible, inter alia, for electing the members of the Board of Directors and the external auditors and for approving the Annual Financial Report which incorporates the Board of Directors' Management Report and the Consolidated and Separate Financial Statements. Shareholders' Meetings are convened and make decisions in accordance with

Piraeus Bank Board of Directors

In accordance with Article 8 of its Articles of Association, as in force today, the Bank is managed by a Board of Directors (Piraeus Bank Board). The Piraeus Bank Board shall be composed of not less than nine (9) nor more than fifteen (15) persons, executive and non-Executive Directors. Non-Executive Directors should account for at least one third (1/3) of the total number of Board members. At least two (2) of the non-Executive Directors should be independent, within the meaning of Article 9 of Greek Law 4706/2020. Pursuant to Greek Law 3864/2010, a Representative of the HFSF ("HFSF Representative") participates as a Member to the Board. His responsibilities are determined in Greek Law 3864/2010 and the RFA.

In addition, the RFA includes the following provisions regarding the composition of the Bank's Board of Directors: (a) the Board shall be composed of not less than seven (7) nor more than fifteen (15) members. Only an odd number of members is permitted, including the HFSF Representative to the Board, in accordance with Greek Law 3864/2010, (b) the Chairperson of the Board must be a non-executive member and should not serve as Chairperson of either the Board's Risk or the Audit Committee, (c) Non-Executive Directors make up a majority of the Board. At least 50% (rounded to the nearest integer) but not less than three (3) members of the Board (excluding the HFSF Representative) shall be independent directors, within the meaning of Article 9 of Greek Law 4706/2020 and Recommendation 2005/162/EC, and (d) at least two (2) Executive Directors should be appointed to the Board.

The Piraeus Bank Board has adopted a Policy on the Nomination of Board members. The Policy is based on the laws and regulations in force at the time of its adoption and incorporates the following: (a) the provisions of Greek Law 4261/2014, (b) the ECB Guide to fit and proper assessments, and (c) RFA requirements and international best practices. The Nomination Policy defines the general principles, the procedure, and the criteria to be used in assessing the suitability of members of the PFH Board (excluding the HFSF Representative). A prospective director is deemed suitable, if (a) he/she meets the suitability criteria (fit and proper), (b) he/she does not have any existing or foreseeable conflicts of interest with the Bank, (c) he/she is able to commit sufficient time to the Piraeus Bank Board depending on the position for which he/she is recommended, (d) he/she has financial experience in the banking sector, is committed to applying international best banking practices on risk management, compliance and the Internal Control System (ICS), and possesses sufficient knowledge of the business model and related markets in which the Bank operates, and (e) he/she has independence of mind, and conducts himself/herself with honesty and integrity.

Furthermore, the Bank's Directors should have good repute, adequate knowledge, skills and experience to carry out their duties. Board members are subject to a fit-and-proper assessment by the SSM.

The mandate for the members of the Bank's Board of Directors is three (3) years and is extended until the Annual General Meeting (AGM) which convenes following the expiry of their term. The current first Board was appointed by the Bank's Articles of Association on 30 December 2020 and therefore its term of office expires on 30 December 2023, to be extended according to the aforementioned. If a Board Member resigns, passes away or forfeits his/her office in any way, or if the Board of Directors declares a vacancy as a result of unjustified absence from its meetings for three (3) consecutive months, the Board may continue to manage and represent the Bank without replacing the missing members if the remaining members are at least nine (9). Elections of new members are disclosed as per company law and announced by the Board of Directors at the next General Meeting.

The Bank's Board consists of members with international leadership expertise and know-how, particularly in the areas of banking restructurings and the reduction of NPLs.

Moreover, the Board members possess in depth knowledge and experience of the banking market, actively contribute to the improvement of the corporate governance framework and are in charge of the changes that need to be made. They also participate in the constructive dialogue and the quest for solutions to the challenges faced by the Bank and the Group.

The Board of Directors of Piraeus Bank SA, as appointed on 30.12.2020, consists of thirteen (13) members. The Board has the following composition, with the appointment of Executive and Non-Executive Directors:

George P. Handjinicolaou

Chairman of the Board of Directors, Non-Executive Director

Karel G. De Boeck

Vice-Chairman, Independent Non-Executive Director

Christos I. Megalou

CEO (Chief Executive Officer), Executive Director

Vasileios D. Koutentakis

Executive Director

Venetia G. Kontogouris

Independent Non-Executive Director

Arne S. Berggren

Independent Non-Executive Director

Enrico Tommaso C. Cucchiani

Independent Non-Executive Director

David R. Hexter

Independent Non-Executive Director

Solomon A. Berahas

Independent Non-Executive Director

Andrew D. Panzures

Independent Non-Executive Director

Anne J. Weatherston

Independent Non-Executive Director

Alexander Z. Blades

Non-Executive Director

Periklis N. Dontas

Non-Executive Director, HFSF Representative

At its meeting held on 23.06.2022, the Board of Directors elected, following respective recommendation of the Nomination Committee, Mrs Francesca A. Tondi as an Independent Non-Executive Director, to replace Mr Arne Berggren, following his resignation, for the remaining term of office, namely until 26.06.2023, subject to the fit-and-proper assessment by the relevant supervisory authorities.

The Group Board of Directors is on constant alert, exercising due diligence in performing its duties. In particular, the Board initiates action to encourage sound business practices, to invest in professional training for young people entering the job market. The Board also collaborates with the Greek productive and business world, especially in tourism and agriculture, and responsibly and consistently supports the effort to restart the Greek economy.

The fact that there is a wide range of perspectives in the boardroom means that the status quo is constantly brought into question and re-assessed, and that information is being carefully evaluated. Diversity in the Boardroom contributes effectively to the expression of different views, and to the avoidance of "groupthink", and fosters constructive dialogue so that Non-Executive Directors challenge and contribute to the development of strategy.

In addition to the Director Suitability Policy, the Bank has also adopted a Board of Directors Diversity Policy. The Bank recognises and embraces the importance and the benefits of diversity for safeguarding and improving competitiveness and innovation, as well as for achieving maximum team efficiency and effectiveness. In this context, when nominating new Board members or senior management executives, a combination of elements is taken into consideration, including, inter alia, skills, capabilities, qualifications, experience, educational and professional background, the ethnic origin, the gender, the age and other qualities, which may vary depending on the identified weaknesses and the business or strategy needs.

In addition, even though the percentage of female participation on the Board of the Bank does not differ significantly from the average at national and European level, the Bank recognises the need for including more women and works towards this direction, despite the strict legal and regulatory framework governing the composition of the Board of Directors that restricts the pool of available candidates.

Detailed information on the responsibilities of the Board, its operation, its current composition and short CVs of Board members are available at: *Investor relations>Corporate Governance>Board of Directors Composition and www.piraeusholdings.gr>Investor Relations>Financial Statements & Other Information>2021>Piraeus Financial Holdings SA>Annual Financial Report*

Committees

In the context of the continuous improvement of the organisational structure of the Bank and the Group, specialised tasks have been assigned to Committees. The operation of the Committees is governed by the Committees Operating Regulation, which forms part (as an Appendix) of the Bank's Corporate Governance Structure and Operating Regulation. The Committees Operating Regulation refers to all the Board Committees, as well as other Executive and Administrative Committees, subject to the specific Operating Regulation of each Committee which prevails to the extent that it deviates from the general rules laid down in the Committees Operating Regulation.

Audit Committee		
Anne Weatherston	Chairman, Independent Non-Executive Director	
Andrew Panzures	Vice Chairman, Independent Non-Executive Director	
Karel De Boeck	Member, Independent Non-Executive Director	
David Hexter	Member, Independent Non-Executive Director	
Solomon Berahas	Member, Independent Non-Executive Director	
Periklis Dontas	Member, Non-Executive Director, HFSF Representative	

Risk Committee		
Karel De Boeck	Chairman, Independent Non-Executive Director	
Solomon Berahas	Vice Chairman, Independent Non-Executive Director	
Andrew Panzures	Member, Independent Non-Executive Director	
Anne Weatherston	Member, Independent Non-Executive Director	
Alexander Blades	Member, Non-Executive Director	
Periklis Dontas	Member, Non-Executive Director, HFSF Representative	

Remuneration Committee		
Arne Berggren	Chairman, Independent Non-Executive Director	
Andrew Panzures	Vice Chairman, Independent Non-Executive Director	
Enrico Cucchiani	Member, Independent Non-Executive Director	
Solomon Berahas	Member, Independent Non-Executive Director	
Alexander Blades	Member, Non-Executive Director	
Periklis Dontas	Member, Non-Executive Director, HFSF Representative	

Nomination Committee		
David Hexter	Chairman, Independent Non-Executive Director	
Enrico Cucchiani	Vice Chairman, Independent Non-Executive Director	
Venetia Kontogouris	Member, Independent Non-Executive Director	
Arne Berggren	Member, Independent Non-Executive Director	
Alexander Blades	Member, Non-Executive Director	
Periklis Dontas	Member, Non-Executive Director, HFSF Representative	

Strategy Committee		
Enrico Cucchiani	Chairman, Independent Non-Executive Director	
David Hexter	Vice Chairman, Independent Non-Executive Director	
Karel De Boeck	Member, Independent Non-Executive Director	
Anne Weatherston	Member, Independent Non-Executive Director	
Andrew Panzures	Member, Independent Non-Executive Director	
Venetia Kontogouris	Member, Independent Non-Executive Director	
Alexander Blades	Member, Non-Executive Director	
Periklis Dontas	Member, Non-Executive Director, HFSF Representative	

Executive Committee (ExCo)	
Christos Megalou	CEO
Athanasios Arvanitis	Executive General Manager
Georgios Georgopoulos	Executive General Manager
Theodoros Gnardellis	Executive General Manager
Vasileios Koutentakis	Executive General Manager
Dimitrios Mavrogiannis	Executive General Manager
Emmanouil Bardis	Executive General Manager
Ioannis Stamoulis	Executive General Manager
Theodoros Tzouros	Executive General Manager

Details on the responsibilities of the Group ExCo are available at:
www.piraeusholdings.gr>Investor Relations>Corporate
 Governance>Committees>Piraeus Bank>Group Executive Committee

Remuneration Policy

The Group's ability to implement a coherent HR strategy to attract, retain, reward, and motivate talent is important for its continued success. The Group Remuneration Policy is consistent with the corporate strategy, aiming to align the organisation's interests with the interests of its stakeholders, creating value.

The Group monitors, reviews, and updates the remuneration processes and structures on a periodic basis and whenever there is a material change, so that they are continuously aligned with the evolving business objectives and regulatory framework. Remuneration practices and related pay grades and salary ranges do not incentivise undue risk-taking, potential conflicts of interest, or the violation of laws and regulations. The Remuneration Policy aims to:

1. Attract, motivate and retain high calibre employees who achieve the expected results by embracing the Group's corporate values and culture.
2. Support a performance-driven culture, rewarding excellence and delivery of ESG goals.
3. Enhance internal and external pay transparency to ensure equal pay for equal work.
4. Align remuneration with profitability, capital adequacy, and liquidity while reflecting the disposition for sound risk management.
5. Promote a culture of compliance and effective risk management.
6. Enhance internal and external transparency.

The principles and provisions of the Remuneration Policy apply to all employees, varying according to their level or responsibility, including those whose professional activities have a material impact on the Group's risk profile.

The Group HR plays an important role in developing and implementing the Remuneration Policy, in consultation with Legal Services, Risk Management, Compliance, and Internal Audit.

The Remuneration Committee of the Board of Directors provides

its support and advice on the design of the Remuneration Policy, to ensure that the principles of remuneration:

1. Are highly competitive considering regulatory and market developments.
2. Take into account all types of risks, the level of liquidity and capital adequacy.
3. Support equal treatment of employees, without bias on gender, age, nationality, disability, or any other factor not related to performance.
4. Promote sound and effective risk management and support business performance and strategy, and corporate values.
5. Align the interests of the employees with those of the shareholders, while promoting the Group's long-term interests.
6. Link remuneration to KPIs.

The Remuneration Committee makes necessary changes and amendments to the Remuneration Policy and submits amended Policy to the Non-Executive Directors for approval.

The overarching principles underlying the Remuneration Policy for Directors are the same as those underlying the Remuneration Policy for all employees. At the same time the compensation package for Directors is different from compensation for lower-level employees, to reflect their role and responsibilities in pursuing the Group's strategic objectives.

The Remuneration Committee submits the Directors' Remuneration Policy for review by the Non-Executive Directors. The Directors' Remuneration Policy is then presented to the shareholders' Annual General Meeting for approval. The current Remuneration Policy for Directors was submitted and approved by the Annual General Meeting of Shareholders on 22.06.2021.

Remuneration Policy Framework		
Remuneration governance	<ul style="list-style-type: none"> • The Remuneration Committee reviews scheme features on a regular basis and proposes changes to the Remuneration Policy. • The Legal Services, Internal Audit, Compliance, Risk Management and Human Resources functions are actively involved in developing the Remuneration Policy. • The Non-Executive Directors approve the Remuneration Policy. • Internal Audit carries out an independent audit of the Remuneration Policy, and the Remuneration Committee submits a proposal for the timely implementation of a corrective action plan, which it approves. • Remuneration Reports are submitted to the Bank of Greece, in Pillar III Disclosures and as per the regulatory framework. 	
Remuneration structure	<ul style="list-style-type: none"> • Total remuneration includes fixed and variable components. • Variable pay is paid out in cash and other instruments (if required). • Portion of variable pay may be deferred (if required). • Reference to categories of staff whose professional activities have a material impact on the Group's risk profile- these are defined and monitored on an annual basis. • Terms of non-payment and refund of salaries, which may be activated under certain conditions. 	
Determination of employee remuneration	<ul style="list-style-type: none"> • Fixed pay is market competitive, for the role, skills and experience required for the role, to attract and retain employees. • Variable pay to reward high performance and motivate employees to achieve business goals, within legal, regulatory and budget constraints. • Variable pay promotes sound and effective risk management and does not incentivise undue risk-taking. 	
Performance Reward takes into account:	<ul style="list-style-type: none"> • Alignment with the market, the long-term interests of the shareholders and the Group's strategy. • Employee performance does not adversely affect the Group's capital base - the Group needs to be profitable and sufficiently capitalised. • Employee contribution to business goals and commitment to corporate values. Unit and Group performance, and the Group risk indicators also taken into account. • The promotion of risk-related objectives on ESG considerations, corporate values and risk culture. • The adoption of a gender-neutral approach. 	

More details about the Remuneration Policy for Directors are available at:
www.piraeusholdings.gr>Investor Relations>Corporate Governance>General meetings>Ordinary General Meeting of Shareholders>22.06.2021>Explanatory Note

Remuneration Structure

The Remuneration Policy concerns all forms of remuneration, consists of fixed and variable parts, and is linked to financial performance – both short-term and long-term. It includes all forms of payment, such as cash, shares and other instruments, both lump-sum and deferred payments.

People performance management is aligned with business strategy and rewards high performance, responsible management, and personal responsibility. The remuneration framework is aligned with performance. Senior leadership identifies strategic priorities, converts them into the Annual Business Plan, and communicates them to the Heads of the Business Units. The latter are responsible for informing the employees of each Unit. Thus, annual business goals are communicated to all employees. Employee performance and productivity is evaluated on an annual basis against a predetermined set of objectives. Performance is assessed not only on “what” is achieved throughout the review period but more importantly on “how” it is achieved, so as to ensure that corporate values become embedded in the employees’ consciousness.

Fixed remuneration

Fixed remuneration is permanent and non-revocable, based on pre-determined, non-discretionary criteria, reflecting seniority of staff, the level of education and of professional experience and the skill-set. The amount of fixed remuneration is based on terms that are permanent, transparent and do not provide incentives for risk assumption. Additionally, fixed remuneration is competitive, to attract and retain employees, and to motivate engagement. Fixed remuneration is the employees’ base salary and therefore ensures their desired standard of living.

The Group has developed a gender-neutral fixed remuneration framework, which links the salary structure to:

1. Level of seniority, as determined by performance appraisal.
2. Market pricing using external market data and surveys.
3. Individual skillsets and experience.
4. Value recognition for employee performance and for contribution to business goals.

Benefits

The remuneration structure includes employee benefits in accordance with market practice, to ensure market competitiveness and business

efficiency. Benefits include, but are not limited to, Group Benefits (Life and Medical Insurance Schemes, Group Child Assistance Programme, etc.) as well as Individual Benefits related to the level of responsibility and/or role (e.g., company car, mobile phones, etc.).

The Group also provides benefits arising from the Collective Agreement for the banking sector and the Collective Agreement for Piraeus Bank employees, including supplementary paid maternity leave for working mothers, day-care allowance, one-off benefit for employees with multiple children, benefits for disabled employees and their dependents, recognition of a university degree for employees and their children, student leave, etc. These benefits are reviewed on a regular basis to ensure they remain in line with the Remuneration Policy.

Group Pension scheme

The Group set up an Institution for Occupational Retirement Provision ("IORP") and introduced a Defined Contribution Pension Plan for all employers. The IORP is governed by its Board of Directors and is supervised by the following regulatory authorities: (a) the Department of Occupational Insurance of the Ministry of Labour and Social Affairs, (b) the National Actuarial Authority of Greece, and (c) the Hellenic Capital Market Commission.

As per the Articles of Association of Piraeus' IORP, employer and employees make regular and extraordinary contributions to the Defined Contribution Pension Plan. The employer pays monthly pension contributions. The pension contribution rate is the same for all employees and equals a percentage of the employee's gross monthly base salary. Employees can voluntarily pay contributions up to a predefined ceiling limit on their gross monthly base salary. Employee contribution may be modified up to twice a year. Insured persons are entitled to receive a lump sum equal to the total of the contributions made by the employer and the employee, provided that the age and minimum insurance period requirements set by the IORP are met. In the event of exiting from IORP before fulfilling the specific conditions, insured persons receive only their individual contributions.

Variable remuneration

Piraeus Group rewards performance and motivates employees on individual, unit and/or group level. Variable remuneration schemes consist of short-term and long-term components, thus rewarding both short-term and long-term performance. In addition, variable remuneration enables the Group to award and differentiate compensation based on individual performance and contributions, and to support a strong culture of ethical conduct and values. Without prejudice to legal or regulatory constraints and taking into account potential conflicts of interest, these schemes may take the form of either an annual performance plan, with bonus pay-outs contingent on completing specified tasks, or the form of an incentive programme with specific performance targets, such as increasing deposits or fees from insurance products, etc.

Variable remuneration pay-outs are contingent on predetermined measurable, quantitative, and qualitative criteria. These criteria incorporate the Group's medium and long-term strategy, including its risk profile, and align the interests of employees with the interests of the organisation and shareholders. These criteria do not encourage excessive risk-taking and take into account the capital position. Variable pay is a percentage of fixed remuneration. The rates to reward goal achievement are determined taking into account market conditions, the Group's current financial condition and margins, and specific parameters included in the variable remuneration schemes, following a specific proposal and approval process.

Variable remuneration is capped at 100% of fixed remuneration, or, with approval by the General Meeting of Shareholders, 200% of fixed remuneration.

In order to link variable remuneration with the achievement of the Group's long-term goals and to discourage employees whose professional activities have a material impact on the Group's risk profile ("Material Risk Takers"), from taking excessive risks, a significant portion of their variable compensation is deferred and at least half of it is paid in non-cash instruments. 50% of variable remuneration is paid in cash and 50% is paid in non-cash instruments, as per the applicable regulatory framework. At least 40% (60% for high amounts) of variable pay awarded to material risk takers should be deferred over a period of at least four (4) years or as stipulated in the valid regulations. In line with the current domestic restrictions (Greek Law 3864/2010), no variable pay was paid or/and awarded to Material Risk Takers in 2021.

Non-Executive Directors do not receive any variable remuneration.

Incentive schemes

Incentive schemes are designed to motivate employees to improve their performance by producing better results through increased effort. Rewards can be either monetary or non-monetary and are given to employees to reward them for achieving time-specific goals.

In addition, the sales incentives schemes envisioned in the Remuneration Policy include measures to protect customers and prevent conflicts of interest. Sales incentives are awarded when there are no budget constraints, and when it is not detrimental to the maintenance of the Bank's sound capital base.

Annual variable remuneration schemes

In 2021 the Group's Board of Directors approved the inclusion of variable remuneration schemes in its Remuneration Policy, driven primarily by a performance-based culture that aligns employee interests with the Group's strategic goals. In order to sustain the momentum of the Transformation Plan for a leaner and more efficient organisation and driven by the need to achieve multiple ambitious business goals, the Group must align with the market, and reward employees who will move the company forward.

In this light, the Group adopted specific annual variable remuneration schemes, for all the Group's seniority levels in Greece, varying according to their duties and level of responsibility. Specific conditions and parameters are used, which take into account quantitative and qualitative KPIs for the Group, the business unit and the individual.

Malus & Clawback Provisions

Variable remuneration is paid only if it is sustainable according to the financial situation of the Organisation, and justified according to the performance of the Group, the business unit and the individual concerned.

In any case, the Group is not obliged to pay variable remuneration. Variable remuneration is only awarded when it is not detrimental to the maintenance of a sound capital base. If the conditions are not favourable (e.g., increasing liquidity needs), the Group may decide not to pay variable remuneration, even if its financial performance permits it.

Without prejudice to the general principles of national contract law or employment and labour law, total variable remuneration should be considerably contracted where subdued or negative financial performance of the Group occurs, taking into account both current compensation and reductions in pay-outs of amounts previously earned, including through malus or clawback arrangements.

In the event of violations of regulations/procedures, misconduct, failure to comply with the required standards of conduct, or any other equally serious cause, such as engagement in any conduct

in violation of the rules, the Group shall be entitled to use any legal means to recover such amounts from the employee.

Malus and clawback provisions/arrangements for up to 100% of the total variable remuneration are in place for Executive Directors and other Material Risk Takers.

Remuneration Disclosures

The following Table 1 provides quantitative information on 2021 remuneration, broken down by business segment, for Material Risk Takers on 31.12.2021. Table 2 shows detailed information about the Remuneration of the Group's Board Members (including subsidiaries) and information about the level of remuneration of senior management.

For more information about the Remuneration Policy, see: www.piraeusholdings.gr/en/documentation/pillar-iii-disclosures#2021

Table 1. Quantitative Information on the Remuneration of Material Risk Takers by Business Segment (excluding Board Members)			
2021 (Amounts in € thousands)	Number of employees	Total fixed remuneration	Total variable remuneration
Investment Banking	19	2,268.34	0.0
Retail Banking	42	4,767.17	3.61
Asset Management	9	406,599	0.0
Support Functions	42	5,580.79	0.0
Independent Control Functions	48	3,647.65	0.0
Other Functions	14	1,371.80	0.0

Table 2: Quantitative Information on the Remuneration of Board Members & Material Risk Takers			
2021 (Amounts in € thousands)	Board Members	Senior Management	Employees with a significant impact on the Group's risk profile*
Total number of employees per category	57	30	144
Total fixed remuneration	5,144.50	6,218.29	11.823,95
Total variable remuneration in:			3.61
Cash			3.61
* Senior Management is included in the categories of personnel whose actions have a significant impact on the Group's risk profile.			

Group Compliance

As a banking institution supervised by the Bank of Greece (BoG), Piraeus Bank set up the Group Compliance Unit in accordance with the provisions of the BoG Governor's Act No. 2577/09.03.2006. Group Compliance forms part of the Bank's Internal Control System (ICS) (along with Internal Audit and Risk Management functions), as stipulated in the above Act.

Group Compliance (GC) is headed by the Group Compliance Officer (GCO), who is primarily responsible for overseeing the Group's compliance management programme.

Group Compliance reports to the Audit Committee, which assists the Bank's Board in its oversight of the group's compliance with legal and regulatory requirements, providing updates on the progress. Group Internal Audit monitors and reviews the adequacy and effectiveness of compliance processes and procedures. According to the Bank's current structure, Group Compliance reports to the CEO for administrative issues.

Purpose of Corporate Compliance

Group Compliance is charged with providing preventive compliance advisory, with performing reviews and audits on the implementation of the Bank's compliance-related policies and processes in high-risk areas. Group Compliance is also responsible for monitoring developments at national and international level (mainly EU). Last, Group Compliance provides training to raise awareness and fosters a "compliance culture".

Managing Compliance

Group Compliance is responsible for the Group's Compliance Policy, which sets the principles and standards for managing compliance risks across Piraeus Group's operations. The Compliance Policy and the system for its implementation meet the requirements of the BoG Governor's Act number 2577/09.03.2006 as in force.

The Compliance Policy covers the following components:

1. Key guidelines for compliance with the applicable legal and

regulatory framework of rules and principles for Anti-Money Laundering (AML) and Counter-Terrorism Financing (CTF).

2. Principles for managing risk from potential non-compliance of Piraeus Group and the entities to which activities have been outsourced, in accordance with the applicable legal and regulatory framework.
3. Principles for managing conflicts of interest.
4. Principles for anti-bribery and anti-corruption management.
5. Key guidelines for compliance with the legal and regulatory framework on capital markets, on the provision of financial services and on market manipulation.
6. Key guidelines for compliance with the regulatory framework on matters of transparency and consumer protection.
7. Special principles and guidelines for whistleblowing and relations with the media, suppliers, and investors.

With reference to the above and to ensure full compliance with the regulatory framework, Piraeus Group puts in place processes to effectively reduce the risk of property or other damage, and to mitigate legal or supervisory penalties for partial or non-compliance.

Piraeus Group takes into consideration the regulatory framework and the best practices in the industry in formulating its Compliance Policy and processes.

In 2021, Group Compliance implemented the Action Plan approved by the Audit Committee, in accordance with its organisational structure and the responsibilities of its three (3) pillars, Anti-Money Laundering & Compliance, Compliance Control & Support, and Regulatory & Financial Markets Compliance. At the same time, Group Compliance proceeded with important projects, on issues including conflicts of interest and the assessment of regulatory risk, so as to adopt, on a case-by-case basis, new, international, best practices.

In the context of Anti-Money Laundering & Compliance (AML) (Pillar 1), the AML system upgrade was completed on 7 December 2020, when the new system was put into operation. The new advanced AML system has upgraded capabilities for ML/TF risk management, which were gradually implemented in 2021, with related improvements planned for 2022.

At the same time, the Bank's Compliance Policy was updated in accordance with the provisions of Greek Law 4557/2018 on the Prevention of the Use of the Financial System for the Purposes of Money Laundering or Terrorist Financing, which transposed the relevant provisions of EU legislation into Greek law. Targeted changes were made to individual processes, and best practices were adopted, pending the issuance of the relevant Executive Committee Acts by the Bank of Greece.

Despite the challenges imposed by the Covid-19 pandemic, with most officers working from home, the targets set for 2021 were met, in terms of both the number of requests from Supervisory, Judicial and Public Authorities and the average response time.

In the context of Compliance Control & Support (CTF) pillar, the Group Controls Unit of Group Compliance successfully completed its scheduled annual audits on compliance-related issues, with an emphasis on AML/CTF risks, despite the adverse conditions created by the pandemic.

The purpose of compliance audits is to identify issues that arise during the implementation of the Compliance Policy and to plan corrective actions.

The Compliance Support Unit played an important role in fostering a "compliance culture" across the Bank, providing ongoing training and awareness on the appropriate governance and reporting mechanisms, relevant policies, instructions and systems. In 2021, Group Compliance offered e-learning programmes to 4,819 Bank employees and remote classroom training using Microsoft Teams as a training aid 606 Bank employees, with emphasis on AML/CTF. Due to the Covid-19 pandemic, Group Compliance and "Group Human Resources - Learning & Knowledge Sharing" replaced classroom training with remote classroom training using the Microsoft Teams platform.

In addition, greater emphasis was placed on e-learning, with the development of additional e-learning programmes.

The Regulatory & Financial Markets Compliance (RFMC) pillar in collaboration with Group Taxation and Custody Services, actively participated in the periodic review (by an external consultant) of its compliance with the QI agreement and submitted a copy of the report covering the factual results of the periodic review to the IRS.

In addition, RFMC participates in the Working Group for the Bank's compliance with the SFDR (Sustainable Finance Disclosure Regulation), Commission Delegated Directive (EU) 2021/1269 and Commission Delegated Regulation (EU) 2021/1253 as regards the integration of sustainability criteria and parameters in investment services. Furthermore, RFMC actively participated in the evaluation of outsourcing contracts in accordance with the guidelines on Outsourcing Arrangements adopted by the Bank of Greece (BoG) in the Executive Committee Act No. 178/5/02.10.2020. RFMC also participated in the evaluation of both new and existing products that were modified and offered by the Bank (a significant increase is observed in the number of services and products offered through e-banking), of advertisements and informative texts to customers, thus strengthening the implementation of the relevant institutional framework and reducing the risk of non-compliance. Last, RFMC played an important role in evaluating and managing cases of conflict of interest, and the acceptance of professional gifts/benefits from customers or third parties. In general, Regulatory & Financial Markets Compliance provides support and advice to all the Bank functions on compliance-related issues and conducts trainings on the implementation of MiFID II. In 2021, it updated the training material regarding the conflict of interests.

Measuring Compliance Actions

Training on anti-corruption policies and processes is a top priority for Piraeus Bank. Management and all employees have been able to attend training courses for many years and will continue to do so.

In 2021, the Organisation's anti-corruption policy and processes were communicated to the entire Board (13 Directors in 2021) and to all Bank employees (8,555⁴ people at 31.12.2021), through the Bank's Intranet. During the same period, 4,863 employees (57% of the Bank's total workforce) received anti-corruption training. The tables below depict the breakdown of employees who received anti-corruption training, by geographical area and hierarchical level.

Geographical Distribution				
Virtual classroom training & e-learning	Attica	Thessaloniki	Rest of Greece	Total
Total employees trained in 2021	1,827	479	2,557	4,863
Piraeus Bank employees at 31.12.2021	4,937	794	2,824	8,555
Percentage of employees trained in 2021	37%	60%	91%	57%

Hierarchical Distribution					
Virtual classroom training & e-learning	Leading Family (L1-L3)	Management (L4-L6)	Professionals (L7-L8)	Total	
Total employees trained in 2021	5	1,459	3,399	4,863	
Piraeus Bank employees at 31.12.2021	143	2,939	5,473	8,555	
Percentage of employees trained in 2021	3%	50%	62%	57%	
Note: The distribution of participants by hierarchical level is displayed based on the new "Job Family Model" HRMS.					

For 2022, Group Compliance has planned a series of actions to improve the AML system parameters, to integrate the institutional AML/CTF framework under development, to cover a broad range of issues through the Group Compliance audit schedule and to complete the implementation of the compliance-related legal and institutional framework.

Group Compliance has also planned actions to implement new, international, best practices regarding conflict of interests and regulatory risk assessment. Group Compliance will also continue providing training on the whole range of the Bank's operations, to foster a "compliance culture" and to offer employees a better understanding of the regulatory framework.

Internal Audit

Internal Control System

Piraeus Financial Holdings Group implements an effective Internal Control System (ICS), which provides reasonable assurance that policies, processes, and control mechanisms, taken together, facilitate its effective and efficient operation.

Senior management bears ultimate responsibility for ensuring the establishment and maintenance of an adequate internal control system and manages all the practical aspects relating to the effectiveness and efficiency of the system. The effective ICS is supported by an integrated management information system (MIS) and a communication system with clearly defined hierarchical reporting lines and control mechanisms that cover all its activities.

More information on the ICS available at:

www.piraeusholdings.gr>Investor Relations>Financial Statements & Other Information>Annual Report 2021>Corporate Governance Statement

Internal Audit

The Internal Audit Unit of Piraeus Financial Holdings ("PFH-IAU") has overall responsibility for the Group's Internal Audit and is assisted by the Piraeus Bank Group Internal Audit ("PB -GIA").

The Internal Audit Units ("IAUs") are independent, they report to their Board of Directors through the Audit Committee, and provide reasonable, objective, independent and documented assessment on the effectiveness and efficiency of the Internal Control System. Internal Audit conforms to the International Standards for the Professional Practicing of Internal Auditing, according to an independent assessment.

In 2021, the IAUs implemented the Action Plans approved by the Audit Committee, which were developed based on a risk-based approach.

The audit projects covered, inter alia, key operations with particular emphasis on Corporate Governance, Risk Management and Compliance, considering the possible effects of the Covid-19 pandemic.

In the context of improving audit quality and managing resources more effectively, enhancements were made to the audit

methodology, with the use of Data Analytics and the implementation of continuous monitoring. In addition, a series of courses was offered, as per the standard training plan, which employees had to complete to become familiar with general auditing and specialist subjects.

The IAUs provided increased support to Management in monitoring compliance with the Code of Conduct and Ethics and the work of the Ethic Committees. In addition, PB-GIA played an important role in handling confidential and anonymous whistleblowing complaints.

In the context of strengthening the internal mechanism for fraud prevention and detection, new scenarios were introduced, and existing ones were updated.

The effectiveness of the Internal Audit Units is measured on a regular basis through the adoption and implementation of KPIs.

Adopting best practices and standards, the Internal Audit Units exercised their advisory role through participation in Committees/Working Groups for the development of policies, processes, products/services (new or modification of existing ones) and special projects to ensure the inclusion of adequate safeguards in the scrutinised operations.

For 2022, the Audit Plans developed by the Internal Audit Units cover a wide range of Group activities and have been approved by the respective Audit Committees. The Audit Plans focus on high-risk areas (key audit risks) and take into account current developments and changes in the regulatory framework. The ultimate goal is to strengthen the Internal Control System. Audits will focus, inter alia, on ESG issues, on Risk Management and Corporate Compliance, and on Corporate Transformation issues.

At the same time, IAUs will scale up the internal audit infrastructure with new technologies, with improved audit methodologies and processes and with targeted training and upskilling of employees, to improve the efficiency and effectiveness of audits.

The 2022 Audit Plans aim at improving the operations of the IAUs to strengthen the Group's Internal Control System.

Independent Auditors

The Annual General Meeting of Shareholders of Piraeus Financial Holdings SA on 22.06.2021 elected Deloitte as Certified Auditors of the 2021 separate and consolidated financial statements. More specifically, Mr. Dimitris Koutsos-Koutsopoulos (Reg. no. 26751) was appointed as Regular Certified Auditor. In accordance with Law 4449/2017, as of 2017 the Certified Auditors may offer their services for a period of no more than five consecutive years and their reappointment may take place after the lapse of three consecutive years.

Supervisory and Regulatory Affairs

Regulatory Affairs & Executive Coordination

Regulatory Affairs & Executive Coordination (RAEC) was set up in 2015

to handle relations with the supervisory authorities monitoring Piraeus Bank [European Central Bank (ECB), Single Supervisory Mechanism (SSM), Single Resolution Mechanism (SRM), Bank of Greece (BoG), Hellenic Financial Stability Fund (HFSF), Directorate-General for Competition (DG Comp)], in accordance with the framework on common banking supervision. RAEC has three (3) Pillars:

Pillar 1: Regulatory & Resolution Affairs

Pillar 2: Supervisory Inspections and Assessments

Pillar 3: Executive Coordination

Regulatory Affairs & Executive Coordination (RAEC) has the following responsibilities:

1. Effective relationship management and liaising with the supervisory authorities (ECB, SSM, BoG, SRB, NRA) and other bodies/institutions with which the Bank has special commitments (HFSF, DG Comp).
2. Coordinating the Bank's Units to manage requests and submit progress reports, analysing the requirements, and ensuring that requests are properly addressed in a timely manner.
3. Project Management Office (PMO) to coordinate the Bank's Units for the successful execution of supervisory projects.
4. Coordinating the Bank and Group Units to ensure that supervisory audits/inspections are properly addressed in a timely manner.
5. Monitoring the implementation of corrective actions for compliance with supervisory requirements, guidelines and recommendations, and reporting to Management.
6. Analysing and identifying areas for improvement and coordinating interdepartmental strategic projects to improve Corporate Governance, the internal audit framework and the Group's financial/capital position.
7. Providing guidance on the adoption of specific regulations/directives inside the Organisation.
8. Contribution to interdepartmental coordination and assistance in structural actions for the proper and consistent implementation of the decisions of the Senior Management.

Pillar 1. Regulatory & Resolution Affairs

Regulatory & Resolution Affairs is responsible for managing the Group's relations with Regulatory Authorities (SSM, BoG, HFSF, SRB, NRAs, etc.), for providing any clarifications they may require, and for communicating their feedback inside the Group. The Unit informs the Bank's Management about the requested data and reports, the supervisory guidance and updates, and about areas that require Management intervention to improve the Group's profile vis-à-vis Regulatory Authorities and its compliance with regulatory requirements. It coordinates interdepartmental strategic projects that enhance the Group's financial condition and value.

In 2021, Pillar 1 (Regulatory & Resolution Affairs) focused on:

1. Communication and relationship management with Regulatory Authorities: ECB, SSM, BoG, HFSF, SRB, NRA.
2. PMO on EBA 2021 EU-Wide Stress Test.
3. Coordination and monitoring of Project "Proteus" and PMO for the 2022 Climate Stress Test.
4. PMO on the Bank's corporate transformation following the licensing of the new Credit Institution.

5. PMO on Resolution Plan, including the preparation of annual plans (e.g., FMI's Contingency Plan, Communication Plan, Multi-year plan work programme on Valuation, MREL Issuance Plans), completion and submission of the second edition of the Bail-in Playbook, submission of the second Resolvability Progress Report and the multi-year Work Programme. In terms of liquidity, the Key Liquidity Drivers of the liquidity position in resolution and the Key Liquidity Entities in resolution were identified, accompanied by a draft methodology to estimate the liquidity needs for the implementation of the resolution strategy.
6. PMO on the creation of the SRB Bail-in Data set & Valuation Data Set and Self-assessment reports on Valuation & Bail-in data set.
7. Regular updates to the Resolution Planning Steering Committee regarding the SRB requirements and the applicable resolution framework.
8. PMO for analysis, for impact quantification, for preparation of handbook and for employee training on the implementation of the new definition of default.
9. PMO on Covid-19 reporting for European Reporting and Supervisory purposes.
10. PMO on the benchmark rates reform. In accordance with the European Regulation EU 2016/1011 "Benchmark regulation", in 2021 the Bank worked to ensure a smooth and timely transition away from LIBOR to robust alternative benchmarks that are based on risk-free rates (publication of 35 LIBOR benchmark rates ceased on 31.12.2021). Similar actions are planned in light of the pending ceasing of the publication of select USD LIBOR tenors on 30.06.2023.
11. PMO on the EBA draft Guidelines on Loan Origination & Monitoring, which apply to the internal governance and procedures in relation to credit granting processes and throughout the life cycle of credit facilities. The guidelines also aim to foster robust and prudent standards for credit risk taking, management and monitoring, and to ensure that newly originated loans are of high credit quality.
12. PMO for automating the quarterly supervisory FINREP/NPE Stock take reporting, minimising human involvement during submission and improvement in data quality.
13. PMO on supervisory and other important projects for the Bank (AnaCredit, Calendar effect-PILLAR 3 disclosures/quick fix, Shipping automation).
14. PMO on the submission of supervisory reports (e.g., Basel III, Short-Term Exercise (STE), Funding Plan, MREL Data collection template, EBA MREL/TLAC, LDR, EBA Annexes, Additional Liability Report (ALR), Covid-19 Reporting (HFSF, SSM), COR-27, COR2-28, ACT 175, ad hoc reports and questionnaires).
15. Managing requests and submitting progress reports through the data exchange platform set up to communicate with Supervisory Authorities, the Bank of Greece (Iris) and ECB (Star portal, Astra, Casper).
16. Coordinating the Bank's Units responsible for completing the Register of Institutions and Affiliates Data (RIAD) which contains up-to-date relevant data for the determination of the euro short-term rate (€STR).
17. Coordinating and preparing standardised reports using the Extensible Business Reporting Language (XBRL).
18. Regular updates to the Bank's Senior Management and Committees (ExCo, Risk Committee, Supervisory Reporting Coordination Committee) on the status and the implementation of major supervisory projects.

19. Providing data, analyses, reports, presentations, and clarifications to the ECB, the SSM, the BoG, the SRB, the National Resolution Authority (NRA) and the HFSF.
20. Monitoring and coordinating actions for ensuring compliance with the findings arising from the Supervisory Review and Evaluation Process (SREP).
21. Daily monitoring and analysis of Institutional-Supervisory developments/guidelines and communication to the Group (daily e-mails/updates).
22. Training employees from the Units involved in preparing information related to supervisory developments and the members of the Board of Directors, and regular briefing of Executive Committee (ExCo), the Risk Committee (RC) and the Board of Directors (Board).
23. Representing the Bank to institutional Bodies and participation in Workshops with the ECB, the SSM, the BoG, the SRB, the NRA, the Hellenic Banking Association (HBA) and the European Banking Federation (EBF).

Pillar 2. Supervisory Inspections & Assessments

Supervisory Inspections & Assessment coordinates all competent Units of the Bank and Group to ensure that they are always in a state of readiness to: a) respond to supervisory inspections and regular supervisory reporting and b) manage the relationship and communication with supervisory authorities during on-site inspections or with regard to requested regulatory projects and reports.

Pillar 3. Executive Coordination

In 2021, a new pillar was created under RAEC titled “Executive Coordination”. Executive Coordination is charged with coordinating the Bank’s various Units and business areas to ensure correct and timely implementation of business decisions.

Risk Management

The Group is fully committed to managing and monitoring undertaken risks, to ensure stability and business continuity. The prudent implementation and continuous improvement of the risk management framework is a priority and forms an integral part of the Group’s business strategy-setting process.

The Board has overall responsibility for developing and overseeing the risk management framework.

The Group has effective processes to identify, manage, monitor, and report the risks it is or might be exposed to. The internal control mechanisms in place ensure independent Risk Management, Compliance, and Internal Audit. The Group’s organisational structure ensures separation of tasks and prevents potential conflicts of interest.

The Risk Appetite Framework is reviewed and updated regularly, taking into account the current economic environment, the Bank’s business plans and historical data, market dynamics, new supervisory and regulatory requirements, the Group’s Corporate Governance Framework, international best practices and the shareholders’ interests⁵.

Group Risk Management uses a set of key risk indicators/metrics to review and assess the effectiveness of the risk management framework and informs the Management accordingly.

Group Risk Management

Group Risk Management is an independent function and has overall respon-

sibility for managing the risks and credit risk control in accordance with the BoG Governor’s Act No. 2577/2006 and the CRD IV regulatory framework. The Head of the Group Risk Management (Group Chief Risk Officer, CRO) is appointed by the Board, upon recommendation of the Risk Committee, and his/her appointment or replacement, following the approval of the Risk Committee, is communicated to the supervisory authorities.

The CRO acts as the Executive Secretary of the Risk Committee and is a member of the Group Executive Committee and of the Bank’s major Executive/Management Committees. In the Senior Credit Committee, the Recovery Credit Committee, and the Special Situations Committee, the CRO has veto power and may prevent acts/decisions in possible breach of the Bank’s approved Risk and Capital Strategy.

The duties of the main Executive/Management Committees in which the CRO participates are described in the Bank’s Corporate Governance Structure and Operating Regulation (Annex 3. Regulations for the Operation of Board Committees, Executive, Management & Other Committees and Councils).

Group Risk Management is there to ensure the efficient use of the Bank’s resources, its capital, its corporate reputation, and its human resources. The goal is to achieve a targeted return on tangible equity, by implementing the Bank’s strategic plan, and by connecting the risk appetite statement to business strategies and risk limits.

In this context, Group Risk Management operations include:

1. Capital and liquidity management strategy.
2. Increased focus on strategic risk.
3. Strengthening risk competence and risk management performance.
4. Increasing interactive governance.
5. Establishing a sound risk culture.

The Group Risk Management structure ensures that risk attitudes are aligned with strategies and objectives aligned with the Bank’s strategic and tactical objectives, which include an efficient and sustainable business model. Group Risk Management aims to improve capital allocation and increase risk monitoring and control, in accordance with European supervisory authorities. In addition, Group Risk Management provides the Bank with the best practices, risk management models and methodologies, and acts as an enabler in strengthening the Group’s risk culture.

Group Risk Management is organised in a matrix structure in which risk Units have group-wide risk type oversight responsibility. The following functions form part of Group Risk Management:

1. Risk
2. Balance Sheet & Capital Planning
3. Control
4. Analytics

As part of the Bank’s commitment to enhance its Internal Control System, the role of the Segment Controller was established, with a distinct reference line to the CRO (Segment Head).

For more information on Group Risk Management, see: [www.piraeusbankgroup.com>Documents>Pillar III Disclosures](http://www.piraeusbankgroup.com/Documents/Pillar III Disclosures)

Risk

The Risk function is responsible for designing the framework (policies, methodologies, models, and processes) for managing cred-

it risk, market risk and liquidity risk, and Asset and Liability Management. To this end, the Unit uses methods and models to predict, identify, measure, and monitor the aforementioned risks.

In addition, Risk designs and implements the Internal Liquidity Adequacy Assessment Process (ILAAP) and coordinates the preparation and execution of liquidity stress tests.

Credit Risk

Credit risk is defined as the possibility that a borrower or counterparty of the Group will fail to meet its obligations in accordance with agreed terms and conditions.

Credit risk is the Group's most important source of risk, and its effective monitoring and management is a top priority for senior management. The Group's exposure to credit risk arises mainly from corporate and retail credit, its trading book, various investments and over-the-counter (OTC) derivatives transactions, or other transaction settlements. Credit risk exposure depends on several major variables: macroeconomic and market conditions; the financial health of the borrower, the size and category of the credit extension, the length of the credit term; and the existence of collateral and guarantees.

The implementation of the credit policy, which describes the Group's principles of credit risk management, ensures effective and uniform credit risk monitoring and control. The Group applies a uniform policy for credit assessment, approval, renewal, and monitoring.

Credit Risk designs, specifies, and implements credit risk management policies, in accordance with the Group's Risk Appetite Framework, as approved by the Board, and in compliance with applicable laws and regulations.

In this context, emphasis has been placed on the EBA Guidelines on Loan Origination & Monitoring (May 2020), which shape the new credit approval and monitoring standards. By complying with the new guidelines, the Bank aims to ensure high credit quality of new loan production, and to contribute to the creation of a healthy and profitable portfolio, with low levels of non-performing loans.

Following the Covid-19 outbreak, Credit Risk developed and led a number of initiatives aimed at assessing and effectively managing the credit impact on the Group's loan portfolio. Such initiatives include:

1. Covid-19 reporting for the timely assessment and monitoring of exposures.
2. Financial resilience assessment by economic sector.
3. Commitment for developing policies, processes and support products that serve the EBA Guidance.
4. Implementation of payment moratoria and risk monitoring for borrowers facing short-term liquidity challenges caused by the Covid-19 pandemic.
5. Planning together with the senior managers the lending strategy for 2021.

For more details on measuring and monitoring credit risk and on the Group's activities, see:

www.piraeusbankgroup.com>Investor Relations>Financial Data>Financial Statements & Other Information

Credit Management and Credit Risk Reduction Techniques

The Group manages, monitors, and restricts its credit risk exposure and concentration using a credit limit system that sets the maximum amount of risk that the Group is willing to take. When setting customer limits, the Group takes into account any collateral or guarantees that mitigate risks.

The Group categorises credit risk into risk classes, based on

the underlying collateral or guarantee and the ability to liquidate such collateral or guarantee. Across the Group, no credit is approved by one sole person, since the approval process requires the approval of at least two Officers or a Credit Committee. Credit Committees are constituted depending on the level of risk exposure and play an important role in shaping the quality of the overall credit portfolio. The duties of Credit Committees are set out in the Credit Policy.

Impairment and Provisioning Policy

A critical area in the calculation of the expected credit loss (ECL) under IFRS 9 Financial Instruments is the assessment of whether there has been a significant increase in credit risk since initial recognition.

Setting criteria for determining what constitutes a significant increase in credit risk is essential to identify when such a significant increase in credit risk has occurred. If such an increase has occurred, the Group recognises lifetime expected credit losses (ECL) rather than just 12-month expected credit losses.

Under IFRS 9, expected credit losses are the weighted average credit losses with the probability of default (PD) as the weight. The calculation consists of estimating a range of possible outcomes that includes identifying contingency scenarios that determine the amount and timing of cash flows for each particular outcome, and the estimated probability of that outcome.

Forbearance and Restructuring Policy

Forborne exposure is defined as debt contracts to which forbearance measures have been extended. Forbearance measures are concessions by the Group and the Bank towards borrowers facing, or about to face, difficulties in meeting their financial commitments. Forbearance may involve modification in the terms and conditions of a contract, and/or a refinancing of the distressed loan contract. Forbearance measures only lead to derecognition if the terms in the modified contract are substantially different from those stipulated in the original contract.

Liquidity Risk

Management acknowledges that effective liquidity risk management contributes to the Group's ability to fulfil its payment obligations and to safeguard its earnings and capital. Liquidity risk refers to the risk of a financial institution being unable to meet its obligations as they fall due, without incurring excessive costs or losses on an ongoing basis, including crisis situations.

The Group applies a uniform Liquidity Risk Policy, which is consistent with supervisory regulations and international best practices and has been approved by the Board's Risk Committee. This policy sets out the key definitions and methodologies for liquidity risk assessment, outlines the roles and responsibilities of the functions and personnel involved both from the Bank and its subsidiaries, and provides guidelines for managing liquidity risk.

The Liquidity Risk Policy includes a Contingency Funding Plan (CFP), to be activated under liquidity stress. To manage liquidity risk effectively, the Group monitors and manages, inter alia, the amount, quality and composition/diversification of its liquid assets, the cash flow from its assets and liabilities (inflows, outflows) in time buckets, the composition/diversification and cost of its funding sources, the composition/diversification and funding capacity of its unencumbered collateral, and its funding needs in local and foreign currencies.

As per Regulation (EU) No. 575/2013, the "Liquidity Coverage Ratio - LCR" and "Net Stable Funding Ratio - NSFR" are calculated on a monthly and quarterly basis respectively, both for the Bank and the

Group as a whole. On 31.12.2021 both the LCR and the NSFR ratios exceeded the minimum acceptable supervisory threshold of 100%.

More information on liquidity management and liquidity risk is available in Pillar III Disclosures and the Annual Financial Report.

During 2021, the Group's liquidity profile improved amid the pandemic. The strong deposit base, adequate collateral reserves and financing from the debt and capital markets, coupled with the measures taken by the European Commission, the ECB and the Greek Government, effectively mitigated the risks during the pandemic. The Group's LCR was maintained at consistently high levels in 2021, demonstrating its robust liquidity position despite adverse global economic conditions and increased market volatility, remaining comfortably above risk appetite levels. As at 31.12.2021 the LCR ratio stood at 205.5% (from 175% on 31.12.2020), with a high-quality liquidity buffer of €16.1 billion (from €10.2 billion on 31.12.2020).

Group customer deposits continued their upward trajectory in 2021, confirming the restoration of depositors' confidence, reaching €55.4 billion from €49.6 billion on 31.12.2020, while at the same time the cost of deposits fell further. Additionally, during the year, the Group successfully completed a share capital increase of €1.4 billion and took advantage of access to the markets by issuing an AT1 bond (€600 million), and a Green Senior Bond (€500 million). As a result, the Group enhanced its liquidity profile, relied on alternative sources of funding, and strengthened its capital base. During 2021, the Group carried out actions to improve infrastructure and strengthen policies, processes, and methodologies for measuring liquidity risk, including:

1. Strengthening the Liquidity Adequacy Assessment Process (ILAAP) and the methodologies for simulating liquidity crisis situations and measuring liquidity risk.
2. Revision of the Liquidity Risk Policy and Contingency Funding Plan and recalibration of the relevant indicators.
3. Improvement of the framework and processes for calculating the supervisory liquidity ratios (LCR and NSFR), following the implementation of CRR2/CRD5.
4. Direct participation in the creation/strengthening of the Bail-in & Resolution (SRB) framework.
5. Strengthening the Framework for Liquidity Stress-testing.
6. Strengthening the Liquidity Risk Management team.

Market Risk

Market risk is the risk of losses caused by changes in market prices or rates, including equity prices, interest rates and currency exchange rates.

The Risk Committee has approved a single market risk management policy and defines the market risk management principles and the roles and responsibilities of the Units and officers involved.

The Group uses a range of widely accepted modern techniques for measuring market risk. Risk sensitivity measures are used, such as CSPV01 (adverse impact on the NPV of bond portfolio from exposure to a one basis point increase in yield), and Value at Risk (VaR), which incorporates all risk factors.

Risk exposure limits have been set for every market risk-bearing activity and are monitored on a systematic basis. Market risk management is not confined to trading book activities but covers the Statement of Financial Position as a whole.

VaR is a metric that estimates, with a certain probability, the extent of possible financial losses from an investment (in NPV) under usual conditions over a given holding period, at a particular confidence level. The Bank uses three (3) parametric methods for VaR calculation:

1. Assuming a one-day holding period and a 99% confidence level and using an equally weighted portfolio of two (2) years of historic data.
2. Assuming a one-day holding period and a 99% confidence level, placing more weight on recent market observations (EWMA with $\lambda=0.94$).
3. Stressed VaR modelling, applying volatilities and correlations of highly stressed scenario to current market parameters.

Volatility and correlation are calculated on a day-to-day basis. VaR has well-known limitations in estimating financial losses in extreme market conditions, and different simulated crisis scenarios are used. These scenarios use key risk factors that impact the value of balance sheet items.

The Group tests the validity of the VaR estimates, by conducting back-testing on the trading book VaR. On a daily basis, the VaR estimate is measured against the actual change in the value of the portfolio, due to changes in market prices.

The VaR estimate for the Group's trading and FVTOCI book and the exponential volatility on 31.12.2021 amounted to €12.20 million. This estimate consists of €11.73 million for interest rate risk, €0.97 million for foreign exchange risk and €2.67 million for equity risk, reduced by €3.20 million due to the diversification effect in the trading and FVTOCI book.

The table below summarises the calculation of Value-at-Risk.

Amounts in € million	Bank Trading Portfolio Total VaR	VaR Interest Rate	VaR Equity	VaR Foreign Exchange	VaR Commodity	Diversification Effect	
2021	12.20	11.73	2.67	0.97	0.03	-3.20	
2020	11.24	11.97	2.52	0.19	0.0	-3.44	
2019	11.42	11.43	1.15	0.21	0.0	-1.37	

Overall, VaR ranges at low levels and is in line with the Risk Appetite Framework.

During 2021, the Group continued to implement actions to improve infrastructure and strengthen policies, processes and methodologies for measuring market risk and capital use. In summary, the most important actions taken include:

1. Improvement of infrastructure through Murex system for VaR calculation.
2. Development of model for the calculation of credit VaR (CVaR).
3. Review of the Market Risk Limits Framework.

Interest Rate Risk

Interest rate risk is the risk of a potential negative impact on the financial condition of the Group and the Bank, as a result of adverse changes in the value or volatility of interest rates.

Changes in interest rates have an impact on the profitability of the Group and the Bank, by affecting Net Interest Income and other income or expenses sensitive to changes in interest rates.

Changes in interest rates also affect the Fair Value of Assets and Liabilities (Economic Value of Equity-EVE), because there is a consistent relationship between interest rate risk factors and the changes in the present value of future cash flows (in certain cases, the actual cash flows). Therefore, it is essential to have a comprehensive risk management process in place that effectively identifies, monitors, controls and limits interest rate risk exposures (through hedging, where necessary), to safeguard the financial performance of the Group and the Bank.

The Group and the Bank implement an Interest Rate Risk Management Policy outlining various valuation techniques that rely on maturity and repricing schedules, incorporating behavioural models, where necessary.

The Group and the Bank measure interest rate risk as the change in NPV (the present value of expected net cash flows from existing assets minus the present value of expected net cash flows from existing liabilities), using an economic value of equity (EVE) measure ($\Delta NPV - \Delta EVE$). In addition, the Earnings-at-Risk measure ($\Delta NII - EaR$) measures the negative impact on the projected annual NII from a change in base interest rates.

Management assesses possible financial losses using a set of prescribed interest rate shock scenarios. Possible interest rate shock scenarios include sharp interest rate movements, changes in the slope and shape of yield curves, or market price volatility.

Management has set appropriate limits for measuring the change in the NPV of the balance sheet items (ΔNPV), as well as for EaR, which are monitored on a regular basis. On 31.12.2021, these indices amounted to €2.5 million (ΔNPV assuming a parallel yield curve shift by 1 basis point - PV01) and €88.8 million (ΔNII assuming a parallel yield curve shift by 100 basis points).

During 2021, the most important improvement actions carried out include:

1. Upgrade of the computing infrastructure for the ALM information system, to improve its reliability and the accuracy of interest rate risk calculations.

2. Calibration of behavioural interest rate models, and automated flows for periodic data production to be used to this effect.

Balance Sheet & Capital Planning

Balance Sheet & Capital Planning (BSCP) is accountable for planning and implementing the Group's Strategy on Capital Adequacy, Supervisory and Internal Capital, in accordance with the Group's Risk Appetite Framework, as approved by the Board of Directors, and in compliance with applicable laws and regulations.

Balance Sheet & Capital Planning also aims to manage effectively climate-related and ESG-related risks.

In particular, BSCP supports the formulation and implementation of the Group's strategy for effective risk management, for balance sheet optimisation and for achieving the Group's business objectives, by:

1. Developing, maintaining and deploying a properly embedded risk appetite framework in accordance with the guidelines of the Risk Committee and the Board of Directors.
2. Implementing a comprehensive framework for monitoring and assessing capital planning, preparing and conducting regular stress-testing.
3. Measuring, monitoring and managing capital needs arising from the operations of the Bank and its subsidiaries.

The Group's regulatory capital is calculated in accordance with applicable laws and regulations, with Directive (EU) No. 2013/36 (CRDIV) and Regulation (EU) No. 575/2013 (CRR), as approved by the European Council. The regulatory framework requires banking institutions to maintain a minimum level of regulatory capital, taking into account the undertaken risks.

The following table presents selected capital adequacy data for the Group as at 31.12.2021.

The capital adequacy data were calculated under the existing regulatory framework, taking into account, when relevant, the appropriate transitional provisions laid down in Regulation (EU) No. 575/2013.

The capital adequacy ratios cover the minimum regulatory requirements.

Selected Capital Adequacy Data	
Amounts in € million	31.12.2021
Common Equity Tier 1	3,582
Tier 1 Capital	4,182
Own Funds	5,073
Total RWAs*	32,207
Capital Adequacy Ratio	15.75%
CET1 Capital ratio 1	11.12%
Leverage ratio	6.37%
* (on and off-balance sheet items)	

With its capital adequacy management process, the Group aims to:

1. Ensure that capital requirements reflect the underlying risks, in accordance with the regulatory framework.
2. Preserve the Group's ability to continue providing returns and benefits to its shareholders as a going concern, and to retain customer trust.
3. Maintain a strong and solid capital base, to support the Group's Business Plan.
4. Maintain and improve capital adequacy infrastructure, policies, processes and methodologies.
5. Spread and improve the capital management culture.

During 2021, the Group continued to improve its infrastructure and its policies, processes and methodologies for risk measurement and capital planning. In summary, the most important actions taken include:

1. Strengthening the framework for measuring and managing capital adequacy, followed by an upgrade of technical infrastructure.
2. Improving Pillar I and III policy and processes.
3. Drafting the Group's Significant Risk Transfer (SRT) policy for planned NPE Securitizations.
4. Determining regulatory capital requirements on exposures arising from securitizations and drafting the relevant supervisory reports.
5. Preparing for the forthcoming changes in the supervisory framework for calculating capital requirements under CRR2 (SA-CCR, FRTB, Prudential Backstop, capital for investment in CIUs).
6. Measuring the impact of RWA variability and preparing the implementation of the new DoD.
7. Analysing and transforming business continuity processes, after the hive-down.
8. Strengthening the capacity to generate reports for emergency requests by the supervisory authorities in the context of managing the risks posed by the Covid-19 pandemic.
9. Continued successful implementation of initiatives for Risk Weighted Assets (RWA) management.
10. Improving the framework of principles, policies, processes and methodologies for Internal Capital Adequacy Assessment Process (ICAAP), under Basel Pillar II, taking into account current EBA and SSM directives and guidelines.
11. Strengthening governance, methodologies and infrastructure for internal and supervisory stress testing.
12. Completing the integrated platform for diagnostic control of the balance sheet and conducting stress testing.
13. Drafting the Bank's Significant Risk Transfer (SRT) policy, preparing for planned NPE Securitizations, periodic diagnostic tests on the balance sheet structure and participating in efforts for balance sheet optimisation.
14. Updating the Risk and Capital Strategy in accordance with the Group's strategy and its current conditions/obligations.
15. Project coordination to integrate climate-related and ESG-related risks into the Group's risk strategy, operations, workstreams, and overall risk management framework.

Control

Control is accountable for identifying, monitoring, and assessing all types of risks (credit, market, operational, liquidity, etc.) arising from the Bank's operations. Control is responsible for the design, development, implementation, and evaluation of an adequate Internal Control System that ensures effective and efficient Bank operations and assists Management in achieving its business goals.

In addition, Control is responsible for the design, development, and implementation of an effective operational risk management (ORM) framework (policies, methodologies and processes), compliant with the Group's Risk & Capital Strategy, and applicable laws and regulations. Control collaborates with the Segment Controllers throughout the Organisation to achieve the aforementioned objectives.

Control is also responsible for providing information on these risks to the Group's competent Committees and Management.

Through the Model Validation Unit, Control conducts independent assessments of the Bank's models, to validate their robustness, consistency and accuracy.

Operational Risk & Control

Operational Risk is the risk of loss resulting from inadequate or failed internal processes, people and systems, or external incidents.

The Group recognises its exposure to operational risk and has a comprehensive risk management framework in place to identify existing and potential risks and assess how to deal with them if they arise. Operational risk management as a second line of defence includes:

1. Risk and Control Self-Assessment (RCSA) for all the Bank's functions and the Group's subsidiaries.
2. Auditing the design effectiveness of the controls.
3. Stress-test scenarios for operational risk.
4. Setting and monitoring operational risk indicators and limits.
5. Creating and monitoring corrective action plans.
6. Operational Risk incident and loss-event management; collection and analysis of operational risk actual loss events and incidents to identify the cause, as well as any deficiencies in the control environment.
7. VaR and internal capital estimation.
8. Review of new products and workflows.
9. Coordination of specialised ORAPs (Operational Risk Assessment Process) for important events or initiatives that have an impact on the Group's risk profile, such as the Covid-19 pandemic, or the transformation programme, to identify and assess the relevant risks, to monitor risk mitigation progress and to inform Management and the competent bodies.

The Operational Risk Committee (ORCO), established in 2018 to oversee and ensure the due implementation of the operational risk management model, consists of Executive Committee members. ORCO receives information on a periodic basis on:

1. The evolution of the Bank's operational risk profile,
2. Significant operational risk events and losses, with an analysis of their underlying causes,
3. Significant weaknesses in the Internal Control System identified through fast track reporting,
4. The results of ORAPs for significant events or initiatives that affect the Group's risk profile,

5. The implementation of major projects to improve the Internal Control System and the Operational Risk Management framework.

Finally, ORCO is regularly informed by both Internal Audit and Group Compliance on important audit findings, as well as the agreed remedial actions.

In 2021, the Bank continued its efforts to improve the Internal Control System and the overall operational risk management framework. Indicative initiatives towards this direction included:

1. Infrastructure for managing Internal Control weaknesses identified by internal and external reviews (in progress).
2. Improved collection and analysis of operational risk losses, with emphasis on credit-related incidents and legal action taken against the Bank (in progress). Improved ICT (Information and Communication Technology) risk management in the second line of defence (in progress).
3. Improved risk assessment methodology and controls (in progress).
4. Establishment of "Management Risk Acceptance" (MAR) (completed).
5. Establishment of product assessment and approval process (completed).
6. Project launch for improvement of the operational risk management framework for C&E related risks.

Credit Control

The mission of Credit Control is to ensure compliance with the Group Credit Policy and the processes related to the assumption and management of credit risk. Credit Control contributes to the improvement of the Bank's Internal Control System (ICS) by identifying room for improvement in the policies and controls of the processes and confirming the effectiveness and efficiency of the Risk Culture in the Organisation. Credit Control fulfils its mission through independent, ex-post/post-approval periodic, qualitative and quantitative evaluations of the loan origination and credit approval processes, as well as of the Group provisions and bad debt write-off policies through:

1. In-depth Credit Reviews on a sample of creditors or Special Ad hoc thematic reviews, following exceptional circumstances in sectors or individual incidents (e.g., Covid-affected economic sectors). In 2021, reviews were carried out on a sample of 1,765 borrowers with balances of €10.1 billion.
2. Critical Process Reviews on loan origination and credit approval process. Indicatively, reviews on: Servicer (Intrum) approval powers, write-offs of Retail NPLs, exit of borrowers from UTP/WL status, and renewal of credit limits. In 2021, reviews were carried out on 1,169 borrowers with balances of €8.5 billion.

The findings from the aforementioned reviews are forwarded to the relevant Units and reports with the main findings are submitted to the CRO, the Group Controller and Senior Management. In 2021, from all the reviews, 1,397 findings/recommendations for improvement were recorded, of which 999 had been settled by December.

Model Validation

Model Validation contributes to restricting risks arising from flaws in model design or implementation and incorrect use of models, with the use of a Model Validation Framework. The purpose of the validation process is to assess, independently of the model owner and developer, whether the accuracy and efficiency of the model is satisfactory, and whether the model meets all requirements or if improvements need to be made.

Validation reports summarise the findings from the qualitative and quantitative review, including observations, suggested improvements or remedial actions, and are presented to the Model Validation Committee, which decides on corrective actions for model weaknesses analysis. Model owners also receive the validation report and are responsible for the timely rectification of model weaknesses. Validation reports are also communicated to the relevant Segment/Unit Controllers, so that the findings are included in the RCSA and the ICDs of the Units, as part of the broader framework for effective model validation.

The responsibilities of Model Validation are described in the Bank's Internal Operating and Corporate Governance Regulation.

In 2021, Model Validation implemented the following actions:

1. New process for following-up on validation issues, in collaboration with the Segment and Unit Controllers, to keep track of the remedial actions.
2. Update of the Model Validation Framework to cover all types of models, except credit risk models (market risk, operational risk, interest rate risk, etc.).
3. Implementation of the 2021 Annual Model Validation Plan:
 - i. Credit Risk Models: IFRS9, Retail and Business Portfolios.
 - ii. Market Risk, Operational Risk and Interest Rate Risk Models.
 - iii. Models used in Stress Testing Exercises.
 - iv. Methodologies for calculating Pillar II capital adequacy.
 - v. Other Bank Models, such as the Real Estate Valuation Methodology.

Analytics

Analytics is tasked with the development and use of tools and methods to support Group Risk Management, in meeting corporate goals. It also coordinates a series of actions that require interdepartmental cooperation in Group Risk Management.

In this context, Analytics is divided into 3 pillars:

Group Risk Project Management Office (PMO)

1. PMO coordinates all Group Risk Management projects. It creates an annual plan to ensure that the projects are aligned with Group Risk Management strategy and are prioritised accordingly. PMO monitors the progress of the projects.
2. PMO coordinates working groups in selected Group Risk Management projects, by developing detailed Projects Plans, ensuring timely implementation and submission of project deliverables.
3. PMO is responsible for preparing and monitoring the annual budget for Group Risk Management, to ensure that the budget goals that were developed and approved are being implemented.

Risk Data Office & Operations

Risk Data Office & Operations is responsible for planning, implementing and coordinating actions for the collection, management and processing of risk data. The aim is to analyse the data and produce internal and supervisory reports. In this context Risk Data Office & Operations:

1. Participates in working groups and undertakes tasks within the framework of the Group's strategic transformation projects.
2. Creates data management processes and workflows, in line with the Group's policies and regulatory good practices by supervisory authorities.
3. Ensures compliance with the Group's policies and regulations and the supervisory statistics data quality framework. It represents Group Risk Management in the Data Governance Framework.
4. Highlights data quality issues and takes action to resolve them.

Forensics/Solutions

Forensics/Solutions focuses on the analysis and support of the Bank's framework for strategic decision-making, using quantitative and qualitative tools, applications and actions. Its aim is to address the various challenges that arise in the wider context of Group Risk Management and to promote an operational risk culture.

In 2021, Forensics/Solutions coordinated or participated in a number of initiatives, in line with the strategic objectives of Group Risk Management. Specifically:

1. Participation in the coordination and execution of the 2021 EBA Climate Stress Test.
2. Participation in risk-based supervision process for the collection and processing of risk data.
3. Development of data management processes and methods.
4. Coordination of daily and monthly risk data collection and processing and production of analyses and reports.
5. Analysis, design, and development of solutions to:
 - i. Collect, record and report operational risk loss incidents during the Operational Risk Assessment Process (ORAP), using tools from Microsoft 365.
 - ii. Introduce stratification sampling for Credit Control.
 - iii. Collect and process data for the development of Credit Process Analytics.
6. Improvements to ART – risk pricing tool – and application to additional portfolios:
 - i. Trial integration of fixed-rate mortgage, consumer and small business loan portfolios into ART.
 - ii. Integration of “Client Plan” into ART for large corporate, Project Finance and Shipping loan portfolios.

Group Credit

Group Credit plays a major role in boosting the Bank's performing loan portfolio and in effectively managing the troubled portfolio. It is responsible for drafting and updating Credit Policy. Experienced Credit Officers ensure the Credit Policy is implemented in full.

The Head and the executives of Group Credit actively participate in several Committees and projects to improve the processes for approving, managing, and monitoring credit risk. Credit Officers play an active role in assessing early warning levels.

Group Credit is carried out by the following Units that participate in the credit approval process:

Corporate, Shipping & Financial Institutions Credit

The Corporate, Shipping & Financial Institutions Credit Unit participates in the credit approval process for the portfolio of Large Corporates, Shipping and Structured Finance, and of the Leasing and Factoring subsidiaries. The Unit also sets the risk limits for financial institutions and provides financial support to sustainable Greek businesses.

SME Credit

The SME Credit Unit participates in the credit approval process for the portfolio of Commercial Banking, Agricultural Banking, and of the Leasing and Factoring subsidiaries.

Small Business & Retail Credit

The Small Business & Retail Credit Unit participates in the credit approval process for Greek households, small and agricultural businesses.

Small Business & Retail Credit applies the notion of responsible lending when granting retail credit, and provided financial support to sustainable Greek businesses, making use of development programmes, and on addressing the needs of Greek households.

Non-Core Credit

In 2021, the Non-Core Credit Unit continued its efforts for the effective credit risk management of the non-Core credit portfolio (domestic and international). It was also responsible for monitoring the effectiveness of forbearance measures and the implementation of credit policy and approval processes. Payment moratoria were applied to borrowers meeting the eligibility criteria.

In 2021, more effort was put into entering NPE restructuring/ forbearance arrangements with viable borrowers who are willing to cooperate, as provided for in the applicable supervisory and legal framework. At the same time, more effort was put into identifying financial difficulties and probability of default in a timely manner, and into assessing the risk of financial loss.

The Non-Core Credit Unit collaborates with the NPE Management function to find the forbearance/restructuring measure with the maximum possible recovery of debts in terms of Net Present Value, assessing the viability/sustainability of the borrowers and their ability to repay.

The experienced Credit Officers of the Non-Core Credit function participated in all Recovery & Workout Committees handling the troubled portfolio, in important projects for optimising NPE management, and in projects for improving the credit approval process, the credit risk management and monitoring processes and the internal operations of its groups.

In the context of the Bank's strategy to mobilise finance to support the transition towards a sustainable economy, and to align its operations with the Principles of Responsible Banking, in 2022, Group Credit will continue to enrich the Credit Policy with ESG-related provisions, as per the ECB Guide on climate-related and environmental risks and strengthen the ESMS framework in the credit approval process.

Credit Policy & Portfolio Analysis

The Credit Policy & Portfolio Analysis function is responsible for compiling and updating the credit policy for the Bank and the Group's subsidiaries.

The Credit Policy and the Manuals are fully aligned with the regulatory framework. The goal remains to strike a balance between

the risk assumed by the Bank through its lending operations and the significant support it offers to Greek companies and households, due to its dominant position in the market.

The Group applies a common credit policy, which includes the procedures and criteria for identifying, assessing, approving, monitoring, reporting and mitigating credit risk. Credit limits are revised and/or renewed at least annually, and responsibility for credit approval is assigned to the credit committees, taking into account the size and the type of credit risk undertaken by the Group for each borrower or group of connected borrowers (concept of single borrower).

Supplier Relations

Since late 2018, Piraeus Bank operates a centralised procurement model that manages the purchase of goods and services for the entire Organisation, aiming to:

1. Modernise and upgrade the existing procurement policy, taking into account international best practices.
2. Identify cost saving opportunities and streamline expenses, maintaining the quality of supplied products and services.
3. Use specific KPIs for systematic supplier performance evaluation.

In this context, Group Procurement has been set up to purchase goods and services for the entire Organisation, in accordance with the provisions of the Procurement Policy. Group Procurement is responsible, inter alia, for updating the relevant processes and for creating a single central structure to support the centralised procurement and supplier management.

During the procurement phase, suppliers are initially asked to fully comply with the Bank's Rules and Regulations. At the same time, in addition to their financial offers, companies are obliged to submit information and documentation regarding their viability/sustainability and the quality of their services, such as the company's profile, legal documentation, certifications, technical specifications, etc. The requested additional information varies, depending on the nature of the procurement. In cases where it is technically feasible, specific environmental and social criteria are taken into account (e.g., Environmental Certifications).

As part of its effort to support local economies and societies and to reduce the environmental footprint due to the transfer of goods, the Bank purchases most of its supplies from local and/or domestic suppliers.

In addition, as part of the group-wide effort to align with ESG principles, the Bank's relevant Units are working together for the gradual integration of ESG criteria into procurement processes.

The Bank evaluates its suppliers on an annual basis, in an effort to maintain a high quality of services and a high degree of co-operation. It holds informative meetings with major suppliers and seeks to improve the terms of cooperation.

Last, the Bank pays its obligations to suppliers and partners promptly, in accordance with the contract payment terms.

In 2021, more than 15,000 suppliers delivered products or services across the Bank. Most of them operate in Greece, thus the Bank supports the whole range of businesses – from free-lance professionals and very small businesses to large businesses – and consequently the Greek economy.

2022 TARGETS

1. Integration and implementation of the single procurement software and management system for centralised procurement and supplier management.
2. Systematic monitoring of agreed KPIs for supplier performance evaluation.
3. Integration of procurement processes in the operational framework of the new infrastructure.

Green procurement

In accordance with its green procurement policy, Piraeus Bank selects environmentally friendly products, such as paper with FSC (Forest Stewardship Council) environmental certification, recycled consumables, energy-saving light bulbs, eco-friendly cleaning products with the Eco-Label certification, and biodegradable bags in selected administration buildings. Electrical and electronic equipment (screens, laptops and refurbished PCs) are gradually being replaced with energy-efficient appliances ("energy star" label).

In 2021, 100% of electricity consumption on the Bank's premises was generated from RES. Piraeus Bank purchased Guarantees of Origin (GOs) from Heron Thermoelectric SA, PPC SA and NRG SA leading to zero Scope 2 emissions (market-based). Specifically a recall was made for 42,811 MWh, confirming that for the total electricity consumed at the Bank's premises, the same amount of energy was generated from RES.

¹ Greek Law 3864/2010 and the RFA define the responsibilities of the HFSF Representative on the Company's Board, his/her special rights, his/her obligations, as well as the context of his/her participation, with full voting rights, in the following Committees of the Board of Directors: Audit Committee, Risk Committee, Remuneration Committee, Nomination Committee, Board Ethics and ESG Committee, Strategy Committee. When performing his/her duties, the HFSF Representative respects the Company's business autonomy. Also, for as long as the Company is subject to the provisions of Law 3864/2010, the HFSF Representative has the right to veto the distribution of dividends and the remuneration policy for the Chairman, the CEO and the other members of the Board, as well as the general managers and their deputies as provided by HFSF Law. Prior approval of the HFSF is required for any modification of the Policies concerning remuneration. In addition, and in accordance with the aforementioned documents, a HFSF Observer attends the meetings of the Board of Directors and the aforementioned Committees, with no voting right.

² The HFSF provides its prior written consent for several material matters, including, inter alia, any material transactions and corporate transformations. The HFSF has the right to review the annual Self-Assessment exercise of the Board of Directors. In addition, based on the assessment provided for in Article 10 of Greek Law 3864/2010 or the review of the annual Self-Assessment exercise, the HFSF may proceed to make suggestions for improvements or possible changes to the Company's Corporate Governance framework.

³ See Note 1 above.

⁴ The figures relate to Bank employees who have completed at least one of the anti-corruption courses.

⁵ The Group's Corporate Governance and Risk Appetite Framework are supervised and assessed by the competent authorities. Since November 2014, the Bank, along with the other Greek systemic banks, is under joint supervision by the Single Supervisory Mechanism (SSM), which consists of the European Central Bank (ECB) and the Greek Competent Authority (Bank of Greece, BoG).

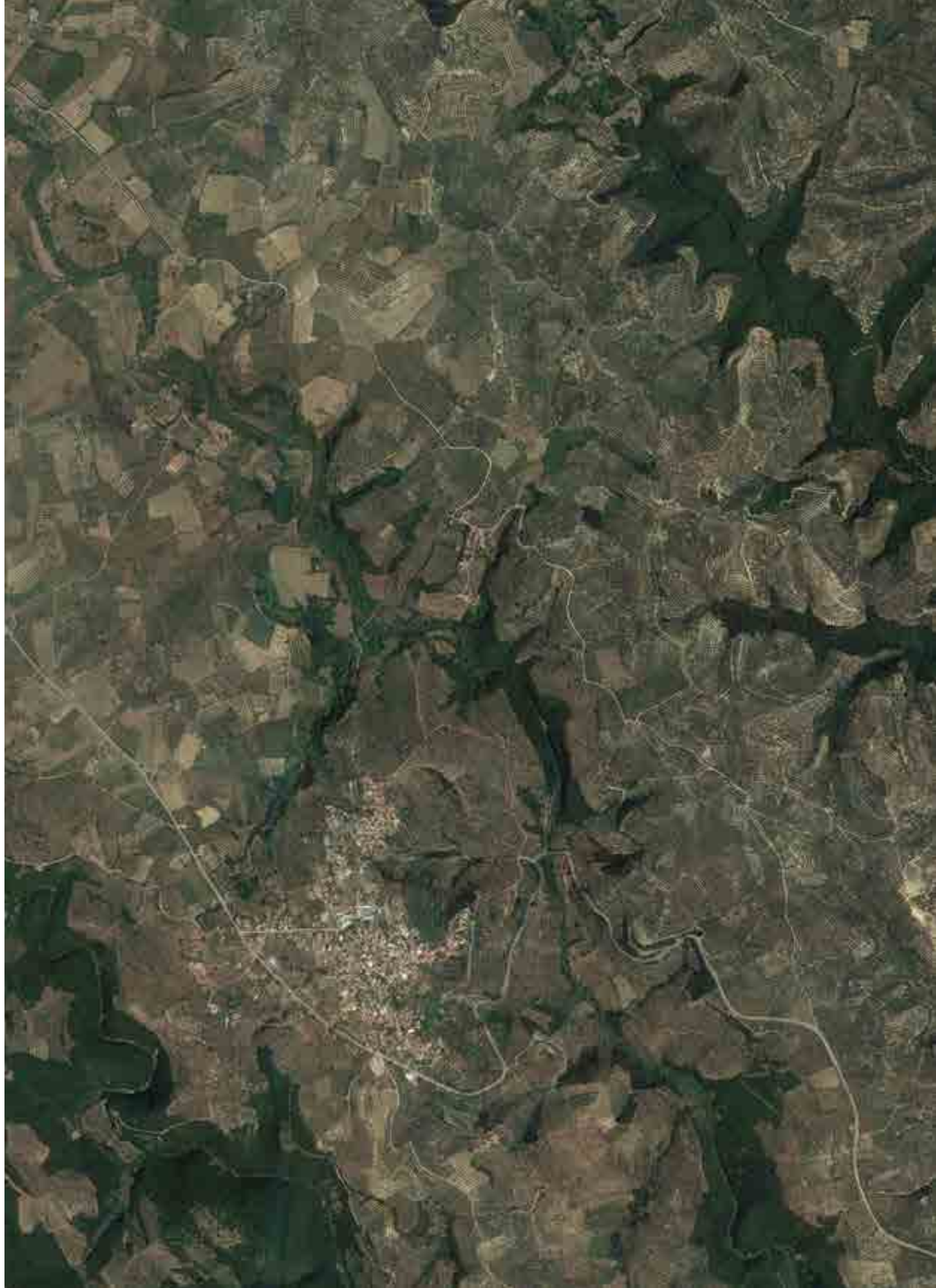




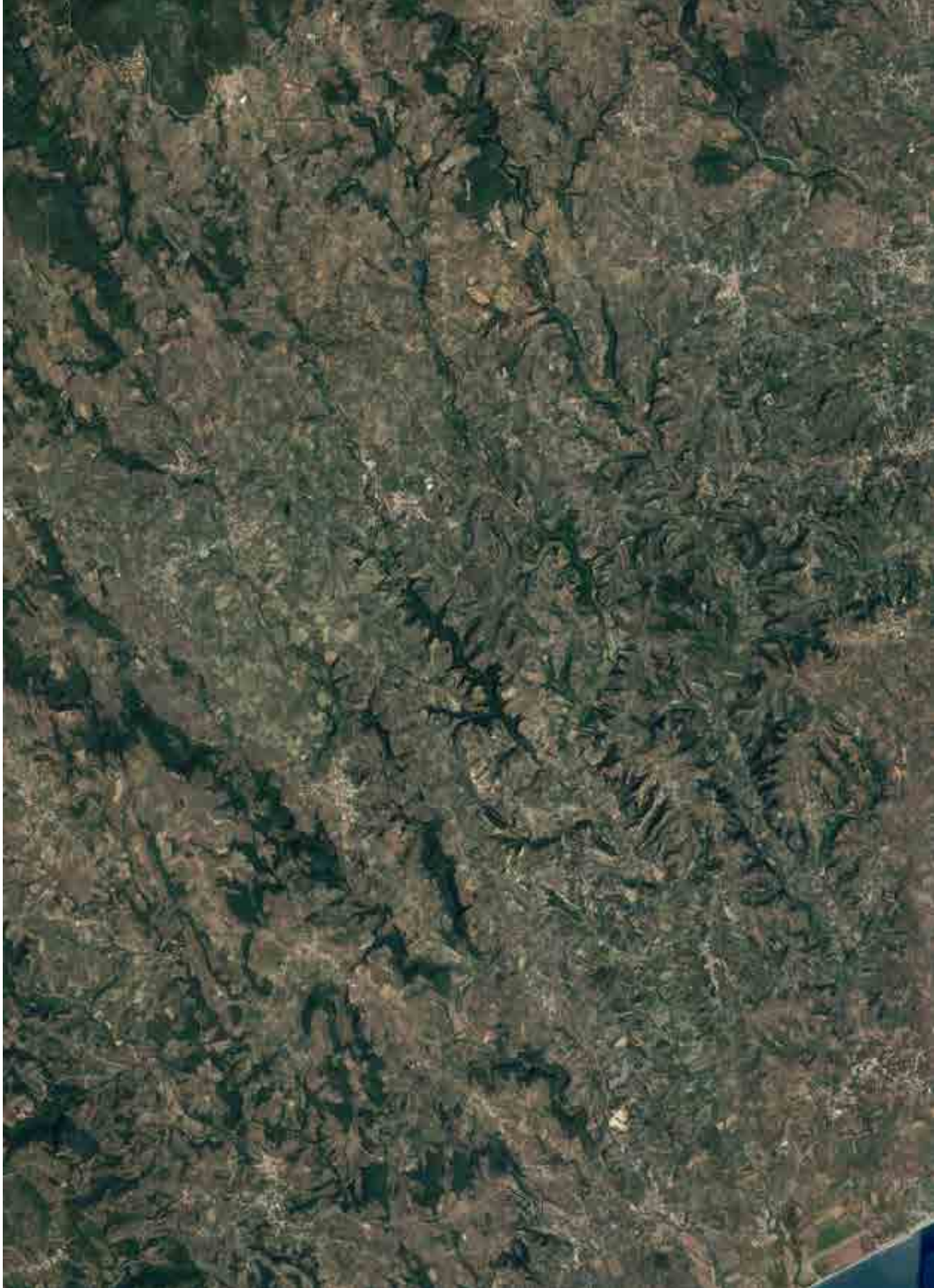












PIRAEUS FINANCIAL HOLDINGS GROUP BUSINESS

Piraeus Financial Holdings Group offers a wide range of financial products and high-quality services to retail and corporate customers, through Piraeus Bank and its subsidiaries.

Piraeus Bank Group Organisational Structure

Piraeus Bank Group manages its business through the following segments:

Retail Banking: Mass, Affluent, Private Banking, Small Businesses (including freelancers and the self-employed), and Public Sector entities core customer segments and the relevant channels.

Corporate Banking: Large Corporates, Shipping, SMEs and Agricultural core customer segments.

Piraeus Financial Markets (PFM): Fixed Income, Foreign Exchange, Treasury activities (including interest rate gap management from all banking activities) and institutional clients.

NPE Management Unit (NPE MU): Management of any NPE lending exposures assessed as non-core business, regardless of whether said exposures are serviced by the Group or by third parties.

Retail Banking

Development of Retail Banking Business

In 2021, when the Covid-19 pandemic had the world in its grip for the second year, the Bank carried out additional projects to ensure the availability of uninterrupted financial services to bank customers. New ways of communication and working were introduced, both to protect physical and mental health and to take advantage of business opportunities.

Branch network

Piraeus Bank is modernising the banking experience, transitioning to omni-channel banking and striving to increase its operational effi-

ciency. The Branch Network, which is the largest Network in Greece, provides broad geographic and population coverage throughout Greece.

Keeping in line with Global and European trends, the branch network continued catering to changing customer needs.

Despite the difficult conditions, training and learning certification courses were offered to Branch executives, to better serve Small Businesses, freelancers and the self-employed and their financial needs, to offer personalised service to high-growth customers. Moreover, using its deep knowledge of the Agricultural Sector and its needs, the Bank stands by agricultural customers, since providing support to the primary sector of the Greek economy is a standing priority.

Selected branches continued providing Piraeus Gold services, with an exclusive customer service point for all Gold Products and Services. Specialised Banking Services to Shipping Customers were provided at the Shipping Branch in Piraeus.

In 2021, the Bank continued to invest in new technology for innovative delivery channels, providing customers with options for executing online transactions, including digital services, such as e-Signature, the largest network of on-site and off-site ATMs, and the remote cashier. In addition, certain customers could communicate with Piraeus Bank branch staff using the Microsoft Teams platform. Digital customer experience was used to boost online sales of insurance, investment and loan products.

One of the Bank's most important achievements in 2021 is the Branch Transformation, which requires that Central Branches-Hubs be transformed into Cashless Bank Branches, that will focus on selected customers and separate consulting services from cash transactions.

In line with the continuous effort to upgrade the quality of customer service, new Branches opened focusing on digital transactions and offering the Bank's entire range of products and services. These are the new e-Spokes, which, together with the 10 e-branches, offer Piraeus Bank customers a "Modern Banking Experience".

	Specialised service in the Branch network	
	Service	Number of branches providing the service
	Personal Banking Advisor	231
	Small Business and Professional Consultant	219

	Periphery	Branches	Hub w/o Tellers	e-Spokes	e-branches	ATM	APS
	Eastern Macedonia & Thrace	24	1			98	13
	Attica	143	4	3	5	507	124
	North Aegean	11				44	8
	Western Greece	21	1	1		95	17
	Western Macedonia	8	1	1		44	7
	Epirus	9	1		1	56	9
	Thessaly	21	2		1	102	16
	Ionian Islands	5				83	5
	Central Macedonia	62	4	1	1	272	40
	Crete	26	1		2	191	17
	South Aegean	17				192	10
	Peloponnese	22				103	17
	Central Greece	24				75	16
	Total	393	15	6	10	1,862	299

Retail Banking

Mass Segment (Retail customers)

The Mass Segment serves 5.7 million private customers with more than €16 billion funds under management and €6 billion loan balances. A key customer sub-segment of the Mass Segment is the group of Upper Mass customers, who despite making up only 7% of the Mass Segment population, own 56% of the funds under management.

During 2021, the Bank's Mass Market strategy paid off, along with the Bank's other strategic initiatives, with the Mass Segment making a significant contribution in meeting the business objectives for Retail Banking. Indicatively, it made a 32% contribution in the deposit net increase, attracting €970 million in new deposits, and a 70% contribution in new retail loan disbursements (80% in consumer and 60% in mortgage loans), disbursing €270 million in retail loans.

In 2021, targeted actions to the Mass Segment customers included i) promoting the financial services available at the Bank, and ii) migrating transactions from branches to digital channels. As a result, the cross-selling Index for active customers increased to 4.25 from 3.97 in 2020, and the Migration Rate (digital transactions vs branch transactions) increased to 95% from 92% in 2020.

Additionally, during the year, there was a significant increase in the ownership and use of Everyday Banking products by the Bank's new customers, leading to a 90% penetration rate.

Special mention must be made of the contribution of the Upper Mass clientele to the overall results of the Mass Segment. Upper Mass clientele contributed 100% to new investment products, 70% to investment-linked insurance programmes and 58% to new loans, decisively supporting the achievement of the Mass Segment targets.

In 2021, training was provided on the distribution framework for Investment Products, in particular, the Portfolio Management service, in an effort to meet the qualitative KPIs. This resulted in a 23% increase in Investment Products to Upper Mass customers, and in a 89% increase in the Upper Mass investment balances.

Affluent Segment

In a year of challenges due to the Covid-19 pandemic, the Affluent Segment continued supporting the Bank's strategic priorities, focusing on improving customer relationships and their experiences, by investing in alternative methods of communication and service:

1. Products and services can be purchased through winbank, no physical in-branch visit required. A typical example is the possibility of acquiring investment products through the Portfolio Management Service (Optimum Investment Portfolios).
2. Regular communication and scheduled meetings between customers and Personal Banking Advisors via video-conference, enabling customers to acquire products or services in the secure

environment of winbank, with the use of digital signatures.

3. In 2021 a new and innovative financial application, iPlan, was introduced, to help customers with financial planning, upgrading customer experience. iPlan encourages dialogue and enables the Personal Banking Advisor to present all the Bank's solutions to customers, laying emphasis upon high value and profitable products and services.
4. The Personal Banking newsletter sent out to customers by e-mail on a regular basis, to communicate information about the Bank's new products and recent financial developments.

In 2021, the Affluent Segment customer base increased from 119 thousand to 126 thousand customers. The assets under management (AUM) amounted to €18.5 billion, up 15.6% year-on-year, with an increase in the average AUM per customer and a significant percentage being placed in investment products.

In addition, the Affluent Segment with €627 million net sales in Mutual Funds contributed significantly to the significant increase of the market share of Piraeus Asset Management MFMC in the Greek market from 13.9% in 2020 to 18.6% in 2021.

Sticking to the business plan and carrying out coordinated actions for promoting high profitability products boosted revenues from products and services, contributing to the Bank's profitability. As a result, the cross-selling index increased to 6.79.

Private Banking

2021 was another challenging year which offered opportunities for development across all sectors. Private Banking has proven that it has adapted and is developing rapidly, by creating and offering innovative solutions and services, always geared towards adding value to the Bank's customers and shareholders.

Once again, Private Banking met all its quantitative and qualitative targets despite the adverse conditions created by the Covid-19 pandemic. Amidst intense competition, Assets under Management (AuM) increased by 14%, Invested Assets by 15% and Discretionary Portfolio Mandates by 46%, of which Tailor-Made Discretionary Portfolio Management had a 52% increase in assets under management. Private Banking contributed to the Bank's profitability with a 20% increase in Net Commission Income (NCI). The Return on Invested Assets (ROIA) and Return on Assets (ROA) remain in full alignment with international practices.

Throughout 2021, as part of the Bank's digital transformation, even more personalised service was offered to customers. In addition, with its international investment proposals, Private Banking offered top-notch, innovative products and services, in line with its commitment to environmental sustainability and the transition to a low-carbon economy. Private Banking participates in the global movement toward an integrated, inclusive RI approach, and incorporates ESG factors in its investment strategy, so as to improve customer satisfaction.

In 2021, Private Banking created two pioneering Mutual Funds, Piraeus Private Banking Megatrends Global Equity Fund, and Piraeus Private Banking ESG Greece Equity Fund, in collaboration with Piraeus Asset Management MFMC. Piraeus Bank Private Banking now offers its customers three (3) funds, which complete the first series of innovative mutual funds in the Greek market.

Piraeus Private Banking ESG Greece Equity Fund is the first fund that invests in shares of companies that put sustainability at the heart of their business models. The Fund invests in equity shares included in the ATHEX ESG Index of the Athens Stock Exchange. This Fund promotes responsible investments, since it takes into account,

not only the financial performance of these companies, but also the degree of compliance and adoption of ESG principles.

Piraeus Private Banking Megatrends Global Equity Fund invests in shares of selected international large corporates and Mid-Caps, operating in sectors that are considered current and attractive at any given time, and are seen as global investment megatrends.

Piraeus Private Banking ESG World Sustainability Balanced Fund was the first mutual fund in Greece to invest in shares and bonds of companies from all over the world that adopt and apply sustainability principles in their operations.

Customer confidence in Private Banking was high, with customer satisfaction above 95%, as shown in the Private Banking Customer Satisfaction Survey conducted by Metron Analysis, in 2021. The survey showed a superior level of experience, which is primarily attributed to the quality of the employees and the services offered by Private Banking.

In 2021, the Private Banking Unit received two (2) more international awards from the International Finance Awards, in recognition of its commitment to providing top customer service: Best Customer Service Initiative (for the third year in a row) and Most innovative Private Banking (for the second year in a row).

Small Business Segment

In 2021, the Small Business Segment responded to the challenges arising from the Covid-19 pandemic and the previous year's lockdown, and prepared a business plan and coordinated action toward the Bank's business goals.

The Segment monitors economic developments closely and builds targeted product and service offerings to cover the needs of small businesses and professionals, to help them grow and unlock their business potential, to take advantage of the emerging opportunities and to achieve sustainability.

The Small Business Segment worked proactively, maintaining meaningful contact with customers, aiming to:

1. Continue with business as usual; Small businesses conducted their business and transactions remotely, making use of digital resources and alternative banking channels.
2. Provide short-term finance to affected businesses, in response to the economic impact of the lockdown measures, making use of all support measures.
3. Provide immediate and appropriate liquidity support to businesses, participating in all national and EU programmes.

2021 INITIATIVES

1. To improve the strategy for small businesses, the most recent customer data were fed into the customer segmentation model, following the pandemic, to identify customer needs and to formulate effective product strategies. The update included refining the segmentation methodology, with changes and adjustments to criteria, and the result was a 25% increase in the number of valued and prospect customers, and the identification of customers who may create value.
2. Recognising the Bank's increased responsibility in the restructuring of the Greek economy and capitalising on its many years of experience and know-how in the management of development actions, Piraeus Bank prepared for the Recovery

and Resilience Facility (RRF), for the Greek Development Law and for other expected programmes (NSR, etc.), providing products, services and tools, to help businesses.

3. Infrastructure for buying products/services and handling issues using a digital signature in the secure winbank environment, and for holding meetings via video conference between Business Banking Plus customers and the special Small Business and Professional Consultants.
4. Two (2) new themed bundles of products and services were made available at preferential pricing, Piraeus Culture and Creativity 360° for cultural and creative industries (CCIs) and Piraeus New Business Start 360° for start-ups and emerging companies.
5. The Bank carried out 27 marketing campaigns to promote products which add value to the customer (loans, business credit cards, insurance, POS) through the branch network. This value-added marketing boosted sales and the financial targets for these products were met. In addition, conducted 65 digital marketing campaigns, most of them omni-channel (e-mail, viber, sms), to communicate digital features and various products, such as remittances, cards, payments, and how to benefit from the Yellow Business and Shopping in the Neighbourhood programmes.

Selected results

1. 10% increase in total customer base, due to new customers and returning customers in recovery.
2. 7% increase in business loan balances, with the Segment contributing 93% of the new production of business loans to retail customers, with a high absorption of the funds from development and support programmes.
3. POS/acquiring turnover recorded significant annual growth of 33%, with each month of 2021 showing higher turnover than the corresponding month in 2020, supported by the activation of 10,900 merchant-customers and continued actions to optimise acquiring relationships.
4. 9% increase in the product index per customer to 7.1 for priority customers, with a significant increase of 15%, 10.5% and 37% respectively in the holding of credit cards, general insurance products and life insurance products. These metrics show the effectiveness of the management and service model for these customers and the added value.
5. yellowbusiness, Piraeus Bank's main loyalty programme for Small Businesses and Freelancers, is a key tool for retaining and attracting a healthy clientele. Within twelve (12) months of operation, it counts more than 70,000 member businesses with better trading and purchasing behaviour compared to non-members, proving its appeal and importance.

As a result of the business plan and the above actions, the SB Segment presented a significant increase of 15% in income generated, with an increase of 10% and 23% in interest and commission income respectively.

Public Sector & Non-Profit Organisations (NPOs)

In 2021, the Public Sector & Non-Profit Organizations Segment placed emphasis on increasing the use of digital channels by public entities,

drawing attention to the digital transformation of the Public Sector and the enhanced public services (use of digital technology, eGov Single Digital Gateway).

In addition, more effort was put into limiting the use of services with high transaction costs (through a branch) and to increase the use of digital channels by public entities for their needs and obligations. Funds under management remained almost stable at approximately €2 billion, which is important, given the special circumstances and the stricter enforcement of the public entities' obligation to transfer surplus cash reserves to the Bank of Greece.

The Public Sector & Non-Profit Organisations Segment action plan is in line with the Bank's strategic priorities to reduce the cost of deposits and increase revenues.

At the same time, the Segment continued providing efficient service to public entities and Non-Profit Organisations. In this context, the Bank renewed its existing collaborations with large institutions (Athens Bar Association, Hellenic Ministry of National Defence, Thessaloniki Bar Association, Democritus University of Thrace, Region of Eastern Macedonia and Thrace-PAMTH) with significant spill-over benefits for other Segments (Mass, Affluent, SB), capitalising on the relationship with their employees and their members.

Retail Planning & Support/Operational Risk & Control Center

With its broad range of activities, the Retail Planning & Support/Operational Risk & Control Centre (the Centre) contributed to forming a common framework for the design, synthesis and systematic monitoring of the strategy for Retail Banking & Distribution Networks, while ensuring the efficiency and effectiveness of operations, through the Internal Control System (ICS) Enhancement Project.

More specifically, the Centre monitored the adequacy and effectiveness of the internal control framework, overseeing the branch network and the Units of Retail Banking & Distribution Networks.

Retail Performance Monitoring

In 2021, for the seventh consecutive year, and in collaboration with the competent departments of the Bank, Retail Performance Monitoring (RPM) monitored the efficiency of the Branch Network, further developing the functionality of the "PYXIDA- Balanced ScoreCard". Retail Performance Monitoring uses 17 main and 54 secondary KPIs to measure performance for each customer segment, in an effort to align the objectives of the Branch Network with the Top Management's strategic priorities.

During 2021, more effort was put into monitoring retail performance. The project for rationalising the Branch network is underway. Strategic decisions about whether branch locations are maintained, closed or transformed were made, based on the scale of the economic impact of changes in local bank presence and the effect on the Bank's financial results.

Retail Performance Monitoring actively supported the Bank's transformation projects, especially those involving the Branch Network. RPM played an important role in the New Pilot Branch project, introducing a new and innovative perspective on branch operations.

The commitments for 2022 include:

1. Timely completion of projects related to the Bank's transformation.
2. Close monitoring of retail revenues, fees and commissions and operating expenses, through the development of existing and the introduction of new "Key Performance Indicators" for all Retail Units.

3. Optimisation of RPM processes, to automate tasks and minimise operational risk.

Retail Deposits and Investment Products

In 2021, Retail deposits increased by €3.1 billion to €45.2 billion. The Bank retained its leading market share in domestic households with a 28.8% share and increased its business share by 157 basis points (bps), to 24.5%. At the same time, the Bank saw a decline in annual Retail deposit costs by 10 bps, on the back of the partial easing of competition that continued in 2021 and the targeted rationalisation measures for deposit rates.

In 2021, the favourable climate in the capital markets combined with low interest rates (near-zero) on deposits, resulted in customers increasingly turning to alternative investments, as evidenced by the mutual funds worth €780 million sold by Piraeus Asset Management MFMC to Retail customers, a 31% contribution to the market increase (Net Market Sales €2.5 billion). This success was driven by the Piraeus Optimum investment portfolios, the main choice of the Bank's retail customers. Last, special mention should be made of the contribution of Retail Banking to the successful IPOs for the issuance and listing of corporate bonds in 2021, with participations amounting to €245 million.

Guided by the principles of its ESG strategy and its digital transformation, in 2021 Piraeus Bank replaced passbooks and paper statements for retail deposit accounts with e-statements, to reduce paper consumption and help conserve natural resources (paper, water, etc.) and reduce its environmental footprint.

In addition, in an effort to strengthen ties with the Greek Diaspora, the Bank developed a new customer service for Greeks living abroad, to guide them in entering new banking relationships, and to support their transaction needs. The new customer service framework includes a webpage dedicated to the needs of customers abroad, an easy-to-use document guide, the possibility of starting a relationship or updating through a proxy and a dedicated customer service team in the Call Center.

In 2022, the Bank aims to expand its customer base for investment products and maintain low interest rates on deposits. At the same time, it will continue implementing projects to upgrade the digital infrastructure related to investment and deposit products, so as to improve customer experience and accelerate the digital transformation of the Bank's operations.

Retail Loans

In 2021, Piraeus Bank, true to its commitment to support households, increased the disbursements of mortgage loans by 47% and the disbursements of consumer loans by 10%.

In addition, the Bank offered targeted programmes to support customers impacted by the pandemic to return to a regime of regular payment of loan instalments. Moreover, after the wildfires in the summer of 2021 the Bank immediately responded to the needs of customers impacted by the fires, implementing special measures to facilitate their loan repayments.

In Greece, loan balances at the end of 2021 amounted to €7.2 billion for mortgages and €1.4 billion for consumer loans (excluding credit cards), while the Bank's market shares at the end December 2021 amounted to 22.5% and 19.4% respectively.

Mortgage Credit

2021 was a milestone for the real estate market. On the one hand, the expectation of a return to normalcy after the pandemic, and, on the other hand, the low cost of financing, combined with the steadily increasing rental prices, stimulated an increased demand for mortgage credit. Piraeus Bank disbursed 50% more mortgage loans compared to 2020, to consumers to buy or build a new home or to renovate a home.

In addition, Piraeus Bank participated in the Greek State's "Gefyra I" (Bridge I) programme, giving customers already entitled to the Bridge subsidy programme, the opportunity to receive a subsidy for an additional three (3) months.

Moreover, Piraeus Bank participated in the funding programmes "Save-Autonomy" ("Exoikonomo -Autonomo") and "Energy Saving at Home II" ("Exoikonomisi Kat' Oikon II") offered by the Ministry of the Environment and Energy. Piraeus Bank financed 37% of the beneficiaries who opted for bank loans, following its successful marketing campaign.

In mid-2021, the range of mortgage credit products was enriched, with the disbursement of fixed-rate mortgage loans with personalised-pricing and no down payment.

Consumer Credit

In 2021, Piraeus Bank continued providing uninterrupted service and offering consumer loans. Guided by its strategic commitment for a holistic approach to sustainable development, the Bank continued implementing actions to encourage "green" financing, participating in actions such as "e-astypalea", a special subsidy programme for permanent residents, promoting the purchase of electric vehicles, in an effort to transform Astypalea into a model island for e-mobility and energy efficiency.

At the same time, the design of new products and implementation of process improvement enhanced productivity and profitability, with emphasis on digital solutions that reduce the carbon footprint. The Bank's customers who preferred the digital e-loan application channel increased by 55% in 2021, a percentage that reflects the Bank's intention to contribute to the digital transformation of the Greek economy, providing customers with easily accessible and user-friendly digital products.

In 2022, in line with the Bank's strategic goals, more digital transformation projects will be implemented to increase loan production, to improve efficiency, and to provide customers with even more high value-added products.

Retail Direct Sales

In 2021, the Retail Direct Sales Unit pursued the production of new consumer loans through third-party providers, fully aligned with the Bank's strategic priorities. It disbursed €94 million in new loans.

The disbursements by the Unit made up 37.4% of the total value of consumer credit disbursed by Piraeus Bank, marking its strategic role.

At the same time, according to official data published by the Hellenic Bank Association the Bank increased its market share to 31.8% through car and motorcycle dealerships.

The Retail Direct Sales Unit runs on two pillars, to meet its budget for basic consumer loans and mortgages, and to increase its market penetration and reach out to more customers by expanding into new markets.

Under the first pillar, which focuses on the core business of Retail Direct Sales, actions carried out resulted in a 9% increase in the

consumer loan portfolio through third-party providers, and 70% of all registered partners becoming actively involved.

At the same time, as part of the mortgage marketing strategy, the most prominent real estate agencies and large construction companies in Greece joined the network of channel partners, which numbers approximately 200 signed partnerships.

Under the second pillar, the Unit conducted Market analysis and in-depth assessments of the market to identify needs, to create innovative products, such as the new product for secure loan instalment payments, and selected the most renowned partners for their marketing.

Credit for Small Businesses and Entrepreneurs

In 2021, the Segment focused on financing across three key pillars: a) to help businesses to navigate the Covid-19 pandemic, b) to stimulate “green entrepreneurship” and c) to support selected economic sectors of special interest.

In 2021, Piraeus Bank continued to support entrepreneurship through guarantee and co-financed programmes by Greek and European agencies, such as the Hellenic Development Bank SA (HDB) and the European Investment Bank (EIB). Piraeus Bank, in collaboration with HDB, offered financing, such as the loans guaranteed by the “Covid-19 Business Guarantee Fund Phase III”, the “HDB - TMEDE Covid-19 Guarantee Fund” and the “Regional Development Fund of Western Macedonia (TADYM) - working capital with interest rate subsidy”. The Bank also continued providing working capital loans with interest rate subsidy, under Sub-programme 4 of the “Business Financing Action” of Entrepreneurship Fund II (TEPIX II), through the Covid-19 Business Guarantee Fund. Following the collaboration with the European Investment Fund (EIF), working capital and investment loans were offered under the “ESIF ERDF Greece Guarantee Fund (EEGGF)”.

In addition, the Bank actively participated in the Bridge (Ge-fyra) II programme which subsidises the repayment of business loans for Covid-19 affected borrowers, for a period of eight (8) months. The Bank participated in promoting start-up entrepreneurship through its cooperation with Elevate Greece, the Greek Startup Ecosystem, for which it also created the special financing programme EasI Microloan - Elevate Greece.

In addition, the Bank created Piraeus Culture and Creativity 360°, a bundle of products and services to support small businesses in the cultural and creative sectors in meeting their day-to-day needs. This complements the Bank's portfolio of similar solutions deployed for sectors such as Tourism, Pharmacies or businesses that have joined development programmes.

Additionally, in 2021 the Bank created Piraeus Green 360°, in the context of fostering the green economy. This is a bundle of financing solutions for SMEs planning to invest in the green economy, to upgrade their energy and to reduce their carbon footprint.

At the end of 2021, the Bank enriched the range of financial solutions available to businesses with a contract for the acceptance and clearance of payments and / or provision of electronic collection services (e-pay POS / e-pay e-commerce). It introduced the “Pre-funding of Interest-free POS instalments” to facilitate collections and provide revolving working capital to these businesses.

Delays in payment improved by a drastic 92% in 2021 compared to 2020.

At the same time, the target for the average lending rate was met and the new loan production mix improved in favour of interest-bearing loans, while the average balance of undrawn uncommitted credit lines increased.

Last, in the context of the Bank's digital transformation, in 2021, the analysis was completed for automating the loan process, with implementation expected to be completed in 2022.

Card Issuing

In 2021, the Greek card market continued its growth momentum, with e-commerce and contactless transactions becoming increasingly popular in Greece during the Covid-19 pandemic. At the end of the year there were 19 million cards in circulation, up 5% year-on-year, with debit cards accounting for 77% of total cards in circulation. Payment volumes increased by 22% to 1.5 billion, with the total value of payments worth €41.4 billion, up 21% year-on-year. Card payments were preferred over cash withdrawals, with more than 50% of total payments and cash withdrawals made by card (compared to 47% in 2020).

For Piraeus Bank, total value of payments reached €12.8 billion in 2021, up 20% year-on-year, in line with market trends. As a result, Piraeus Bank maintained its market share for the fourth year, retaining its position as market leader in the Greek card market since 2017. In addition, cards in circulation reached 5.5 million (+3%), with payment volumes at 451 million (+20% year-on-year).

In the field of R&D for new products and services, in 2021, driven by the rapid technological development, the speed and convenience required by the modern lifestyle and the fast-growing use of smartphones and smartwatches, Piraeus Bank swiftly incorporated Apple Pay, Garmin Pay and Fitbit Pay to its range of digital wallets. Piraeus Bank customers are now able to use these new digital wallets or the existing winbank pay for fast, convenient and secure transactions, contactless or online, available on smartphones and smartwatches using Android or iOS software. The new digital wallets have a strong appeal to consumers, with 37% of the customers who included at least one card using the digital wallets in December 2021.

At the same time, as part of its digital transformation, the Bank offers instant card issuance, replacement, and activation for debit cards through winbank e-banking and winbank mobile app. Customers may apply easily and quickly, no physical in-branch visit required. In addition, winbank WEBUY (virtual prepaid card) may be issued and replaced through the winbank mobile app. Furthermore, the e-PIN service is now available for credit, prepaid and debit cards through all the Bank's channels, namely the branch network, telephone service and the winbank e-banking and mobile banking applications.

In 2021, Piraeus Bank carried out another important initiative regarding its cards, in line with its strategy on ESG and responsible banking. Last year, Piraeus Bank redesigned the cards available to its customers and launched the first fully recycled payment card portfolio on the Greek market, made out of 99% recycled materials (PVC), maintaining all safety standards and durability specifications of standard plastic cards. The use of recycled PVC improves the environmental footprint, reducing CO₂ emissions by 80% per card compared to standard PVC, resulting in 25.4 tonnes of CO₂ savings per annum. At the same time, the new cards have a simple, vertical, innovative layout, with the card details and the customer's name printed on the back. In addition, the new plastic cards have Braille features, where the braille is punched out on the plastic to help those that are visually impaired to correctly identify the type of card. The new card design is complemented by new cover letters using a modern, vertical template printed on recyclable materials.

Last, understanding the importance of delivering a complete customer experience to the Bank's business customers, a new customer retention strategy was designed to retain corporate credit card-

holders and increase credit card income. This strategy was integrated into the existing retention mechanism for retail credit cardholders.

Merchant Acquiring

In 2021, there was a new peak in the evolution of electronic payments and Piraeus Bank continued to be the first choice for merchant acquiring. The Bank offers a full range of services covering the needs of a modern business, capitalising on its in-depth knowledge of the market, its years of experience and know-how. Its customer portfolio includes important organisations and businesses, where electronic payments are the preferred means of transaction.

Card transactions increased compared to the previous year (23% in terms of turnover value, 19% in terms of transactions volume and 40% in terms of net result), with the Bank retaining its large share in the Greek market. At the end of the year, the Bank had large network-wide coverage, with more than 243,000 EFT/POS terminals installed in more than 200,000 points of sale.

The Bank also continued its progress in e-commerce, retaining its leading role in the Greek market for over a decade.

In March 2022, Piraeus Bank successfully completed the spin-off of merchant acquiring services to a new company and its subsequent sale to Euronet Worldwide Inc.

The parties had already signed the relevant binding agreement in March 2021, pursuant to which Euronet Worldwide would provide merchant acquiring services to Piraeus Bank customers.

In the context of this agreement, Piraeus Bank and Euronet Worldwide enter into a new long-term strategic partnership for merchant acquiring, and for the sale and distribution of the relevant services and products.

Payments

e-Payments

In 2021, the Payments Unit contributed to the positive results in service revenue and commissions and focused on building sustainable partnerships. In its capacity as Creditor Bank, Piraeus Bank serves 316 partnering organisations through the DIAS Interbank Electronic Payment System. Piraeus Bank assisted businesses in modernising their payment collection processes and laying the foundation for multifaceted banking throughout their transaction circuits. The continuous development of payment services at Piraeus Bank and their alignment with market needs and institutional rules create relationships of trust. One in three payments in Greece is made through Piraeus Bank's channels, demonstrating the customers' confidence in its payment system. Indicatively, 72% of payments to organisations and companies were made through the Bank's digital channels.

The Easy pay POINT service grew in 2021, by maintaining profitable relationships with retail chains and Payment and Electronic Money Institutions and by entering into new profitable partnerships. Transactions increased by 83% year-on-year and by 78% year-on-year, in terms of payments volume and turnover value respectively. The service, in line with current trends, is constantly enriched with new payments, expanding the options available to users, aiming to upgrade its services, and to create new sources of income. For example, in June 2021, the "Entertainment and Digital Content" transaction was made available to the Bank's customers, providing customers with the opportunity to acquire Digital Content from their favourite platforms by getting a Digital Code.

Retail Payments

Coordinated efforts to support the Bank's digital transformation and profitability continued throughout 2021, aiming to create economic value, both for the Bank and for its customers. In particular, there was an increase of approximately 16.5% in the core Retail business, compared to 2020, contributing to the 29.7% increase in commission income from Retail Payments, to €55.2 million. This increase was the result of successful cross-promotion to Retail customers.

With a focus on enhancing digital transformation and customer satisfaction, efforts continued for solutions that innovate the customer experience in meeting their daily payment and collection needs. The fast-growing use of digital channels over traditional channels is reflected in practice in the increased usage of electronic transactions to 98.5%, from 96% in 2020.

Guided by and committed to the Bank's values for delivering quality service, in 2021 Instant Payments solutions were made available at the pan-European level, allowing customers to make cashless payments within the Single Euro Payments Area (SEPA), in real time on any given day, within a few seconds (24/7/365), crediting the payee's account within 10 seconds. The new functionalities to complete immediate payments have a strong appeal to consumers, with 26.5% of all payments carried out through Instant Payments.

In 2022, the Bank plans to roll out high-quality payment and collection solutions to maximise customer experience. On the one hand, this will contribute to the growing use of payment services, and, on the other hand, it will strengthen the Bank's revenues.

Insurance Business - Bancassurance

Piraeus Bank set up its Bancassurance in 2008 to sell insurance products to Piraeus Group customers via the Bank's branches and winbank. As of 31.12.2020, following the corporate transformation, Piraeus Financial Holdings SA, parent company of Piraeus Group, acts as an insurance intermediary and sells insurance products, in the name and on behalf of the insurance companies with which it cooperates.

In 2021, the Group's total portfolio under management amounted to €380 million (gross premiums), up 15% year-on-year, and contributing 11% of the Group's net fee income. Piraeus Group maintains its market-leading position in the Greek bancassurance market, with a 30% market share, and its portfolio corresponds to 8.2% of the total Insurance Market for 2021.

With its specialised know-how, innovative products, and optimal customer service quality, Piraeus Financial Holdings continues to maximise value for both the Group and its customers, capitalising on strategic partnerships with NN Hellas and ERGO insurance companies.

In 2021, the primary goal for Piraeus Financial Holdings was to further utilise its customer base, having created one of the largest insurance portfolios with more than 900 thousand customers.

Cross-selling increased, especially for Life, Health and General Insurance products, as a result of the dynamics of the accredited insurance advisors in the Branch Network and the Group, as well as the introduction of appropriate tools and products. The significant discounts offered on insurance products throughout the year, by the strategic partners NN and ERGO contributed to the increase in cross-selling.

Piraeus Financial Holdings covers all the insurance needs for individual customers, with both Life, Health and Investment products, and General and Agricultural Insurance products. In 2021, Piraeus Financial Holdings focused on creating new products for businesses, freelancers and the self-employed, and on improving and enriching

existing ones. At the same time, utilising the Branch Network and the Bank's alternative channels, Piraeus Financial Holdings continued its systematic approach to customer segmentation (Base Mass, Upper Mass, Affluent, SB, Agri), in alignment with the institutional and regulatory framework (GDPR/IDD).

In 2021, general insurance products were available online, via winbank e-banking. Customers can purchase online – no physical in-branch visit required – the insurance plans offered by ERGO Insurance; Secure Wallet for the protection of their personal belongings, and My Home Content for the protection of the content of their residence.

In the context of the effective management of the Covid-19 crisis customers can take advantage of the systems put in place by the Group, to purchase remotely, from their place, the insurance products that meet their needs, with the guidance of the Bank's accredited insurance advisors.

The main goal for 2021 remains the continuous development and improvement of the required processes and systems for the sale and management of insurance products, for monitoring the quality of sales and the sustainability of the portfolio.

e-branch

Utilization of new technologies and access to banking services.

In 2021, the Bank continued the successful e-branch model, designed to meet the daily banking needs of customers through innovative solutions. In addition, instructional programmes in teaching the use of automatic teller machines (ATMs) continued, making it easy for even non-tech-savvy customers to use ATMs.

In 2021, e-branches contributed to the decongestion of neighbouring branches, albeit to a lesser extent than previously, since the pandemic drove down branch traffic, including e-branches. Nevertheless, as evidenced by the transaction migration index, customers shifted away from the traditional and towards electronic branches. In this context, following the instructional programmes organised at the e-branches teaching the use of web banking, there was an increase in the use of digital channels by senior citizens and non-tech-savvy customers, who may transact online from the safety and security of their home. In addition, the customer satisfaction score (CSAT) from the Satisfaction Pad entries, indicates superior quality of service and customer experience, due to the flexibility and speed of carrying out transactions in a pleasant and friendly environment.

In the context of improving customer experience insights at the e-branches, a revised electronic customer satisfaction survey will be introduced by the end of 2022, asking for specific feedback and suggestions for improvement, one of the Bank's main objectives.

e-branches enhanced the Bank's profitability and operational efficiency. On the one hand, migration of transactions to digital channels has resulted in operating cost savings, since the Covid-19 pandemic caused an increased need for remote services, replacing traditional in-person banking. On the other hand, e-branches played a role in attracting and retaining deposits.

e-branches also make an important contribution to society. The extended opening hours (even on Saturdays) allow employees and companies flexibility in scheduling when to conduct banking transactions. Experienced service staff are available to help customers with their transactions, including the elderly and non-tech-savvy customers, to inform them about the services provided, and to make them increasingly accustomed to the use of ATMs and digital services. Thus, another innovation is introduced into the banking service, with the bank employee not sitting face-to-face with the customer, but rather standing upright next to him/her, giving a sense of equality, trust, security, and confidence.

The most significant contribution of e-branches is the fact

that they serve vulnerable people with complex needs, such as people with disabilities, who require tailored and expert help to support them into financial inclusion. Piraeus Bank takes a compassionate approach to addressing the financial needs of people with sensory (vision and hearing) and mobility impairments, making use of innovative technology solutions. Thus, customers with disabilities may conduct transactions 24/7, including cash deposits, withdrawals and payments, through ATMs and easypay machines, in easily accessible and indoor areas. In particular, the services provided are as follows:

1. People with vision impairment:
 - i. Guidance by a customer service representative during their stay in the e-branch.
 - ii. Transactions can be carried out through the "Remote Cashier", using Braille. There is no need to sign in the presence of a witness who attests the signature.
 - iii. Voice guidance system for winbank e-banking navigation and training.
 - iv. Online Registration for winbank e-banking, no physical in-branch visit required to sign a contract.
2. People with hearing impairment:
 - i. Transactions through the "Remote Cashier" service with employees trained in the Greek sign language.
 - ii. Interactive touchscreen with information on available machines and transactions offered at the e-branch.
3. People with mobility problems:
 - i. Ramp facilitating easy access and plenty of space to move around comfortably inside the e-branch.
 - ii. Guidance by a customer service representative during their stay in the e-branch.
 - iii. Wheelchair access to the "Remote Cashier" service.

Some of these services are available in all the branches of the network. For example, visually impaired people can now visit any Bank branch to apply for and acquire a debit and/or credit card, to carry out cash debit and/or credit transactions. There is no need to sign in the presence of a witness who attests the signature, provided that they can receive SMS alerts on their mobile phones, since this is the means by which they are informed of the transaction and can verify its accuracy. In addition, they can subscribe to winbank e-banking services without having to physically sign a contract.

The design and implementation of existing and future services for people with disabilities is carried out in collaboration with the respective Associations and the Hellenic National Confederation of Disabled People, to ensure that their needs are truly covered and to continuously improve processes and services.

Already, as part of the services provided for the visually impaired, the Bank's ATMs are equipped with a voice guidance system. For the first time in Greece, visually impaired people can easily use an ATM to:

1. Withdraw money from the primary account linked to the debit card.
2. Change PIN.
3. Withdraw money using instant cash.

Thus, Piraeus Bank respects the right to privacy of persons with disabilities.

Piraeus Bank has 233 ATMs fitted with voice guidance out of

1,862 ATMs (12.5% of total), while the goal for 2022 is for the voice guidance system with headphones to be available at approximately 1,025 ATMs (55% of total).

Daily statistics are collected from e-branch employees on the number of disabled people visiting each e-branch and the number of transactions they carry out.

Due to their wide acceptance by customers of all categories and ages, e-branches are a part of the Bank's Branch Network and have become a reference point in international articles, as one of the most successful case studies in the European Banking market.

Retail Banking Fraud Management

2021 was a year of new challenges. The Retail Banking Fraud Management (RBFM) Unit used all digital tools for efficient and hassle-free collaboration to effectively cope and adapt immediately to the demands imposed by the Covid-19 pandemic.

The RBFM Unit fostered a sense of security and trust in the Bank's customers. External fraud, i.e. financial loss as the result of fraudulent action of persons external to the Bank, decreased by 82% compared to 2020, meeting the Unit's first key target.

In 2021, the Covid-19 pandemic drove a large increase in digital payments, which gave rise to fraud incidents. The most common type of fraud was detected in online banking transactions. For this reason, a new internal Unit "Anti-Fraud e-banking & Branch support" was created, charged with the immediate and comprehensive management of fraud scams resulting in financial loss. In its first four months of operation the Unit was able to handle 74% more customer requests.

The RBFM's main goal for the year was to ensure the completion of the Safer Payments project, a new fraud prevention platform across all transaction channels. The Unit successfully took on its largest challenge to transfer fraud detection to prevention mode. The initial results are optimistic, with the efficiency index of the new platform at 78% and the financial loss rate dropped by 56% compared to previous periods.

The RBFM Unit, and the Bank in general participated in the first nationwide public awareness campaign, ran jointly by the Hellenic Bank Association, the Hellenic Police and the Ministry of Citizen Protection. The purpose of the awareness campaign is to empower all digital citizens to be safer and more secure online. At the same time, internal updates and raise awareness continued regarding the Bank's portfolio.

Customer Value Management

Throughout 2021, twenty-two (22) campaigns were organised sending targeted messages to approximately one (1) million Bank customers on how to manage the effects of the pandemic. At the same time, communicating the Bank's overall strategic transformation project was a top priority, including for example communications to inform three (3) million Retail Banking customers of the Bank's plan to replace deposit books and paper account statements with e-statements.

Overall, during the year, a structured communications plan was rolled out using the Bank's internal channels (ATM's, e-mail, call centre), winbank, and Viber for below-the-line marketing, with targeted marketing messages sent out to customers.

As a result of the above, during 2021, targeted advertising campaigns were communicated to approximately 4.3 million Bank customers (with a 10% increase year-on-year in the number of campaigns), with a positive customer response; one (1) in five (5) customers extended their product relationship with the Bank as a direct result of the targeted approach.

At the same time, Retail Banking professionals worked with

Group Technology employees for using new technologies to personalise communications with customer and improve the overall customer experience. In particular:

1. Conception and use of predictive machine-learning algorithms for the optimal identification of customer needs and the corresponding personalisation of marketing communications.
2. Extension of the capabilities of Next Best Action with customised strategies for new products and services, targeting selected customer segments.
3. Large-scale use of digital communication channels to send messages to customers.
4. The tender process was completed for the development of infrastructure that can respond in real time to customer requests and commercial needs, offering the same content across all the Bank's communication channels.

Last, Retail Banking used targeted analysis to support strategic decision-making for a wide range of activities, such as the design of new products and services, the pricing of transactions and services, as well as the formation of the best service model for selected customer segments.

Corporate Banking

Large Corporates

The Large Corporate Unit is responsible for covering the financial and banking needs of the largest Greek business Groups and enterprises with a turnover of over €50 million. The Unit is the key point of contact for corporate customers and strives to provide holistic solutions in the whole range of services and products of Piraeus Bank Group.

With approved credit limits of €13 billion at the end of 2021, and €1.8 billion in loans disbursed during the year, the Large Corporate Unit retains its position in the Greek banking market and proves its commitment to support and finance Greek entrepreneurship.

Despite the ongoing economic fluctuations caused by the pandemic, the Unit managed to find ways in order to strengthen existing customer relationships and to expand its customer base with new customers from all productive sectors of the economy.

Furthermore, the Unit gave emphasis on supporting corporates geared towards sustainable and innovative entrepreneurship. In this context, it continued to promote Sustainability Linked Loans, motivating borrowers to meet ESG performance objectives. It is noteworthy that in 2021, the Large Corporate Unit completed the first Sustainability Linked Loan in the manufacturing sector in Greece. In the context of informing customers about the National Recovery and Resilience Plan "Greece 2.0", the Unit proceeded with numerous presentations of the "Recovery and Resilience Fund" (RRF), which is expected to promote a profound change in the country's productive model.

In 2021, the Large Corporate Unit participated in the largest corporate syndicated bond loans transactions. At the same time, the effective utilisation of its loan and non-loan customer portfolios by leveraging cross selling synergies and providing a full range of high-quality banking services, in collaboration with the Bank's business Units, brought added value to its customers and led to a robust fee income generation.

In addition, the efficient cooperation with Group's Piraeus Leasing and Piraeus Factoring, subsidiaries, was instrumental in increasing Bank's revenues and reducing undertaking credit risk through the use of specialised financial tools and solutions.

Structured Finance – Project Finance

The Project Finance Unit:

1. Arranges and provides funding for capital-intensive investment projects, by structuring the financing around the project's operating cash flow.
2. Advises on major infrastructure projects and Public-Private Partnerships (PPPs).
3. Manages Structured Loans to co-finance investments, under EU programmes.
4. Structures and arranges Leveraged Buy Outs (LBOs) for acquisitions and mergers.

Structured Finance – Project Finance contributes to investment plans by offering a comprehensive, customised bundle of loan and/or capital financing solutions, including the use of European financial instruments, and by providing advisory services.

Project Finance strategy focuses on maintaining the Bank's leading role and providing responsible financing to key sectors in the Greek economy, in line with market trends and the country's development policy:

1. Energy sector, in particular Renewable Energy Sources (RES):
 - i. Finance new RES projects (mainly wind farms and photovoltaic parks, and secondary hydroelectric parks and biogas plants), and use of the policy measures set out in the "National Energy and Climate Plan 2020–2030" (ENCP 2020–2030).
 - ii. Letters of Credit (LCs) and Letters of Guarantee (LGs) to businesses participating in the auction for Energy Sales Contracts (ESCs).
 - iii. Financing to domestic and international investors for the acquisition of RES projects, capitalising on the growing investment interest.
 - iv. Inclusion of sustainable development and green business financing in its investment portfolio.
2. Infrastructure and transport sector:
 - i. Finance to sustainable investments with growth potential for the Greek economy, focusing on the future of the Greek economy.
 - ii. Finance to new domestic investments and FDIs to support the country's privatisation programme.

The Project Finance Unit strives to create added value for the Bank and its customers, through effective portfolio management and development, using a customised approach to each transaction. The Unit seeks to capitalise on synergies and collaborate with other Bank Units to offer additional services as part of its holistic approach to covering customer needs.

2021 was marked by the global and domestic impact of the Covid-19 pandemic.

There was a relatively limited impact on the energy sector, with increased investment interest from domestic and foreign investors, mainly in RES projects. Emphasis was placed on financing RES projects using the Feed-in-Premium Renewable Energy Support Scheme and combined-cycle power-plants (natural gas). However, there was increased financial interest in innovative business, such as financing RES projects based on Power Purchase Agreements (PPAs), which are expected to make a significant contribution to the country's energy balance in the coming years.

The Covid-19 pandemic negatively impacted revenue genera-

tion for investments in concession-based infrastructure projects, such as highways and airports, as a result of reduced passenger and cargo traffic. However, PF customers continued to meet their loan obligations without interruption, using the compensation specified in the concession agreement and additional financial support from the banks, such as new liquidity or readjustment of contractual instalment payments based on the projects' capacity to meet financial obligations.

Despite the unfavourable environment, in 2021 a large project was implemented for refinancing the construction of a motorway, with an extension of the scope in the relevant concession agreement. Piraeus Bank and another bank jointly arranged financing for the special purpose vehicle (SPV) selected as the preferred bidder, for the concession to operate, maintain and commercially exploit the country's largest motorway.

Uncertainty over the duration of the pandemic and the timing of the economic recovery led to a postponement of investment plans. However, these plans remain in the reservoir of projects of immediate interest, which are expected to be reactivated in the near future.

Real Estate Finance and Hospitality Projects

In 2021, the Bank continued its dynamic expansion in Real Estate Finance & Hospitality Projects, despite the ongoing challenges posed by the pandemic, aiming to provide the best possible service to its customers with Commercial Real Estate & Hotel Investment and Development Finance.

Taking advantage of its accumulated know-how, its network of customers and partners, its deep knowledge of the domestic market and its understanding of the international real estate and hospitality market, the Bank through its specialized Unit, intensified its activity in the sector continuing to take part in emblematic financing and enhanced its market share, even in the midst of a pandemic.

In 2021, the Bank managed to build stronger relations with existing customers and to attract new domestic and international clients interested in investing in real estate and hospitality assets, in an effort to expand its customer base and optimise the structure of its loan portfolio. The Bank stood by its real estate clients affected by the pandemic and the related control measures, such as closure of shops, malls, etc.

As previously, business focused on supporting institutional investors, such as Real Estate Investment Companies (REICs), and eminent local and international investment funds, such as real estate private equity funds and real estate developers. Specifically, financing was focused on the main real estate sectors, such as office, commercial and storage buildings and, in the Hospitality sector (including city hotels, resort hotels, etc.). There was also increased activity in reconstructing and/or renovating existing buildings, using environmentally friendly technologies, to ensure a more attractive use and better occupation of these buildings.

In this context, in 2021, the Bank actively participated in organising financing for the largest real estate development project in the country, the project for the development of the former Hellinikon Airport by Lamda Development and its subsidiaries. Piraeus Bank has taken on with another systemic Greek bank the financing associated with the first phase of the investment in the Hellinikon project, the total investment of which amounts to more than €2 billion. By participating in this scheme, the Bank proves in practice its commitment to financing important Greek real estate projects.

The primary strategic goal in the field of Real Estate finance and hospitality projects remains the creation of added value for the Bank and its customers through the provision of customised financing

and similar services in the field. At the same time, the Bank monitors the progress made in addressing environmental challenges and incorporates ESG principles in its real estate financing and services. It also makes use of investment support programmes for real estate projects, such as the Recovery and Resilience Facility to support Green Transition and Digital Transformation.

Overall, despite the impact of the Covid-19 pandemic on real estate markets, the Bank is well-placed in the market for real estate and hospitality. The Unit focuses on serving customers and is prepared to meet increased domestic and international interest for real estate and hospitality assets in the near future. There is no doubt that the Bank's experience, know-how and activity in the real estate and hospitality sectors are an asset for the growth potential of the Greek economy.

Shipping Finance

The Bank has been providing a wide and comprehensive range of financial services to Greek shipping companies for many years.

The Shipping Finance Unit provides financing for the purchase of vessels (dry bulk, tankers, containers, LNG, etc.), and covers the specialised operating needs of shipping companies (Letters of Guarantee, working capital financing, cash management, web banking, currency conversions, interest rate hedging products, participation in the issuance of corporate bonds). At the same time, the Shipping Finance unit develops supplementary services and promotes the Bank's entire product portfolio.

In 2021, the shipping market was characterised by the robust effort on a global scale to keep markets open and at the same time to restrict and control the pandemic, with each country applying its own port operations protocol in the context of the Covid-19 pandemic. These conditions led to increased demand in the dry bulk and container shipping sector, creating significant investment opportunities for the Greek shipping community. In this context, Shipping Finance disbursed €1.0 billion in new shipping loans. These disbursements include the first ESG-linked shipping loan by a Greek bank. In addition, in 2021, the first shipping bonds were issued from companies listed on the Athens Stock Exchange (ATHEX), with Piraeus Bank acting as joint bookrunner, lead manager and issue advisor, confirming its leading role in the market.

2021 was a positive year for dry bulk carriers, mainly due to the effort to gradually restore economic activity to pre-pandemic levels, and to replenish depleted inventories after Covid-19 containment policies and imposed transport restrictions in 2020. At the same time, the measures implemented for the safe operation of the economy during the pandemic caused port congestion and delays in cargo loading/unloading, with the demand/supply balance tilting towards unmet demand for container carrying capacity. As a result, the dry bulk shipping industry enjoyed a bumper year, with high average daily earnings. The growth momentum is expected to continue in 2022, aided by the full recovery of the global economy and the very small number of newbuilding orders.

The trend for tanker shipping in 2021 was the opposite, with demand for liquid cargo at very low levels throughout the year. On the one hand, the increased inventories created during 2020, when oil prices hit a historical low, and on the other hand, low production by the world's biggest oil producers to push up oil prices, weakened demand and drove tanker average daily revenues to low levels. In 2022, the picture is expected to change gradually as the volume of oil in floating storage is estimated to be depleted in the first quarter of 2022. The onshore reserves are dramatically reduced (reserve replenishment is necessary) and global oil production is steadily increasing to meet growing demand.

In this context, the Bank remains conservative in its approach, focusing on the optimal portfolio management of existing loans and on improving the quality of the portfolio, by providing targeted new financing to existing and new customers. The key objective is to run a concentrated portfolio of select and established businesses, that provide continuous support during all the phases of a shipping cycle.

Commercial Banking

The beginning of 2021 was a challenge for the country's economic, business and health equity.

Hope for the post-pandemic period was expressed by the implementation of voluntary vaccination in Greece and abroad.

The decline in global business and economic activity, since the outbreak of the Covid-19 pandemic in 2020, was contained. Investment is on the rise again and economic growth is picking up.

The actions and initiatives carried out by Piraeus Bank's Commercial Banking in 2020 for the protection of SMEs resulted in business customers maintaining a healthy financial situation and preparing for the return to growth.

Piraeus Bank SME business support strategy for 2021 was decided in the previous year and is expressed through a dynamic internal transformation which focusses on how to best serve the business customer.

The following strategic priorities were a key component of the transformation:

1. Classification of businesses according to the size and scope of cooperation with the Bank into Top, Medium & Low. This classification proved useful in determining customer needs. It also made communication with customers easier, rationalised the use of the Bank's resources and formed the basis for building relationships using the appropriate products.
2. Collaboration with the Transaction Banking Unit to offer a holistic tailor-made solution for transactions at home and abroad.
3. Development of cooperation with Piraeus Factoring SA to provide liquidity at a competitive cost and, at the same time, to insure customer receivables.
4. Development of cooperation with Piraeus Leasing SA to support businesses in the acquisition, or modernisation, of fixed assets.
5. Promotion of Piraeus Bank's Development & Sustainable Banking. Dedicated executives help customers understand the new financial tools, such as:
 - i. "GEFYRA" (Bridge) programme: to subsidise part of loan instalments (indirect liquidity).
 - ii. Recovery and Resilience Facility (RRF): Piraeus Bank and a recognised consultant joined forces to organise more than 100 online customer meetings and 10 local events throughout Greece to present in detail the investment opportunities offered by the RRF. More than 500 customers attended these events.
 - iii. New Greek Development Law: Similar actions are planned for 2022 to present the Greek Development Law.
6. Targeted financial support to customers depending on the public funding made available to cover state needs, indicatively: a) urban and long-distance buses, b) feeding immigrants, c) maintenance of the Hellenic Electricity Distribution Network Operator (HEDNO) network, etc.
7. Prioritisation of economic sectors: a) tourism, b) energy,

- c) agri-food, d) processing, e) industry and crafts, Real Estate and construction, f) wholesale and retail trade.
- 8. Creation of new products such as a) Sunrise Tourism, to provide liquidity at the start of the hotel season, b) net metering to limit energy costs, etc.
- 9. Connecting customers with Piraeus winbank e-banking, through Remote Signing, for fast, convenient and secure transactions.
- 10. ESG-linked loans: investing in sustainable development through its customers, and educating the business environment on the EU sustainability standards.

In 2021, disbursements to SMEs amounted to €1.5 billion. With similar priorities to those of the Recovery and Resilience Facility and the New Greek Development Law, Piraeus Bank helps businesses to reduce their environmental footprint (Green), to accelerate their digital transformation (Digital), to grow through partnerships (mergers/acquisitions), and to export abroad. These investments underpin long-term growth of the Greek economy.

Guided by its strategy and vision, Piraeus Bank finances sustainable business plans and aims for disbursements of new loans of at least €1.5 billion in 2022.

Agriculture business development

Piraeus Bank has made the strategic decision to supply finance to the Greek agriculture sector, a driving force of economic growth. The need for finance in the agricultural sector is crucial for business development and the Bank endeavours to increase the efficiency and competitiveness of agricultural enterprises, to finance investments that add value to the finished goods, while reducing production costs and rationalising operations.

Piraeus Bank's top priorities for the agricultural sector include promoting sustainable development and digital transformation. It focuses on the development of partnerships/cooperation, on supporting extrovert entrepreneurship and the generational renewal in agriculture.

The Bank has a comprehensive approach and focuses on the farmers' financial needs, to offer tailored finance solutions for investments in irrigation infrastructure and for sustaining the infrastructure. Farmers may take advantage of its favourable terms to invest in irrigation systems, reservoirs, borewells and tubewells, related machinery and equipment, in cutting-edge technologies and in more cost-effective sustainable water resources management interventions.

The Bank offers inhouse know-how to support RES investments and offers a range of finance solutions for agricultural customers to invest in photovoltaic plants, opening opportunities for sustainable investments that support social and environmental value creation. This initiative is part of the wider adoption of ESG criteria, as well as its effort to contribute to reaching the country's energy goals.

At the same time, Piraeus Bank finances the investment plan of Neupublic SA to promote sustainable solutions, focusing on the adoption of innovation and new technologies to transform the agrifood sector and increase its competitiveness. The Bank will offer its agricultural customers with 5,000 free six-month subscriptions for the smart farming application GaiaSense1 by Neupublic SA.

One of the Bank's main objectives is to offer finance solutions for young farmers. In this context, 60% of all agricultural loans are directed to young farmers. Recognising the need for generational renewal in agriculture, and the needs of young people, it offers the tailored "Young and New Farmers Loan", a window with favourable lending conditions for young farmers financing, with interest rate subsidies up to 100% from the State.

Piraeus Bank stood by all the households and businesses affected by the destructive wildfires in 2021. At the same time, it undertook institutional initiatives for the transformation of the agricultural sector and rural economies and proceeded to the establishment of a regional Observatory of Agriculture in Northern Evia. This initiative contributed to addressing short-term needs in agricultural holdings, so that they could continue production and their smooth operation as soon as possible.

In early 2021, Piraeus Bank signed an agreement with the European Investment Fund (EIF) for making use of the European Agricultural Fund for Rural Development (EAFRD) funding instrument to finance investments in farm productivity, processing and marketing, with favourable lending conditions. The Bank uses this EIF guarantee facility to disburse investment or working capital loans on favourable terms, to farmers, producer groups, agricultural cooperatives and SMEs in the agri-food sector.

At the same time, Piraeus Bank continued to finance viable investment plans included in the Agricultural Development Programme (Improvement Plans), through the flexible financing product for the pre-financing of the grant, as well as its other financing instruments. Thus, the Bank fully supports the implementation of healthy investment plans and contributes to the timely completion of the investment, the absorption of European funds and capital leverage.

Piraeus Bank also contributes to the farmers' effort to reduce production costs. The Bank participates in the initiative by the Ministry of Rural Development and Food and offers the "Farmer's Card" to cover the liquidity needs of farmers, affected by crop seasonality and burdened with high production costs. Furthermore, the "Farmers' Micro-finance" loan facilitated access to financing for small agricultural holdings, and the Working Capital for Farmers (WCF) provided funds to larger agricultural holdings for covering their annual needs.

Piraeus Bank has extended its cooperation with companies in the field of agricultural machinery and equipment by including new companies in the programme, to cover production modernisation needs.

Respecting the past and making use of the knowledge offered by studying the history of the Agricultural Sector, Piraeus Bank seeks to understand contemporary agricultural needs and decode future challenges. As part of its celebrations for the bicentennial of the Greek Revolution of 1821, Piraeus Bank sponsored the scientific study and publication of "The Agricultural Sector in Greece: 200 years of history. Future challenges and prospects".

At the same time, as part of the actions carried out by the National Committee for the Reconstruction of Northern Evia, Piraeus Bank participates in the "Research on Agri-Food", in collaboration with the Captain Vassilis and Carmen Constantakopoulos Foundation, the project's main sponsor. The research is carried out by the Agricultural University of Athens, ELGO Dimitra and the American Farm School.

In 2021, the Bank published two issues of the special periodical "EPI GIS" titled "*The path towards sustainable development of the agricultural sector*" and "*Milk, an important product for the national economy*" to inform readers about its dedicated farmer products, about developments in the agricultural economy, techniques of sustainable agriculture, and the latest developments in the agri-food sector.

In 2021, Piraeus Bank continued its successful cooperation with agricultural bodies, agricultural cooperatives and agricultural businesses.

In this direction, Piraeus Bank offers specialised services of high quality both to payment institutions and to their beneficiaries. In particular, for payment services related to the payment of community and state aid to producers and businesses, the Bank applies a Qual-

ity Management System certified in accordance with Standard ISO 9001:2015, which was renewed in 2021 after the successful completion of the annual review by the competent body, thus maintaining its leading position in the field.

The same certification was renewed for the payment service of the Farmers' Early Retirement Scheme, which the Bank manages on behalf of the Ministry of Rural Development and Food.

One of the important events in 2021 is the renewal of the contract between Piraeus Bank and the Hellenic Republic, in the form of an Additional Act signed in October 2021. The contract assigns to the Bank all the services relating to cash and disbursements management of the Special Account of Guarantees for Agricultural Products. Upon renewal of the contract, funding of €2.5 billion was made available for the financial year 2021-2022, to continue the uninterrupted payments of the subsidies under the 2014-2020 Common Agricultural Policy (CAP) to farmers and stock breeders.

As per the scope of the above contract, in 2021, the Bank paid out large amounts of CAP support (Pillar I and Pillar II) in favour of Greek agricultural producers. Most funds were directed to finance basic and green farming, to help young farmers get their business off the ground, to finance the modernisation of agricultural holdings, the transition to organic farming, agri-environmental aid, etc. Support was also given to farmers in sectors affected the Covid-19 pandemic. In 2021, Piraeus Bank paid out €2.8 billion of EU and state aid to the agricultural world.

Piraeus Bank supports farmers and agricultural bodies, closely monitors national and international developments to cater for every new need in the market, offering long-term growth prospects. It is informed about the initiatives of the Ministry of Rural Development and Food and aims to use the guarantee and liquidity instruments, for the benefit of its customers. One of the Bank's priorities is its participation in the Recovery and Resilience Facility and the provision of financing to farmers, producer groups and agricultural businesses for their investment plans.

Contract farming

The Contract Farming and Livestock Programme developed by Piraeus Bank is an integral launched in 2013 as an integral part of the Bank's ongoing strategy to support the agri-food sector, a key pillar of the Greek economy.

This Programme is a dynamic lever for Greece's rural development, as it adapts to market needs and makes use of the potential of all those involved in the agricultural sector. It contributes to the modernisation and improvement of the primary sector's competitiveness. In this context, Contract Farming guarantees the required liquidity, at the appropriate time, in each link of the value chain, through customised financing tools, which create a new era for the sustainable development of the agricultural sector, and contribute to improving efficiency and extroversion in the sector.

The Contract Farming and Livestock Programme is a holistic approach to the value chain of the Greek agri-food sector and contributes to the rationalisation of the production costs of agricultural products, while at the same time strengthens the creation of relationships of trust amongst the parties involved – producers, groups of producers, agricultural cooperatives and processing companies.

Contract Farming encourages young people into farming and agribusiness. Young farmers are given financial support to get their business off the ground; they can use Contract Farming and their Sale and Purchase Agreement (SPA) with the buyer of their product, to secure working capital finance.

At the same time, the Contract Farming concept decodes the challenges of the future, taking into account the catalytic effect of both the pandemic and climate change. In this context, in 2021, support was given to farmers hit by extreme weather events, offering sustainable solutions, which included terms for the smooth and gradual repayment of their obligations.

In addition, the Bank facilitates Greek business extroversion by financing export activities. Through the innovative "Export Contract Banking" programme, Piraeus Factoring SA offers participating companies a comprehensive bundle of export trade services, tailored to their level of export capacity and readiness.

In 2021, Contract Farming impact in the agricultural industry was mutually beneficial for both producers and processing/trading enterprises and agricultural cooperatives. This fact is confirmed by the surge in the segment's financials; it provided liquidity to more than 400 long-term partnerships (companies/groups of producers/agricultural cooperatives) and helped approximately 13,000 producers with annual contract credit card limits of over €80 million to meet crop needs. In 2021, payments of €125 million were made to producers for the delivery of their product. In addition, a wide range of products (40 different agricultural products) were promoted throughout Greece, covering remote areas and regions near the borders and stimulating local economies. Contract Farming creates sustainable value chains and helps beneficiaries to compete in the international market, always respecting the basic principles of sustainable development.

Contract Farming is expected to play an even larger role in supporting the value chain of the agri-food sector, providing innovative products and customised solutions for both producers and agri-food corporate entities. Contract Farming is expected to act as a precursor to the new Common Agricultural Policy, which contains a number of policy reforms to support the acceleration of the digital agriculture transformation and the application of innovative methods in the production process.

Agricultural Entrepreneurship Centres

For another year, Piraeus Bank maintained a dominant position in financing and supporting agricultural cooperatives.

The Agricultural Entrepreneurship Centres' mission is to develop and manage business relationships with Agricultural Cooperatives, Agricultural Corporate Partnerships, Producers' Groups and Organisations, Local Organisations and other cooperatives of the agri-food sector.

Through this structure, Piraeus Bank provides credit facilities (working capital, loans, factoring, leasing, LGs), to most cooperative legal entities, which are financed through the Banking system.

The Agricultural Entrepreneurship Centres are distributed in three areas (Northern, Central and Southern Greece) and currently serve more than 850 cooperatives, 310 of whom have been granted credit limits. Customer Consultants in all the big capitals of the Prefectures provide direct and high-level customised support and service to agricultural cooperatives, ensuring personal contact and prompt customer service.

In 2021, there was a surge in demand for lending to agricultural cooperatives. Credit expansion targets for 2022 are ambitious, in line with the growth prospects of the Greek economy, and combined with the new financial instruments provided by the Recovery and Resilience Facility.

In this framework, business is not limited to financial banking. Instead, an integrated approach is taken, whereby support is provided to cooperative schemes to finance their operating cycle (vertical and

horizontal), to implement their investment plans, and to plan and implement the necessary strategies to redefine their business model with emphasis on extroversion and sustainable development (application of ESG criteria). Emphasis is placed on corporate partnerships throughout the Agri-Food Sector, supporting every viable business proposal for growth and operational reorganisation through acquisitions, absorptions, and mergers.

Loan Syndications

The Loan Syndications Unit facilitates the entire Bank's Syndicated Loan Portfolio, covering all business Units. Loan Syndications aims to create added value by organising, structuring and monitoring syndicated loans and by acting as Agent Bank. In recent years, Piraeus Bank has undertaken the roles of lead arranger and agent for corporate syndicated bond loans, structured financing for infrastructure and energy projects, convertible bond loans, debt restructuring and merger and acquisition financing. In 2021, through Loan Syndications, Piraeus Bank participated in all transactions in the Greek syndicated loan market, acting as Coordinator or Mandated Lead Arranger (MLA) in 25 syndicated loans, with transaction volumes reaching €4.2 billion, contributing significantly to the Bank's fee and commission income and other sources of income. In particular, in 2021 Piraeus Bank arranged the €120 million syndicated bond loan for "AEGEAN AIRLINES SA", and actively participated as Mandated Lead Arranger in the syndicated bond loans for "Motor Oil SA", "PPC SA", "DESFA SA" and the flagship projects of "HELLINIKON SA", and "OLYMPIA ODOS SA". At the same time, Piraeus Bank entered into acquisition financing and NPL Portfolio Disposals.

Transaction Banking

Transaction Banking offers a wide range of commercial banking services to Corporate and Investment Banking (CIB) customers, aiming to facilitate them in improving their efficiency and managing their day-to-day business activity. Transaction Banking services include Collections, Payments, Cash Management, Trade Finance and Supply Chain Finance Solutions.

In 2021, Transaction Banking received the "Best Cash Management Bank Greece 2021" award from the Global Banking & Finance Review, confirming its commitment to providing a high value-added services and its responsiveness to the new conditions that have posed by the pandemic.

During the year, the team continued the targeted actions to promote and increase the use of the Bank's digital channels. It is noteworthy that the value of transactions made through digital channels under Transaction Banking's servicing perimeter increased by approximately 20% year-on-year, reaching €31 billion in 2021, with 96% of credit transfers made through digital channels.

Additionally, in 2021, deposit devices activations as part of Bank-in-Office service, an automated cash management solution, increased by 15%, reaching 800 servicing points throughout Greece. Through the Bank-in-Office deposit devices, €2.0 billion cash inflows were managed, increasing cross-selling opportunities.

In the context of supporting Greek export companies, emphasis was placed on utilising the opportunities provided by the guarantee and financing programmes of the European Investment Bank (EIB) and the European Bank for Reconstruction and Development (EBRD). At the same time, financing was also provided to import companies, using tools such as import financing and early payment of Letter of Credit. It is indicative that the amount of loans provided through the above financial instruments was twice that of 2020.

Transaction Banking is in the process of transforming its product and service offering, in line with the Bank's Transformation Programme, so as to create greater value for its corporate clientele. In this light, gradual rollout of the digital transformation of its product base will continue in 2022, to develop a comprehensive and innovative integrated transaction banking platform that will align payments, collections, cash management and Trade & Supply Chain Finance products.

Development & Sustainable Banking and Bank relations

Development & Sustainable Banking

One of Piraeus Bank strategic priorities is setting the boundaries and promoting Development and Sustainable Banking. Development & Sustainable Banking and Bank Relations (DSB) specialises in sustainable finance and collaborates with all the Bank's relevant Units and subsidiaries. DSB designs products and services to finance and support innovative sustainable ideas, environmentally and socially responsible initiatives, and financial inclusion projects. DSB is also responsible for conducting sustainability assessments and environmental and social risk assessment for business lending. The Bank Relations team is in charge of handling relations with the international banking community.

As part of its business, DSB manages the Bank's relations with international and Greek agencies, such as the Hellenic Development Bank SA (HDB), the European Investment Bank (EIB), and the European Investment Fund (EIF). DSB works closely with these agencies to design and implement banking products. Capitalising on these collaborations and driven by Sustainable Finance issues, DSB created a wide range of financing tools, adapted to the permanent needs of Greek businesses. In 2021, DSB offered liquidity support to businesses to allow them to continue operations during the Covid-19 pandemic.

In this context, in 2021, Piraeus Bank:

1. Offered direct financing and assistance to support companies in their efforts to promote the UN SDGs and the goals of the Paris Agreement on Climate Change, in particular boosting RES investment.
2. Offered funding with favourable pricing terms to support vulnerable social groups (financial inclusion), enhancing growth and creating new jobs.
3. Created special products and services with the help of Greek and international development organisations (e.g. guarantee and risk-sharing products) to facilitate business access to finance, in a tough and volatile economic environment, adapted to address the unprecedented needs that emerged due to the pandemic.
4. Promoted environmental-friendly and socially responsible products and services, an effort that has been assessed by the Bank's stakeholders as particularly important for the sustainable development of the country.

Finally, DSB is the central point of contact with the Greek State for issues related to the Recovery and Resilience Facility (RRF), yet another key funding programme set to mobilise new investments. The financial instruments offered by Piraeus Bank in cooperation with international and Greek institutions are the following:

Collaborations with European Investment Bank (EIB)

Piraeus Bank is in long-term cooperation with the European Investment Bank to set up financial instruments, which aim at providing liquidity funding to SMEs and MidCaps from key economic sectors, namely manufacturing, trade, tourism, services, and the primary sector. Funding is provided in the form of working capital or investment loans. In 2021 the following financial instruments were available:

EIB Loan for Youth Employment

In 2019, Piraeus Bank signed a loan agreement with the EIB for a total amount of €100 million, through the “EIB Loan for Youth Employment” programme. This project will improve access to term finance for SMEs, with at least 70% of the total amount directed to SMEs, and at least 30% of the funds to be directed to companies that promote youth employment as part of the EIB “Youth Employment” initiative. The distribution of the products started in 2020. Companies financed by Piraeus Bank and meeting the conditions for joining the initiative also enjoyed an incentive in pricing advantage of 0.20% (20 basis points) per annum.

EIB Agriculture & Bioeconomy

In early 2020, Piraeus Bank signed an agreement for a financing programme of €100 million, as part of the “EIB Agriculture and Bioeconomy” programme, to accelerate the use of new technology, improve the quality of agricultural products and enable the Greek agriculture and agribusiness to better serve domestic and international markets. At least 70% of the total amount will be directed to SMEs in the agricultural sector, and at least 10% of the funds will be directed to Young Farmer sole proprietorships or Legal Entities controlled by Young Farmers. The tools falling under the scope of this programme were activated in 2021.

PF4EE

Piraeus Bank is the only Greek Bank participating in the Private Finance for Energy Efficiency (PF4EE) instrument. PF4EE is a pilot and innovative liquidity and loan guarantee instrument managed by the EIB and funded by the European Commission’s Programme for the Environment and Climate Action (LIFE programme). The instrument will be used to finance energy efficiency-enhancing investments. Beneficiaries include energy efficiency investments with a total budget of up to €10 million, and the size of the energy-efficiency loans to be provided could range between €40 thousand and €5 million for SMEs. For all other cases, the size of the loans goes up to €1.125 million. The programme was completed at the end of the year and the total funding granted amounted to approximately €22 million.

Collaboration with the European Investment Fund (EIF)

Piraeus Bank further extends its cooperation with the European Investment Fund (EIF). The Bank acts as an intermediary and has expanded the portfolio of existing financial instruments, and entered into new agreements, to provide even more companies with access to finance. Thanks to the EIF guarantee, loans are made available at more favourable terms, including reduced collateral requirements. The guarantee is in line with the EU’s objectives to promote entrepreneurship, growth, employment, research and innovation.

COSME Loan Guarantee Facility

Liquidity to SMEs for working capital needs and investment in tangible or intangible fixed assets. The initial agreement between Piraeus Bank and EIF for the COSME Loan Guarantee Facility amounted to

€170 million. Due to the high demand from eligible businesses, Piraeus Bank signed two extensions of its initial agreement with the European Investment Fund (EIF), and the portfolio totalled €900 million.

EU Programme for Employment and Social Innovation/ EaSI

In March 2020, Piraeus Bank activated the EaSI guarantee tool, with a total portfolio of €50 million, making it available to farmers and micro-enterprises. The main goal of the programme is to finance very small businesses and entrepreneurs from disadvantaged and under-represented groups in all sectors of the economy, in the form of microfinance (loans up to €25 thousand). The programme also includes the provision of targeted training, counselling, and guidance services (Mentoring programmes) to beneficiaries.

ESIF-EAFRD Agricultural Guarantee Fund

In October 2020, Piraeus Bank entered into an agreement with the EIF to improve access to finance for businesses in the Greek agriculture sector. The new EAFRD financial instrument provides a guarantee of 80% for loans to farmers to support the implementation of their investment projects. The Bank participates in the programme with a total budget of €200 million, confirming its strategic choice to support the agricultural sector. The financing tools were made available in 2021, to serve the needs of farmers and agricultural businesses wishing to implement their investment projects.

Investment Guarantee Fund

At the end of 2020, Piraeus Bank entered into an agreement with the EIF for the new Guarantee Fund to support SMEs, with a €200 million participation in the investment scheme. The scheme will improve access to finance opportunities for Greek companies in all sectors of the economy and accelerate low-interest investment to enhance competitiveness and foster greater entrepreneurship. This initiative ensures that Greek companies can expand, innovate, and create jobs in the years ahead. The financing tools were made available in 2021, with increased demand by SMEs in the eligible sectors

Hellenic Investment Fund (Institute for Growth - IfG)

Piraeus Bank and the Hellenic Investment Fund (Institute for Growth - IfG) are jointly financing businesses active in the manufacturing, tourism, trade, and service industries. Liquidity is provided by the Greek State and the German development bank KfW, to cover investment and working capital costs for growing SMEs. The initiative’s budget for Piraeus Bank amounted to €99.3 million. The Bank is in the process of reallocating the funds raised from repayments of loans already granted, as per the terms of the initiative. The programme was completed in December 2021, with more than €250 million allocated to businesses.

Trade Finance Facilitation - European Investment Bank (EIB) and European Bank for Reconstruction and Development (EBRD)

Piraeus Bank supports foreign trade for Greek extroverted businesses. Through the two (2) programmes it runs with the EIB and the EBRD, guarantees are provided to selected foreign correspondent banks to cover their risk for Letters of Credit (LCs) and Letters of Guarantee (LGs) issued by Piraeus Bank. Eligible transactions cover a wide range of goods and services. In total, the Bank has secured a total guarantee of €250 million for these transactions.

Export Credit Insurance Organisation (ECIO)

Piraeus Bank continued its collaboration with the ECIO, offering the “Extroversion” (Exostrefia) programme to Greek export businesses. The programme combines insurance and funding for export credits granted by Greek exporters to buyers abroad. Piraeus Bank participates in the programme by providing export working capital to companies that have insured their export credits with the ECIO, by discounting the receivables.

Entrepreneurship Fund in collaboration with the Hellenic Development Bank SA (HDB)

Piraeus Bank is in long-term collaboration with the Hellenic Development Bank SA (HDB) and participates in the Business Financing action of the Entrepreneurship Fund II (TEPIX II), which was reactivated in 2021 only for investment loans. The aim of this reactivation was to cover the investment gap that has been created in recent years and to restart the economy in the post-pandemic era.

In the context of the current action, Piraeus Bank grants co-investment funding on favourable fee terms (the funds provided by HDB are interest-free), for SMEs to finance the implementation of their investment plans. Piraeus Bank has granted more than €7.2 million to over 100 businesses since the re-start of the Business Financing Business Financing action.

Financial Solutions in the context of the Covid-19 pandemic

Since the beginning of the pandemic, Piraeus Bank collaborated with Greek and European Development Agencies to help SMEs and Large Corporates facing liquidity shortages due to the pandemic. The following financial solutions were offered:

Business Guarantee Fund, Phases I, II and III

In 2020, Piraeus Bank participated in the “Covid-19 Business Guarantee Fund”, offered by the Hellenic Development Bank (HDB) to support businesses' access to loan capital, by enhancing their liquidity with working capital loans. Piraeus Bank participated in the first two (2) phases of the Fund. The HDB guaranteed 80% per loan, which the Bank used to finance Greek SMEs and Large Corporates from all sectors of the economy. By the end of 2021, Piraeus Bank disbursed working capital loans in excess of €1.6 billion to approximately 3,500 SMEs and more than 150 Large Corporates operating in almost all sectors of the Greek economy.

In 2021, Phase III of the Covid-19 Business Guarantee Fund was activated, to provide working capital loans to Micro Businesses. Piraeus Bank, firmly committed to supporting Greek entrepreneurship, participated in Phase III with €122 million. In 2021, it financed 885 Micro Businesses with working capital loans of more than €24 million.

TEPIX II – Working Capital with Interest Rate Subsidy in order to address the economic effects of the Covid-19 pandemic

Piraeus Bank extended its cooperation with HDB and participated in the targeted sub-programmes of the Entrepreneurship Fund (TEPIX II), actively supporting companies to confront ongoing challenges from the pandemic and boost their resilience and employment, necessary preconditions for economic growth. The targeted third sub-programme launched in 2020 aimed to cover working capital needs of SMEs affected by the Covid-19 outbreak offering working capital loans, on preferential terms and with an 100% interest rate subsidy

for the first two years. In 2021, with the reallocation and increase of funds, TEPIX II sub-programme 4 was initiated to satisfy the requests that had been submitted and approved during sub-programme 3 and could not be implemented due to the exhaustion of funds.

In total, under the two programmes working capital loans in excess of €500 million have been disbursed to more than 6,000 companies.

HDB-EPWCF

The “HDB-EPWCF (Engineers and Public Works Contractors Fund) Guarantee Fund” was established in 2021 to grant working capital loans to Public Works Contractors for the execution of contracted construction projects and/or public works. Piraeus Bank actively participates in all the financial instruments offered by the HDB; it participates in this guarantee instrument to support the access to finance for eligible companies, by providing Working Capital loans with favourable terms.

In 2021, 40 SMEs received working capital loans of approximately €4.8 million for the execution of active contracts and public works.

Development Fund of Western Macedonia (TADYM)

The “Development Fund of Western Macedonia (TADYM)” was set up as an independent fund, with the Region of Western Macedonia and the HDB as the main stakeholders, in an effort to improve the competitiveness of local businesses in Western Macedonia. In the context of TADYM, in 2021 the Action was announced: “TADYM – Covid 19 – Small and Very Small Businesses: Working Capital with interest rate subsidy”. The purpose of the Action is to support Small and Micro Businesses in the Region of Western Macedonia whose economic activity has been adversely affected by the Covid-19 pandemic.

Piraeus Bank has a dynamic presence in the Region of Western Macedonia, and participates in this Action, by providing new co-financed Working Capital loans with a two-year interest subsidy for local businesses to enhance their liquidity and to preserve jobs. By the end of 2021, 244 small and micro businesses received Working Capital loans totalling €7.3 million.

Audiovisual Productions Portfolio Guarantee Fund

The Hellenic Development Bank created the “Audiovisual Productions Portfolio Guarantee Fund”, with resources of €25 million from the Public Investment Programme. The Fund aims to create a guarantee instrument that will improve the accessibility of SMEs in the Audio-visual sector to sources of financing to cover working capital needs and needs arising from their medium-term investment planning.

Piraeus Bank, taking the lead in supporting Greek SMEs, is the only systemic Bank that responded to the HDB's call for expressions of interest and will contribute with financing of up to €34.9 million. The new loans, guaranteed by the Fund and with favourable terms, will be disbursed in 2022 to SMEs in eligible sectors, for business development and/or the implementation of their investment plans.

Piraeus Bank stands by the cultural and creative industries (CCIs), which have been among the hardest hit sectors by Covid-19 and offers direct support to allow artists and cultural professionals to continue pursuing their creative work. To this effect, the Bank has included this programme in the bundle of products and services “Piraeus Culture and Creativity 360°”.

Interest rate subsidy on existing loans of SMEs affected by Covid-19 outbreak

The Bank participated in the scheme by the Greek Ministry of Develop-

ment and Investments to help SMEs affected by Covid-19 outbreak. Initially, through this scheme, the interest and the corresponding contribution of Greek Law 128/1975 on existing loans maintained by the affected SMEs were subsidised for the period April–August 2020. The programme was subsequently extended for the period January–March 2021. Approximately 10,000 applications were approved during both phases of the programme, and were subsidised with approximately €90 million.

COSME Covid-19 Response – European Investment Fund

Piraeus Bank expanded its cooperation with the European Investment Fund (EIF) to create a new loan guarantee programme under COSME, “COSME – Covid 19”. The maximum credit line of the “COSME – Covid 19” programme amounts to approximately €200 million, with the EIF offering a 80% guarantee rate per loan. The purpose of this initiative is to help SMEs mitigate liquidity and working capital challenges, resulting from the decline in their revenues and the reduction of consumer demand due to the outbreak of the Covid-19 pandemic.

EIB Covid-19 Response – European Investment Bank

In November 2020, Piraeus Bank and the EIB signed an agreement for the funding programme “EIB Covid-19 Response for SMEs & Mid-Caps”, which aims to help Greek SMEs and MidCaps withstand the the Covid-19-induced economic impact. The maximum credit line of this Programme is €150 million. Beneficiaries include all SMEs, regardless of sector, that have suffered a Covid-19-induced economic impact.

EIB Pan-European Guarantee Fund for MidCaps and Large Corporates

At the end of the year, Piraeus Bank entered into an agreement under the Pan-European Guarantee Fund (EGF) to provide financial support to Mid-Caps and Large Corporates, mobilising up to €300 million, to help them navigate the crisis and recover from the Covid-19-induced economic impact. Funds will be used to secure liquidity for Greek companies from all sectors to cover expenses for carrying out investment plans at favourable rates. The EIB Guarantee Programme offers guarantee coverage of 75% on each loan, with a duration of the guarantee of up to six (6) years. Financing started in early 2022 and the programme is expected to run until the end of the first semester.

EIF Pan-European Guarantee Fund for SMEs

At the end of the year, Piraeus Bank entered into an agreement with the EIF under the Pan-European Guarantee Fund (EGF) to provide financial support to SMEs that have been affected by the Covid-19 pandemic, mobilising up to €800 million. Funds will be used to secure liquidity for Greek companies from all sectors to cover expenses for carrying out investment plans at favourable rates. The EIF Guarantee Programme offers guarantee coverage of 70% on each loan, with a duration of the guarantee of up to ten (10) years. Financing started in early 2022 and the programme is expected to run until the end of the year.

“Save-Autonomy” (Exoikonomo-Autonomo)

Piraeus Bank has been participating in the co-financing scheme “Energy saving at Home” since 2011 and has gained a high market share, on average 40%, as well as significant know-how and experience. Under the current “Save-Autonomy” programme, Piraeus Bank was selected by 13,804 interested parties (i.e. 37% of 37,600 total interested parties), of which 4,351 implemented the programme with a loan and 9,453 with equity.

Exoikonomo 2021

As of December 2021, the Bank also participates in the new “Exoikonomo 2021” programme. The programme is financed by the Recovery and Resilience Facility with a budget of €632 million, of which €100 million will be allocated exclusively to vulnerable households. DSB communicates either directly with the Ministry of Environment and Energy or through the Hellenic Bank Association and participates in discussions about the terms of financing and how to disburse money to the beneficiaries of the Programme. In addition, DSB is in charge of internal communication and coordination of other Units involved. The involvement of the banks in the new programme is expected to begin in the first semester of 2022.

Comprehensive Support Framework

For yet another year, the “Comprehensive Support Framework” was made available to customers whose business plans are included in financing schemes (NSRF –Greek Development Law), to help them complete their investment plans. The Bank monitors the costs against the technical annexes included in the investment plans and assesses how reasonable these costs are. The Bank also mediates the correct payment of the receipts, ensuring that customer and Bank funds are used to cover project-related costs. In many cases the use of the stake itself is confirmed as part of the investment proposal. The Comprehensive Support Framework includes the issuance of Letters of Guarantee to facilitate timely receipt of advance subsidy payments, and the granting of investment loans with favourable terms.

Sustainability-Linked Loans

As part of its strategy for supporting the Sustainable Development of the Greek economy and aligning business with the Principles for Responsible Banking, in 2021, Piraeus Bank continued to provide targeted financing to businesses using ESG considerations when selecting investment proposals, actively supporting the connection of growth and economic efficiency with social and environmental sustainability.

In particular, in 2021, Piraeus Bank integrated ESG criteria in the lending process for MidCaps, setting commitments and targets on a case-by-case basis for:

1. Energy efficiency.
2. Water consumption.
3. Reduction and management of manufacturing waste.
4. Use of recycled raw materials.
5. Labour and social issues.

Piraeus Bank is the first bank in Greece to include ESG criteria in the loan evaluation process for business lending and to date has disbursed a significant number of loans, to Large and Medium Sized Enterprises. The total amount of signed agreements as at of 31.12.2021 exceeded €340 million.

The Bank's aim remains to promote the environmental and social responsibility of businesses, to support their transition to the new model of sustainable development, to improve their competitive positioning in the international market and to participate in their efforts towards achieving the UN SDGs and the Paris Agreement for climate change.

Recovery and Resilience Facility

The €750 billion EU Recovery Fund is the first collective debt issuance, aimed at addressing the economic impact of the pandemic and supporting sustainable economic recovery and resilience. In this

context, Greece prepared and submitted the National Recovery and Resilience Plan (NRRP) “Greece 2.0”, which aims at mitigating the economic and social impact of the Covid-19 crisis, addressing existing productive and investment gaps, and enhancing growth potential, job creation and economic and social resilience.

Greece 2.0 aspires to mobilise investments of more than €87 billion and is expected to make a decisive contribution to the long-term growth trajectory of the Greek economy and to the creation of more than 180,000 jobs by 2026. Implementing Greece 2.0, the Greek State set up the Recovery and Resilience Facility (RRF) to finance a number of private and public investment projects, making use of all the loan funds it can raise.

The RRF budget amounts to €31.2 billion, of which €18.4 billion will be given in aid to finance four (4) thematic pillars (Green Transition, Digital Transformation, Employment and social cohesion, Private investment and Transformation), and €12.7 billion will be disbursed as commercial loans to finance investment plans in five (5) thematic pillars (Green Transition, Digital Transformation, Extroversion, Economies of Scale, Innovation).

On 28.12.2021, Piraeus Bank entered into an Operational Agreement with the Hellenic Republic to participate in the Recovery and Resilience Facility programme, managing the funds and providing co-financed commercial loans to support eligible Investments included in the five (5) thematic pillars. The allocation of these loans will be made through a mechanism set up for this purpose.

Greece 2.0 that the RRF and the Bank will co-finance eligible investments. The eligible cost of these investments is co-financed at defined percentages through loans granted by the RRF and Piraeus Bank's own funds. The RRF loans will carry a particularly low interest rate.

Eligible beneficiaries include all companies, existing and new, regardless of size and legal form, that are about to implement an eligible investment. In addition, eligible investments must meet certain targets related to climate change and the environment, as well as to the promotion of the digital transition. Eligibility reviews of the proposed investment plans regarding the investment targets of the RRF loan programme will be carried out by certified independent evaluators/auditors. Piraeus Bank will carry out an initial review of the investment plans regarding eligibility for financing and a credit appraisal of the investment plans/beneficiaries. Piraeus Bank will also enter into contractual agreements with the final beneficiaries, disburse and monitor the loans.

An amount of €200 million of RRF financing is disbursed by the Hellenic Republic to the Bank, to be renewed when specific fund consumption targets are met.

The team of Development & Sustainable Banking and Bank Relations carried out all the actions required for preparing and signing the Operational Agreement with the Hellenic Republic, for preparing and organising the mechanism's processes and banking products. In addition, DSB will be responsible for receiving loan applications through the dedicated Recovery and Resilience Facility online platform and will carry out an initial eligibility review of the investment projects. Finally, DSB is in charge of providing training and support to the other Units involved for the smooth operation of the programme.

On 07.02.2022, Piraeus Bank launched an open invitation for proposals for financing investment plans through the Recovery and Resilience Facility (RRF) and is ready to receive and evaluate loan applications via the RRF.

Green Products

Piraeus Bank has been providing lending to individuals and companies opting for environment-friendly technologies since 2006, to help

them improve the energy efficiency of their homes and facilities, to ensure self-production of their energy needs, to produce electricity from Renewable Energy Sources (RES) and generally to promote investment in sustainable entrepreneurship. The Bank's comprehensive portfolio to Greek companies and retail customers includes financing on favourable terms, and advisory services to promote environmentally and socially responsible products and services. Piraeus Bank aims to support companies in their transition to the new model of sustainable development, to build up their competitiveness in the international market, to reduce their operating costs, to improve energy efficiency, to enter new innovative sectors and to smoothly adapt to the transition to a low-carbon economy.

In this context, in 2021, Piraeus Bank created a new bundle of products and services, “Piraeus Green Business 360°” to encourage SMEs to invest in green energy or to improve their energy and environmental footprint, and to participate in European green initiatives.

“Piraeus Green Business 360°” offers a comprehensive range of solutions for every green business need, such as:

1. Financing the installation of new photovoltaic stations.
2. Financing the upgrade of existing PV stations or the energy upgrade of businesses.
3. Purchasing an electric or hybrid car.

At the same time, the Bank offers Green consumer loans for the purchase of energy-efficient home appliances and equipment, for the installation of photovoltaic systems in their homes (net metering) and for financing repairs to their homes that improve energy efficiency at home. Total financing to individuals and companies for the implementation of projects that are part of green entrepreneurship amount to €1.67 billion (active loan balances at the end of 2021). Most of the loans are occupied by renewable energy projects and in particular photovoltaic systems, both on roofs and on land, wind farms, small hydroelectric plants and the biomass/biogas projects. €81 million of these financings have been given to individuals while approximately €1.6 billion to businesses. Green financings constitute 0.9% of Piraeus Bank Group's retail portfolio and 7.4% of the business portfolio.

Project Sustainability Assessment and Environmental and Social Management System in Business Credit

In the context of the transition to a low-carbon economy, Piraeus Bank promotes Sustainable Finance through Development & Sustainable Banking and Bank Relations. To this effect it applies two “Risk Assessments for Sustainable Finance” in business credit:

1. Environmental & Social Risk Assessment for business credit; holistic risk assessment for new investments and/or existing corporate activities and facilities.
2. Financial and Technical Assessment of Green Projects to evaluate new “green” investments; examine, inter alia, technology adopted and estimated cost, works components, infrastructure capacity and expected utilisation rate, skills and experience of the staff within the organisation implementing the project, and the licensing maturity.

The Environmental & Social Risk Assessment is part of the Credit Policy, Risk Policy and the business credit appraisal process since 2018, with the implementation of the Environmental and Social Management System (ESMS). The main objective of the ESMS is

to identify and assess the environmental and social impact of the lending activities, in addition to the economic ones, to be used in the Bank's new credit approval process. According to the Greek institutional framework and international standards, environmental, health, safety and social risks are required considerations in risk assessment for credit facilities. Piraeus Bank carries out a holistic business approach for companies and proposed business plans, recognising, assessing, and managing all relevant credit risks, to protect Bank customers and shareholders.

The Financial and Technical Assessment of Green Projects (e.g. solar panels, wind farms, biogas projects, small hydroelectric, self-generating and electrical storage, etc.) is part of the Bank's Credit Policy since 2013. The Team assesses new projects, scrutinising the technology adopted, works components, infrastructure capacity and expected utilisation rate, skills and experience of the staff within the organisation implementing the project, etc. The licensing process is monitored throughout the investment, as per national legislation and European standards. The Financial and Technical Assessment of project sustainability is also carried out at various stages of the project to ensure the continued and uninterrupted operation of the installed equipment and infrastructure, the expected utilisation, and the relevant conditions and estimates set initially. The assessment aims to prevent any operational failures and risks, to the benefit and protection of both the customer/investor and the Bank.

In 2021, Piraeus Bank carried out a total of 2,473 assessments, of which 916 were related to new RES projects.

2022 TARGETS

In 2022, the investment environment is expected to be of great interest for Piraeus Bank, with new lines of funding tools, such as the NSRF 2021-2027, the new Greek Development Law and the Recovery and Resilience Facility. Piraeus Bank offers complimentary financial instruments to businesses for the implementation of their new business plans.

In addition, the current rules and guidelines to encourage green financing, as formulated by the European Union (EU Taxonomy, EU Green Deal), by the ECB (climate – related and environmental risk disclosures), the SSM (climate risk stress test) call for a reclassification of the Bank's loans, in accordance with specific indicators and adjusted ESG criteria.

These developments, coupled with the fact that Piraeus Bank was the only Greek bank to participate in formulating the six Principles for Responsible Banking of the UN, in November 2018, and one of the 130 Banks to sign its commitment to comply with the Principles for Responsible Banking towards a Sustainable Future, in September 2019, make this reclassification imperative.

In this context, Piraeus Bank plans to strengthen the holistic assessment and management of credit risks in 2022, by incorporating climate-related risks into the ESMS process. Specialised tools (Climabiz) are used for measuring climate adaptation and physical risk associated with each investment, as well as for the entire loan portfolio. The Bank's main objective for 2022 is to complete a comprehensive classification system for environmental, social and climate credit risks that will facilitate the provision of finance to businesses for their timely and effective transition to a low-carbon economy.

Internet

Piraeus Bank is the only Bank that recognises in practice the added value of subsidised programmes to Greek business and the business opportunities that arise through sustainable entrepreneurship. To this

effect, the Bank has created www.360funding.gr, a site dedicated to financial support programmes and funding opportunities.

www.360funding.gr

The 360° funding portal provides reliable information about the full range of funding schemes, such as the NSRF, the Greek Development Law, agricultural subsidies, and European schemes. 360° funding portal is aimed at providing both existing and potential entrepreneurs (SMEs), freelancers and farmers with access to a range of information. Its main advantage over similar platforms is that it has a user-friendly search engine for quick and easy access to information about the funding schemes available for different investment needs.

www.360funding.gr provides the following, free of charge:

1. Access to information about funding schemes.
2. Search engine to identify the appropriate funding scheme, taking the individual needs of a particular company into account.
3. Brochure highlighting the wide range of funding programmes.
4. Information about Piraeus Bank's product and service packages which may be combined with funding schemes for investment completion.

For the last five years the 360° funding portal has been used as a reliable and effective source of information for financial support schemes; more than 340 thousand unique visitors have logged on, of which 27 thousand in the last year. Visitors can ask related questions through an online contact form. By the end of 2021, 800 contact forms had been submitted and answered by Bank executives.

Bank relations

International Bank Relations has been part of the Corporate and Investment Banking team for two years. It is responsible for creating, developing and maintaining the Bank's relations with established partners with a strong presence in the international banking community, in order to serve the operations of the Bank's Units and its customers. The Bank Relations team promotes the products offered by Piraeus Bank to credit institutions to attract new business. It secures sources of liquidity to support commercial transactions and takes care of the support of the Bank's Units and the network, as well as the Group's other banking entities in matters related to cooperation with third-party banks.

The pandemic continued to unfold in 2021, with detrimental effects on the global banking sector. Despite the unfavourable conditions, Piraeus Bank ensured business continuity and uninterrupted operations with foreign credit institutions and was thus prepared to take advantage of the opportunities due to the emerging growth in the second half of the year.

Frankfurt Branch

Piraeus Bank is the only Greek bank operating in Germany and the Frankfurt branch is its only point of presence in Central Europe.

At the end of 2017, in the framework of its new strategy, Piraeus Bank decided to convert the existing model from a Retail branch to a Service and Banking Centre for Extroverted Greek Businesses.

Today, the Frankfurt branch offers a wide range of products and services, such as credit facilities for Individuals and Professionals, credit facilities for Businesses, participation in Loans Syndications, participation in Bond Loans, Retail and Corporate Sight Deposit

Accounts, Special Business Liquidity Management Accounts, Savings and Term Deposits, Debit Cards, Cash Transfer Services.

As at 31.12.2021, customer loans amounted to €0.7 billion, with deposits at €0.1 billion and total assets at €0.8 billion.

Leasing

Piraeus Leasing SA manages the leasing activities of Piraeus Bank Group.

The portfolio under management (pre-provision receivables and property) includes the operations of Piraeus Leases SA (former Cyprus Leasing SA), Piraeus Financial Leasing SA (former CPB Leasing SA) and former Panhellenic Bank and amounts to approximately €2 billion.

As of 2021, a corporate transformation of the leasing companies is underway with the aim of de-recognising Non-Performing Exposures (NPEs) and optimising the business structure of the Group's operating and finance leases, by transferring all leasing activities to a new business entity, creating economies of scale. The ultimate goal is to create a business structure that will be able to respond to growing market and economy needs.

According to the statistics published each year by the Association of Greek Leasing Companies (AGLC), the company has a 43% market share, ranking first amongst the leasing companies operating in Greece.

Despite the unprecedented financial crisis caused by the pandemic, the company, on a consolidated level, displayed resiliency. Net income increased to €36 million in 2021 from €35 million in 2020, recording an increase of 3%.

The continued dynamic is mainly due to the organic development and the active management of the portfolio of repossessed properties.

In 2021, new leasing contracts amounted to €214 million, of which more than €180 million were disbursed within the year.

In line with the Piraeus Bank Group strategy to support the Greek economy and businesses, and to align its operations with the Principles for Responsible Banking, Piraeus Leasing uses ESG criteria to provide financing to selected businesses.

These criteria take into account growth and economic performance, along with social and environmental sustainability, and play a decisive role in the capacity of businesses on the absorption of RRF funds, and to attract investment interest.

Piraeus Leasing SA is the first leasing company in Greece to provide leasing finance, incorporating ESG features and environmental sustainability clauses, to sectors ranging from energy and industry to transport, demonstrating in practice its circular economy commitment.

In the context of the relevant agreements, businesses commit to promote sustainable development, setting specific targets, inter alia, for the following:

1. Energy efficiency target of reducing energy consumption per unit of economic output.
2. Reduction of CO₂ emissions per unit of economic output.
3. Reduction of water consumption per unit of economic output.
4. Reduction of manufacturing waste.
5. Increasing the use of recycled raw materials.
6. Implementation of environmental and energy management systems, such as ISO 14001 and ISO 50001.

Business Factoring Piraeus Factoring SA

Piraeus Factoring, a subsidiary of the Piraeus Group, has been providing domestic and international factoring services for more than 23 years.

Piraeus Factoring SA is a member of Factors Chain International (FCI), which numbers approximately 400 members from 90 countries, and has received numerous awards from FCI for its excellent quality of service. Piraeus Factoring SA ranked third (3rd) in the world in the category "Best Performance as Export factor 2021" in the 2021 Business Awards announced at the FCI 53rd Annual Meeting, in recognition of the high level of services delivered.

Piraeus Factoring SA is also a founding and active member of the Hellenic Factors Association (HFA), with representation on both the BoD and its individual Committees.

In 2021, Piraeus Factoring SA posted high growth in terms of both turnover (total assigned receivables) and financial balances, which were up 29% year-on-year and 26% year-on-year respectively. Profitability remained at satisfactory levels with a low NPE ratio over time.

Major events in 2021 included the expansion of the customer base, the synergies with the Bank's Segments, the maintenance of the high quality of the loan portfolio and the improvements in systems and processes.

Piraeus Factoring supports financially healthy and dynamic growth companies doing business in Greece and abroad, to boost their turnover. It provides financing, management services and credit risk insurance coverage.

In 2022, Piraeus Factoring aims to increase its market share through credit expansion, providing support and growth opportunities for existing customers, and developing a new healthy customer portfolio. The company focuses on providing high-quality customer service, capitalising on its skilled professionals and its automated processes.

Investment Banking

Piraeus Bank provides financial advisory services on mergers and acquisitions and offers consulting and underwriting services on the entire spectrum of Capital Market products.

In 2021, the Bank successfully participated in major privatisations, M&As, and underwriting projects, etc.

In 2021, in its capacity as financial advisor to the Hellenic Republic Asset Development Fund (HRADF), Piraeus Bank started providing services in relation to the project for a new 25-year concession of Attiki Odos. In June, the flagship Hellinikon deal was closed for a price of €915 million, marking the beginning of the development of the area as the largest urban regeneration in Europe (total investments projected at €8 billion). Piraeus Bank had also provided financial advisory services to HRADF on this deal. In addition, Piraeus Bank continued to advise on some of the most important privatisation projects, such as the privatisation of DEPA Infrastructure SA (the sale contract was signed in December for a price of €733 million), the privatisation of DEPA Trade SA and the development of the Golf property in North Afantou, Rhodes (in December the transfer was completed for a price of €27.1 million).

In the private sector, Piraeus Bank assumed a leading role in the public offers for the issuance of corporate bonds and the admission of the bonds of Greek companies for trading on the Athens Exchange (ATHEX) (Motor Oil (Hellas) Corinth Refineries SA, Costamare Participations PLC, Prodea Investments, CPLP Shipping Holdings PLC, ElvalHalcor Hellenic Copper and Aluminium industry SA, Noval Property and GEK Terna SA), holding the largest share in bond offerings to investors and acting as Coordinator and Lead Arranger for most of the issues during the year. Piraeus Bank played a key role in the issuance and public offering of corporate bonds by two major shipping companies of Greek interests (members of the Costamare and Capital Product Partners groups) on the ATHEX. These are the first

bonds issued by shipping companies to be traded on the ATHEX and precursors of similar transactions to follow and allow for further expansion of investment options in the bond market. At the same time, Piraeus Bank acted as Lead Underwriter of the combined offerings, in the context of the share capital increases (with disapplication of pre-emption rights) of Piraeus Financial Holdings and PPC. In the combined offering for PPC, Piraeus Bank also acted as Co-Manager of the international book building process.

Last, the Bank participated in six of the seven Public Offerings on the ATHEX in 2021, providing financial advisory services to the respective Investor on their public takeover bids to the shareholders of Paperpack SA, Forthnet SA, Newsphone Hellas SA, Iaso SA, GEKE SA and Ideal Holdings SA.

Brokerage activities – Piraeus Securities SA

Piraeus Securities SA (Piraeus Sec) continued playing an important role in the capital market developments, ranking first in terms of trading value in the ATHEX for the third consecutive year, with a market share of 20.2%. The company consolidated its position in the whole range of brokerage services, including trading in equities (ATHEX and international stock exchanges), in fixed-income securities, in derivatives, and research and analysis recommendations.

Piraeus Sec core business includes mediation for the purchase of Greek and foreign shares and derivatives, mediation for the purchase of government and corporate bonds, provision of credit for margin accounts, and processing stock market transactions. Through its revamped online trading platform, Piraeus Sec offers fast and secure online transactions for private investors in Greece and abroad.

Piraeus Sec has formed long-standing alliances with foreign institutional investors, fulfilling its responsibilities and obligations. The insightful analysis and recommendations, the speed and accuracy in performing demanding stock exchange transactions have made Piraeus Sec the first choice for most international investment banks active in the ATHEX.

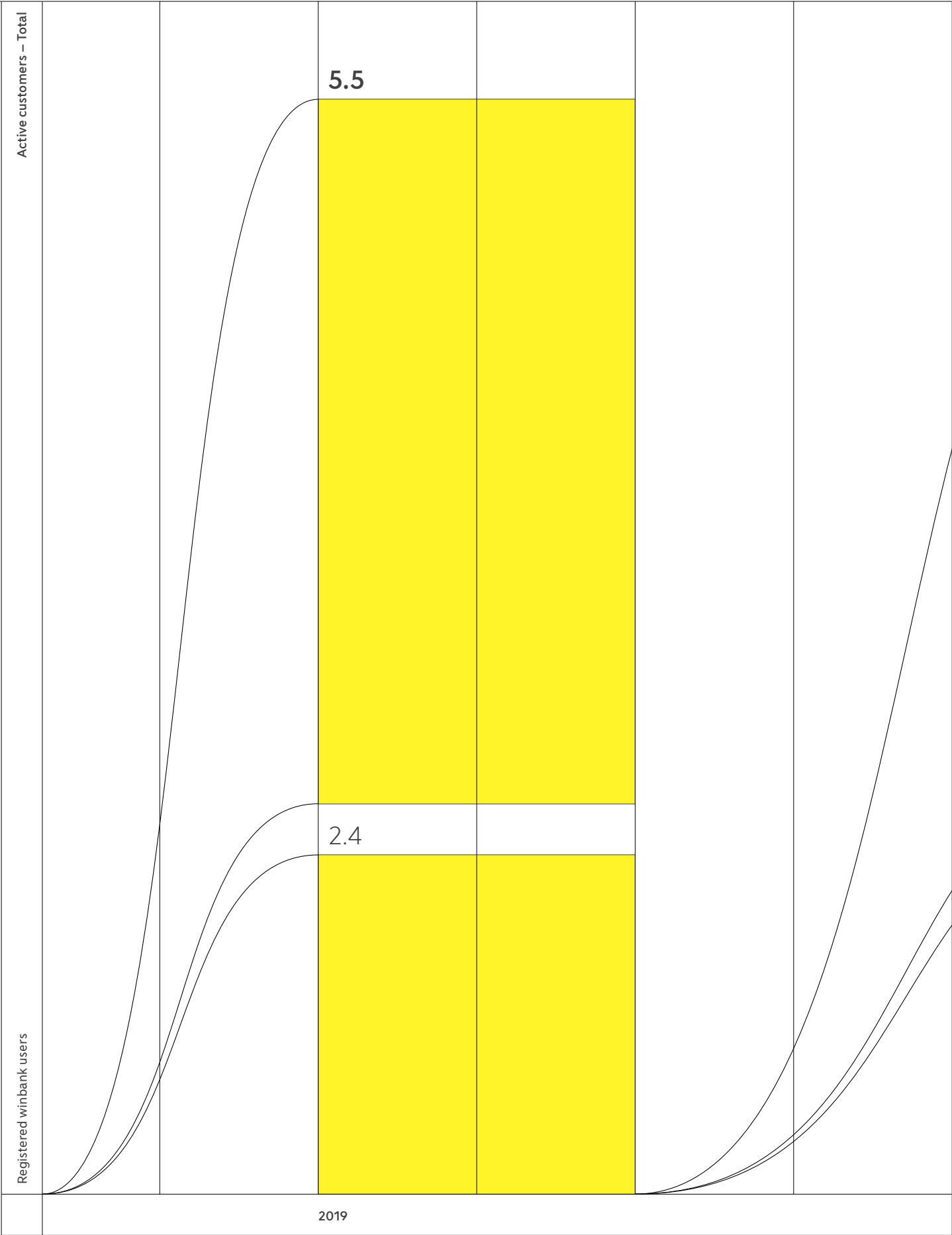
The company's Analysis division is considered one of the best in the Greek market and has won numerous international industry awards for its products and services.

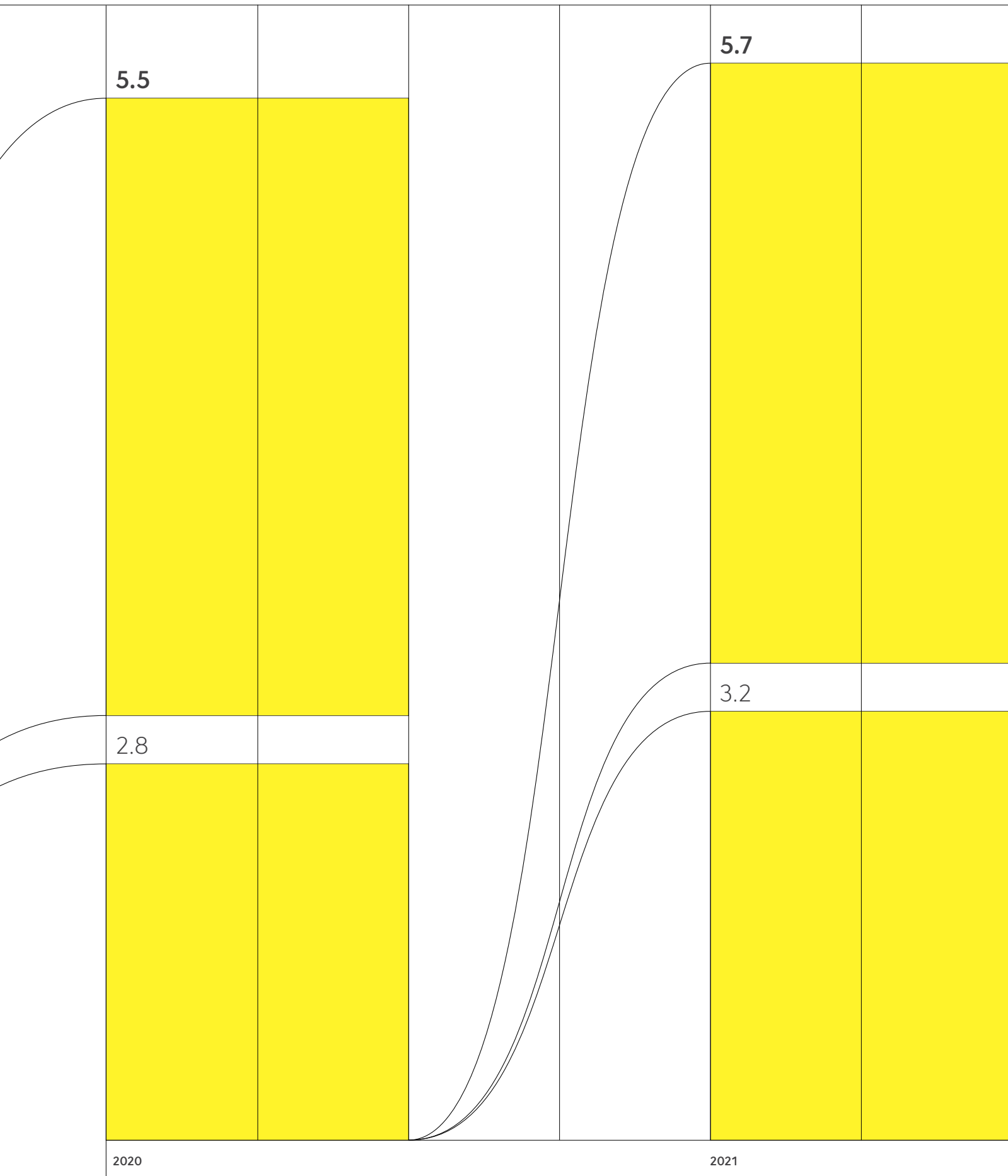
Piraeus Securities was the first brokerage firm in Greece. The derivatives division is the leader in all the products it trades.

The Market Making division is one of the two most active in the Greek market, as it provides liquidity to 23 equities, 4 corporate bonds and 26 derivatives listed on the ATHEX, and the list of companies entering into Market-Making/Liquidity Provisioning Agreements with Piraeus Sec is constantly growing.

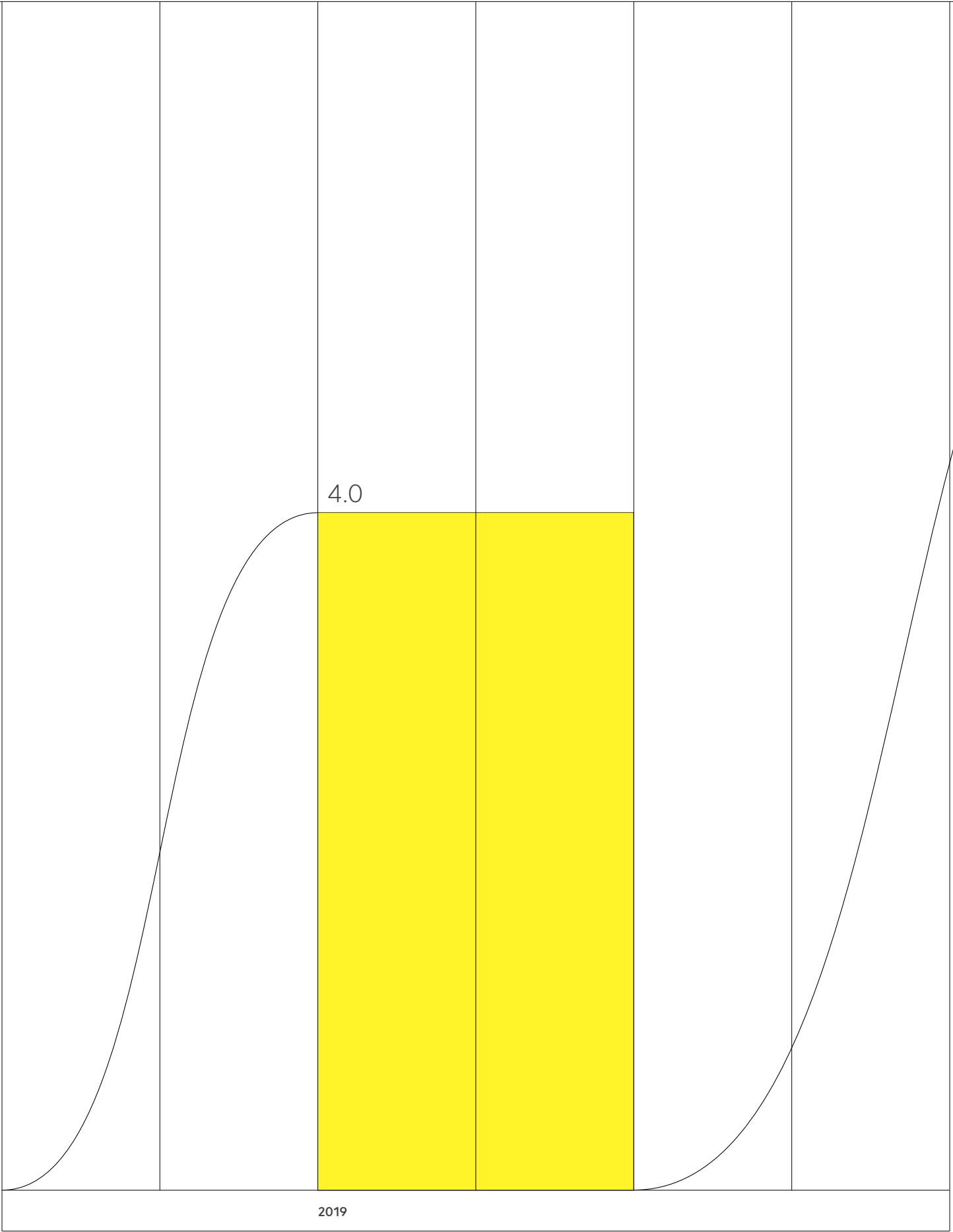
Piraeus Securities significantly enhanced its presence in the International Markets, offering a comprehensive solution for global investing needs. The company offers equity trading in over 40 foreign markets, and access to more than 20 international online trading platforms.

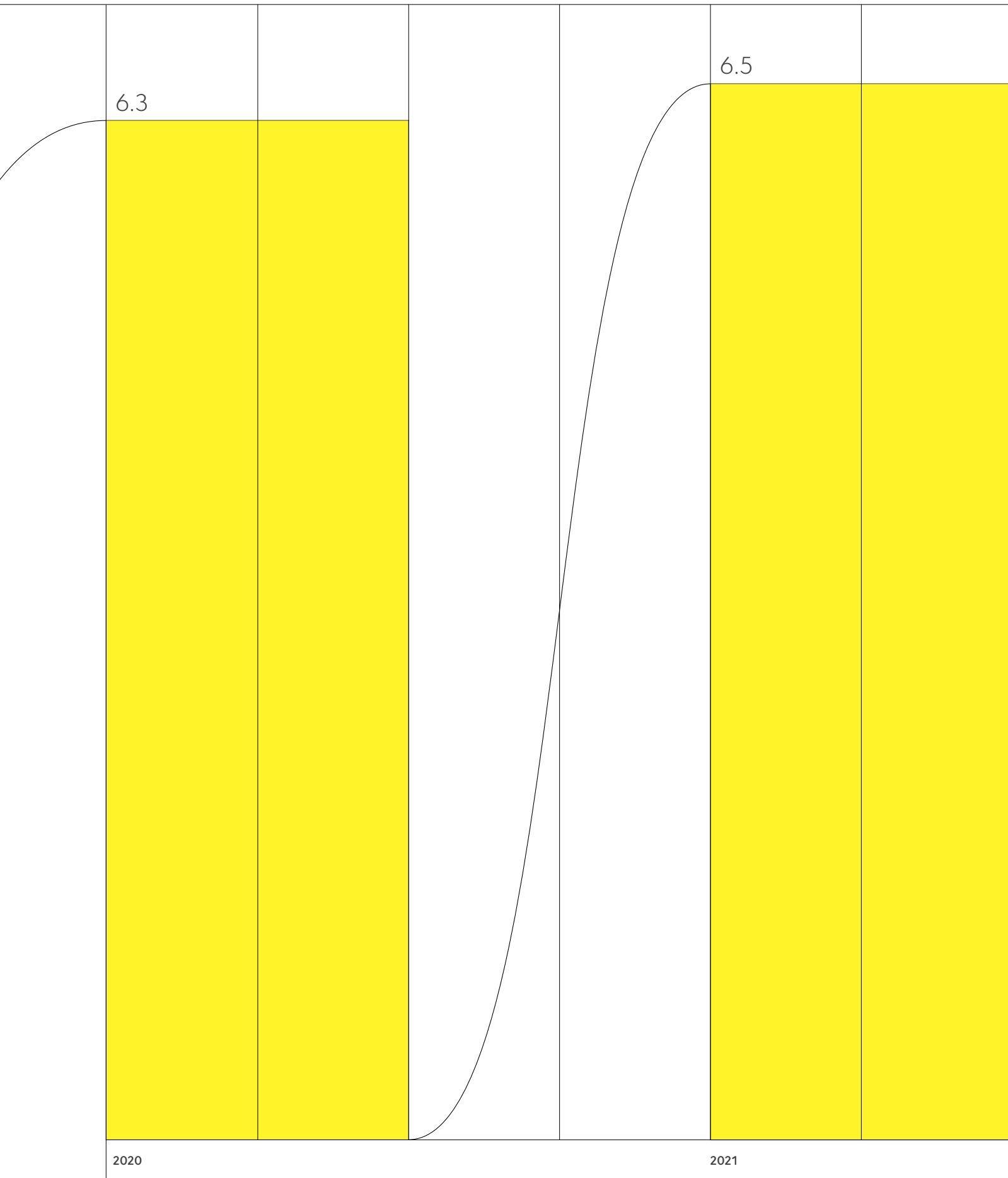
Customers in Greece (mn)



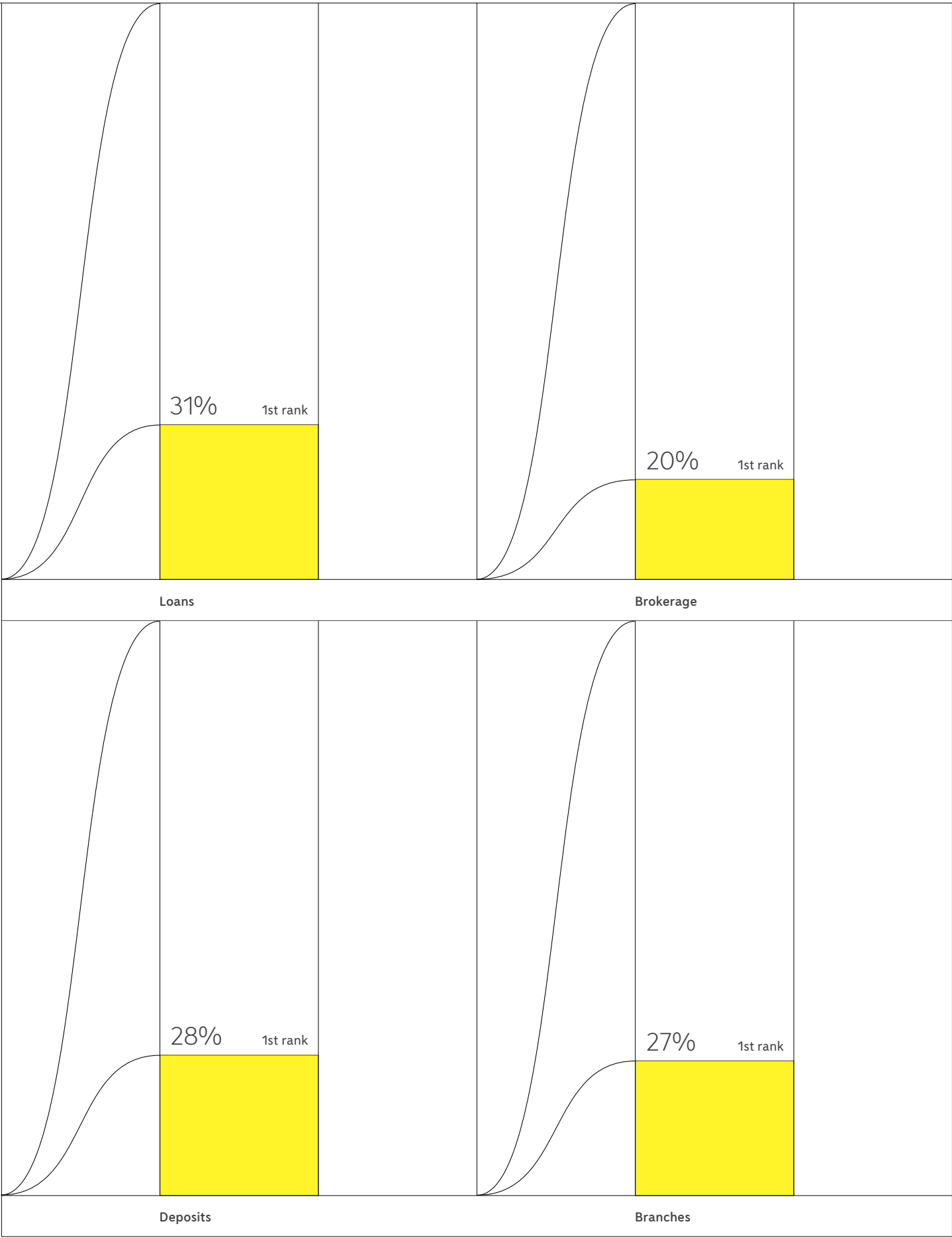


New Loan Production (€ bn)

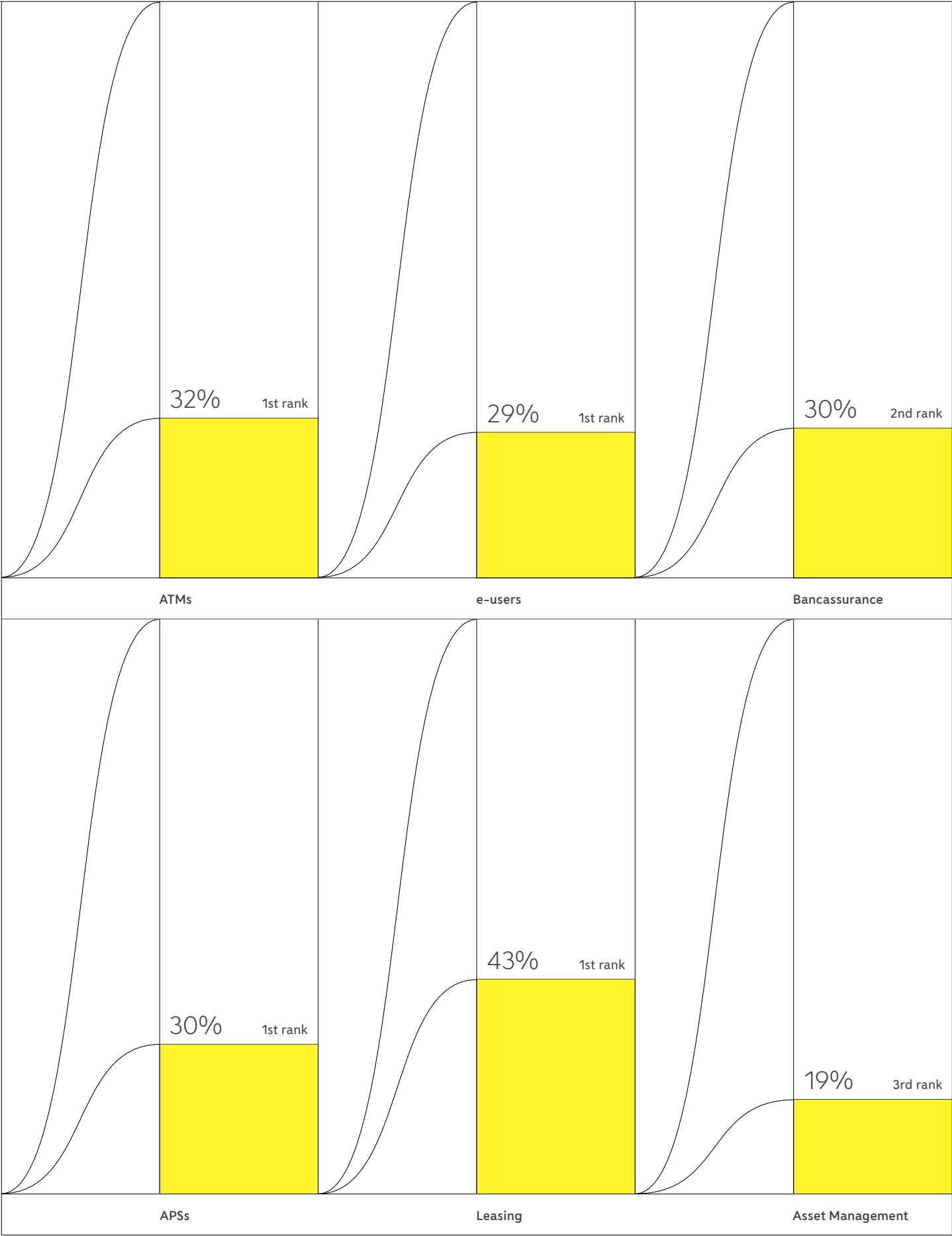




Ranking of Piraeus Bank Based on Market Share on 31.12.2021



Note: The ranking relates to Piraeus Bank’s position vs the other 3 largest Greek banks.



Piraeus Financial Markets

Piraeus Financial Markets (PFM) continued and enhanced its ESG-related practices, by providing products and services that promote sustainable development and improve experience for Customers and Investors. In this context, the contribution of PFM to the overall results of the Bank and the Group moved to historically high levels, mainly as a result of both the activity in fixed income securities and the management of the Bank's and the Group's Balance Sheet.

PFM is responsible for the efficient management of liquidity, with a view to optimise funding of the Group's operations, ensuring access to international financial markets, managing positions and risks, in the Forex, interest rate and fixed income markets. PFM also serves institutional investors, such as insurance companies and brokerage firms. In addition, PFM monitors the domestic and international economic environment, provides reliable analyses and forecasts, develops and promotes investment products and offers asset management tools through Mutual Funds and discretionary portfolio management. PFM integrates ESG principles in the services provided, as well as the criteria that create value for the Bank, strengthening its reputation as a successful organisation that also contributes to the sustainable development of the Greek economy.

Business Developments

The Liquidity Coverage Ratio (LCR) remained above 180% throughout 2021, mainly due to the significant increase in deposits, its access to international capital markets, as well as the ECB's accommodative monetary policy stance, which extended the range of eligible collateral to improve banks' access to monetary policy operations.

Piraeus Group completed the issuance of the following bonds, with proceeds used to strengthen the capital adequacy ratio and the MREL capital ratio: 1. Additional Tier 1 Issuance of €600 million and 2. Green Senior Preferred Bond of €500 million to finance existing and new green eligible assets. Green bond liquidity is used to support customer financing and green investments, while the AT1 bond contributes to increasing the Bank's regulatory capital. Both issues attracted strong interest from more than 300 investors globally, with the participation of long-term investors.

The yield on time deposits reached a record low, converging towards the European average, and contributed to the decline in the Bank's overall funding cost.

In the context of the Group's ESG strategy, which promotes Responsible and Sustainable Banking, PFM:

1. Completed and published its Green Bond Framework (GBF), that clearly communicates the proposed use of proceeds from bond issuances. The aim is to combine the increased bond issuance obligations in the coming years with environmental protection, by using proceeds to finance projects that promote Sustainability, Eligible Green Assets for RES, and green buildings and energy efficiency, projects which are also linked to specific UN Sustainable Development Goals (SDGs).
At the same time, to ensure the reliability and transparency of the GBF, and to assure future investors of the validity of its content, the Bank commissioned Sustainalytics, Leading SPO Provider (Second Party Opinion), to assess the GBF framework.
2. Carried out an assessment of the Bank's bond portfolio using ESG Scores for individual issuers. The next step is to improve and use the process to form and manage investments for the same portfolio.

At the same time, PFM promoted Corporate Bonds with ESG characteristics by Greek-based issuers. PFM also increased its investments in the energy and health sectors and continued liquidating its exposure to non-cyclical stocks.

In its capacity as Primary Dealer in the Greek Government Bond (GGBs) market, in 2021, the Bank continued acting as a market maker, placed binding buy and sell bids for GGBs and T-Bills, on a daily basis, provided additional liquidity to the spot and repo markets for GGBs, and sold GGBs to domestic and international investors. Once again Piraeus Bank ranked first Primary Dealer in the assessment carried out by the BoG on the 18 Primary Dealers - members of Electronic Secondary Securities Market (HDAT).

Becoming a Primary Dealer for Next Generation Europe (Next-GenerationEU) Bonds was also important. The members of the Primary Dealer Network (PDN) are 39 banks operating in Europe with regular and active involvement in sovereign or supranational auction of debt securities. The NextGenerationEU Green Bond framework - inter alia - enables the European Union to issue "green bonds" to finance investments with ESG characteristics. The NextGenerationEU programme is expected to raise up to approximately €800 billion until 2024.

Customer-centric orientation

Once again PFM provided all the Bank's customers with access to the international money and capital markets, as well as in the energy markets as a General Clearing Member of the Athens EnEx Group, offering, inter alia, Asset Liability Management (ALM) and hedging, at a competitive price, and increasing revenue through interest rate and currency swaps, indicative pricing, daily communication with customers and business Units to manage legal and regulatory issues.

Consistent with its customer-centric approach, PFM enhanced its Single Approach strategy for the Promotion of Investment Products and Services, making product recommendations tailored to customers' needs and investment profiles. Emphasis was placed on the value of Discretionary Portfolio Management as a comprehensive and personalised approach for investors to achieve their investment goals, which is based on the infrastructure and combined know-how of the Bank and Piraeus Asset Management MFMC.

Despite the challenges arising from the Covid-19 pandemic, PFM expanded its customer base and boosted the Bank's revenues, focusing on transactions with open enterprises active in the energy, health, and construction sectors, with a high potential for domestic added value and job creation for scientific and technical personnel. These efforts culminated in the significant increase in Customer Revenue from Forex and Mutual Funds.

A concerted effort is underway to promote management services through Mutual funds managed by Piraeus Asset Management MFMC, which include the creation of innovative investment products and solutions, executive training, support through continuous information, support and monitoring of distribution network.

In 2021, Piraeus Asset Management MFMC increased the assets under management to €3 billion (historical high), of which €2 billion is invested by Customers, achieving attractive returns, in excess of benchmark indices.

PFM offers and distributes Third Party Mutual Funds from 13 international investment firms, offering a wide range of customised investment solutions to the Bank's customers. Cooperation with international investment firms brings a range of benefits for the Bank, creating multi-faceted synergies and generating significant added value.

Similar efforts are made across the entire range of investment products, such as Gold Products. In 2021, PFM expanded the Bank's activity

in Investment Gold Products, offering customers the possibility to cast and liquidate gold coins. In addition, the Bank continued to support customer needs for buying and selling gold sovereigns, doubling its business.

Digitisation| Synergies

PFM business activity is inextricably linked with the increased digitisation of Investment Products and Services and the important synergies for improved services, customer protection, process automation and reduced operating costs.

In this direction, the infrastructure was upgraded to improve customer experience via the Bank's digital channel (winbank), offering Full Digital Onboarding and immediate allocation of Risk Profiles, in accordance with the MiFID II Directive.

Customers may start an Investment Portfolio (Piraeus Optimum) that suits their profile through Winbank e-banking. They can also manage their investment, monitor their position and transactions, and receive e-statements.

In addition, by expanding the range of product options, the winbank Customer has been given the opportunity to carry out Currency Transactions via computer (winbank e-banking) or mobile phone (winbank mobile Banking), in accordance with the terms of the Service.

With regard to system optimisation in software development, PFM systems were upgraded to a single front-to-back-to-risk-to-accounting platform, creating a dynamic and operationally efficient environment for PFM management.

In line with the requirements and the changes to the Regulatory Framework, many projects were carried out, mainly MiFID II implementation projects, for trade automation and transparency, improving the quality of trading and reducing operational risks (e.g. update of Contractual Documents and Infrastructure for FX Forwards trade executions with professional customers and MiFID II SMEs, generation of RTS-23 Report, business development in SMEs to carry out small transactions under the Greek Contractual Framework with no risk for the Bank). The PFM team has already developed mechanisms for complaint collection, classification and management, with an internal Committee that meets on a quarterly basis. Complaint management data were analysed to design corrective actions (system changes, processes, guidelines, etc.), which were implemented throughout the year.

Action Plan for the Implementation of the Principles for Responsible Banking

TÜV Hellas renewed the ISO 9001:2015 Quality Management System certification for Piraeus Bank's screening models for stocks, bonds, mutual funds, and benchmark investment portfolios, demonstrating the Bank's commitment to quality service and customer satisfaction.

Piraeus Asset Management MFMC was one of the first investment firms to integrate ESG factors into its investment analysis and decision-making processes. It first touched upon ESG issues in 2015, and in 2019 it became a signatory to the Principles for Responsible Investing (PRI)¹. In 2021, the company aligned its processes with the EU's Sustainability Financial Disclosure Regulation (SFDR) and included ESG criteria in its Investment Policy.

The Mutual Funds (MFs) managed by Piraeus Asset Management MFMC include four (4) Mutual Funds classified as Article 8 Funds under SFDR, having fully integrated ESG criteria into their investment strategy. Two (2) of these funds were classified as ESG funds in 2021. Piraeus Private Banking ESG Greece Equity Fund is the first Mutual Fund in the Greek market to invest in shares of companies listed on the ATHEX, in particular on the ATHEX ESG Index,

and is only available to Piraeus Bank Private Banking customers. For equity placements, apart from their financial performance, the degree of compliance and adoption of ESG principles is considered and evaluated, thus promoting Responsible Investment. In the same context, Piraeus Asset Management MFMC amended the Regulation of Piraeus Dynamic Companies Domestic Equity Fund, which now incorporates ESG principles in its investment objective and has been renamed to Piraeus ESG Dynamic Companies Greece Equity Fund.

The above actions prove in practice the commitment of Piraeus Asset Management MFMC to the adoption of ESG principles in fund management. The company currently manages more than €330 million (31.12.2021) in Mutual Funds with ESG characteristics, confirming its dominant position in the Greek market.

Financial Literacy

It is worth noting that PFM successfully managed the challenges arising from the Covid-19 pandemic. Priority was given to safeguarding the health and safety of employees, while maintaining the quality of service. Business continued as usual, using the existing structures, processes, and infrastructure. Business continuity was not disrupted. Thus, PFM focused on transferring knowledge, experience and daily support in the PFM area of expertise both to its partners inside the Bank and to customers. The goal is to make others understand PFM products and basic financial terminology.

The PFM team sent several Communication Updates on a daily basis, in the form of reports, forms, etc.; PFM Communication, the internal communication for Piraeus Group, and Market Alert, sent out to institutional and corporate customers, contain important news related to the markets and factors that may affect the markets. Similarly, corporate and institutional customers received daily & weekly updates (*Markets at a Glance, Daily Global Market Overview, Greece Weekly Overview, ECB & FED Watch*).

For yet another year, PFM customers showed particular interest in the Investment Strategy, published on a quarterly basis. This is the only publication in the Greek language and can be read by all customers.

Customer support continued via teleconferencing, to provide customers with information about PFM hedging products for managing interest rate and currency risks.

In the same context, the weekly teleconferences, which have been taking place for the last six (6) years, continued, with the participation of approximately 100 internal partners. The aim is to identify and align with current market trends. In 2021, the PFM School prepared educational seminars and presentations. This year, structured training programmes were created through teleconferences, and multi-participant informative presentations (approximately 90 actions/approximately 2,300 participants) for financial Market Hedging products with emphasis on Currency Hedging.

In addition, presentations were made to educate PFM employees about ESG issues, and a special page was created on the PFM Portal – VOICE where the relevant material and the regulatory framework are presented.

The above actions largely contribute to the efforts to achieve the business goals (increased usage of the customer base and growth in recurring revenues), combined with the transfer of knowledge and experience.

PFM business creates the need for continuous information and training, providing employees with the opportunity to develop skills in managing and solving complex situations.

The need to invest in human resources was one of the PFM's team primary objectives.

Based on the scope of work (negotiation, management, sales of financial products, reports and analysis), PFM has adopted practices aimed at improving the professional skills and abilities required to deal with current and future demands.

In addition to the distinct structure and the roles and responsibilities of PFM Units, sub-committees have been set up to evaluate PFM activities and assist in the smooth running and management of the segment, encouraging collaboration and the exchange of ideas.

Recognising the importance of communication and collaboration, the PFM Portal (VOICE), launched in 2015, gives access to all employees of the segment and certain executives from other Bank Units.

The data provided on the PFM Portal includes daily and regular information on financial markets, products and services, good practices and regulations, internal segment processes, organisation structure, facilities, employees. Segment business updates are processed on a daily basis.

Future actions

The actions and goals for 2022 have already been incorporated into the PFM business plan:

1. Application of the Green Bond Framework to the Bank's upcoming bond issuances. The aim is to use proceeds from the bond issuances to finance projects that promote environmental sustainability.
2. Inclusion of the new Currency Conversions service available on winbank in marketing campaigns, and incorporation of the purchase and sale of Bonds and Investment Gold Products, in order to meet more customer needs. The aim is to inform and promote the use of digital channels. The development of the digital channel has been recognised as a significant business growth opportunity, bringing greater accessibility and convenience for customers. In addition, e-banking will be enriched with the RFQ functionality (Request for Quote) to meet the needs of corporate customers.
3. In the context of MiFID II and the Amendment of the regulatory framework regarding the Policies for Risk Management and for Managing Conflict of Interest, PFM will amend its Suitability Questionnaire, integrating ESG Sustainability Factors into the product governance obligations.
4. Alignment with the European Commission's proposal regarding the EU Standard for Green Bonds. An additional tool will be used to ensure sustainability standards and enhance investor protection for bond issuances to finance projects that promote environmental sustainability.
5. Participation in the new "ESG Financial Markets" working group of the Hellenic Bank Association. The Interbank Working Group will monitor and exchange views on ESG-related issues, on the integration of sustainability risks and consideration of adverse sustainability impacts on their processes and on providing sustainability information about financial products.
6. New round of presentations and educational programmes. Relationship Managers (RMs) will continue to receive training on Investment Products and Services, so as to be able to offer comprehensive and personalised solutions for each customer's investment goals. Communication with customers will continue, with customer calls via electronic means throughout the year.

7. Inclusion of sustainability risks in the pre-contractual product disclosures, including cases where a financial product promotes environmental or social characteristics or commits to a sustainable investment objective.
8. Piraeus Asset Management MFMC: Further integration of ESG criteria into the Investment Strategy, enrichment of the product base with other ESG Mutual Funds and alignment with the new EU Taxonomy and SFDR Regulations.

NPE Management & Participations Unit

Managing the Bank's non-performing exposures (NPEs) remains one of the key pillars of the Bank's strategy. In this context, in 2019 Piraeus Bank entered into a strategic partnership with Intrum Hellas, a Receivables Servicer specialised in NPE portfolio management.

NPE Management & Participations was set up in October 2019, with full responsibility for overseeing the Bank's NPEs managed by Intrum and DoValue (SOLAR portfolio). NPE Management & Participations is charged with defining the NPE reduction plan and monitoring its execution, as well as monitoring the financial result (P&L) of the loans under management (securitised or not). In 2020, two additional teams joined NPE Management & Participations: 1. Group Participations which is charged with managing the Bank's equity positions that arise through the management of NPEs, as well as the Group's equity participations, and 2. Portfolio Sales & Structuring which is charged with managing NPE portfolio sales or alternative restructuring solutions, from signing the agreement until completion.

NPE Management & Participations consists of six (6) pillars with, inter alia, the following basic responsibilities:

Portfolio Sales & Structuring

1. Balance sheet review to identify value creation opportunities, through NPE portfolio sales or alternative restructuring solutions.
2. Preparation of vendor sales packs and selection of external advisors.
3. Identification of selected buyers and mediation between the parties during the due diligence process, to the benefit of all external parties involved in a possible transaction (e.g. consultants, rating agencies, regulators).
4. Negotiation and agreement with potential investors, including legal documentation.

NPE Strategy, Planning & Monitoring

1. Annual budget for reduction of NPE stock in collaboration with the Receivables Servicers and the Bank Units involved in the execution and delivery of the NPE strategy. Regular monitoring of implementation progress and target achievement (KPIs).
2. NPE perimeter held for sale.
3. Information for the Bank's Executive Committees, supervisory authorities (HFSF, SSM, JST), external advisors and the Bank's external auditors.
4. Co-management of the Billing Engine for payment of the Receivables Servicing Fee for services rendered.
5. Coordination of the Units involved in the transfer of receivables from Core Banking to the portfolio perimeter managed by the Receivables Servicers.
6. Cost Budgeting and Monitoring.

Wholesale Portfolio Management

1. Responsibility for overseeing the Wholesale portfolio perimeter managed by the Servicers (Intrum & DoValue).
2. Monitoring and implementation of an audit framework to ensure that Receivables Servicers operate in compliance with the Group's internal policies and the supervisory requirements.
3. Monitoring the effectiveness of NPE Portfolio management by the Servicers.
4. Voting right in Bank's Credit Approval Committees (A, B, C above) and in the interbank Committees, Interbank Credit/Operations Committee (Solar Portfolio) and Out-of-Court Workout (OCW).
5. Participation in the Bank's Credit Approval Committees, representing the Receivables Servicer with whom it cooperates in setting the customer management methodology and in the interbank Committees.
6. Referral of relevant issues to the Governance Committee and tracking progress of resolution based on the Committee's recommendations.
7. Approval of invoice discounts for Customers within the Perimeter.
8. Signatory to binding letters and complex contracts such as Resolution Agreements in accordance with Art. 106 of the Bankruptcy Law, Shareholder Agreements, Term Sheets etc.
9. Participation in out-of-court and in-court pre-insolvency procedures, when required.

Retail, SB & Agri Portfolio Management

1. Management of the Retail, SB & Agri Recovery & Workout portfolio, monitoring the volumes and implementation of NPE strategy, in cooperation with Group Risk Management, Group Legal, Group Credit, and Group Compliance. First line of defence for the Bank in the overall management of this portfolio.
2. Portfolio management tailored to the Bank's strategy and specific directions (NPE Plan, Modification Loss Budget, Denouncement budget, KPIs, etc.)
3. Participation in Bank's Credit Approval Committee A, for the requests concerning creditors of the particular portfolio and is outside the scope of the Receivables Servicer.
4. Participation in the quarterly Impairment Process.
5. Product design and development - improvement to existing products or brand-new products - at the initiative of the Unit or upon recommendation from the Receivables Servicer.
6. Participation in ad hoc projects for NPL securitisations. Support work related to these projects and cooperation with internal or external consultants, controls, and updates data in the systems, etc.

NPE Governance & Operations

1. Liaison between Piraeus Bank and the Receivables Servicer:
 - i. Interaction between the Receivables Servicer and the Bank (dispute resolution, handbook updates, customer history), manage proposed changes from the Receivables Servicer.
 - ii. Information on the proposed organisational changes of the Receivable Servicer and comments in the context of the SLAs.

2. Logging and processing IT Requests submitted by the Receivables Servicer.
3. Coordination of the contractual relationship.
4. Actions on data quality issues arising from the implementation of the Bank's Data Governance Framework.
5. Support, mediation, and monitoring of corrective actions warranted by audit report findings (Internal Audit, Credit Control, and Compliance).

Group Participations

1. Active management of the Group's portfolio of equity participations (such as acquisitions, sales, transfers of portfolios) in collaboration with other internal managers, where required.
2. Evaluation of Due Diligence reports, creation of virtual data rooms (VDR), contract negotiation, design and inclusion of key contractual business terms and commitments.
3. Proposal evaluation and processing, submission of proposals to the Bank's competent bodies and monitoring implementation of corporate restructuring projects, such as capital restructurings, mergers, other corporate transformations, designed to improve the performance of participations and the Group.
4. Bank Representative to the General Assembly, the supreme body of the companies, either directly or in cooperation with other Units from inside the Bank, to defend the Group's interests.
5. Participation in the process for setting up, acquiring, and selling equity participations, and in loan restructurings that lead to the acquisition of equity participations.
6. Research, design and propose alternatives for equity participations.

The Supervisory and NPL Management Council, which is responsible, inter alia, for managing NPLs, works together with Group Risk Management to understand and develop the appropriate methodology for servicer risk assessment.

The Group Risk Management Committee receives quarterly updates on the evolution of the Receivables Servicer portfolio and monitors the evolution of the key NPL metrics, both independently and against the Bank's compliance obligations stemming from the SSM and the HFSF. Consequently, the Group Risk Management Committee monitors the effectiveness of the cooperation with Intrum Hellas.

Strategic partnership with INTRUM

The new servicer company is 80% owned by Intrum, with 20% held by Piraeus Bank, and is responsible for servicing, on an exclusive basis, the Bank's existing NPEs and real estate portfolio (REO) along with any new inflows. The new servicer company also manages NPEs and REO for third parties.

Key benefits for Piraeus Bank from the transaction include:

1. Enhancement of Piraeus' NPE recovery prospects, facilitating achievement of the Bank's targets for NPE reduction.
2. Leveraging the Bank's internal NPE servicing platform, with Intrum's best-in-class practices and extensive servicing experience in multiple European jurisdictions.

2020 was the first full year of cooperation with Intrum Hellas, with many challenges regarding the transition of the operating

model and the achievement of business objectives, mainly due to the pandemic. The ability to move quickly and adapt the operating model and individual goals increased the value of this strategic partnership, further contributing to the Bank's results.

2021 INITIATIVES

In 2021 the Group's NPEs ratio decreased to 12.8% from 45% at the end of 2020, with a total of €4.9 billion NPEs across the Group.

The above results are primarily due to the completion of the securitizations and divestments of the Phoenix, Vega I, Vega II, Vega III, Sunrise I and Sunrise II portfolios.

These transactions are part of Piraeus Bank's strategic NPE reduction plan. In total, the six (6) transactions led to a reduction in the NPE stock by €16.5 billion.

In December 2021, Piraeus Bank signed an agreement for the sale of "Dory" shipping portfolio, resulting in a NPE reduction by €430 million.

With reference to Group Participations, the following actions were carried out:

1. As of early 2021, the Participations Committee has taken over a number of issues related to Group Participations, in accordance with the predetermined responsibilities and the relevant restrictions. The Committee, through its meetings and discussion, contributed to the effective management and monitoring of participations.
2. At the end of 2021, the Bank entered into a long-term partnership with affiliates of Blantyre Capital Limited for the management of non-core equity participations owned by Piraeus Bank, for an initial period of 10 years. The portfolio under management, with an initial perimeter of € 0.2 billion, consisted of companies not related to the Bank's core business and the financial sector.

2022 TARGETS

Completion of Sunrise III and Solar securitizations is expected in 2022, which will lead to NPEs reductions of €600 million and €400 million respectively.

Further reduction of the NPE stock is expected through organic actions (collections, adjustments, liquidations).

Real Estate Business

The Group aims to transform the property management segment, focusing on cleaning up its balance sheet from low-performing assets, improving cost efficiency, and investing in projects with upside potential. The Group's new property management plan will result in a reduction of total properties in the medium term by €1 billion, from €3.2 billion today. Rental income is projected to increase to approximately €60 million in 2025 from €34 million in 2021.

In early 2022, Piraeus Bank reached an agreement with WRED LLC, for the acquisition of a c. 52% stake in Trastor Real Estate Investment Company SA. Following the transaction Piraeus Bank has a majority stake in Trastor REIC.

The transaction underpins Piraeus Bank's strategy for accretive return-on-capital actions and entails the following key benefits for the Bank:

1. Immediate growth of the Bank's fee generating business, with further upside potential.
2. Tapping into the favourable growth dynamics of the Greek real estate market, especially in the fast-growing segments of prime office space and logistics warehouses, which Trastor REIC specialises in.
3. Strengthening Piraeus' investment proposal with one of the most effective real estate platforms in Greece, offering a compelling value proposition to stakeholders.

Trastor REIC was established in 1999, and was the first company to be granted a license to operate as a Real Estate Investment Company in Greece in 2003. It is among the top players in the Greek real estate market in terms of gross asset value (c. €0.3 billion) and rental revenues (c. €14 million), on 2020 data. Trastor REIC's largest shareholder is WRED, which owns c. 52% of the company's shares, Piraeus Bank is the second largest shareholder with c. 45% participation, with the remaining c. 3% of shares freely floated on ATHEX.

Picar Single Member SA

Picar Single Member SA manages the commercial property of the 65,000 sq.m. City Link complex – owned by the Military Pension Fund – until 2027, with an option that grants Picar the possibility to extend the exclusive concession agreement until 2052. The City Link complex covers the building block between Stadiou, Voukourestiou, Panepistimiou and Amerikis streets in the centre of Athens.

City Link tenants are among the most trustworthy and well-known Greek and international companies, adding prestige to the complex and the Company.

In 2021, the Company made strides in combatting the effects of the Covid-19 pandemic, by safeguarding the health and safety of its customers and employees. All the safety and control measures imposed and recommended by the competent bodies were observed, for both employees and the public, depending on the nature of the activities carried out in the complex.

As part of the sustainable urban development strategy for the "City Link" complex, Picar and Piraeus Bank renewed the Silver DGNB Certificate from the German Sustainable Building Council (Deutsche Gesellschaft für Nachhaltiges Bauen – DGNB eV), having launched relevant actions and initiatives.

These actions included carrying out audits of the sustainability of the City Link complex, drafting the standards and relevant documentation, and modifying and optimising operating procedures in accordance with the sustainability standard.

In general, in 2021, due to the ongoing pandemic and operating restrictions imposed, the shops, restaurants and theatres operating in the City Link complex underperformed, with limited revenue recovery compared to the significant losses of 2020. Restaurants received relief measures offered by the State for businesses impacted by the Covid-19 pandemic, and suspended employees were entitled to a special purpose indemnity. The pandemic followed a financial crisis, and its economic consequences will last well into 2022, making it difficult for businesses and shops to survive.

With selected actions, City Link was the liveliest spot in the centre of Athens in 2021. Specifically, the following actions were carried out:

City Link lit up in blue and white

To celebrate the 25th of March, City Link lit up in blue and white, in honour of the bicentennial of the Greek Revolution of 1821.

Support of "Alma Zois"- Panhellenic Association of Women with Breast Cancer

In the context of City Link's philosophy for promoting and sponsoring CSR events, a charity event was jointly organised with Clemente Café VIII and Mataroa Pink gin, with all proceeds donated to the "Alma Zois" Association.

Exhibition by visual artist Lazaros Maravas organised by City Link and Thyateira Association

In December 2021, City Link and the Thyateira Association joined forces to organise an exhibition by visual artist Lazaros Maravas titled "The Journey". Proceeds were donated to support the Ippokrateio General Hospital.

PIRAEUS REAL ESTATE SINGLE MEMBER SA

Piraeus Real Estate Single Member SA ("PRE") provides customers with comprehensive agency and consulting services and is the Group's key player in the real estate sector, heading several subsidiaries in Greece.

The company's full range of real estate services include property planning, development, and management. Its scope includes property appraisals, property sale-and-leaseback programmes, project management and monitoring, project and facility management, and investment advisory.

In 2021, PRE dealt with the enterprise impact of the Covid-19 pandemic, adhering to existing business continuity policies and procedures for emergency situations. PBRE and Piraeus Group initiated remote work and provided employees with the resources they needed to stay productive (equipment, applications and guidelines), minimising presence in the physical workplace. Health and safety measures were observed at all times, at the Korai 5 premises. A high percentage of employees got vaccinated, and most also got a Covid-19 vaccine booster dose.

PRE has carried out significant actions to improve property management services. Piraeus Bank Group used properties4sale, the online property auction website, and a omni-channel approach (real estate agents, auctions, extensive branch network) to attract as many potential buyers as possible for real estate owned (REO) properties. In addition, the real estate listing website www.pbre.gr was developed connecting buyers with foreclosed properties. PRE creates value via the active management of the Group's REO assets, using appropriate financial models and best practices.

Additionally, PRE provided real estate consulting services and offered advice and guidance on managing the Group's REO portfolio. PRE carried out technical, legal and tax due diligence and review of land registry documents. PRE prepared and made improvements to properties for sale, introduced a common filing system for all real estate files and managed its properties more efficiently, by splitting the property portfolio by segment and assisted in creating and managing property sales. PRE is also charged with assessing property market maturity.

PRE has developed methodologies and tools to support various Bank Units and other Group companies in evaluating REOs and owned properties, to facilitate decision-making regarding the restructuring of NPEs, the auction process, and the use and sale of real estate.

PRE collaborates with Piraeus Bank and other companies, to implement long-term contracts with the EIB for the management of the JESSICA Urban Development Funds. In addition, PRE offers real estate advisory to the Greek State/Hellenic Republic Asset Development Fund SA (HRADF) on how to develop and utilise public property.

PRE is guided by the Principles for Responsible Investment (PRI) and recognises that an economically efficient, sustainable global financial system is a necessity for long-term value creation. Such a system will reward long-term, responsible investment and benefit the environment and society as a whole. The policies introduced are based on the premise that financial performance, combined with sustainable, good corporate governance practices, such as managing the company's carbon footprint and having appropriate systems in place to ensure accountability, add value. PRE services include the development of sustainable business plans, the estimation of various aspects of sustainable construction and development for important properties, the introduction of natural resource consumption monitoring systems which contribute to a reduction in energy consumption and training staff on environmental protection.

Depending on the developments regarding the pandemic, in 2022 PRE plans to return to business as usual and maintain profitability. Using the systems and tools developed, PRE aims to expand its customer base, by offering more services and by promoting property utilisation. PRE makes every effort to contribute to and support the Group's commitments and goals, through the active management of the real estate portfolio.

Corporate Transformation

Pillars				
1- Retail customer proposition	2- Commercial customer proposition	3- Efficiency and simplification		
4- HR and new ways of working				
5- Technology and data				
Executives				
Pillar Owners	Initiative Leaders	Business Owners (161 FTEs)	Contributors (500 FTEs)	
4 Senior General Managers	6 General Managers	70 Senior executives		
	19 (Senior) Directors	91 Executives		

- three (3) pillars of action and two (2) horizontal pillars,
- more than 700 active participants in the Plan,
- more than 350 projects included in the Transformation Plan,
- more than 80 projects concluded since Plan initiation.

Transformation Plan

In September 2020, Piraeus Bank launched the implementation phase of “ACT”, an ambitious, holistic, forward-looking and dynamic transformation plan, which aims to transform the Bank’s operations at all levels.

In order to ensure successful strategic implementation and to support the overall effort, Management proceeded early on during the planning phase (Aug. 2020), to:

1. Set up the “Transformation Committee”, a special committee charged with monitoring the implementation of the Plan, chaired by the Bank’s CEO.
2. Establish a new Transformation & Business Strategy Unit, the responsibilities of which include:
 - i. Project coordination and successful implementation to ensure speed and coherence for the best possible result.
 - ii. Evaluation of the feasibility of all strategic projects to ensure the best utilisation of the Bank’s resources and the alignment of projects with the Management’s broader strategic objectives.

Structure and Strategic Priorities of Transformation Plan

The Transformation Plan consists of three (3) pillars of action and two (2) horizontal pillars that support all actions and includes 17 thematic initiatives, which during the planning phase consisted of more than 300 projects to be implemented, and today numbers more than 350 projects. To ensure the successful implementation of this critical and complex Plan, a governance framework was developed in accordance with international best practices and in compliance with the Bank’s three (3) key principles, namely “Accountability – Meritocracy – Transparency”. This framework includes, in addition to the establishment of the Transformation Committee and the Transformation and Business Strategy Unit, the following:

1. The Bank’s Senior General Managers and the members of its Executive Committee (Pillar Owners) are responsible for the successful implementation of the Plan’s action pillars.
2. Responsibility for the implementation of the individual thematic initiatives and projects has been assigned to General Managers and Senior Directors (Initiative Leaders) and executives from all levels (Business Owners) respectively, in order to diffuse responsibility to as many executives as possible. Their commitment will lead the Bank transformation in the coming years.
3. Detailed project roadmaps which set out the project milestones, and regular weekly progress review, using special tools/applications.
4. The identification and commitment to KPIs that are monitored on a regular basis and to a specific economic value that must be created by each pillar.
5. The establishment of regular check-ins between the heads of the Pillars, the head of the Transformation and Business Strategy Unit and the Transformation Committee and the resolution of any delays and other strategic decisions.

The Transformation Plan was designed with the principles of sustainability in mind, so that the Transformation leaves a lasting imprint on the Organisation. The goal is for Piraeus Bank to be the first bank of choice in Greece, profitable and with a clean balance sheet, with emphasis on digital technology and a modern business model that will ensure vigilance, action and adaptability, so that the Bank re-

sponds to ever-changing conditions and the challenges of the future.

The Plan’s strategic priorities are the following:

1. The Bank’s commercial platform will be updated with new banking operations and an improved portfolio of digital services/products, to support high-growth companies.
2. Piraeus Bank to become a bank of first choice, with a customer-centric and modern, digital approach to providing targeted proposals per customer segment and category.
3. Simplification and automation in all segments to save costs and free up resources for commercial activities.
4. Adoption of a modern model for (co)working, governance and human resource management with emphasis on innovation, adaptability, speed of decision-making and implementation (new models of cooperation for the combination, diffusion and better utilisation of internal know-how and skills, new role structure, talent development, skills enhancement and modern staffing model).

ACT has been designed to implement the transition to a new business model with the following features:

1. More efficient structure: reduction of operating costs.
2. Enhanced digital presence: tripling sales through digital channels.
3. Differentiated operation: increase in the contribution of net fee and commission income in relation to NII from ~ 20%-80%, to ~ 30%-70%.
4. Innovative practices & processes: 35% increase in time invested in digital transformation projects.
5. Focus on the goal: > 50% of the time in the branch network is dedicated to revenue-generating activities.
6. Balance Sheet Clean up: achieving single digit NPE ratio.
7. Productivity Improvement: increase in turnover and core income per employee.

At the same time, at the core of the transformation is the development of a business model that will enhance adaptability, direct collaboration and action.

In this context, the name of the “ACT” Plan (Achieve – Change – Together) refers to the call to action for Bank executives, each according to their role and all together collectively, to achieve the final target. At the same time, ACT is formed with the three words that describe, individually and jointly, the motivational behaviours required for the successful implementation of the Plan, and shape the motto: We achieve, We change, Together.

2021 INITIATIVES

During the first year of implementation of the Plan, more than 80 projects were delivered, achieving:

1. Further rationalisation and implementation of pilot actions for modernisation of the network operating model (e.g. branches without cash registers, branches with extended digital self-service features).
2. Development of new digital features for electronic banking (document uploading, e-signature, remote sales of investment products, etc.) and new online products (account opening, debit card, Pay & Save, apple pay, etc.).

3. Development of new tools to capture customer needs and provide targeted sales proposals.
4. Significant improvements in the loan approval and disbursement process.
5. Completion of transformation plan for the operating model of the central services, to enhance cost savings and free up resources.
6. Voluntary Exit Scheme (VES) implementation: approximately 900 employees participated with estimated cost savings of over €30 million per annum.
7. Implementation of a new IT sourcing model for faster project implementation.

2022 TARGETS

The Transformation Plan focuses on the following actions for 2022 (more than 150 transformation projects):

1. Launch of a new type of branch with increased commercial and digital functions and a new customer service experience.
2. Strengthening e-banking (development of new digital features and availability of new products in digital channels).
3. Increased centralisation, standardisation and automation of key loan processes to optimise customer experience.
4. Implementation of actions to transform the operating model of central services to reduce costs and free up resources.
5. Further reduction in operating costs through the implementation of a new model for monitoring and controlling administrative expenses and targeted cost-saving interventions.
6. Implementation of targeted interventions for rationalising the Bank's building stock and introduction of new work models.
7. Project design to modernise the Bank's infrastructure and central systems.

Digital Banking, Technology, Organisation, and Central Operations

Digital banking

In 2021, Piraeus Bank continued the implementation of its strategic digital transformation plan, enriching winbank's digital channels (web banking & mobile app) with new functionalities and offering its customers new remote service possibilities.

Taking into account the ongoing restrictions due to the Covid-19 pandemic, these functionalities empowered the use of digital channels and reduced the need for physical customer presence.

The main new functionalities released in 2021 were:

1. Update personal data through *gov.gr* (web/mobile): Users can easily and quickly update personal information online, using their Taxisnet codes. The process of identification is automatically completed at *gov.gr*, the Single Digital Portal of the Greek public administration.
2. Remote customer service by video call (web): Personal banking customers have the option of remote service via video call and may send documents/justifications via winbank e-banking to purchase investment and insurance products, no physical in-branch visit required.
3. e-signature (web/mobile): Piraeus Bank was the first Greek Bank

to offer its customers the possibility to sign banking documents electronically.

4. Acquisition of investment portfolios of Piraeus Optimum Mutual Funds (web): Piraeus Bank was the first Greek Bank to offer its customers the possibility to purchase one of the 13 available Optimum investment portfolios, after filling in a short questionnaire (MiFID) to understand the customer's investment profile, so that portfolios do not exceed the degree of risk customers are willing to take.
5. Apple Pay support: Piraeus Bank cards are available in the Apple Pay digital wallet for easy, fast and secure everyday transactions.
6. Certificates (web/mobile): Application for asset and income declaration and deposit account certificate.
7. Debit card instant issuance/replacement/activation (web/mobile): Natural persons can issue and replace debit cards and activate them.
8. Set/change card's PIN (web/mobile): Users can set or change PIN for debit, credit or prepaid card.
9. Pan European Instant Payments (web/mobile): Users can transfer money directly to Greece and to countries within the Single Euro Payments Area (SEPA), within 10". Instant cash order is available 24x7x365.
10. Opening a Commercial Account (web/mobile): Sole proprietorships and freelancers can open a current account to service their business transactions and products.
11. Face ID to log in and approve transactions: Winbank mobile app users with compatible Android devices can use Face ID to log in and approve transactions.
12. Winbank mobile application for Huawei devices (mobile): Winbank mobile app is also available on Huawei devices.
13. Pay & Save service (mobile): Users can activate Pay & Save service via the winbank mobile app.
14. Aggregation (mobile): Connected products from other Banks that have been activated for inclusion in e-banking appear in the winbank mobile app.
15. e-statements (mobile): Users can activate e-statements for accounts, credit cards and prepaid cards via the winbank mobile app.
16. Proportional annual vehicle fees (web/mobile): Users can pay proportional annual vehicle fees via winbank e-banking and the winbank mobile app.

In particular, for legal entities, in 2021, the new functionality of online password management (web/mobile) was added on winbank's digital channels: Authorised users of legal entities can recover their username, reissue their password, and restore access to winbank.

Migration to digital channels

In 2021, there was a significant increase in the digital migration index, with 95% of the Bank's total service transactions going through digital channels, from 92% in 2020. Digital migration is accelerating and is monitored using metrics that measure the number of cash desk transactions as a percentage of the number of transactions through digital channels. Therefore, metrics and targets are set at branch level, to monitor the digital migration index for all the transactions that may be conducted both through digital channels and at the branch. In 2021, the winbank transaction migration index – the number of transactions performed through winbank e-banking and mobile banking as a percentage of similar transactions conducted at the Bank – stood at 93% from 89% in 2020.

Piraeus Bank Group commits to step up its efforts in 2022 to increase the use of winbank e-banking and winbank mobile app digital channels, by introducing new and pioneering services.

Piraeus Bank, committed to the continuous improvement of the services it offers to its customers, renewed winbank ISO 9001:2015 certification for another year.

winbank web banking

In 2021, the number of active users through winbank e-banking and/or winbank mobile banking, increased by 18% year-to-date. Winbank e-banking users increased 22% year-on-year, with a 12% increase in the volume of cash transactions.

winbank mobile app

There was a significant increase of 28% in winbank mobile users, with a 45% increase in the volume of cash transactions.

ATM

Piraeus Bank's ATM network covers the entire country and securely serves its customers 24/7. At the end of 2021, the ATM network had 1,862 ATM machines scattered across the country, in urban centres, provincial towns and even remote locations.

In 2021, Piraeus Bank deployed Diebold Nixdorf's cash recycling DN Series ATMs, upgrading its network with the industry's latest technology. With these ATMs, the Bank will not only improve customer experience, but also fulfil its commitment for a sustainable future, as it will significantly reduce power consumption and CO₂ emissions during the lifetime of the ATMs. In 2021, 90 Recycling ATMs were installed, and the programme is expected to be completed in 2022 with the total installation of more than 400 Recycling ATMs.

Easypay kiosks

There are 501 Piraeus Bank easypay kiosks in branches and at partnering merchants, for customers to conduct their daily transactions (deposits, bill payments, loan instalments, prepaid card charging) in a fast and easy-to-use manner.

maintenance and support costs, using the "out of the box" functionality.

5. Design and implementation of the new operating model.
6. Transition to Cloud services, mainly SaaS (Software as a Service) and, to a lesser extent, IaaS (Infrastructure as a Service), swiftly incorporating technological advances, in accordance with international regulations and standards, as well as best practices.

The chart below compares the ratio of technology investments to the Bank's total Technology expenditure, versus an average of approximately 300 financial institutions worldwide, as provided by Gartner Inc., the technology research and consulting firm.

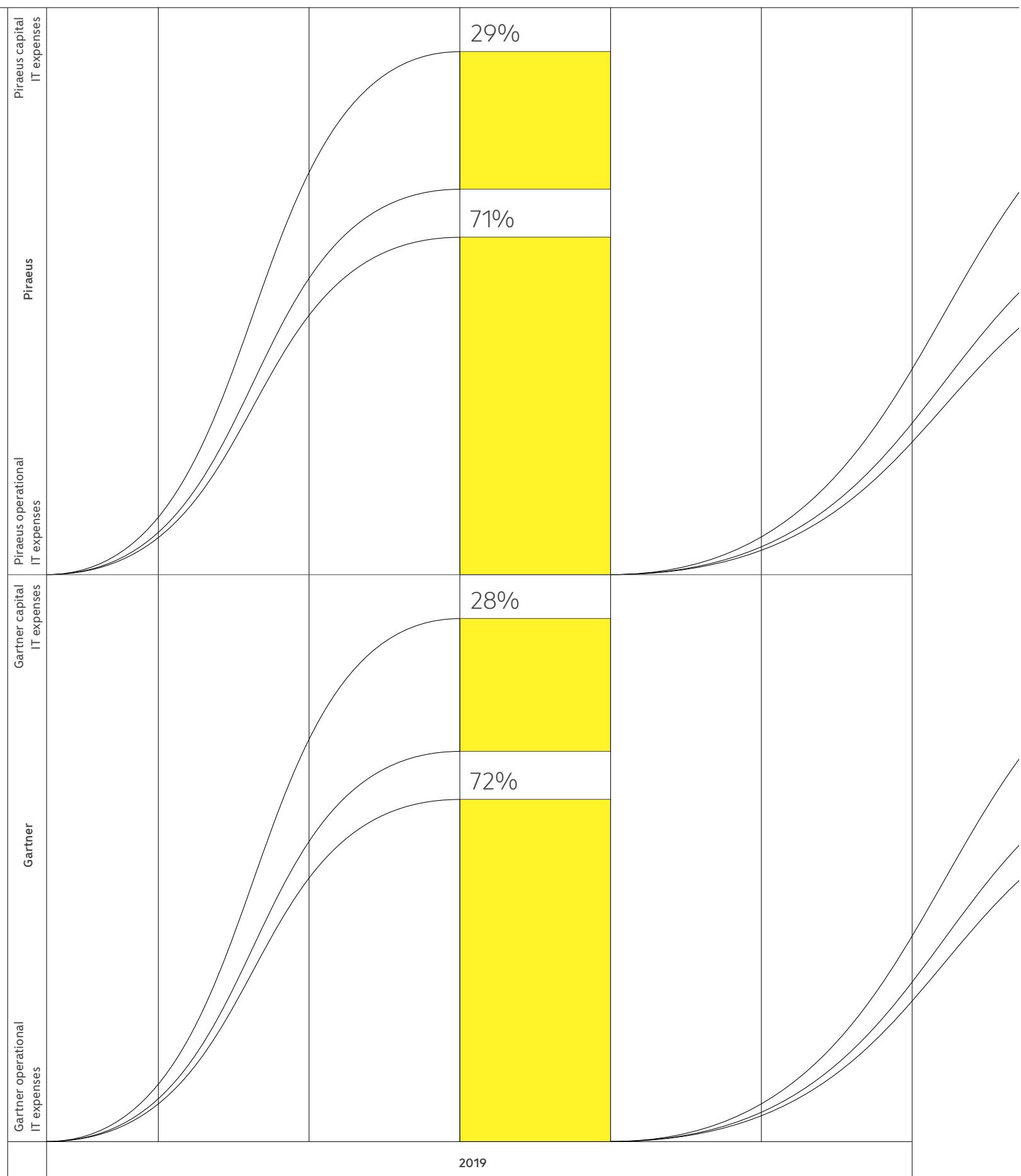
Group Technology

Strategic Transformation - IT Master Plan

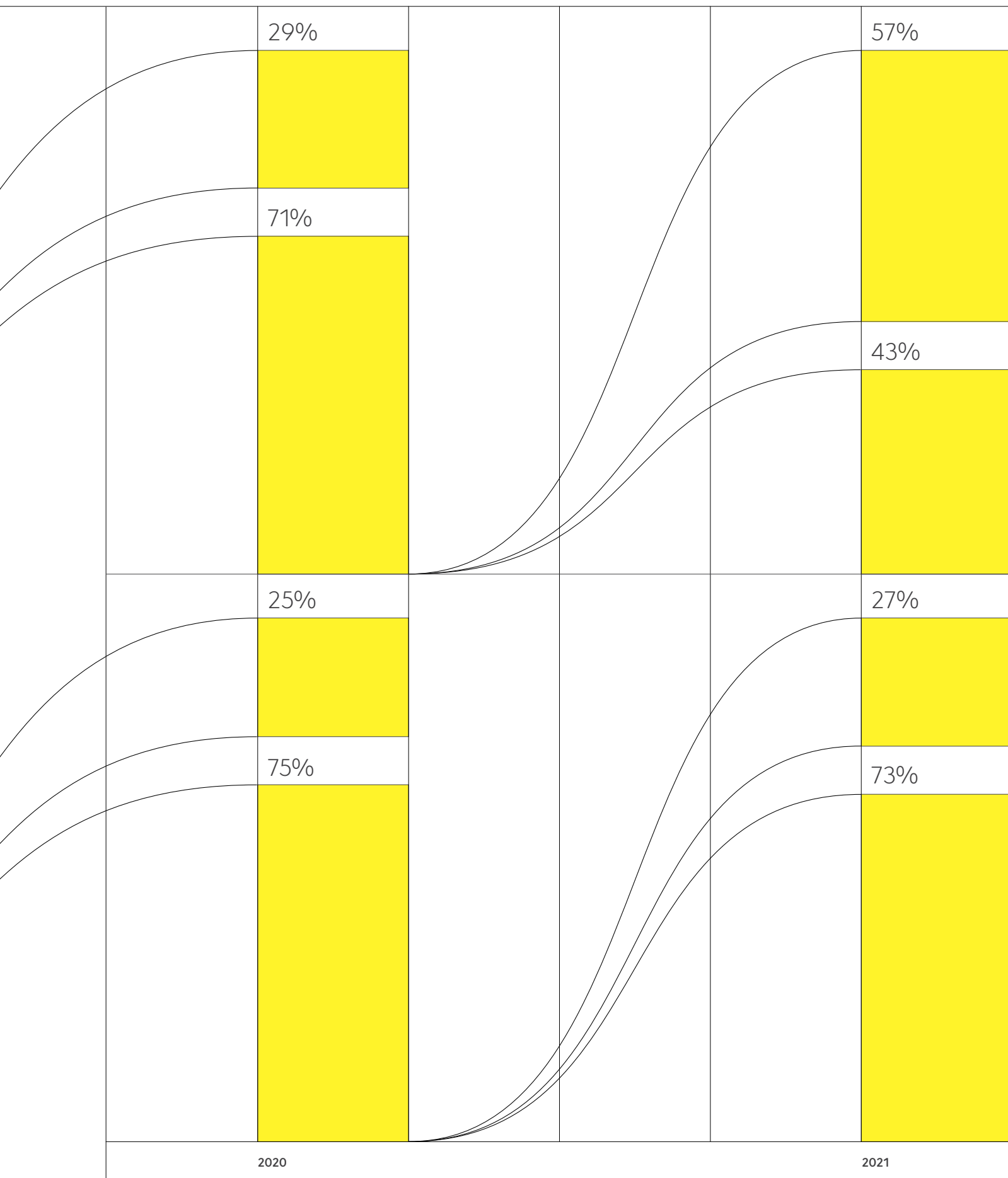
During 2021, many large and complex projects were launched in line with Piraeus Bank's Technology Masterplan and overall transformation programme. Most of these projects started in 2021 and are expected to be completed over the next three years, focusing on strengthening the Bank's capabilities in the following areas:

1. Increase in the services and products available on digital channels and systematic upgrade and redesign of applications in the new architectural landscape using Open Banking and micro-services.
2. Automation, centralisation and digitisation of processes that support sales and customer service.
3. Simplification, upgrade and integration of applications and systems following the new architecture, to enhance stability, scalability, and standardisation of service.
4. Enrichment and renewal/replacement of Core Banking applications to simplify the architectural landscape and serve a wider range of services and products faster and with lower

Operational Versus Capital IT Spending of Piraeus Bank



2019



Innovation, Development, Operations and Technological Infrastructure

Innovation is an essential driver of economic progress that benefits consumers, businesses and the economy as a whole.

In November 2021, Piraeus Bank and Microsoft entered into a new strategic partnership to support the Bank's digital transformation, to streamline operations, to create a new personalised experience for its customers and to achieve sustainable growth.

The shared goal of this cooperation is to help Piraeus Bank secure a bold strategic positioning in the market as a next-generation financial institution, powered by cutting-edge technology, to offer quality banking services and achieve its business and environmental goals.

The springboard of the project is the existing agreement for the Bank's transition to Cloud infrastructure, which will accelerate innovation and growth with new, cutting-edge and secure banking services.

Through the new partnership with Microsoft, Piraeus Bank seeks to improve operational efficiency, to automate its internal processes, to deploy more digital capabilities in the workplace, to introduce new personalised products and services based on data and analytics, to reduce IT expenditure and to reduce its energy carbon footprint, contributing to the transition to sustainable development. This agreement confirms the Leadership's commitment to strengthen Piraeus Bank's strategic positioning in the market as a next-generation financial institution, powered by cutting-edge Cloud technology.

At the same time, emphasis was placed on the following areas:

1. Advanced testing capabilities: Holistic approach to methodology-based software testing, functional specifications and multi-level control systems (System Integration Testing – SIT, User Acceptance Testing – UAT, Regression testing, etc.).
2. Migration from Test & UAT environments to the Core System environment: Test & UAT environments, which are now running on outdated infrastructure, are upgraded to a new Core System environment.
3. Work from Anywhere: Redesign of the Work from Home solution, so that users from the Bank's Central Operations have a single user interface whether they are working from home or at the workplace. The solution abides by all the Bank's security standards and protocols and all measures are taken to secure sensitive banking data.
4. Upgrade of AS/400 Core Operations Systems: In the context of safer, faster and more efficient servicing of the needs and requirements through the Core System, its processing power is upgraded. The upgrade at the Disaster Site (DSS), aims at faster and more efficient performance, and improved data synchronization, using MIMIX software.
5. Relocation and Upgrade of the Bank's Alternative IT Centre: The aim of the project is to upgrade the new IT infrastructure to ensure compatibility with the main IT Centre (ITC). Infrastructure testing will be conducted for the alternative use of the resources, such as creation of Test Environments, Stress Testing, implementation of the applications in the production environment, etc.

Group Data Management & Analytics

In the context of the implementation of its transformation plan and recognising data as one of the Organisation's most important assets, Piraeus Bank has created the vertically integrated Group Data Man-

agement & Analytics (GDM&A) Unit for the integration and coordination of all data-related activities. The Unit's objective is to transform the Bank into a Data-Driven Organisation.

To achieve this goal, the GDM&A Unit should formulate the strategy, prepare the action plan, and take charge of its implementation in cooperation with all the Bank's Units, as well as with the Transformation Committee. In addition, the Unit will create the necessary infrastructure, mechanisms and synergies to ensure the interconnection and full utilisation of data across the spectrum of functions, customers and portfolios, with the aim of creating business value in the Organisation.

A project was carried out to build the Bank's Data Management & Analytics operating model, with the following deliverables:

1. Recording and documentation of existing data management practices throughout the Bank, to identify areas for improvement.
2. Design of the new Data Management & Analytics operating model, along with organisational and governance structures, operating processes, the structure of the model of interaction with other Units, as well as the required new roles and responsibilities.
3. Defining the new data architecture, taking into account the principles of simplification, modernisation and cloud utilisation.
4. Design of the data utilisation framework, by evaluating and prioritising projects based on the business value they add to the Bank.
5. Implementation plan for the aforementioned actions with a clear timetable and deliverables.

During the same period, the GDM&A Unit implemented the following important projects:

Funds Transfer

In 2021, the pace of the Bank's transformation picked up, with the Funds Transfer Unit participating in various important projects.

In terms of improving the services offered, mass payments were enriched, with the launch of the new payment service "Piraeus-4all", while an integrated banking transaction platform was designed for Corporate customers.

At the same time, the Bank continued investing in innovative solutions and followed the developments regarding pan-European payments. Piraeus Bank included "Instant Payments" in the SEPA Instant Credit Transfer scheme. As a result, the Bank's customers can make instant credit transfers via all available channels, online and offline, to and from all banking institutions participating in the scheme. The service is available every day of the year (24/7/365) for amounts up to €100,000 within the Eurozone.

In terms of optimising and automating the Bank's internal operations, a project was completed to manage all payment services centrally, leading to economies of scale and improved performance.

At the same time, a series of projects were planned and implemented for upgrading the systems and infrastructure and reducing management costs, so as to improve the Bank's flexibility and adaptability in an ever-changing competitive landscape. As a result, the degree of process automation rose to a new record level (98.46%), reducing the need for human intervention while performing a task. This indicator improved by 15.7% compared to the previous year.

Similarly, the increased digital transformation is reflected in the ever-increasing use of electronic funds transfers (EFT) over tra-

ditional money transfers. 97.8% of total money transfers were made through the EFT systems versus 2.2% traditional money transfers. In 2021, business increased by 14% year-on-year.

Last, with regard to the Covid-19 pandemic, the imposition of restrictive measures and the implementation of teleworking continued in 2021 in accordance with the instructions of the Bank and the state. All departments implemented the digital management and execution of tasks, at the same time providing customers with the best service.

Cash Management

Piraeus Bank remained the dominant Bank in Greece in the provision of Cash Services. The inhouse expertise and infrastructure make Piraeus Bank the top choice in cash services, foreign exchange and investment gold transactions. Through its extensive service network (Cash Processing Centres, Branch Network, Digital Branches, Self Service Machines, etc.), Piraeus Bank offers the best quality and innovative cash services.

Piraeus Bank managed to control the cost of replenishing its cash points for yet another year. In 2021, the replenishing cost decreased by 4.5% year-on-year, marking a significant 5-year drop of more than 35%. In fact, the reduction in 2021 was particularly significant, given that it occurred in a year when customer withdrawals from the Bank's ATM network increased by 8.4% compared to 2020.

This result was mainly attributed to the extension of predictive replenishment to off-site ATMs, previously only available at on-site ATMs. The tool uses Artificial Intelligence and Machine Learning technologies and is applied to more than 1,500 cash points, enabling timely, accurate and secure forecasting of cash withdrawals, resulting in reduced operating expenses and risk. At the same time, in the context of the Bank's Digital Transformation, four initiatives were planned to automate cash process and management tasks.

Custody Services

In line the Bank's strategic directions, the Custody Services Unit offers an exceptional suite of post-trade transaction and settlement services to Greek and foreign institutional and private investors. The range of services includes specialised services for issuers listed on the ATHEX, and energy customers.

During the year, the Custody Services Unit was actively involved in a number of important projects for the Organisation, including:

1. Successful share capital increase of Piraeus Financial Holdings,
2. Positive outcome of the Request for Information by Intesa Sanpaolo S.p.A. and selection of Piraeus Bank as local Custodian.

The Bank's commitment to the provision of high-quality products and services, for another consecutive year, was sealed with two (2) new international distinctions in the Custody & Securities Services awarded every year by the Global Custodian magazine. Piraeus Bank was named "Best in Survey in Europe-Emerging Markets" in the Asset Servicing and Risk Management categories.

These awards are the recognition of Piraeus Bank's commitment to the high quality of services offered in the field of Custody & Securities Services and the ability to create and cultivate long-term relationships with Greek and foreign investors.

In line with the regulatory framework and with a view to improving operational efficiency, projects for business process automation were carried out throughout the year, to review processes and make them more efficient and error-free, and subsequently reduce costs.

Loans Administration

2021 was another year of challenges in dealing with the Covid-19 pandemic and the related financial difficulties.

The Loans Administration Unit responded to the challenges in a timely and effective manner, based on the following pillars:

1. Lending Customer Services
2. Collateral Custodian
3. Trade Finance & L/Gs Administration
4. NPE Portfolio Servicing

Using available resources (technology, experienced and educated personnel, product and non-product channels) to create economic value, the Loans Administration Unit focused on delivering efficient and effective customer service, so as to reduce operating costs, limit operational risk, provide high quality service to internal and external customers, comply with the regulatory framework and change the mode of operation. In 2021, the Unit participated in the following Bank projects:

Organisation and Operation Quality

In 2021, the Organisation and Operation Quality Unit supported the strategic priorities and commitments of the Bank and the Group. The Unit also implements an action plan to foster economic growth for Greece. In this context, the Unit carried out projects and initiatives seeking to:

1. Improve the effectiveness of the risk monitoring framework and the control environment to detect and prevent operational failures, by systematically recording and updating processes, and by developing the design specifications for systemic interventions.
2. Optimise, simplify and automate processes and use tools to monitor performance, so as to enhance efficiency and limit operating costs.
3. Align the operating framework with institutional and regulatory requirements to meet supervisory obligations.
4. Improve customer experience, by adopting new technologies to upgrade and digitally transform the products/services provided.
5. Ensure the uninterrupted operation of the Business Units and the effective implementation of the Business Continuity Plan, by using alternative means to restore business operations.
6. Introduce operational improvements, by leveraging data collected through the complaints handling process.

Improvements of processes and functions

In 2021, a new technology-based service was designed and implemented in order to improve the level of service. Customers with a Greek identity card may update their personal data through e-banking, no physical in-branch visit required. Customers are redirected to gov.gr, the Single Digital Portal of the Greek public administration, and once their personal data are received from the Single Digital Gateway, the Bank's customer-centric system is also updated online.

At the same time, focusing on the transition to the digital era for the provision of products and services (Digital Onboarding), a new functionality has been designed and is currently being implemented, to offer customers with a Greek identity card the ability to log into gov.gr, the Single Digital Portal of the Greek public administration, no physical in-branch visit required, to request that their personal data be sent to the

Bank. Following the necessary checks by the Bank, customers can obtain a customer identification code from the Bank, as well as access to the basic banking products (account, debit card, online banking).

Furthermore, the Bank focuses on improving customer experience by simplifying complex processes. Customers may upload various types of documents through e-banking, no physical in-branch visit required. This feature covers 115 types of documents and contributes not only to improving customer experience, but also to reducing office paper consumption and related costs. It also contributes to the digitisation and management of physical records and improves the control of document flows, enhancing the Bank's position for sustainable business development. In the same direction of actions to limit operating costs and paper consumption, alongside the systematic effort to migrate transactions to alternative channels, passbooks and paper statements were abolished for natural persons, and interventions were made for notifying customers exclusively via e-banking or the ATM network.

As part of the business loan origination process redesign, the Organisation Unit participated in the design and introduction of the new, fully digital "Credit Memo" form, to replace older manual forms. The new form pushes forward process standardisation, since a common set of rules applies for filling in the form, per type of creditor. Financial and collateral data are also organised more efficiently, thus limiting delays in the borrower assessment, and improving the efficiency of the business lending process.

Striving to provide better and faster customer service, the Bank has mechanisms in place for business process monitoring and measurement, so as to promptly identify deviations from the desired response times, as well as areas of improvement. In this context, in 2021, the Bank upgraded its business process monitoring infrastructure and improved the user experience, activating the use of a modern tool (QPR), which offers the possibility of analysing processes and graphically displaying relevant metrics and KPIs in an easy-to-use and friendly environment. In 2022, the Bank aims to make this the main tool for business process monitoring.

Automation and IT support of operations

As part of the actions to improve the existing control environment, a new automated and centralised support mechanism is currently under development for the regular revaluation of properties used as loan collateral. The new mechanism, which is expected to be put into force during 2022, applies the requirements and guidelines of the credit policy to support the creation of a registry of properties for revaluation. For properties that meet the criteria for revaluation by a civil engineer, the process is initiated through the automated order generation and forwarding to the collaborating property valuer. Customised reports tracking the progress of the revaluation project will be generated, to monitor the effectiveness of the new process. Users from the competent Business Units have access to specific information and may take actions to ensure that milestones and deliverables stay within the project schedule.

In addition, the Organisation Unit developed a new technique for property revaluations, incorporating all the available property price indicators as inputs in the model. The Unit also used a computer-based system for monitoring, updating, and reporting on the status of the properties and collaterals. Thus, the criteria and conditions for property revaluation process are aligned with the credit policy and a standard structural framework is introduced for calculating and forecasting credit risk.

In 2021, aiming to streamline and automate loan origination process, the Organisation Unit supported the redesign and automation of the loan origination process for agricultural customers. This

project concentrated on improving the loan approval process, by including a new automatic credit scoring model and modifying the automated customer assessment tool (ACAT), with the addition of new rules under the new credit policy. The new automated process is applicable to all products offered by the agricultural approval centre, while fully automated approvals, without manual intervention, are available for selected products.

With regard to workflow automation, in 2021, new automated processes were built on the APPIAN platform, covering a wide range of tasks across the Bank's operations. Approximately one (1) million requests were processed for workflows built on the platform.

In 2021, the most important processes built on the APPIAN platform include the automations of the Legal Services Units' workflows.

Major implementations were underway at the end of the year for automating legal billing workflow that turns manual tasks into automated ones. These tasks include time tracking, invoice generation and invoice delivery, and implementations are expected to be completed within 2022, so that the Bank is compliant with the e-invoicing regulations. Legal e-billing workflow automation will enhance efficiency as less time will be spent on manually creating invoices, which in-turn also reduces operation costs. Legal e-billing also advances the ability to predict expenses that fall into these categories with appropriate information at an early stage.

The new legal document management software is at the final phase of implementation, with delivery expected in the first months of the following year. With efficient legal document management, the annual costs associated with filing and maintaining the physical structure of files are eliminated.

In the framework of the Thalys project for the sale of merchant acquiring services to Euronet Worldwide, which aims to strengthening the Group's financial position, and in accordance with the terms of the agreement, the Organisation Unit participated in a series of actions to support the projects. Interventions were made in the systems and applications that support the services to be spun off, to improve merchant services, to redesign existing operations, and to implement new infrastructures for effective change management following the spin-off of merchant acquiring services, to ensure its smooth transfer to the new company.

Implementation of institutional framework and improved supervisory and operational reporting

In 2021, in order to comply with Regulation (EU) 2019/518 of the European Parliament and of the EU Council, the Organisation Unit effectively contributed to the timely implementation of the last phase of the Regulation, i.e. to send the payer an electronic notification at the time of carrying out a card transaction denominated in a currency other than the euro, in EEA countries, so that the payer can directly compare the currency conversion charges with the charge applied by the Bank.

In the same year, the Organisation Unit participated in extending the use of NetReveal AML transaction monitoring to the Frankfurt Branch, to comply with the regulatory framework for the prevention and suppression of money laundering and the requirement of the German supervisory authority. NetReveal enables automated controls for transactions, monitors customers' transaction behaviour and risk classification, strengthening the transaction control environment.

Accordingly, in line with the regulatory framework, an application was designed and implemented to monitor the update of the data of Legal Entities and to produce valid results for the Supervisory Authorities. Users from the Bank's Units can immediately identify deficiencies in the information and documents required by the regulatory framework and proceed to inform the customer of such deficiencies, in a timely manner.

New Products/Services

Recognising that service innovations ensure and enhance the apparent value of an offering, the Group Organisation Unit is constantly finding new ways to serve customers and enhance the customer experience. To this direction, it expanded the range of digital payment solutions available to customers, by including Piraeus Bank cards in the digital wallets Apple Pay, Garmin Pay, Fitbit Pay.

In the context of improving insurance sales, Group Organisation actively participated in the development and implementation of the new Insurance Sales Tool, designed to simplify daily tasks at the branch level and to better respond to customer and intermediary self-service and engagement needs. The Insurance Sales Tool offers a detailed view of all the customer's insurance policies, and the possibility of comprehensive servicing, from the stage of pre-contractual information, receiving the Customer's needs, completion of the insurance contract, up to the after-sales service. In addition, by introducing the e-signature for documents and contracts and sending the documents to the customer's email, paper consumption is significantly reduced. In turn, this leads to a reduction in costs, and an improvement in the Bank's environmental performance and the reduction of its environmental footprint.

Aiming to facilitate access for customers/small investors to high value-added investment services, the Group Organisation Unit was involved in the planning and implementation of an important and pioneering service for the Greek market, investor onboarding for the Optimum portfolio. Committed to transparency and security of transactions, the service offers customers the possibility to complete the suitability questionnaire online and enter into an investment services contract, using certified e-signatures, through winbank e-banking.

Guided by its CSR principles and aiming to promote financial inclusion, the Group Organisation Unit supports actions to reduce the Bank's environmental footprint. Thus, the Unit was involved in launching the new Debit and Credit Cards, made out of 99% recycled materials (PVC), and new cover letters. These cards have a modern layout with braille punched out on the plastic, to help those that are visually impaired to correctly identify the type of card (debit, credit).

Contributing to the implementation of the Bank's strategic priorities to use new technologies in the process of customer value management, as well as the strengthening of corporate governance, the Group Organisation Unit was involved in the planning and organisation of a project for automating the Bank's responsibilities, under the current legislation on dormant accounts. Implementation of this project serves to ensure that the Bank fulfils its duty to notify customers, as well its duty to transfer to the Greek State the aggregate balance on any time-barred dormant deposit accounts.

In the context of the relevant provisions of applicable laws, which outline the measures to reinforce economic resilience in Greece and to mitigate the effects of the health crisis on natural persons and businesses, the Group Organisation Unit designed the processes for receiving and processing requests, recorded the operating specifications for the adjustments to the applications supporting the measures and provided the relevant documentation and instructions to the Bank's officers for the following measures:

1. Business loan instalment subsidy under the Bridge (Gefyra) II programme.

2. Extension of loan instalment subsidy for mortgages under Bridge (Gefyra) I programme.
3. Debt settlement and second-chance arrangement under the "New Bankruptcy Code".

The Bank stayed relevant to customers by offering up-to-date products and meeting current market needs. The Group Organisation Unit actively participated in planning and providing back-office support for these products. Thus, the Unit drove increased new product development, enhancing profitability and improving the customer experience. New products offer personalised pricing under the Risk Based Pricing (RBP) methodology. As a result, they are extremely competitive in an effort to drive Piraeus Bank to be the customers' number one choice for all their home mortgage needs.

The Bank, firmly committed to aligning its business strategy with social goals, as described in the UN SDGs and the Paris Climate Agreement, supports the Hellenic Republic's project "Astypalea: a smart & sustainable island". It offers "green financing" solutions to customers, permanent residents and businesses operating on the island, with preferential terms, for the purchase of electric vehicles (cars, motorcycles, bicycles, scooters), aiming to support investments in projects that address climate change and have a positive social impact.

In 2022, the Group Organisation Unit will continue to support appropriate courses of action within the scope of its responsibilities, to give customers access to high added-value services and to generate economic value. The Group Organisation team will be actively involved in the planning and implementation of a digital platform, through winbank, to offer fast and transparent Forex trading 24/7, 365 days a year, to the Bank's corporate customers, who frequently use foreign currencies as a medium of exchange. In addition, utilising new technology to improve corporate governance, Group Organisation is a key driver in the planning and implementation of extensive transformation projects of the Bank's Custody Services, regarding corporate event management, new regulatory requirements, and the Bank's duty to provide high added value services to private and institutional customers.

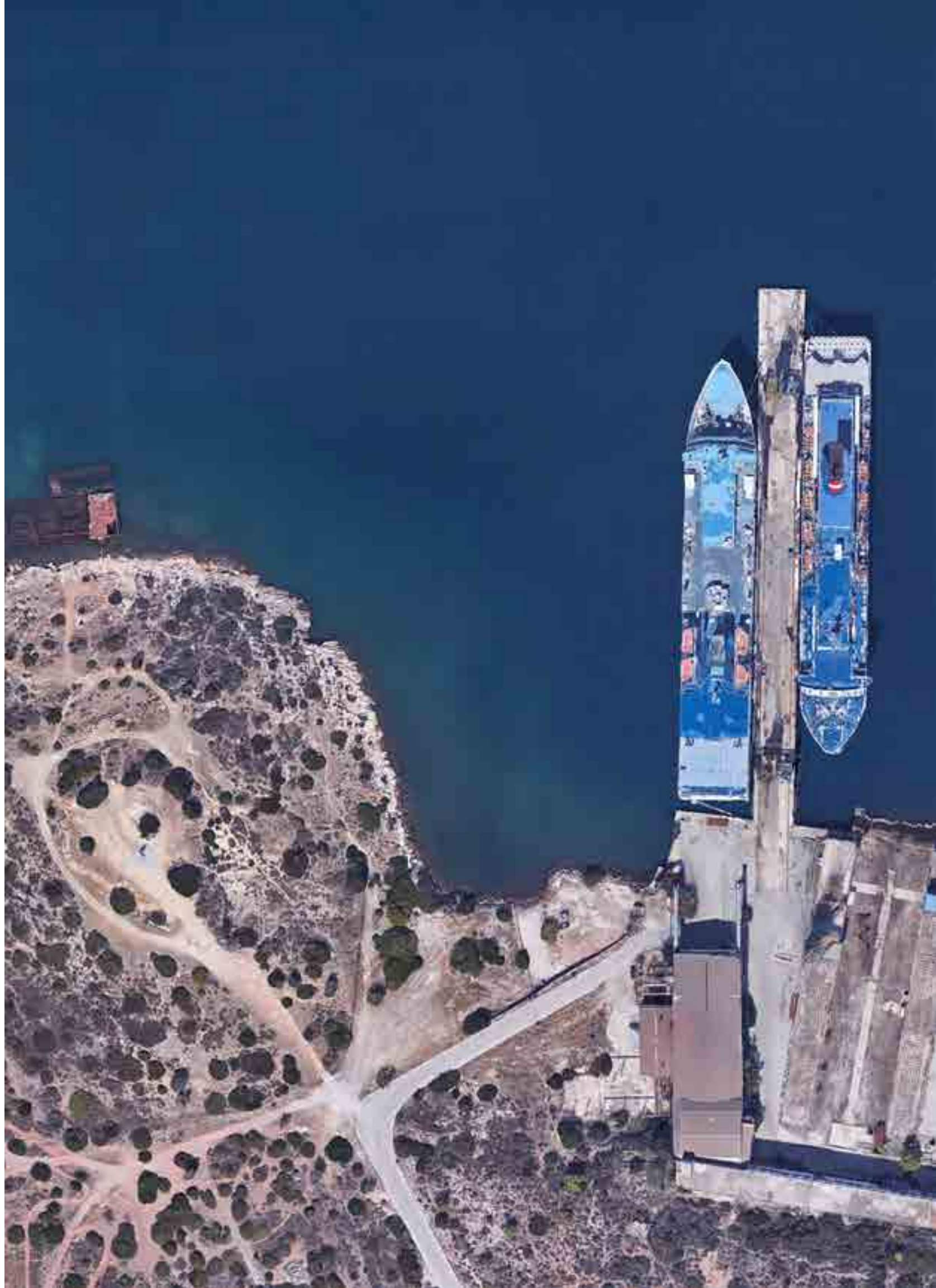
In 2022, the Group Organisation Unit will support the design and implementation of the functionality for customers to define the use of debit/credit/prepaid cards based on their needs, as part of the Bank's efforts to improve and simplify customer service through the winbank e-banking and winbank mobile app. For example, customers will be able to choose whether or not their cards will be used in specific types of transactions (e-commerce, markets outside Greece, withdrawals, etc.), to change their preferences at any time, and to activate new credit or prepaid cards.

Business Continuity

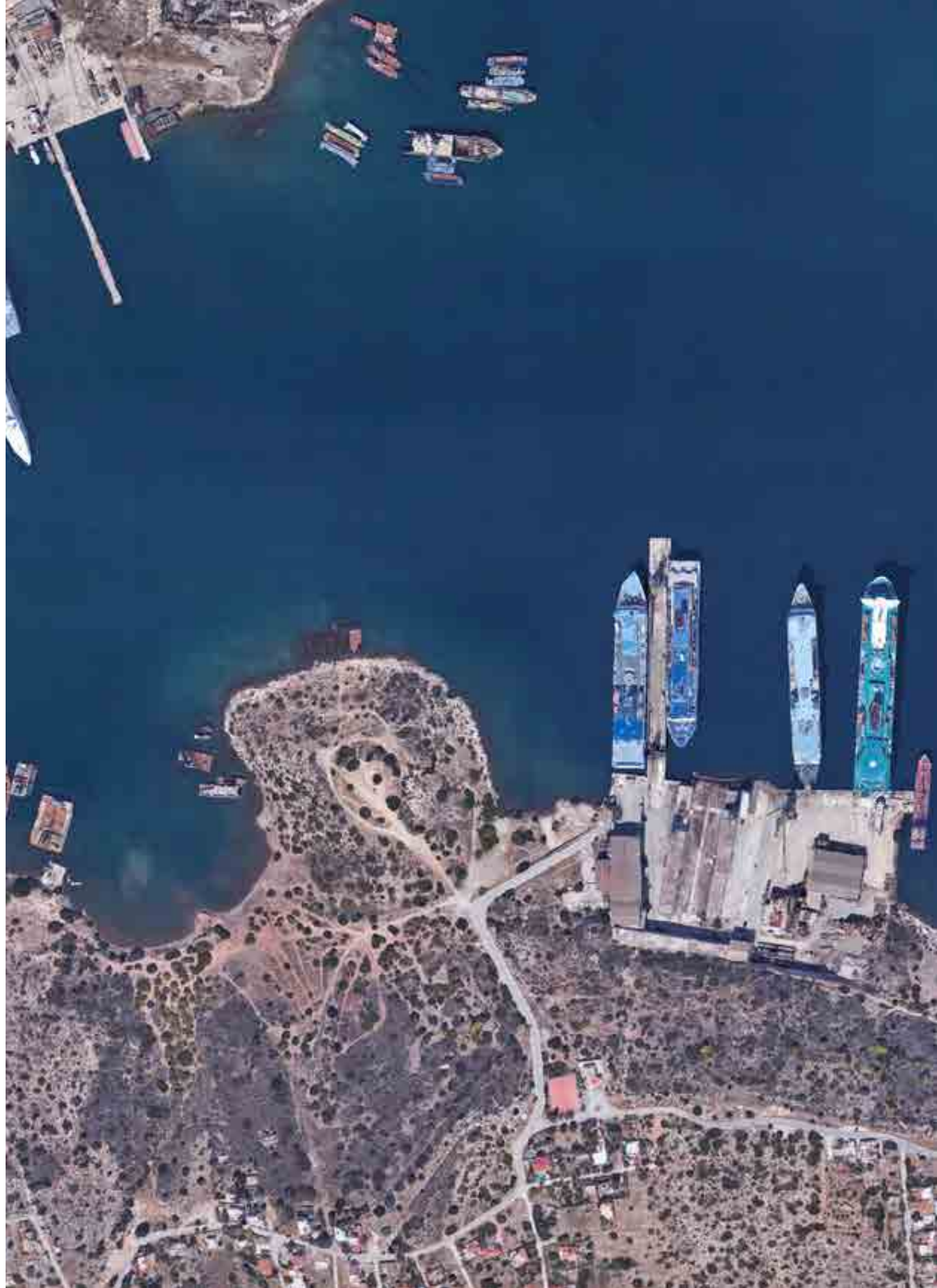
In 2021, in the context of complying with the state directives to deal with the Covid-19 pandemic and the implementation of protocols to ensure the health of employees and customers, the Organisation Unit was responsible for planning and monitoring the implementation of the Bank's Business Continuity Plan. The Unit collaborated with the Technology Units, to coordinate and support the work-from-home measure by providing guidelines to ensure uninterrupted banking operations. At the same time, acting within the scope of its responsibilities, the Organisation Unit made a significant contribution towards a more efficient, open and effective implementation of remote work.

¹ The PRI Initiative was launched in 2006 with the support of the United Nations and the UNEP FI, to understand the impact of Environmental, Social and Governance Criteria (ESG) on investments and calling for companies to incorporate them in decision-making.





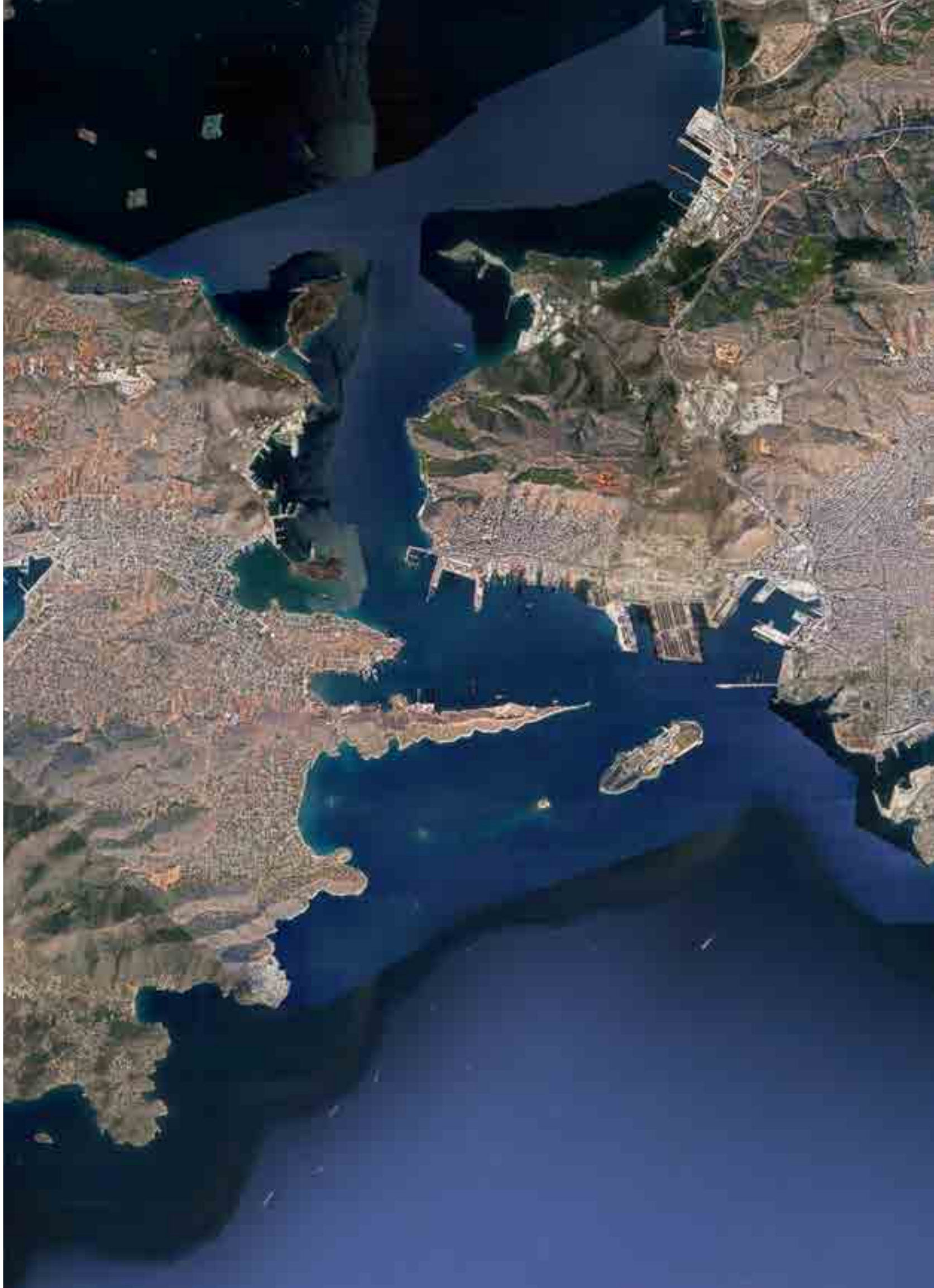












CUSTOMERS

Customer Relations

Piraeus Bank is the largest bank in Greece in terms of total assets, deposits, and loans. True to its Vision, Piraeus contributes to economic growth and the well-being of its retail and corporate customers; it offers high-quality products and services and focuses on continuous improvement of systems through ongoing upgrades or enhancements of existing technologies or services. Relationships of trust are built on effective communication, on transparency in conditions of cooperation, and on transaction security across all service channels, including digital service channels. In addition, the Bank promotes financial literacy among customers, by explaining banking terminology and facilitating access to its services. At the same time the Bank offers customer service training and certifications, designed to improve the employees' ability to interact with customers, and sector-based training programmes.

In 2021 the Bank intensified its efforts to promote the use of digital channels, adapting to the post-Covid reality and training the customers how to use these channels. As part of its effort to limit all non-essential movement, the Bank encouraged customers to use electronic networks, building on their relationship of cooperation and trust. Piraeus Bank has invested heavily in remote service technology and IT infrastructure. Indicatively, retail customers can receive real-time, personalised customer service via video conference. Through winbank customers can also connect with financial advisors with experience in a wide range of insurance and investment products, no visit to a bank branch required. These products are also available to affluent customers, Small Businesses, freelancers, and self-employed professionals.

Compliance monitoring and enforcement (CME) mechanisms have been set up to ensure that the design, marketing, and distribution of new and existing products comply with existing laws and regulations, and the Code of Banking Ethics. The Bank provides the public with clear and accurate information about its products and services, with no false or misleading representation, no undue promotion or attempt to disguise product characteristics.

Retail Customers

The Bank aims to be the one-stop-shop banking destination for its individual consumers. In an environment of low interest rates, Piraeus Bank provides its customers with a range of alternatives for efficient and effective utilisation of funds. At the same time, the Bank provides innovative financing solutions designed to address the immediate and long-term needs of customers. The Bank continuously upgrades its digital channels making electronic payments and online banking easier for consumers, with extended business hours and no branch visit needed. Piraeus Bank retail banking business model is customer-centric; trained financial advisors provide tailored customer service and advice to customer segments sharing common characteristics and needs by matching the customer segment to the value proposition. Retail Customers have access to the following benefits:

1. Service by dedicated relationship officers in comfortable meeting rooms, based on customer profile and dynamics.
2. Personalised pricing for a range of products and transactions.
3. Access to various products and transactions through the Bank's digital channels.
4. Targeted commercial propositions, based on customer profile and preferences
5. Personalised financial planning.

Corporate Customers

Piraeus Bank has a strong presence and leading expertise in corporate banking. The Bank's value offering to Corporate Customers includes a range of banking products and services, with emphasis on supporting sustainable development and innovation. Relationship Managers are the main banking partners to corporate customers. With profound knowledge in industry sectors to provide services tailored to specific needs, Relationship Managers are charged with maintaining personal relation-

ships with corporate customers and supervising all PBG-client interactions. Service to corporate customers is provided through four segments.

The Large Corporate segment contains five (5) specialised groups, responsible for the development and management of relationships with companies operating in the following industries: Construction, Energy, Basic Metals, Oil, Health, Industry, Food, Telecommunications and Tourism. These groups aim to provide corporate customers with a comprehensive range of banking products and related financial services offered by the Piraeus Bank Group. The main goal of the segment is to increase sales to existing customers and to attract new customers from all productive sectors of the economy.

Through the Structured & Shipping Finance segment, Piraeus Bank provides tailored financing to customers for new investments in key sectors of the Greek economy, such as energy and infrastructure (project finance), real estate finance and hospitality projects and shipping finance. Structured & Shipping Finance provides structured finance to Special Purpose Vehicles (SPVs) created to undertake a particular project or to acquire specific assets, on the basis of the expected cash flows of these projects and/or assets.

The Small and Medium Enterprises segment offers high-quality products and services to cover all the business needs of SMEs and effective solutions to meet business opportunities and challenges.

Regarding Agricultural Banking, Piraeus Bank has set up Agricultural Entrepreneurship Centres, charged with building and managing working relationships with Agricultural Cooperatives, Agricultural Corporate Partnerships, Groups, Producers' Organisations, and other cooperatives. Piraeus Bank has three Agricultural Entrepreneurship Centres (North, Central and South Greece) and Agricultural Banking Relationship Managers in the capitals of all the major prefectures. Agricultural Banking Relationship Managers work closely with the customers to provide them with credit facilities and deliver high-quality customer service and tailored financial services. As part of its holistic approach to business, Piraeus Bank offers more than financing; it offers comprehensive support to agricultural cooperatives and partnerships, assisting them with their operating cycle and their investment plans.

Protection of Personal Data

Piraeus Bank has taken the measures required by the legal framework, having implemented appropriate technical and organisational measures and necessary safeguards for the lawful collection, processing, and retention of personal data. The Bank commits to protect personal data against disclosure, loss, alteration, misuse, or any other unauthorised access.

As of 2020, the Piraeus Bank Data Protection Office, which supports the Data Protection Officer, has seven (7) employees, and is charged with helping both the Bank and Piraeus Financial Holdings comply with GDPR requirements.

Policies and Processes

Piraeus Bank applies and complies with the General Data Protection Regulation (GDPR) in all its operations. Its Data Privacy Policy defines the GDPR clauses applicable with regard to personal data processing, including the purpose for processing, lawful adherence, and the rights of data subjects and the exercise of these rights. The processes describe and provide guidance on all the necessary actions regarding the security and protection of personal data, the management of the processors, the management of the processing files, as well as the case of violation of personal data.

Following the demerger and the creation of Piraeus Financial Holdings and Piraeus Bank as its subsidiary, the Data Privacy Policy was updated to reflect the changes that took place in its operation.

Automation of Data Protection Office tasks

The APPIAN data subject access request management application was used throughout 2021 following the successful test phase in the previous year.

Notification of a personal data breach

In 2021, same as in 2020, Piraeus Bank did not receive any substantiated complaints/grievances/reports regarding customer privacy violations. No data leaks, thefts, or loss were identified.

The Bank's efforts paid off. Its policies, processes, the existing security systems, and the GDPR staff awareness training resulted in the Bank achieving its goal for zero data breaches caused by the Bank.

Data subject access requests

In 2021, Piraeus Bank managed approximately six hundred and forty-seven (647) data subject access requests (DSARs) and extrajudicial requests; most of the requests were made by data subjects withdrawing consent to data transfer to a debt collection agency.

In addition, in 2021, Piraeus Bank received 358 DSARs for recordings of telephone calls, up 55% from 195 DSARs in 2020. This increase is due to the increase in incidents of fraud and phishing through social engineering.

In addition, the Data Protection Office received approximately 150 DSARs by e-mail that were not related to personal data; these were forwarded to competent Bank Units to handle.

It is noted that all DSARs were addressed within a set timeframe, as per the GDPR.

Customer Complaints Management

Some of the DSARs handled by the Data Protection Office are forwarded by the Customer Complaints Service (CCS) of the Group's Organisation; in these cases, the complaints lodged include GDPR-related issues. The Data Protection Office handled 229 such requests.

No breach of personal data was identified from the investigation of complaints forwarded by the customer complaints service.

Requests by the Hellenic Data Protection Authority

In 2021, Piraeus Bank received fourteen (14) requests from the Hellenic Data Protection Authority, which were handled within the prescribed period.

Product Review/Marketing Campaigns

The Data Protection Office participated in 63 Product Working Group meetings to review new products/services and/or to modify existing products/services, thus ensuring implementation of one of the GDPR's fundamental principles, Privacy by Design.

146 processing manuals from the Group's Organisation were reviewed for GDPR compliance.

The Data Protection Office reviewed at least 452 requests for marketing Piraeus Bank products/services, to ensure GDPR compliance.

Contracts/Agreements with Processors

Piraeus Bank strictly complies with all directives and statutory requirements applicable when issuing new data processing agreements

and renewing existing data processing agreements. The Bank incorporates the Supplementary Agreement and Questionnaire for Data Processors in its standard Data Processing Agreement (DPA), in accordance with the principles of the GDPR. The Data Protection Office reviewed 136 contracts for GDPR-related issues.

Record of processing activities

As a Controller and a Processor of personal data the Bank maintains a record of processing activities.

This record is to be used as an accountability instrument, as required by GDPR Article 30. The record is an inventory of the data processed by all Business Units.

As part of the ongoing compliance and monitoring of Piraeus Bank's record of processing activities, in 2021, a project was initiated to update the records in all the Business Units involved in data processing. The project is expected to be completed in 2022.

In all the records of processing activities, Piraeus Bank thoroughly examines the recorded lawful bases for processing, to ensure that there is a strong and valid legal basis for each and every instance of data processing.

Data privacy notice

Piraeus Bank communicates with data subjects before sharing their personal data with third parties.

In 2021, in the context of the Sunrise 1 and 2, Iris, Dory, and Istros NPE securitisations, the Bank informed data subjects in writing (personalised mail), through press releases and via the Bank's website.

Important projects

In 2021, important projects were carried out in the context of the Bank's strategic planning and corporate transformation, to maximise effectiveness and efficiency and to accelerate the cleaning up of its balance sheet.

Piraeus Bank's Data Protection Office actively participated in all the projects, dealing with GDPR-related issues and with managing and protecting the rights of the Bank's customers.

Obtaining and managing consent

The customer consent mechanisms in place have been running smoothly since 2018.

There are four (4) channels for receiving and managing consents, namely: the branch network, e-banking, the call centre, and the ATM network.

At the end of 2021, 4.4 million out of Piraeus Bank's 6.2 million customers have responded to the request for consent to receiving marketing messages or promotions. 3.2 million have expressed clear affirmative action to receiving marketing messages or promotions about Piraeus Bank products/services. 1.2 million customers do not want to receive marketing messages or promotions.

1.9 million customers have not responded to the request and are treated as not having consented to receiving marketing messages or promotions, the Bank protecting their rights and freedoms.

Bank Employees

In 2021, live video conferencing was used (as part of the measures taken to prevent the spread of coronavirus) to explain the concept and scope of personal data protection to the Bank's Regional Managers and Branch Managers. The idea is that management sets the tone at the top and should emphasise the importance of the protection of personal data to all branch employees that may interact with such data.

Bank participation

Piraeus Bank participates in the Hellenic Bank Association Committee responsible for ensuring compliance of the Greek Banking System with the GDPR.

It follows that Piraeus Bank applies the appropriate technical and organisational measures to ensure the protection and security of the personal data of its employees, customers, and associates/partners.

Customer Complaints Management

Piraeus Bank recognises the importance of two-way communication between the Bank and its customers and endeavours to build long-term business relationships, based on trust. A critical part of maintaining a strong business relationship involves the resolution of issues that may arise when failing to meet customer expectations or when settling out-of-court disputes. Piraeus Bank's complaints handling policy is aligned with the legal and regulatory framework, at national and international level (BoG Executive Committee Act No. 157/1/02.04.2019 and guidelines on complaints-handling issued by the Joint Committee of the European Supervisory Authorities). The aim is to adopt a common corporate culture regarding customer complaints management, to raise staff awareness and to implement a single "Complaint Handling Mechanism". At the same time, the Bank aims at improving its products/services and processes, by following-up on the root causes of complaints.

The "Complaint Handling Mechanism" is easy to use and provides customers with information about alternative dispute resolution (ADR) mechanisms, and real-time information on the progress of the complaint. The process operates on a common set of principles: equal treatment, immediacy, respect, objectivity, and transparency. When handling complaints the Bank looks for a "fair" solution, safeguarding data protection and privacy. The written response by the Customer Complaints Service constitutes the Bank's final position, which takes into account all processes and business decisions. If customers are not satisfied with the outcome of their case, they are informed of the possibility of submitting their complaint to the Hellenic Ombudsman for Banking-Investment Services (H.O.B.I.S.) or to Alternative Dispute Resolution Agents.

In 2021, 6,252 customer complaints were submitted, of which 93% were submitted to the Bank and 7% were filed at Alternative Dispute Resolution Agents (ADRs) and the General Secretariat of Commerce and Consumer Protection (Public Authority).

The following table shows total complaints submitted compared to a year ago:

Number of Complaints					
	Year 2021	%	Change %	Year 2020	%
Direct submission to the Bank	5,790	93%	6%	5,470	92%
Submission to Alternative Dispute Resolution Agents	462	7%	-7%	499	8%
Total	6,252	100%	5%	5,969	100%

The Bank is required by law to respond in writing to the complainant, within 45 calendar days of the receipt of the complaint/grievance. 95% of the complaints/ grievances were resolved within the above time limit. The time for resolving complaints needed to be extended for the remaining 5% of the cases, due to complexity of the issue and complainants were informed that more time was needed. However, the Bank makes every effort to resolve any disputes as soon as possible, resulting in an average response time of 17 calendar days for 2021.

To ensure that complaints are handled in accordance with the terms of the complaints handling policy and the institutional framework, a range of system control points have been introduced at all stages of the complaint handling process. New system deployments and tools are used to monitor performance and efficiency of the pro-

cess. In 2021, a series of measures were implemented to improve the services provided and to adapt the rules of procedure for reporting obligations, in accordance with the BoG Executive Committee Act 191/23.07.2021.

Apart from the effective management of complaints, the Bank aims to use the information collected to deal with any recurring issues, to address potential operational risks and to continuously improve every point of contact and interaction with customers. Root cause analysis is used to improve the management of complaints. The Complaint Handling Mechanism contributes to adapting processes to changing conditions, to upgrading internal systems and to improving customer experience. The table below shows the improvement actions during 2021.

	Improvements actions	
	Themes	
Status	Modification of procedures/ instructions/forms	System improvement
Completed	13	8
In progress	5	11
Under examination	9	6

Corporate Communication and Marketing

Group Marketing, Customer Experience & Loyalty planned marketing and advertising campaigns for the Bank's products and services.

Consistent with the Bank's corporate identity, a customer-centric culture and a personalised approach was used in all corporate communications.

By listening to customer needs, and embracing the Bank's Vision and Values, the Unit successfully collaborated with all interested parties, in a structured framework, to maintain and develop existing, long-term relationships of trust with its shareholders, customers, employees, and other stakeholders, and to cultivate new business relationships.

At this moment in time with numerous factors transforming the world, touching every corner of society, and shaking the global economy, the Unit takes on the vital role of promoting the Bank's communication strategy towards a more active and socially and environmentally responsible attitude towards society. With a sense of responsibility, the Unit undertakes to promote Sustainable Banking with social implications, pioneering the idea of sustainability, a precondition for the sustainable future of humanity.

Corporate Communication

In 2021, Piraeus Bank rendered its corporate slogan in English "EMBRACING TOMORROW", which is in line with its Sustainable Banking communication strategy, which touches upon the economic, environmental, and social pillars of sustainability.

Athens International Airport (IAA) was selected as the most suitable spot for launching the English slogan. At a time when measures restricting the freedom of movement were lifted, the airport was the ideal place for Piraeus Bank to show an international audience that it is taking on a more active and responsible role in the transition

towards an environmentally sustainable economy and society.

The prints are exhibited at different areas within AIA lounges, in international departures/arrivals and domestic departures/arrivals. Using 3D technology, the prints blend in with the surrounding area, giving visitors the feeling of an optical "Illusion". The verbal elements enhance the visual art, promoting a message of stability, optimism, and support for "tomorrow".

Advertising and marketing campaigns

In 2021 the Unit designed and implemented 29 advertising campaigns to promote the most important initiatives and products developed during the year. Communication campaigns were also implemented, to commemorate the bicentennial of the Greek Revolution of 1821. In addition, a campaign was implemented targeting the Greek diaspora.

To steer the Group's ESG strategy and its Vision for responsible banking and environmental protection, the Unit redesigned the Bank's cards. The Bank opted to issue cards, with a unique environmentally-friendly feel and modern portrait orientation. This campaign was of strategic importance for Piraeus Optimum, the innovative investment portfolio product. With the support of the specialised branch executives or through winbank web banking, investors can choose their investment profile, select a portfolio that best meets their personal needs and their investment goals. In addition, a mortgage marketing campaign was created to capitalise on increasing market demand for mortgage products, focusing on interest rates, and on the Bank's strong point, preferential and personalised pricing.

In addition, advertising and marketing campaigns were launched for sports credit cards included in the Bank's product portfolio. As part of its cooperation with the Hellenic Athletics Federation (SEGAS) a series of campaigns and events were organised in support of the Half Marathon and the Athens 2021 Authentic Marathon.

Digital marketing

Social Media

Piraeus Bank's presence on social media platforms:

1. Piraeus Bank Facebook page: 78,422 followers (3% increase vs 2020), 616 posts.
2. winbank Facebook page: 64,062 followers (5% increase vs 2020), 270 posts.
3. yellow loyalty programme Facebook page: 94,812 followers (at 2020 levels), 277 posts.
4. Piraeus Bank LinkedIn page: 66,103 followers (10% increase vs 2020), 490 posts.
5. Piraeus Bank Twitter: 7,175 followers (3% increase vs 2020), 501 tweets.
6. Piraeus Bank YouTube channel: 11,200 followers (12% increase vs 2020), 168 new videos and 13,400,000 views (73% increase vs 2020).

The Bank's 16 Social Media channels have 341,809 followers. In 2021, 2,302 posts were made, with 256 million impressions (16% increase vs 2020), and a reach to 7.1 million unique visitors (30% increase vs 2020).

Online campaigns

In 2021, there were a total of 1.6 billion views (7% increase vs 2020) of advertising campaigns across digital media (Programmatic, social media, Google) and 50.6 million views of advertising videos (42% increase vs 2020).

Piraeus Bank's website analytics:

1. *piraeusbank.gr*: 32 million page views by 6 million unique visitors.
2. *projectfuture.gr*: 191 thousand page views by 142 thousand unique visitors.
3. *blog.piraeusbank.gr*: the Bank's new blog hosts content related to products, services, and activities. 265 thousand page views by 221 thousand unique visitors.

Websites management team

The Websites Management team is responsible for managing all the Group's websites.

Throughout 2021, the team promptly updated the content of the websites, creating customised landing pages to promote products and services.

User experience

The User Experience team participated in a number of projects falling under the Bank's ACT Transformation Plan. The team conducted Heuristic Evaluation, interviews, usability workshops, User Testing, and other usability inspection techniques, to measure the usability of user interfaces. The team used their findings to design and implement user-friendly applications and to upgrade existing applications on the Bank's digital channels.

CSR Programmes

As part of its CSR programme, which lies at the heart of Piraeus Bank Group's philosophy, in 2021 the Group and its insurance partner NN Hellas renewed their support to the childcare work of "Apostoli", the

NGO of the Holy Archdiocese of Athens.

Financial support through the Smart Move insurance plan amounted to €5,325, with an equal contribution made by NN Hellas.

Loyalty

The Loyalty team remained committed to strengthening the Bank's customer-centric culture. The team is concerned with expanding the customer base and delivering great customer service, always striving for the best. The yellow Rewards Programme reaches out to over 40% of the Bank's active clientele. In 2021 Loyalty launched the yellow app mobile app. The yellow business Rewards Programme includes more than 70,000 small businesses, freelancers and self-employed professionals.

yellow Rewards Programme

The yellow Rewards Programme retained its status as one of the most successful Banking and other commercial loyalty schemes and was a reference point for the brand equity of Piraeus Bank.

Membership of the yellow Rewards Programme is steadily growing, with more than 2.3 million members so far. At least 90% of the members live the total yellow experience, using Piraeus Bank products and services to collect yellows and redeem the points collected. At the same time, 50% of members redeemed yellows at the 50 yellow Rewards Programme affiliated merchants, in a physical or an online store.

In addition, in 2021, more banking practices were included in the programme, and new merchants joined. As part of the "Shopping in the Neighbourhood" Programme, 12,000 new yellow redemption points were acquired throughout the country. Last, in cooperation with the Bank's Product Units and the Programme's affiliated merchants, more than 60 marketing and advertising campaigns were rolled out, of which 15 were broadcast on television.

yellow app

In 2021, the yellow app, the yellow Programme's digital footprint, was upgraded. The application introduced yellow members to the digital world of the yellow Programme, with a fundamental membership value proposition, which allows for a personalised mobile experience, and a new dynamic capability and marketing strategy for the Programme and the Bank, resulting in the best user experience.

yellow business Rewards Programme

A year after its launch, yellow business rewards programme, pioneering and innovative by Greek standards, has achieved impressive results both for the Bank and for its members. The +70,000 companies-members of yellow business benefit on a daily basis, earning and redeeming yellows, while enjoying exclusive business offers from other affiliated merchants of the Programme, such as Shell, Public, IRON, AVIS, etc. In addition, the member companies can also participate as yellows redemption points in the "Shopping in the Neighbourhood" initiative and benefit from the influx of new customers and increased turnover.

In 2022 the Loyalty teams aims to enrich the ways of rewarding yellows, focusing on Small Businesses, freelancers, and self-employed professionals, to develop functionalities for the yellow mobile app, and to expand the network of Partner Businesses with additional large brands in the Greek market.

Branch marketing management

Branch marketing management plus (BMMplus)

The BMMplus dashboard, the Bank's two-way marketing communi-

cation channel for promoting products and services, played a part in helping branches to build their own images:

1. Production and distribution of essential marketing material only.
2. Reduction of the bank's carbon footprint.
3. Effective branch-based marketing.
4. Minimisation of branch employee time spent on providing information.

The BMMplus application was very effective in taking in the national guidelines to contain the spread of Covid-19; information on the protection measures for customers and employees were posted and updated regularly, ensuring the uninterrupted operation of the branches.

The overall environmental performance over the period 2014–2021:

1. 1,980 trees were not cut,
2. 99 tonnes of CO₂ were not released,
3. 83 tonnes of paper were not consumed, and
4. 4.3 million litres of water were saved.

The Trade Marketing & SB Management – Innovation Centre teams are working towards optimising customer experience, reducing the cost of marketing material, as well as the Bank's environmental footprint. In this context the teams are coordinating the actions that will lead to the gradual digitisation of internal branch communication. Marketing material will be put on display and made available to the customers with the use of new technologies, contributing to the Bank's image as a pioneer and reducing its environmental footprint.

Initiatives targeting specific customer segments

The Bank's communication and marketing included campaigns and initiatives for specific customer segments:

An advertising campaign was launched to promote the Piraeus Bank Private Banking brand and values, with “High Standard Experience” as its motto. Banners were put up at the Athens International Airport Eleftherios Venizelos and advertisements were placed in private banking press. Fact sheets and newsletters were created on the international trends in Private Banking. An investment marketing plan was implemented through Piraeus Bank's LinkedIn.

The Private Banking site was redesigned to reflect its customer-centric philosophy; it now hosts new and innovative solutions for customers. The template and technical implementation follow the most recent web development specifications. The modern web layout connects visitors with the content they are looking for, leading to a more effective user experience.

PR initiatives included the creation of the fifth premium edition of Private Journal exclusively for Private Banking clients, and the production of promo material to strengthen customer loyalty and to develop new partnerships.

Corporate communication was created to promote and raise awareness on the Piraeus Asset Management MFMC brand. The communication reflects the company's multi-faceted dynamics to meet the needs of its customers, and its leading position in Greece in the areas of asset management.

Check In Class

The “Check In Class” marketing campaign supported by Branch Network Marketing, continued in 2021 at 77 public and private academic

institutions – adapting to the changed circumstances caused by the pandemic. Built on the premise of “Rewarding student attendance at the Academic Institution in which they are studying” and their participation in distant learning (Check In e-Class), the mobile app aims to improve the financial literacy of students and provides information about the Bank's Loyalty programme. 121,454 students participated in this campaign, and 28,280 visits were made to 278 branches.

The “Check In Class Notes” application, with the app slogan “You become great when you share knowledge”, gained attention in 2021 due to the pandemic. The application provides students with the ability to share course notes and material with other app users, receiving Note-Points that they can convert to yellows. This note sharing app generated interest, with more than 15,000 course notes shared between students-users. This note sharing app generated interest, with three (3) out of four (4) students registering for Piraeus Bank's reward programme.

The Check in Class supported Retail Banking and Branch Network targets. The Bank's corporate image and reputation was high in 81 cities with a large student presence; the 2021 Customer Satisfaction Survey shows a strong relationship between students and Piraeus Bank. A TRI*M Index of 90 shows that students are the customer segment with the highest customer satisfaction.

Shopping in the Neighbourhood: Support Programme for Small Businesses

The “Shopping in the Neighbourhood” programme, which is part of the Bank's initiatives to support small local businesses, continued in 2021. In collaboration with the Hellenic Confederation of Commerce and Entrepreneurship (ESEE), the Bank uses this programme to support small businesses through the adversity of the times, and to help them modernise and evolve.

As of 2021, 25,000 businesses have enrolled in the programme and are now members of a “community”. Participation in the “community” offers multiple benefits, such as covering operating expenses by drawing lots, product advertising using the programme's marketing means, and the possibility of redeeming yellows. Consumers also enjoy significant benefits, such as a refund of the purchase price by drawing lots for transactions in participating businesses.

In 2021, more than 13 million transactions were made at affiliated merchants, 47 affiliated merchants received €1,000, and 4,700 consumers received a refund of the purchase price.

Customer insights

Transactional Surveys

Working towards improving customer experience, Piraeus Bank systematically conducts transactional telephone surveys, using the Voice of the Customer methodology, and from mid-2021 has started their gradual conversion into online surveys via e-mail. The Voice of the Customer (VoC) team measured the experience of more than 19,000 Retail Banking customers at 14 customer touch-points (Moments of Truth). Customer experience during their interaction with the Bank was recorded as positive, as the CX KPIs (Customer Satisfaction, Customer Effort) were maintained at high levels.

2021 Awards and Distinctions

Piraeus Bank won several awards and distinctions for its marketing, communication and public relations initiatives:

Event	Category	Award/Distinction	
Loyalty Awards 2021	Best Use of Rewards & Incentives	GOLD yellow – Bank wide loyalty	
Loyalty Awards 2021	Best in-house Loyalty Team	GOLD yellow Loyalty Team	
Loyalty Awards 2021	Best B2B Initiative	SILVER yellow business	
Loyalty Awards 2021	Banking	SILVER yellow, top performer and love brand	
Loyalty Awards 2021	Most Innovative Initiative	BRONZE yellow business	
e-volution awards 2022	Mobile app	SILVER yellow app	
Loyalty Awards 2021	Best CSR	GOLD Shop in the neighbourhood	
Loyalty Awards 2021	Best B2B Initiative	SILVER Shop in the neighbourhood	
Loyalty Awards 2021	Best Marketing Campaign, Best Use of Brand Advocates	SILVER Shop in the neighbourhood	
Loyalty Awards 2021	Best Initiative During Covid-19 Crisis	SILVER Shop in the neighbourhood	
Loyalty Awards 2021	Banking & Insurance	SILVER Shop in the neighbourhood	
Hellenic Responsible Business Awards 2021	2.3 Promoting Entrepreneurship	SILVER Shop in the neighbourhood	
Ermis awards 2021	Production of Advertisements Banking/Insurance/Financial Products/Services	ERMIS GOLD Shop in the neighbourhood	
Boussias Communication	Csr-Charity event	BRONZE “SUSTAINABLE BANKING: FUNDING TOMORROW” – Digital Sustainability event	
Digital Marketing Awards 2021	Best Tablet or Mobile Advertising	GOLD New yellow Mobile Application Campaign	
Digital Marketing Awards 2021	Best CSR Award	SILVER Project Future 6th Cycle	
Digital Marketing Awards 2021	Most Creative Native Advertising Campaign	BRONZE Shop in the neighbourhood	
Digital Marketing Awards 2021	Best Search Marketing	BRONZE Exoikonomo – Autonomo	
Social Media Awards 2021	1.3 Best in Finance & Insurance	GOLD Yellow Mobile Application	
Social Media Awards 2021	3.3 Best in Finance & Insurance	SILVER Stay safe, be a winner	
Social Media Awards 2021	2.4 Best Use of Stories	BRONZE Stay safe, be a winner	
Social Media Awards 2021	5.1 Best Implementation of LinkedIn	BRONZE Project Future 6th Cycle	
IAB Mixx Awards	09. SEARCH	SILVER Ongoing SEM Campaign Banking Products & Services	
IAB Mixx Awards	09. SEARCH	MEMBERS AWARD Ongoing SEM Campaign Banking Products & Services	
PEAK Awards 2021	Best Use of Video for Performance Purposes	BRONZE Piraeus Bank: Project Future 6th cycle	
PEAK Awards 2021	Best Media Efficiency Strategy	BRONZE Piraeus Bank: Mortgage loans	
PEAK Awards 2021	Best Media Efficiency Strategy	BRONZE Piraeus Bank: yellow app	

Customer satisfaction survey

Every year Piraeus Bank conducts a “Customer Satisfaction Survey” (CSAT) to measure its customers’ satisfaction with their banking experience. Customer satisfaction continues to be a priority for Piraeus Bank.

In 2021, KANTAR carried out Computer Assisted Telephone Interviewing (CATI) to measure customer satisfaction, administering a 12-minute survey to a sample of 15,350 active customers (natural persons, at least 1 transaction in the last 6 months), across the country. The survey was conducted in accordance with the codes of ethics of ESOMAR (European Society for Opinion and Marketing Research) and of SEDEA (Association of Greek Market & Opinion Research Companies), and the quality control specifications defined by PESS (Quality Control in Data Collection).

Overall customer satisfaction with Piraeus Bank remains relatively high, with enhanced preference over other banks, although both indicators seem to be stabilising at lower levels compared to the period before the pandemic.

Overall customer satisfaction is quite high, with 67% of the interviewees rating their experience with Piraeus Bank as “excellent/very good”, 24% as “good” and 7% as “average”, while only 1% rated it as “poor”. Eight (8) out of ten (10) Bank customers prefer Piraeus Bank “extremely/very strongly/strongly” over other banks.

Despite the continuing decline in branch transactions, customer satisfaction with branches is a strong determinant of overall satisfaction. Looking at individual indicators, “staff courtesy” and “staff expertise” indicators scored the highest. In terms of “providing comprehensive and transparent information”, 75% of customers rate the branch as “excellent/very good” and only 1% as “poor”. In addition, 76% of respondents rated the primary branch as “excellent/very good”.

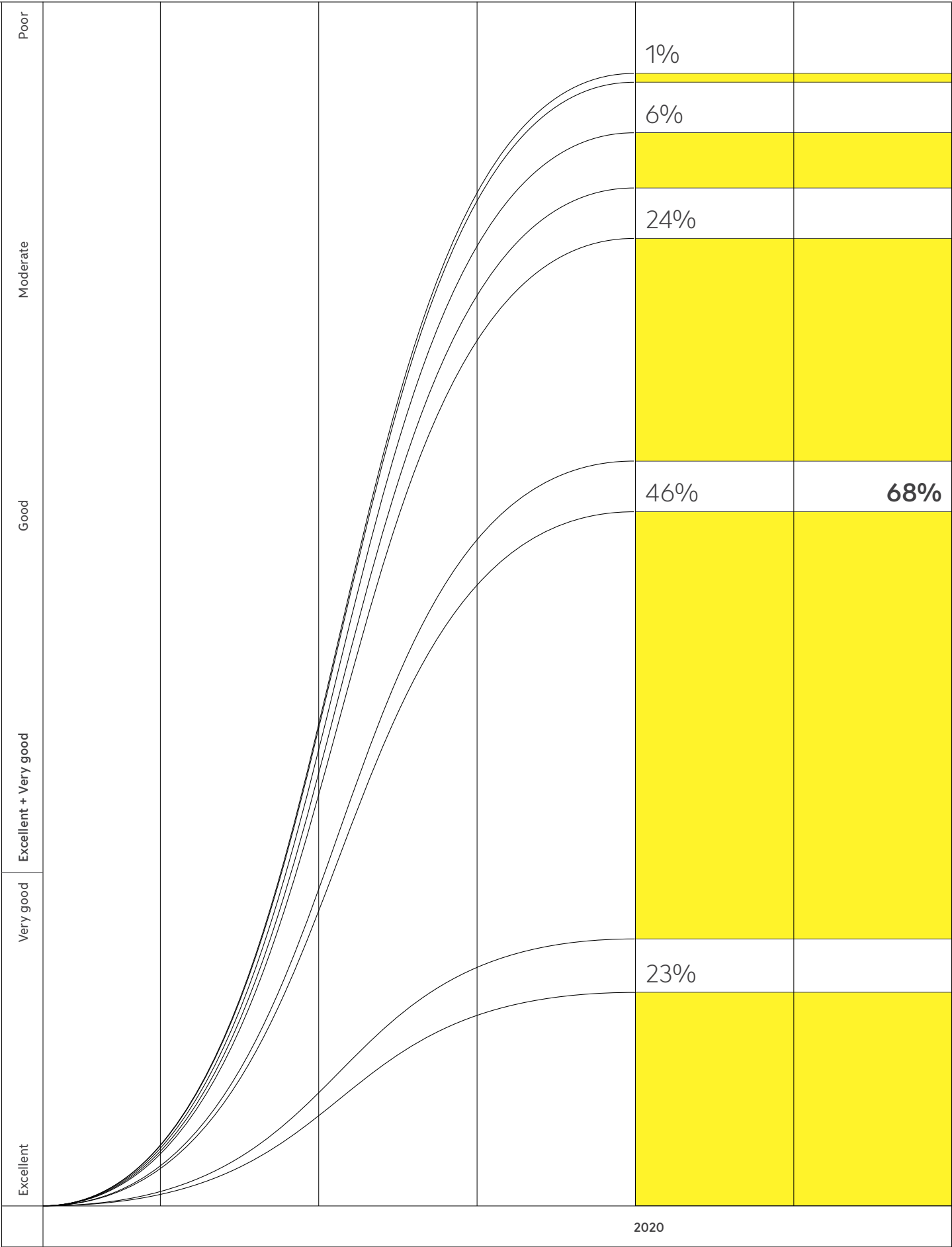
Use of digital channels has increased, with a high satisfaction level. Online banking customer satisfaction remains high, with nine (9) out of ten (10) customers rating the service provided as “excellent/very good”. Customer satisfaction with the mobile banking app also remains high, with 85% of mobile banking users rating the service provided as “excellent/very good”. Customer satisfaction with the e-branch also remains high, with 83% of e-branch users rating the service provided as “excellent/very good”.

In terms of CSR-related issues, customers consider the actions implemented by Piraeus Bank to be very important. Specifically, Piraeus Bank's initiative to support society and culture has a “very positive/positive” impact on seven (7) out of ten (10) customers in their dealings with the Bank.

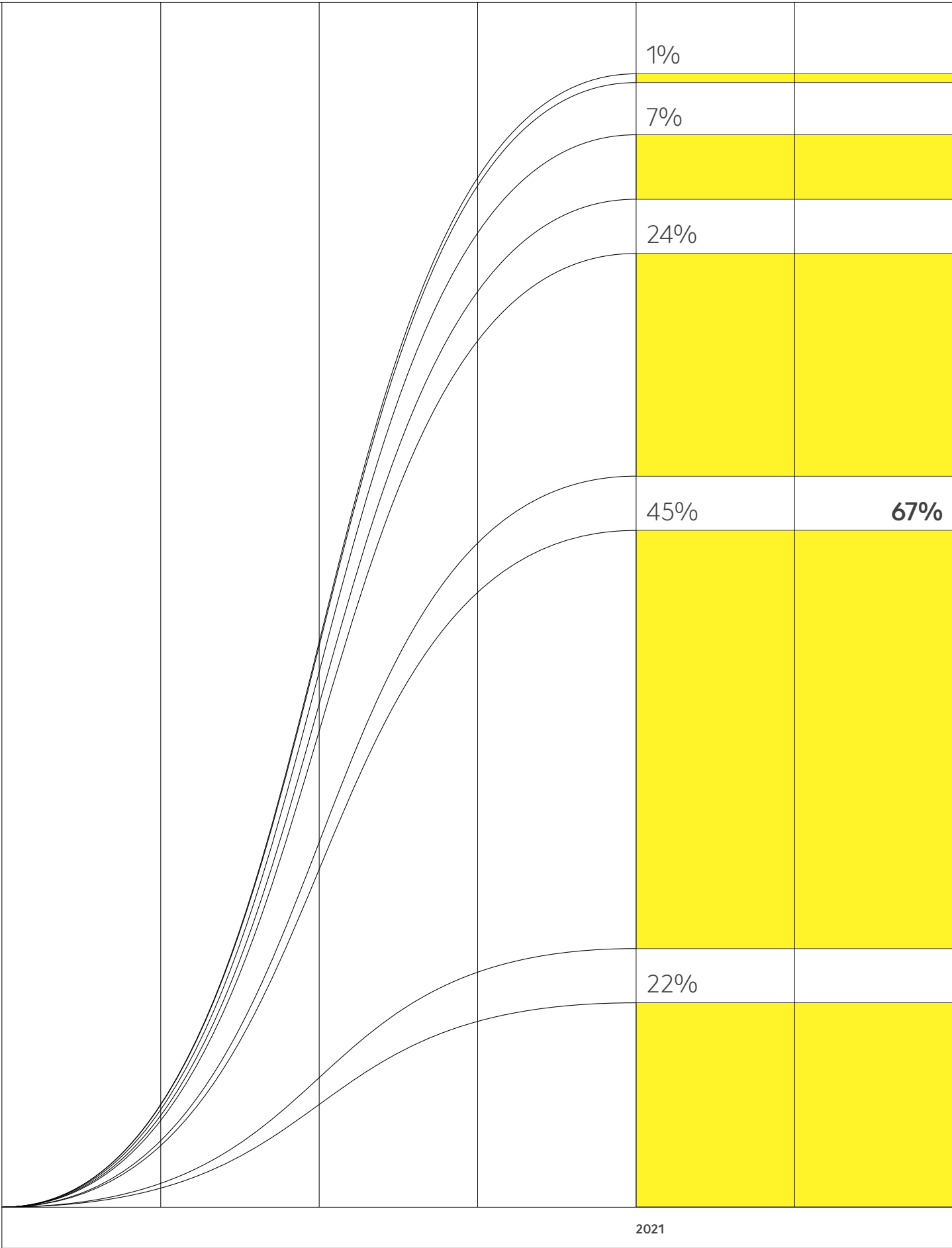
Finally, respondents were asked to identify areas for improvement in the level of the quality of service provided by the Bank. The suggestions were taken into consideration and are used to implement corrective actions.

In the following graphs, the percentages have been rounded to the nearest integer.

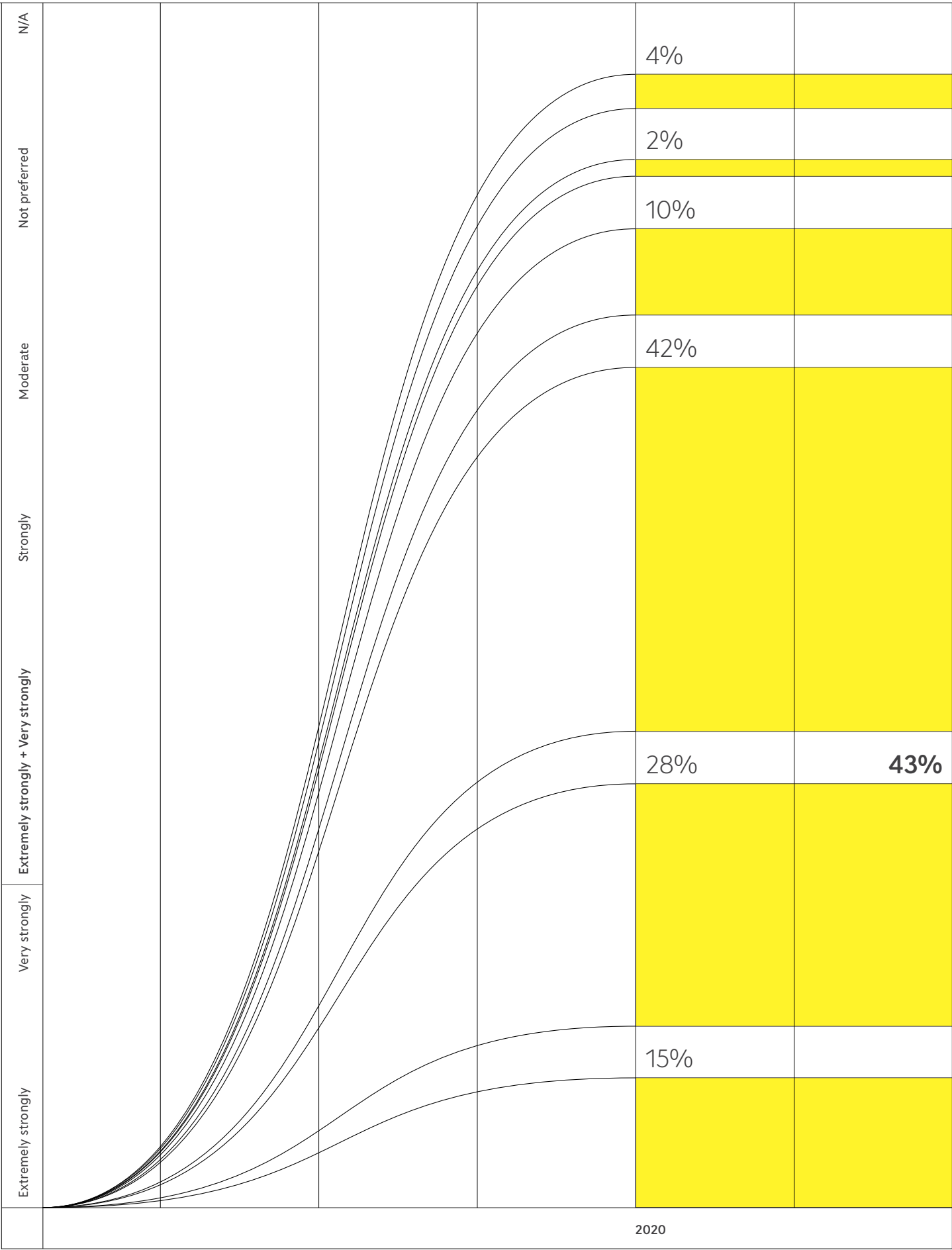
Assessment of Overall Customer Experience with Piraeus Bank



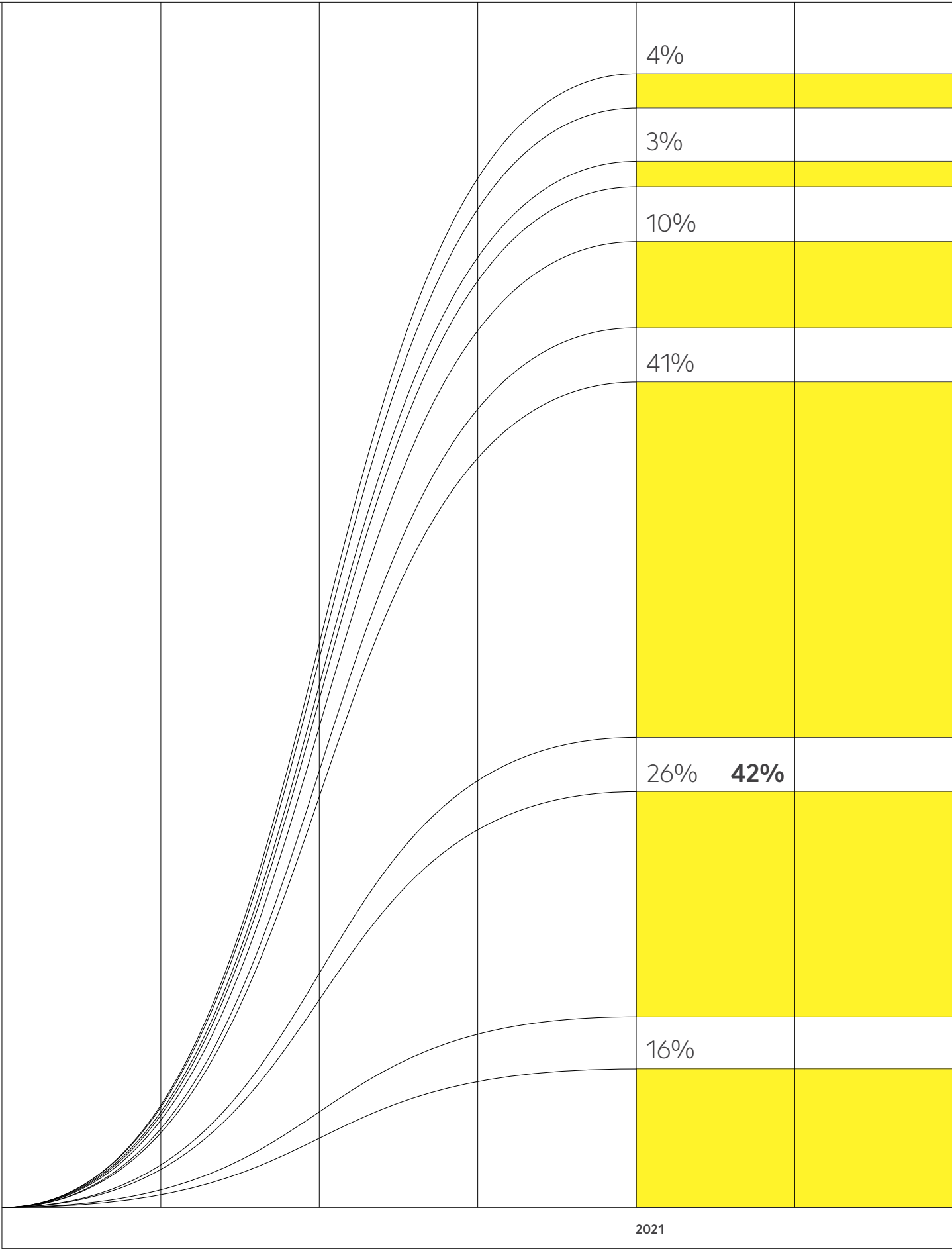
Question: How would you rate your overall experience with Piraeus Bank?
Base: All respondents (v₂₀₂₀ =15,352 , v₂₀₂₁ =15,350)



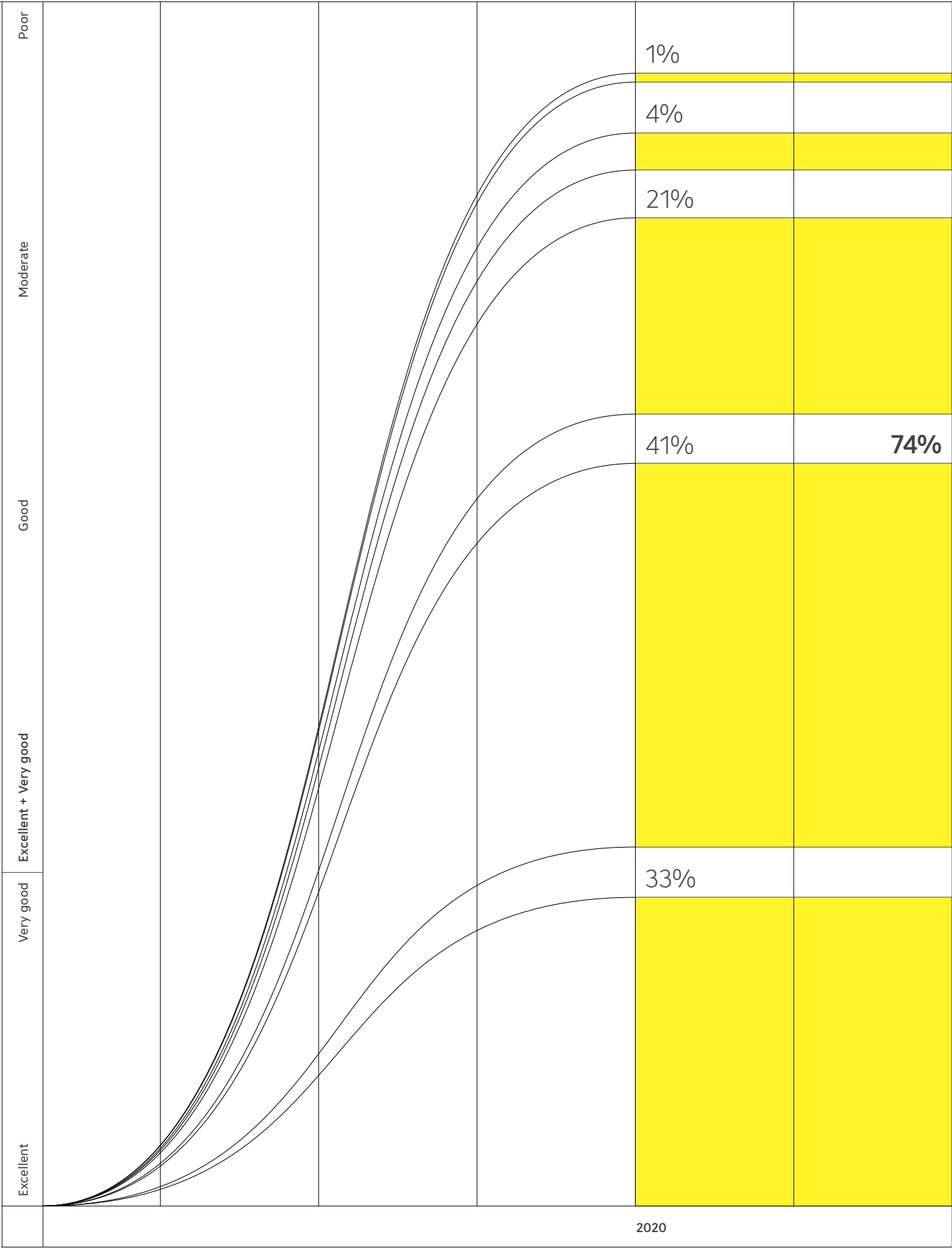
Degree of Preference of Piraeus Bank Versus Any Other Bank



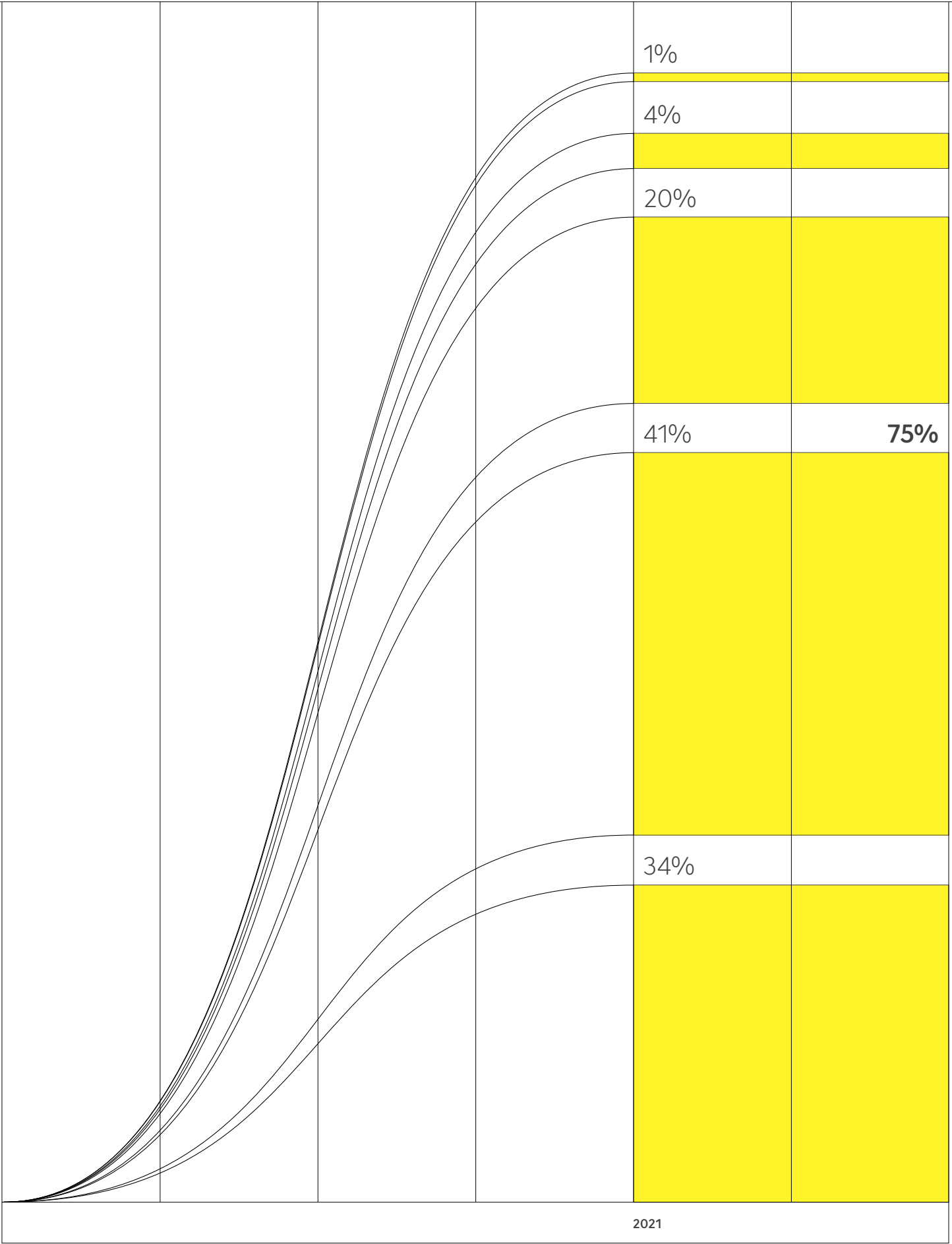
Question: How strongly would you prefer Piraeus Bank versus any other bank?
Base: All respondents (v₂₀₂₀ =15,352, v₂₀₂₁ =15,350)



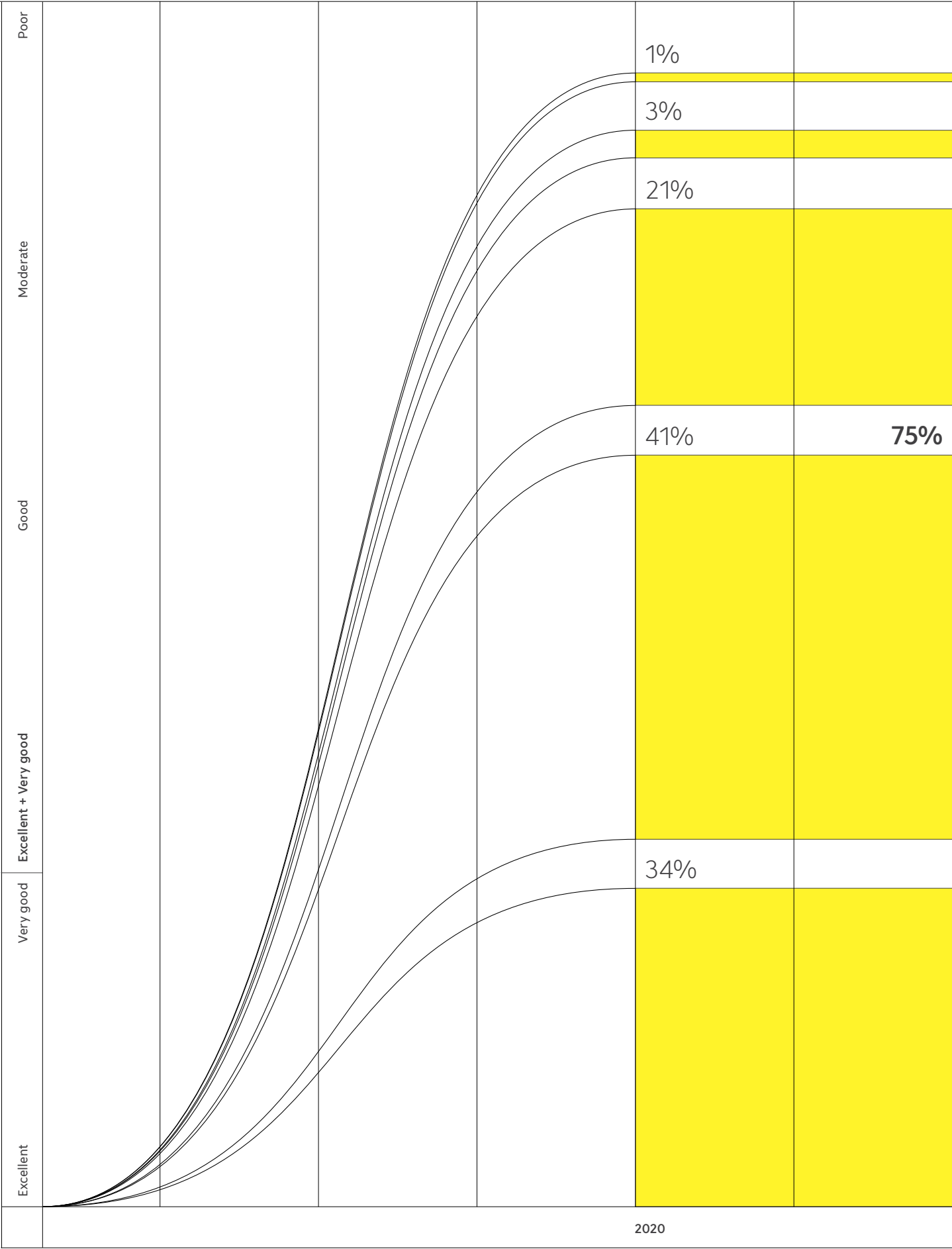
Providing Complete and Clear Information



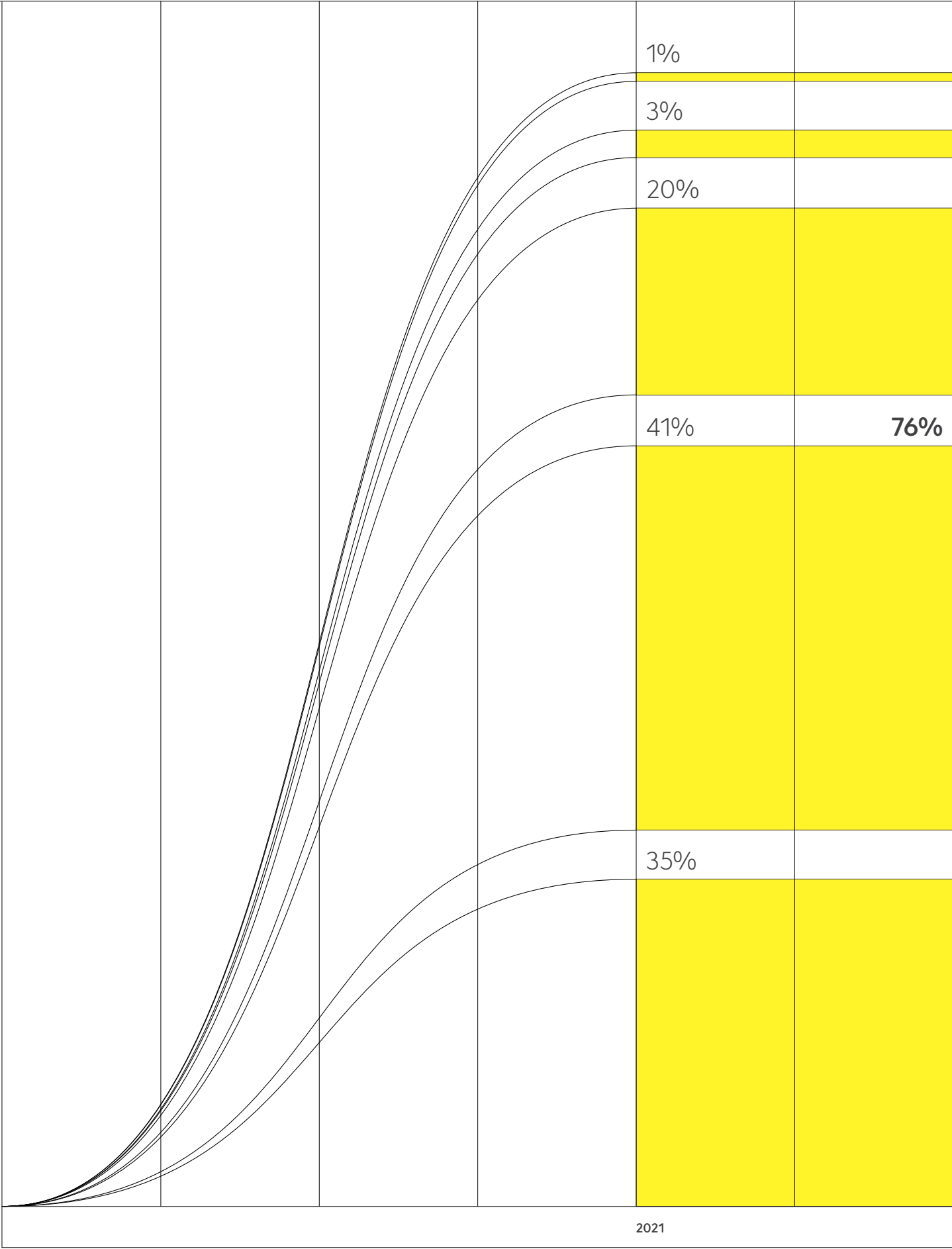
Question: How would you assess your primary Piraeus Bank branch as per the completeness and clarity of information it provides when initially discussing the terms of cooperation? Base: Respondents who mentioned that they have a primary branch (v₂₀₂₀ =15,341, v₂₀₂₁ =15,347)



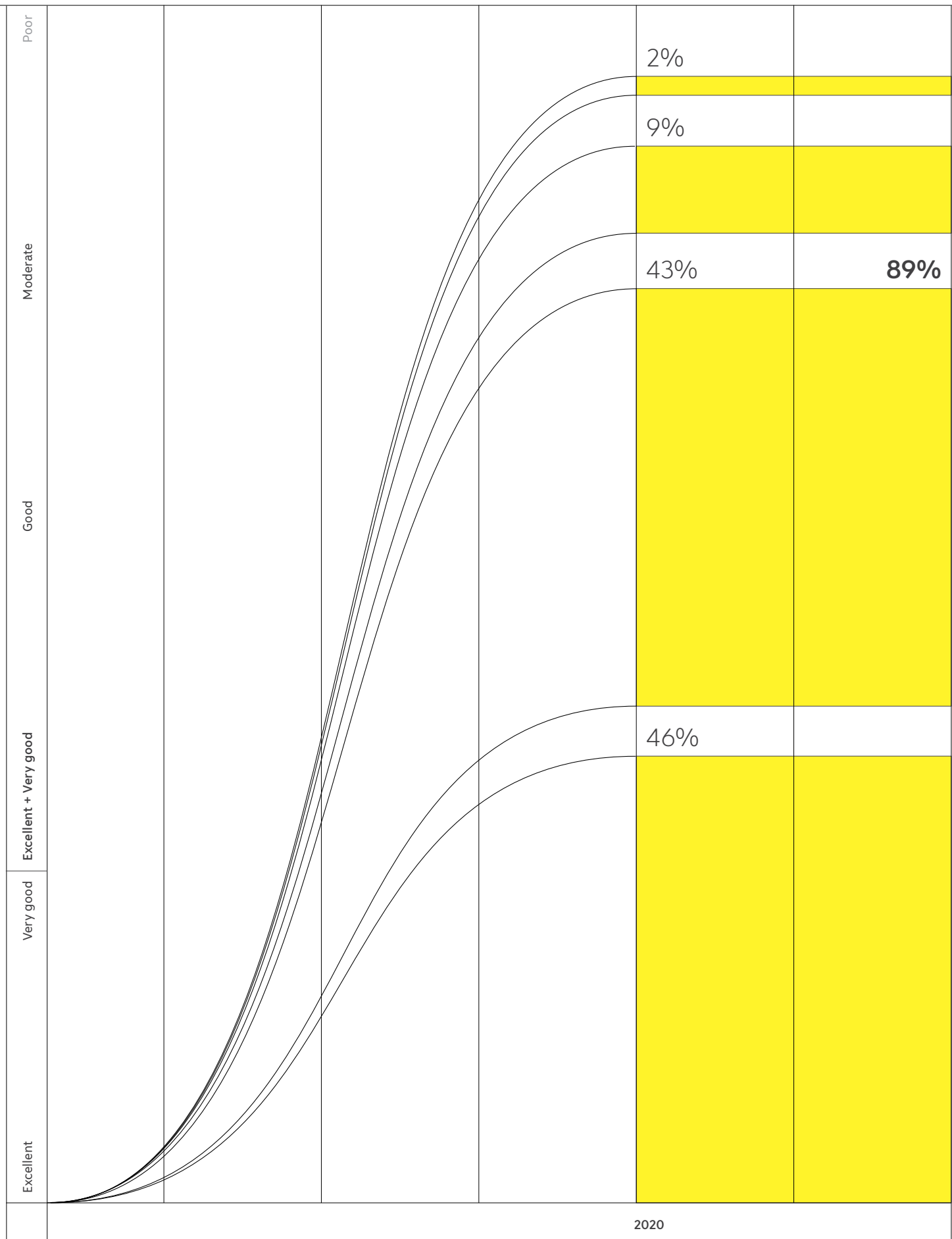
Deliver on Promises



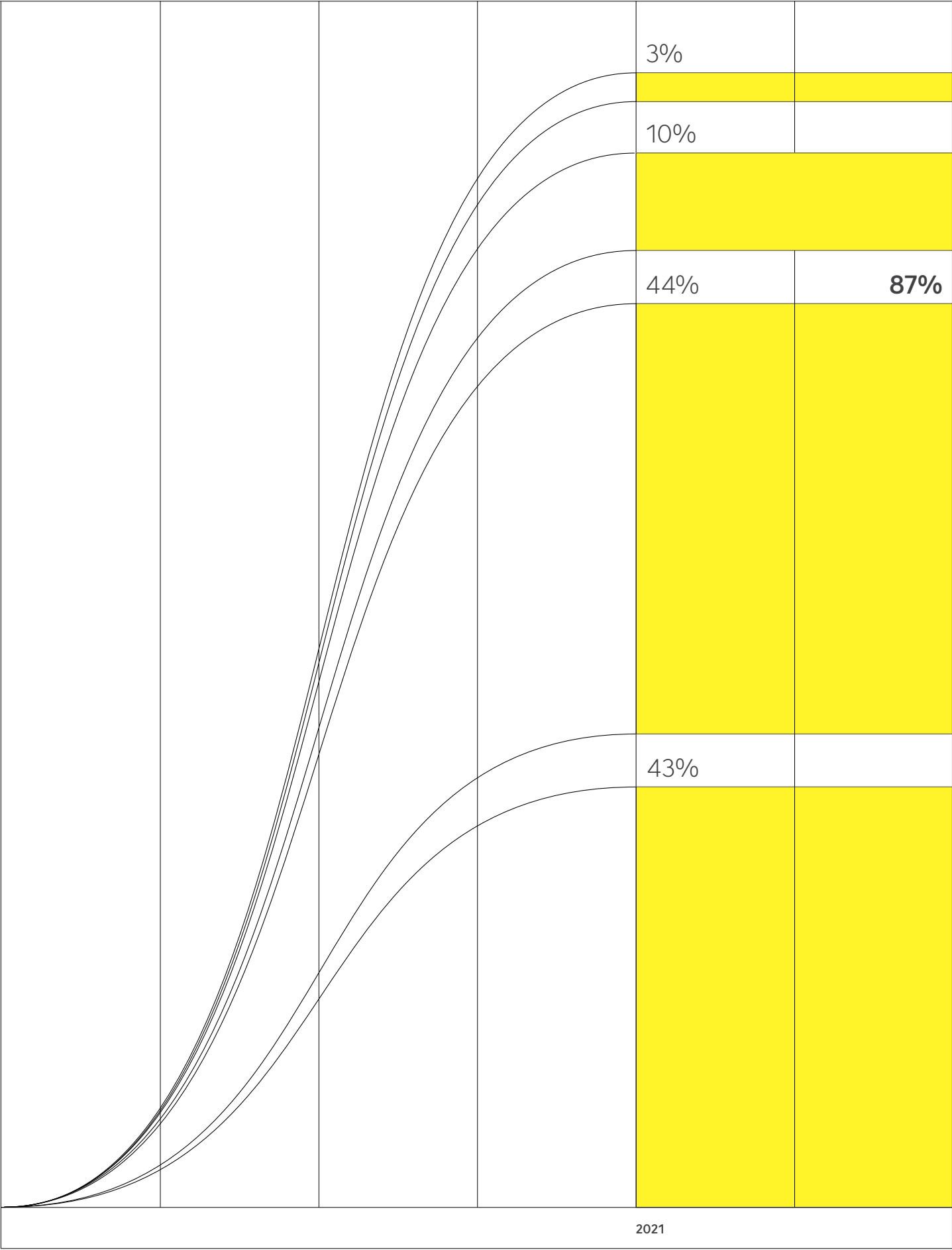
Question: How would you assess your primary Piraeus Bank branch upon delivering its promises?
Base: Respondents who mentioned that they have a primary branch (v₂₀₂₀ =15,341, v₂₀₂₁ =15,347)



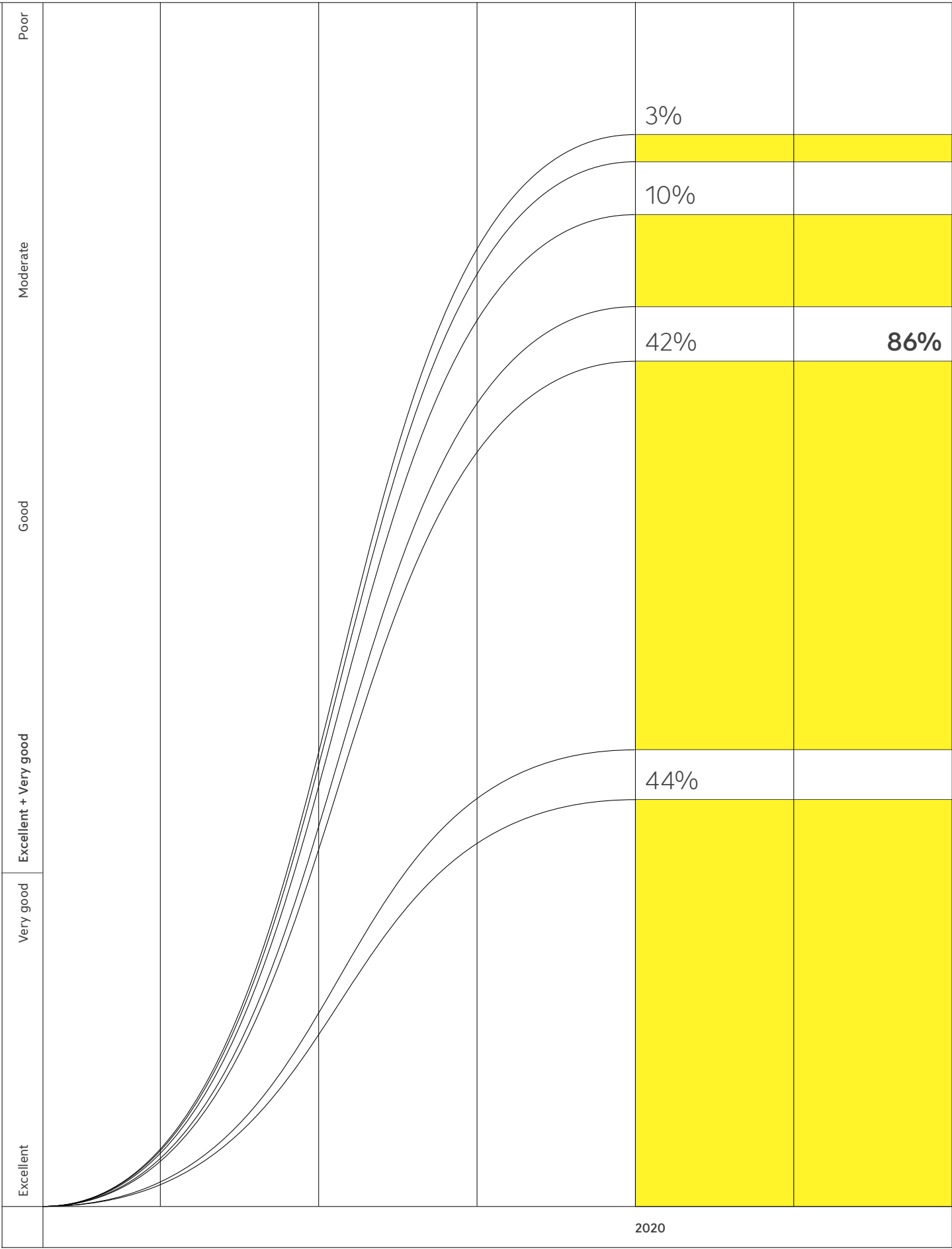
Assessment of Overall Experience of Services: Web Banking



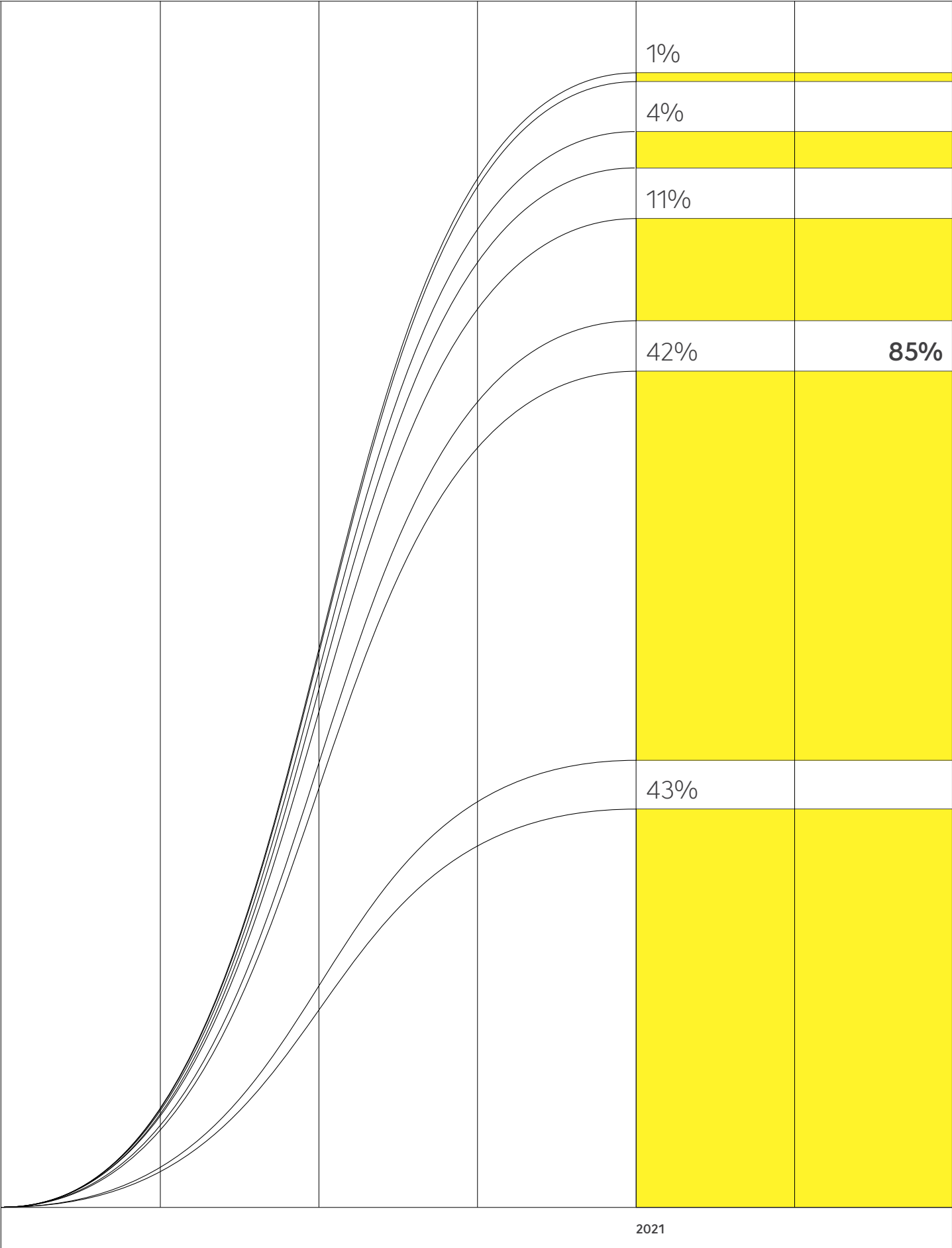
Question: How would you assess the overall services provided through Piraeus Bank's web banking?
Base: Respondents users of the specific channel in the last six months (web banking: v₂₀₂₀=7,798, v₂₀₂₁=9,131)



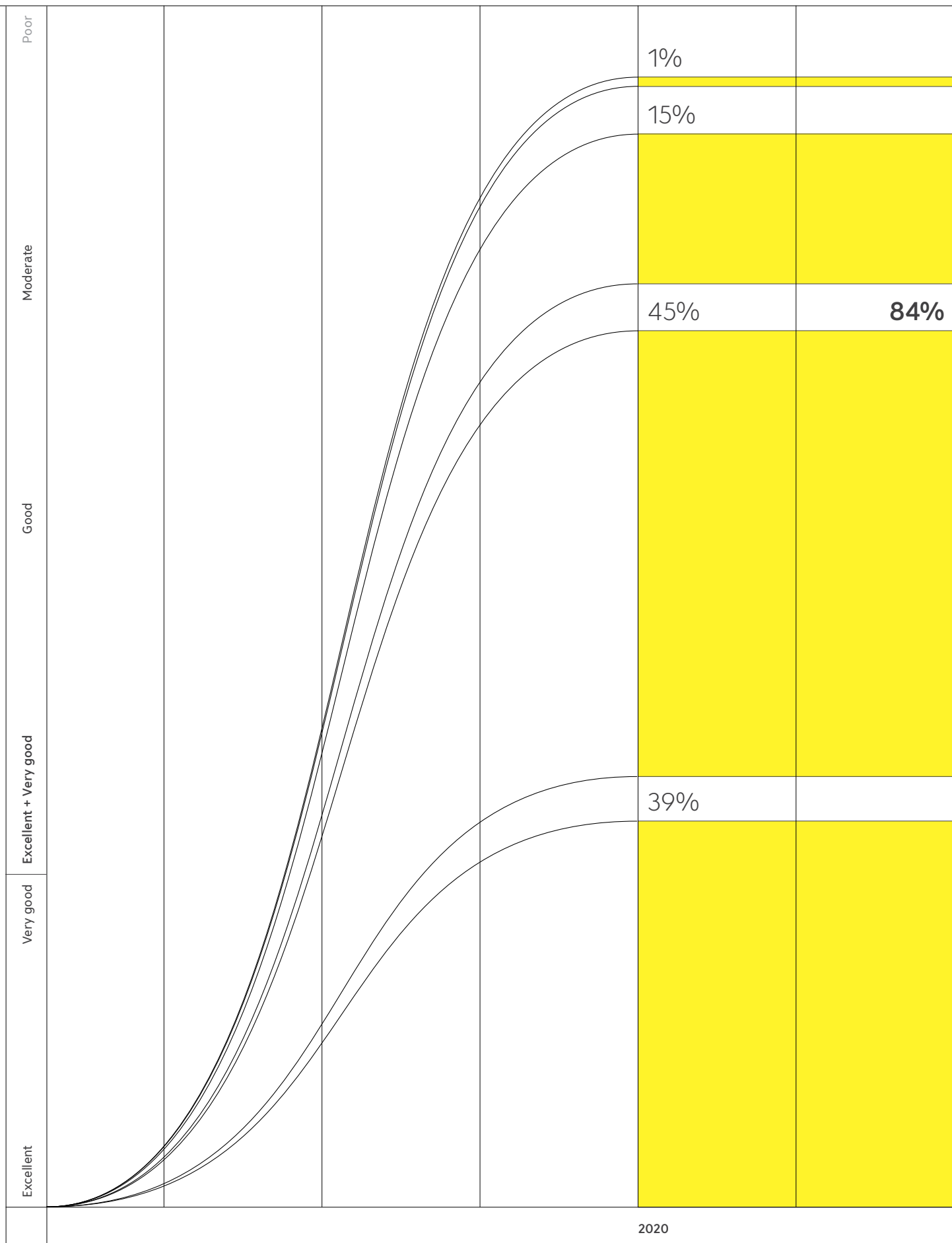
Assessment of Overall Experience of Services: Mobile Banking App



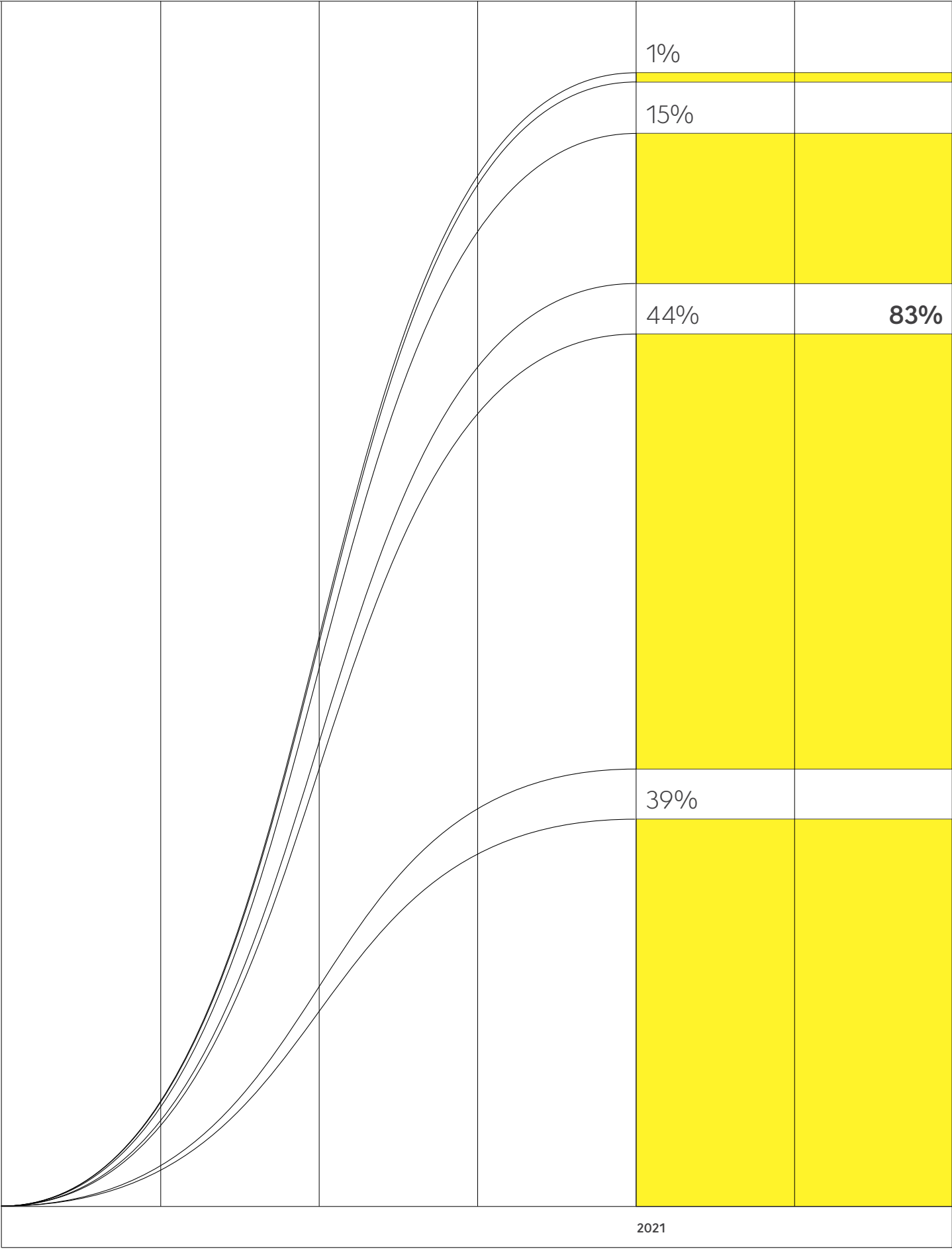
Question: How would you assess the overall services provided through Piraeus Bank's mobile banking app?
Base: Respondents users of the specific channel in the last six months (mobile app: $v_{2020}=3,477$, $v_{2021}=4,303$)



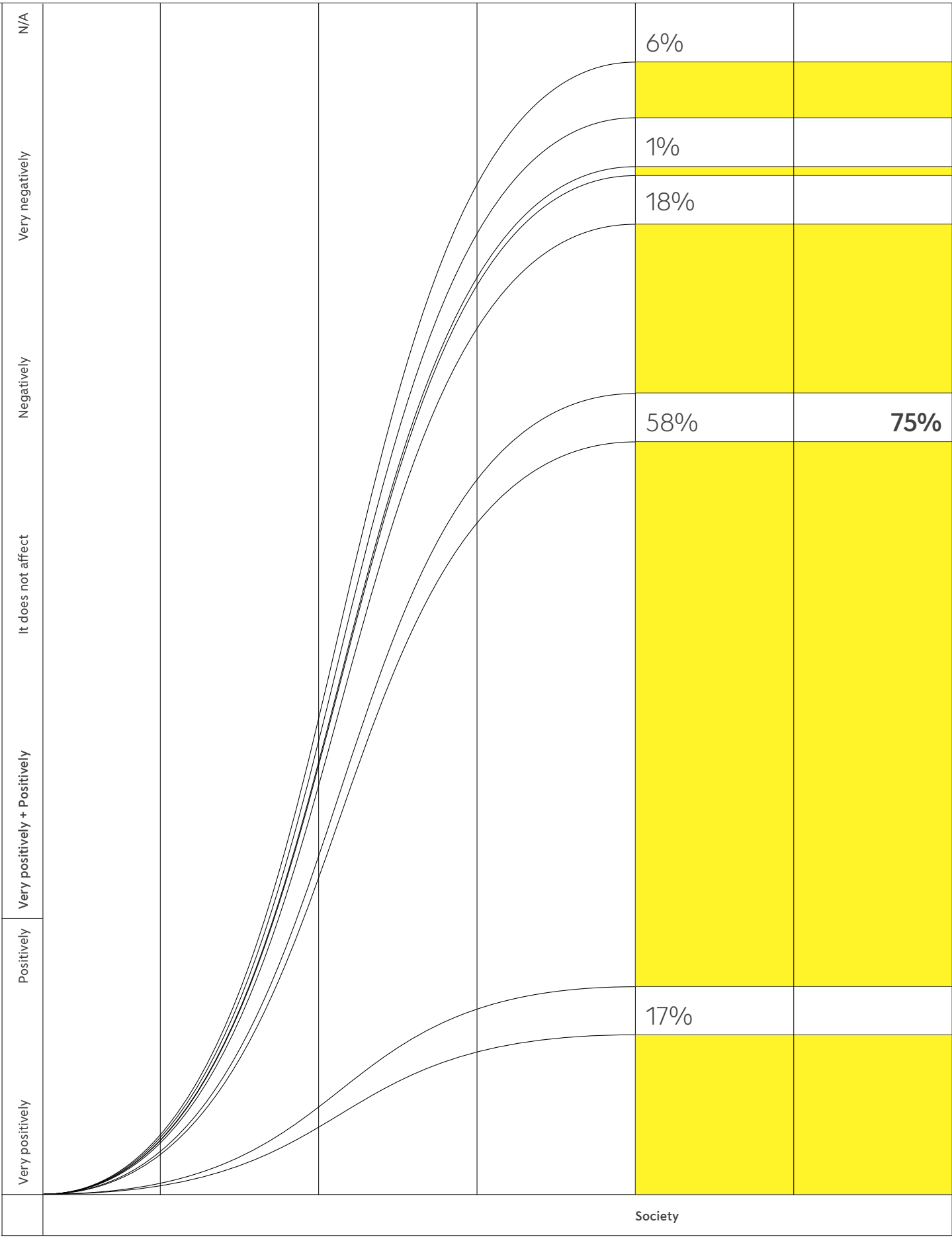
Assessment of Overall Experience of Services: E-branch



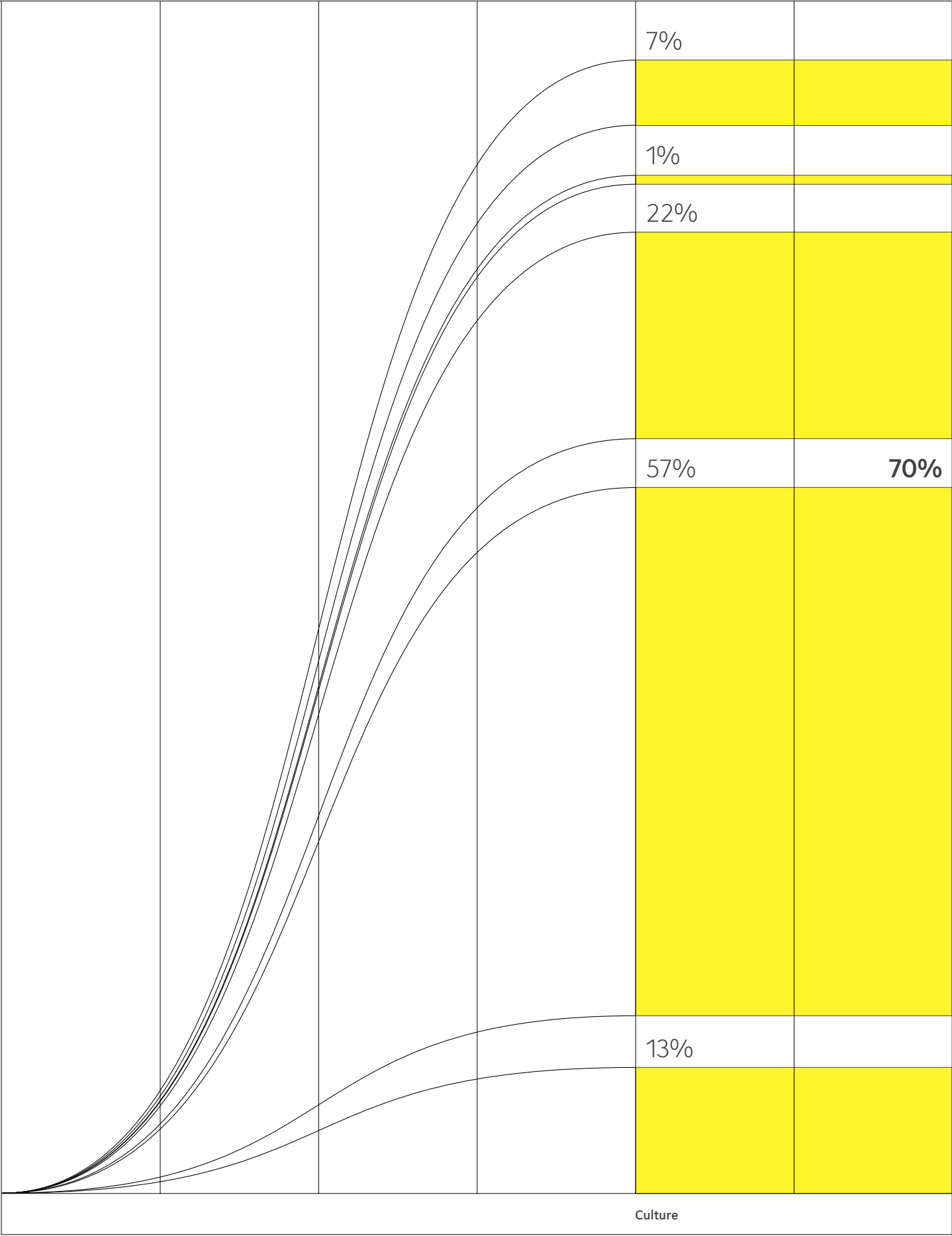
Question: How would you assess the overall services provided through Piraeus Bank's e-branch?
Base: Respondents users of the specific channel in the last six months (E-branch: v₂₀₂₀=988, v₂₀₂₁=913)



Impact of Piraeus’ Social and Cultural Initiatives



Piraeus Bank, in the context of its corporate responsibility, develops and implements actions that focus on the promotion and support of society and culture.
Question: Does Piraeus Bank's initiative to support society/culture affect your cooperation positively or negatively?
Base: All respondents (v₂₀₂₁=15,350)







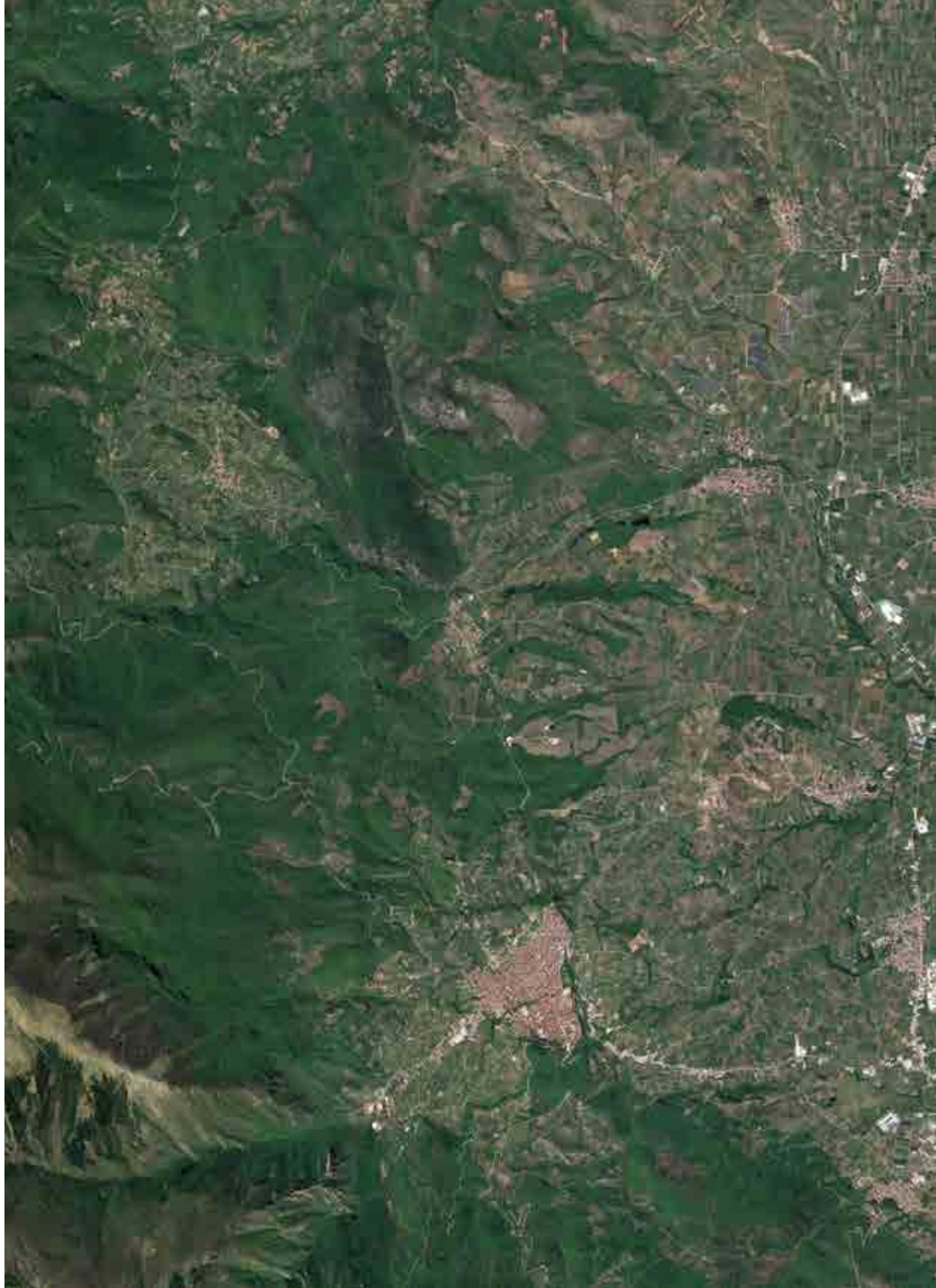












HUMAN RESOURCES

Piraeus Group strives toward fostering a high-performance culture, which encourages employee engagement, continuous learning and career development, inclusion, dialogue, and open communication.

In this context, at the core of the Group's culture are an inspiring set of values and principles that provide the standards of how Group's people work, cooperate and inspire daily to achieve better results. The modus operandi promotes high accountability and empowers the leadership team that shares a common purpose and encourages a growth mindset for Group's people, in order to take on present and future challenges. The Group is committed to promoting diversity, equity, and inclusion in the workplace. The goal is to ensure that everyone takes pride in working for the Group and experiences a sense of accomplishment and future development.

The Group Human Resources operating model invests in Centre of Excellence (CoE) teams and Business Partners. CoE teams design and introduce new best practices, policies, initiatives, and interventions to improve the workplace environment. Business Partners provide advice, support, and guidance to the Group's business Units, on how to use and apply HR policies and practices in their efforts to meet their business goals.

The Group HR strategy is committed to creating value across three pillars:

1. For the Group
2. For each employee
3. Creating a modern and healthy workplace

2021 was marked by the integration and empowerment of digital transformation across all operations, including the use of digital channels, digital upskilling, and HR practices modernisation throughout the Group. Efforts continued to promote the Piraeus Group Institution for Occupational Retirement, Life and Medical Provision (IORP) as a stable and reliable mechanism for long-term savings and insurance coverage, as well as to reduce operating costs, via a Voluntary Exit Scheme that offered socially responsible solutions to the employees.

2021 INITIATIVES

1. For the Group:
 - i. Assessment and identification of critical operational risks and control points of Group HR operations.
 - ii. Update of the Recruitment and the Promotion Policies.
 - iii. Remuneration Reporting obligations: Structured framework for the timely submission of the increasing number of reports to the supervisory bodies (European and domestic), regarding the remuneration of employees and specific categories, in accordance with the new supervisory reporting guidelines and regulations.
 - iv. Systematic update on the ACT Transformation Plan and the milestones by teams implementing change and transformation projects.
2. For each employee:
 - i. IORP: Employees from nine (9) Group Subsidiaries were included in the Pillar A of the Institution for Occupational Retirement, Life and Medical Provision (Lump-sum Pension).
 - ii. Improved coverage under the Group Life and Health Care Insurance Plan offered by the Bank to employees and their families.
 - iii. 24/7 Helpline - Doctors, nurses, and healthcare professionals assist employees with health problems, especially problems caused by the pandemic.
 - iv. 24/7 Helpline for counselling on building mental resilience.
 - v. Creation and implementation of "Ev zin", a holistic programme for the health and well-being of employees.
 - vi. Implementation of "Become & Achieve" performance management and appraisal platform in 12 Group subsidiaries and in the Frankfurt Branch.
 - vii. Increased commitment to the PPM, through targeted upskilling and Manager training.
 - viii. Reassessment of potential of assessment based on the pilot application carried out in 2020.

- ix. Development of succession planning framework, processes and tools for identifying leadership talent and successors for key positions in the Organisation, regardless of level of responsibility.
 - x. Introduction of employee grievance procedure on their performance appraisal.
 - xi. Design and implementation of improvements to the PPM platform to cover effectively user needs.
 - xii. Risk and credit management upskilling to increase risk awareness in the Organisation and cover the specific needs of the Units.
 - xiii. Reskilling – upskilling programmes for knowledge acquisition and for developing skills for existing and new roles, specifically in transformation projects, complex customer needs, Masterclass programme of the CIB pillar and its Subsidiaries.
 - xiv. Completion of upskilling programme for introducing Become & Achieve in Piraeus Bank Group Subsidiaries.
3. For the workplace:
- i. Effective management of the pandemic by adopting and implementing a health and safety protocol for employees and their family members and ensuring the safety of the Bank's customers and partners. Emphasis was placed on ensuring organisational health in collaboration with the authorities and diagnostic centres.
 - ii. An internal workplace survey titled “Together Employee Survey” was conducted to measure employee perceptions about all dimensions of a modern workplace environment.
 - iii. Workplace action plan, following up the workplace survey.
 - iv. Staff training and awareness on risk management through the “Analyse This” programme, using innovative means, such as newsletters and animated videos.
 - v. Conduct “Credit Pulse Survey” to measure the degree of understanding and management of credit risk among all employees in the first line of defence.
 - vi. New “yello” employee portal, utilising Cloud technologies in the logic of anywhere, anytime, any device and upgrading the experience for every employee.

2022 TARGETS

- 1. For the Group:
 - i. Assessing the adequacy of HR policies and procedures and recommendations for improvements.
 - ii. Revise the Code of Conduct and Ethics.
 - iii. Plan the creation of the Hybrid Workplace Model in the Organisation.
 - iv. Plan and implement actions that will contribute to cost rationalisation and to operational efficiency.
 - v. Foster a culture of inclusion, through initiatives under the EQUALL programme.
 - vi. Embrace the Group's ESG strategy by organising actions for employees (volunteering, social and environmental actions).
 - vii. Design and implement internal communication initiatives to explain corporate changes and engage employees in the ACT Transformation Plan.
- 2. For each employee:
 - i. Introduce a new Learning Management System (LMS) by role, pillar and other criteria for more effective management of the Organisation's needs.

- ii. Develop a new training initiative so as to align all team leaders to the New Leadership Model.
 - iii. Design an “Analyze This” training programme for employee upskilling in risk management.
 - iv. Build a structured and transparent Talent Management framework.
 - v. Investigate the needs for continuous improvement of “Become & Achieve” and ensure Manager commitment by offering targeted upskilling.
 - vi. Targeted awareness-raising and training initiatives regarding the Organisation's zero-tolerance framework for inappropriate behaviour, violence, and harassment in the workplace.
 - vii. Map all training needs and develop a specialised upskilling plan for each role in Group Technology, Group IT Security and Control, Group Data Management and Analytics, Group Organisation and Operation Quality.
 - viii. Develop employee skills and promote results-oriented performance culture to meet current and future challenges.
 - ix. Create and implement a pay structure (fixed and variable) that is aligned to business strategy, that will link pay to performance, and will assist in selecting, retaining and rewarding high performers.
 - x. Introduce a staff rewards and benefits policy that will support hybrid models and create an employee value proposition.
3. For the workplace:
- i. Create an action plan, following up the workplace survey.
 - ii. Enrich the health and wellness activities of the “Ev zin” programme with monthly themed activities and set up an interdepartmental team.
 - iii. Make the “yello” employee portal the point of reference for information and interdepartmental communication, using any device, anyplace, anytime technology.

Dealing with the Impact of the Covid-19 pandemic

Piraeus Bank, operating responsibly, continued its active contribution to dealing with the effects of the Covid-19 pandemic, so as to ensure the health of employees and minimise the transmission of the virus in the workplace, by adopting the following practices:

- 1. Close cooperation between the Bank's health and safety team and medical staff with the competent bodies and hospitals for adopting an effective health protocol of handling Covid-19 related issues.
- 2. Agreements with 40 diagnostic centres throughout Greece, for 6,253 Covid-19 screenings.
- 3. Prevention and protection measures against the virus, including provision of consumables and sanitary supplies (e.g. liquid antiseptics, masks, gloves, Plexiglas dividers, etc.).
- 4. Special leave of absence granted to employees belonging to vulnerable groups (101 employees), to employees/parents of children of compulsory school age (1,691 parents), pursuant to the guidelines and instructions of the Greek authorities, and to employees/parents of sick children (206 parents).
- 5. Special leave for getting vaccinated to 4,635 employees, in support of the Greek vaccination campaign.
- 6. In the context of safety at the workplace, a platform was created to monitor the vaccination or Covid-19 disease certificates of employees.

7. Health and safety protocol for the safe return to work of employees with critical roles.
8. Tutorials to raise awareness and inform employees about physical and mental health problems related to the pandemic.

250 online fitness programmes were held to foster health and well-being for employees and their families, with 26,863 participants: 9.7% of employees took advantage of the offered programmes. At the same time, in line with the overall message #StaySafe #StayHealthy, employees received regular updates regarding prevention measures, leave of absence, remote-working and physical presence allocation.

Approach for a healthy Organisation with an enhanced corporate governance framework

Human Rights at work

Piraeus Bank adopted the principles of the UN Global Compact in 2004. Respect for human rights and the principle of equal opportunities govern all core HR-related policies, processes, and practices, ensuring diversity and inclusion in the workplace. All employees have access to the Human Rights Policy via the Group's internal communication channels.

Human Rights infringements (e.g. cases of harassment, intimidation/bullying, sexual misconduct) are addressed in the Group's Whistleblowing procedure. Implementing an effective anti-retaliation framework for managing actual or suspected violation of the Code of Conduct and Ethics requires protecting the confidentiality or anonymity of employees who report concerns.

In this context, the Whistleblowing Committee is responsible for assessing and handling reports and for proposing any measures it deems necessary for the Organisation to undertake.

In 2021, 23 complaints of Human Rights violations were filed, none of which was a case of discrimination. 20 of them were addressed and resolved within the year, in accordance with the established mechanism for addressing grievances, raised openly or anonymously, whereas 30% of the grievances could not be confirmed.

Culture of ethics & sustainability

The Group's objective is to ensure that business ethics define all its activities, and that all activities are fully aligned with its values and principles.

In this context, the Code of Conduct and Ethics applies to all employees across the Group, with emphasis on the principles of responsibility, meritocracy and transparency. The Code defines and describes the way all employees should conduct themselves when carrying out their work, encouraging actions and behaviour that promote an ethics culture. The Code has been drafted in accordance with the Code of Banking Ethics (Hellenic Bank Association) and the Group Compliance Policy.

The Code is available on the Company's internal sites – on the HR Portal – and on the Group's corporate site and is reviewed at regular intervals, based on the Group's strategic priorities and corporate needs. New hires are informed about the Code's content and are required to sign an acknowledgment of receipt and notification. Existing employees are tasked with attending an interactive training programme on the content of the Code, in accordance with the policies, regulations and procedures included therein. The programme offers participants the opportunity to identify the desired behaviours through real-case scenarios and to expand their knowl-

edge in the various areas of the Code. The training programme is updated and assigned to all employees of the Group approximately every two years.

Collective Representation

There are six (6) employee unions active in Piraeus Bank, representing approximately 88% of the employees. Management respects the legislation governing its relationship with Unions and seeks to reinforce its dialogue with the employee unions, to continuously improve the workplace environment. The Bank's Management held multiple meetings with employee Unions' representatives, as part of the regular and ongoing consultation to improve communication and collaboration.

Remuneration Report

Under the provisions of Article 112 of Greek Law 4548/2018, companies with shares listed on a regulated exchange market are required to prepare a Remuneration Report, providing a clear and comprehensive overview of the total remuneration received by the members of the Board of Directors in the previous fiscal year.

The Remuneration Report is drafted and proposed to the AGM for an advisory vote, providing a clear and comprehensive overview of the evolution of the remuneration of the Board Members for the previous overview year (reference year).

Publication of the Remuneration Report intends to increase corporate transparency and the accountability of directors, to enable shareholders to monitor the Remuneration Policy and practices, and to align BoD Remuneration with the Bank's strategy and performance.

Job Family Model (JFM)

The Job Family Model (JFM) is the main platform for HR policies and processes, aiming at the continuous development and evolution of human capital. At the same time, it is an important business tool that highlights the correlation among roles, measures the contribution of roles to the Organisation's business operations and to its strategic goals and objectives.

It is a dynamic tool that is continuously monitored, updated, and enriched, taking into account organisational and operational changes, the existing regulatory and operational framework, best practices and international standards. In 2021, 80 role requests were evaluated, of which 30 related to new roles, while more than 70 role descriptions were updated.

The "JFM Governance Committee" governs the Job Family Model. The Committee discusses the strategic implementation of JFM across the Bank, decides and provides recommendations on all role-related issues. The Committee held four (4) meetings, discussed 43 roles, and approved 38 roles.

Meritocracy in selection and promotion of staff

Ensuring transparency, meritocracy and objectivity in the selection of suitable candidates for staffing needs, as well as the utilization of appropriate candidates for positions of responsibility and critical roles is a priority. In this context, Selection and Staffing Policies were updated by the end of last year.

The Staffing Policy is implemented with the aim of covering available jobs and new job roles, as a matter of priority from the existing staff of the Bank and the Group's subsidiaries, empowering it at the same time with high potential external candidates. It also contributes to the continuous development of employees with skills and competencies

to cover roles of responsibility in the Group (succession plan). At the same time it promotes mobility within the Organization, supporting the acquisition of a multidimensional professional experience.

The Promotions Policy supports business objectives, ensuring the timely and effective staffing of open jobs and critical roles, utilizing the appropriate candidates. Contributes to the growth and development of employees and succession planning, ensuring operational continuity.

Assign the right people in the right roles

The Group strategy includes attracting and retaining high-calibre employees, in terms of skills, abilities, knowledge, and strategic direction, in line with the Group's Vision and Corporate Values. In this context, the Bank covers staffing needs through internal reassignments of human resources. In 2021, internal mobility covered 89% of total human resource needs. Tools such as job simulation tests (branch network roles), skills tests and personal interviews are used, so as to ensure a transparent and objective selection process. At the same time, 87 internal job openings were posted, 156 new CVs/resumes were uploaded and 122 transfer requests were submitted to the "Workable" (digital in-house staffing) platform.

Management trainee programme

The programme has a 12-month duration and gives the opportunity to young talents with up to 3 years of experience to kick start their careers in real "on-the-job projects" that improve their skills. In 2021, 65 applicants were evaluated, and 10 new trainees were taken on board.

Internships

In an effort to support young people who wish to supplement their courses with hands-on experience, every year students from recognised academic institutions are assessed and offered internships in their field of study. In 2021, the Bank recruited 43 interns, taking on board a total of 230 interns in the past 5 years.

Succession Planning

The Group recognises the importance of Succession Planning in terms of identifying, evaluating and developing the appropriate executives who are identified as potential successors for key positions.

In 2021, the Succession Planning Policy was introduced covering critical management and key business operations positions. The goal is to maintain business continuity, to minimise operational risk and to retain and develop talent. The first step in creating the succession plan was to identify critical roles across the Group's business Units and corporate functions.

At the same time, a two-year development plan was activated, for the potential successors to the CEO and all Board members, as identified in 2020 in collaboration with an external partner.

Talent Management

The Group purpose is to attract, identify and retain top talent, today and in the future, so as to ensure business continuity and develop future leaders.

In this context, in 2021, leaders with a direct reporting line to the heads of each business pillar validated the assessment of potential carried out as a pilot at the end of 2020. The process focuses on 'What' can the employee achieve in the future and 'How ready' is he/she to assume a bigger/more complex role (horizontally or vertically).

The criteria taken into consideration to assess potential included: adaptability & learning, positive influence, and self-motivation.

At the same time design started for the Talent Management Framework, providing managers with a transparent and structured approach to developing staff potential and retaining talent within the Group.

Voluntary Exit Scheme

Piraeus Bank remains determined to implement its transformation plan in a structured manner, so as to retain its role as a market leader in a dynamic and ever-changing environment. In the face of new opportunities and challenges, the Organisation places emphasis on using digital technologies, on creating innovative services, on improving systems and structures, at the same time achieving cost efficiencies.

The Group announced Voluntary Exit Schemes (VES) for its employees in June and November 2021. The terms and conditions of the VES were designed to offer maximum compensation for the employees, taking into account social criteria and reflecting business needs, in accordance with the Bank's strategy. Under the terms of the VES, eligible employees were given a choice between:

1. Immediate termination of contract, with a lump-sum compensation.
2. Long-term leave of 2-3 years, with pay, receiving 50% of the lump-sum of the first option, and the remaining amount in reduced payments through payroll, until termination of contract at the end of that period; employees are under no obligation to provide work, and have the right to take up another job with another employer.

Additional benefits

1. In collaboration with external partners, Outplacement programmes were designed, to help participants in their transition to new professional paths. Guidance offered for professional transition takes advantage of opportunities that exist in the labour market and business consulting, with guidance and support for setting up a new business.
2. Maintaining contact with the Bank via the "Brokerage" programme, by promoting its products through alternative third-party networks.
3. Medical coverage by the group health insurance programme for five years, with the possibility of extension to ten years for certain categories of employees.
4. Support to employees and their families through Employee Assistance Programmes (EAPs) for five years after termination.

Act Transformation Plan

Initiatives were developed in collaboration with the Transformation & Business Strategy Unit, for circulating the strategic goals and projects of the Bank's Act Transformation Plan inside the Bank.

A Brief Induction Pack is made available to every employee who joins the Plan's team, so that all team members share a common understanding of the Plan's objectives, the governance framework, the mode of operation and coordination and the tools available to those involved in Transformation projects.

2 "Ask me Anything" sessions were organised, in May and October, with the participation of the wider team of the Transformation Plan. In the meetings, the timeline was presented, with emphasis

on completed projects and work-in-progress, with the possibility of questions and the exchange of opinions. The first Progress Meeting was held in June, with the participation of the CEO and members of the Top Management; the Plan timeline was presented and critical points for its success were discussed.

In July, a digital Newsletter was circulated throughout the Group, informing employees of the goals, the modus operandi of the ACT Transformation Plan and the main projects.

Health & Safety

In addition to the actions provided by the legal framework, emphasis is placed on empowering employees and their families, through services and actions that promote health, safety and well-being. Specifically:

1. Coverage of 100% of the staff by Occupational Doctor services across all facilities, ensuring a holistic approach to prevention and treatment of health issues.
2. Clinic service with medical and nursing staff for basic health care. Questions can be answered in person or via telephone, in the ten clinics of the Organisation.
3. Supply of ergonomic office chairs, following relevant medical prescription.
4. With a sense of care for employees and their families, initiatives were carried out in the context of Organisational Health to support health and safety, physical activity and nutrition, emotional health. 23 inspiring webinars were organised by specialised partners under the “Ev Zin” umbrella.

Piraeus Bank complies with all relevant laws and standards on safety at work. Safety Technicians and Occupational Doctors are available in all its facilities. The Bank systematically provides the Hellenic Statistical Authority (EL-STAT) with data on work-related accidents resulting in more than three days' absence from work, in accordance with the European Statistics on Accidents at Work (ESAW) methodology. In 2021, four (4) on-site accidents were recorded.

At the same time, security systems were upgraded and 180 new Fire Safety and Fire Protection teams were set up in the Branch Network and the Administration buildings. In this context, 954 fire drills were scheduled.

Employee-based approach

Supporting employee and family mental health on personal, professional, family dimensions

The Bank systematically promotes mental health and provides:

1. Employee Assistance Programmes supporting employee wellness and mental health in collaboration with Hellas EAP:
 - i. 24/7 Helpline, offering counselling and crisis management services to all employees and their families
 - ii. Face-to-face counselling
 - iii. Information material for everyone
2. Disability management for employees with serious health issues, with practices and services tailored to their needs (indicative: special emergency leave).
3. Online inspirational talks on topics such as: Health, Safety, Nutrition, Parenting sessions.
4. One-on-one sessions with a specialist nutritionist and nutrition advice, in the Bank's facilities and online.

In addition, last year the Bank supported the role of the new mothers, as 100% of them took advantage of parental leave, with 78% going on parental leave for more than 6 months. At the same time, parents are provided the opportunity for special leave to support their role.

Financial health is very important for employees. In this context, the organisation provides all staff with:

1. Special pricing for Bank loans, cards, and other products.
2. Employee support for optimal management of their personal finances (e.g. debt management, savings solutions).
3. Additional benefits (day-care benefit for preschool-aged children, etc.).
4. Winners Card offers (cooperation with a variety of companies throughout Greece and important offers for employees).

Performance Management, Become & Achieve

“Become & Achieve”, the performance management process successfully implemented since 2018, is an ongoing process throughout the year and is supported by a modern digital platform.

The PPM links daily operations to corporate strategy, recognises individual contribution towards the team's shared goals and creates opportunities for personal and professional development. This process is based on continuous dialogue and regular and constructive feedback, designed to improve cooperation.

Common KPIs are used to measure the performance, enhancing transparency and meritocracy. Training material is available to all employees, for each stage of the “Become & Achieve” PPM cycle.

The 2021 “Become & Achieve” performance cycle was completed for 91% of the staff, following the calibration meetings.

The large number of employees participating in the process and the corresponding completion rate show that the PPM is an essential tool for recognising the personal contribution of employees in achieving business goals, and for their development at all hierarchical levels.

“Become & Achieve” was designed and implemented in the subsidiaries: Piraeus Asset Management MFMC, Piraeus Securities SA, Piraeus Financial Leasing, Piraeus Leasing, Piraeus Leases, Dynamic Asset Operating Leasing, Piraeus Factoring, PIOP, Piraeus Management Jeremie Technology Catalyst Management, Piraeus Agency Solutions and the Frankfurt branch. In addition, the digital platform that supports the implementation of “Become & Achieve” is available to employees at Piraeus Financial Holdings.

The Framework for Managing Complaints submitted by employees regarding their performance review was finalised, following consultation with the union. The framework has been incorporated into the Performance Management Policy and describes all actions available when looking into a complaint, as well as the duties of the Complaints Examination Committee, ensuring the employees' right to submit a complaint about their performance review, if they do not agree with it or if they consider that the prescribed principles of the Performance Management Policy have not been observed. In 2021, the Committee met and considered 16 complaints from employees receiving a final performance assessment of “Needs improvement”.

Learning

The training courses are included in the Learning Pyramid and are broken down in five (5) modules: Banking & Business, Risk & Controls,

Leadership Development, People Skills, Workplace wellbeing.

Banking & Business

Expertise in several fields, information on the Greek and the international markets, knowledge about financing, investments, products and services. Innovative use of new technologies and systems. Training in Banking & Business accounted for 56% of the total educational activity, recording 30,262 participations and a total of 211,345 man-hours. Training included courses on insurance and investment product training, on financial statement analysis, on upskilling Branch Network roles and reskilling the Corporate Investment Banking Unit. Banking & Business training in detail:

Upskilling and reskilling opportunities for customer-facing roles

Specialised upskilling training for customer service to ensure that they know each product's features as well as how to perform their duties efficiently.

Teller – Gold appraiser

Training course with a duration of 158 hours to help branch employees become familiar with buying, selling, storing and appraising Investment Gold (recognise density, cutting and polishing Gold Sovereign, examine and assess the value of Investment Gold, liquidation, adherence to the rules and regulations related to trading securities).

Commercial Relationship Manager Reskilling Program

Training course with a duration of 74 hours for managers seeking new opportunities within the Group, providing them with the opportunity to expand their knowledge and develop skills for taking on responsibilities of a new role

Personal Banker

Internal certified personal banker programme, with a duration of 109 hours, for upskilling and gaining a competitive advantage in the Greek market. Includes best practices and techniques for identifying sales opportunities, for evaluating loan applications and for conducting financial and credit analysis. 135 personal bankers completed the course in 2021, bringing the total number trained to 264.

Small Business Officer

Training course with a duration of 133 hours for relationship managers to improve their understanding of the small business market segment and to help them provide optimal optimum solutions to customers. 300 relationship managers completed the course.

Upper Mass

Training course with a duration of 44 hours wishing to serve the needs of the upper mass segment. Introduces skills to drive value, profitability and sustainability by understanding customised solutions. The course was completed by 133 participants.

Upskilling and reskilling programs for IT professionals

As part of the effort to speed up digital transformation the “Enterprise Skills Initiative” was used, introducing a cloud-first approach for dedicated training in all cloud applications. The course was attended by Group Data Management & Analytics, Group Organisation and Operation Quality, Group IT Security/Control and Group Technology. Core

training has been completed and the planning of learning pathways for dedicated roles has started.

Azure Fundamentals

Azure fundamentals teaches users basic cloud concepts, and provides an overview of many Azure services. 305 participants recorded 2,015 hours of training.

Azure Specific Courses

Azure training courses in data engineering, data analysis, azure administration and testing on Azure DevOps. 157 participants recorded 1,947 hours of training.

Participation in Conferences and external Training Programs

Employees keep up with latest market trends, and recent advancements in modern techniques and international practices, and receive theme-specific training. The Group benefits from their upskilling and the widespread increase in knowledge. 3,281 employees (14,961 man-hours) attended conferences, and workshops, participated in webcasts and specialised training programmes organised by approved professional organisations and learned societies in Greece and abroad.

Professional Accreditations

As part of the plan to maintain a high standard of performance, professionalism and personal development, in the second half of 2021 a new policy was introduced encouraging employees to keep up their skills, providing subsidies for professional accreditations, i.e. professional titles and certifications from worldwide recognised professional bodies, institutions and agencies. In total, 25 employees from central Units and the branch network joined professional certification programmes (CFSA, ACA, ACCA, CFA, CICA, CRMA, PMP), as well as MBA programmes.

Natural resource management

An e-course on natural resource management was developed in-house, in an attempt to raise staff awareness on environmental issues. Key environmental terms were introduced, and employees learned how to contribute to the protection of the environment, strengthening the Bank's ESG Agenda. The e-course was open to all employees; 5,713 people participated for a total of 34,278 hours of training.

Risk & Controls

Projects and initiatives to provide employees with information and training on effective risk prevention and risk management, including compliance with the supervisory and regulatory framework, credit risk management, and operational risk management. In 2021, the course was enhanced, accounting for 22% of the total educational activity – twice as much as in 2020. Courses taught in 2021 included:

Credit risk management

Loan officers learned about recent supervisory changes regarding credit risk measurement and management, including the New Definition of Default and Unlikeness to Pay. 723 participants recorded 1,783 hours of training.

At the same time, the Bank launched internal digital system tutorials to introduce the new credit risk management tools and processes. 836 participants recorded 2,624 hours of training.

Operational risk management

111 of the Group's Segment & Unit Controllers attended the Control Design Effectiveness Assessment, so as to understand the design and the integration of controls into the internal processes of their Units.

Compliance with the regulatory framework

Compliance training is provided to inform employees of the Organisation's regulations, policies, or adherence to laws. The aim is to ensure that business is conducted in accordance with the institutional and regulatory framework, and that the Organisation and/or interested parties do not suffer from financial or reputational risk, due to non-compliance or failure to comply with applicable law, internal regulations and accepted standards of conduct. 12,314 participants recorded 53,854 hours of training on regulatory compliance, on fraud prevention and on anti-corruption.

Certification for granting mortgage loans

An e-course was assigned to originators, processors, underwriters to provide guidance on various mortgage banking activities. Upon completion of the course, participants received a certificate for specialist key skills and knowledge to understand mortgage credit underwriting with a focus on credit assessing mortgage applications, in accordance with European and Greek legislation. 260 employees completed the course, bringing the total number of 4,658 certified.

Professional Accreditations for provision of Investment and Insurance Services

The Bank remains compliant with the applicable regulatory framework, as supervised by the Bank of Greece, related to the certification of persons regarding the provision of investment and insurance services. In 2021, with regard to the provision of investment services 497 Bank employees were certified for the first time, with 502 of them renewing their certificates. With regard to insurance mediation, 622 were certified for the first time, with 4,548 renewing their certificates.

Privacy / Data protection

A webcast was broadcast on "Cybersecurity, Systems & People Protection", discussing the extensive use of the internet and the significant growth in cyber-attack incidents following the introduction of digital solutions. Issues addressed included cyberthreats, internet attacks, security measures in a telework environment, information protection, as well as ways for employees to protect their identity online. The cyber security e-course was also held. In total, 1,000 employees participated in these two courses recording 2,402 hours of training.

Data Classification

In an ever-changing environment, data protection and security is one of the Material topics identified in the Materiality Survey for 2021. Group IT Security & Control – Security Architecture & Design developed an e-course on "Effective Data Classification" to address the issue. The main objective is to familiarise staff with the Bank's data classification framework and process, and with the role of those involved in data classification and effective management, using specific protection measures. The course was open to all employees; 4,768 people completed 14,304 hours of training.

Leadership development

Courses on how to build and maintain trust, influence, commitment, and effectiveness in team leadership. In total, 2,939 team leaders at-

tended leadership development courses organised inside and outside the Bank, receiving 12,945 man-hours of training.

This category includes performance management and "Become & Achieve" courses, available to all team leaders for effective performance management. Particularly:

The Performance Management Approach

Training on effective Performance Management was adapted to the needs of the Group's subsidiaries. The online course introduces the way of thinking and the behaviours envisaged by the new PPM system and links them to policies and tools at Group level. Training was also provided to Piraeus Bank and Piraeus Financial Holdings executives who assumed the role of team leader during the year. A total of 246 completed the training (1,966 hours).

Feedback with honesty

A course for effective and targeted feedback. Through real case scenarios, the course aims to highlight cases where there is a lack of common understanding between team leaders and team members and to identify ways to bring out the members' best performance, and, by extension, to maximise team efficiency. A total of 1,246 completed 5,532 hours of training.

Effective team goal setting

A course designed to create a common approach in determining how employees can contribute to team effectiveness. The course focuses on the first stage of "Become & Achieve" and highlights techniques for setting clear KPIs and linking them to strategy and business goals. A total of 103 Central Administration completed 618 hours of training.

Masterclass for Corporate & Investment Banking (CIB)

A course for CIB who stand out for their performance and development. The aim is to help CIB understand and improve business, leadership, and personal development skills. Employees will be working to achieve the Organisation's overall strategy, with individual-level and shared team-level expectations. Participants create their own learning path, choosing from eight (8) topics on strategy implementation, change management, communication, and negotiation skills. A total of 120 completed 2,055 hours of training.

ACT Upskilling training

A course for improving techniques and skills was designed to support the Bank's transformation projects. The course was available to the three (3) roles participating in the ACT projects: Initiative Leader, Business Owner, Individual Contributor. The goal was to create a common approach to project and team management so that the participants successfully and promptly complete the projects they undertake. The training objectives are two-fold: to get the most out of the latest advances in project management, and to improve the essential skills for successful strategy execution, for employee engagement, for improving group dynamics and for decision management. A well-defined learning path was designed for each role, taking into account the level of project involvement, to make the most of the course's learning potential. A total of 1,105 completed 6,670 hours of training.

People skills

In 2021, the Organisation focused on courses to improve communication skills, to engage in Customer Service and Support, to enhance

negotiation skills, to promote team development and collaboration. These courses were part of the wider reskilling and upskilling initiatives, while others were designed to assist initiatives such as ACT.

Workplace wellbeing

E-courses were designed to prepare employees on how to effectively deal with emergencies in the workplace, in alignment with the current institutional framework. 6,322 completed 26,275 hours of training in First Aid and Safe Evacuation of Buildings.

Digital learning

Taking advantage of the possibilities of new technology and modern trends in instructional design, all the training courses and live virtual classes and webinars are offered on the digital training platforms We-bEx, MS Teams and Zoom.

At the same time, through the Upgreat digital learning platform, employees attend asynchronous eLearning and microlearning courses, and have free access to 4 different learning channels, depending on their interests and the topics they want to focus on:

1. #read | Articles and speeches from Greece and abroad
2. #observe | Videos and ted talks
3. #discover | More than 100 e-learning courses
4. #join | Possibility to participate in open live virtual classes

Riskipedia

Riskipedia – the glossary available to all Bank employees – contains basic vocabulary to develop common understanding on risk management concepts and terms.

Rewarding Top Performers

Piraeus Bank Group rewards high performers, who work towards meeting corporate goals, both individually and at the level of Unit and Group. Variable remuneration systems can be either short-term (rally to achieve specific business objectives such as sale of insurance products) or long-term (annual bonus for outstanding performance) and are structured to reward both individual and team effort. Variable remuneration provides an incentive for staff members to pursue the Group's goals and interests and is based on predefined, measurable, quantitative, and qualitative criteria. Such criteria measure the alignment of employee interests with Group and shareholders' interests and ensure that no excessive risk is assumed.

Staffloans

A total of 3,705 new loan applications by employees were examined. €9.7 million were disbursed for the 8,577 loans falling under the terms and provisions of the 1984 Collective Bargaining Agreement with the Greek Federation of Bank Employee Unions-OTOE (first home mortgages and salary in advance loans). The total balance of loans under the Collective Bargaining Agreement amounts to €121.3 million. In addition, the Bank covers the cost of insurance (LIFE/TPD and FIRE/EARTHQUAKE) in most of employee mortgages. During 2021 and in accordance with the Operating Agreement dated 03.06.2020, the Bank proceeded with insurance coverage for all mortgage loans under the Collective Bargaining Agreement.

Group Life and Health Insurance Policy

Recognising the importance of health, especially with the emergence

of Covid-19, the goal is to continuously improve the benefits offered through the Group Life and Health Insurance Policy, available to employees and their families. In this context, medical insurance coverage increased to include a broad category of diseases, known as “related diseases”, falling under hospital-based care.

IORP

In June 2021, the Board of Directors of the Institution for Occupational Retirement, Life and Medical Provision (IORP) approved the inclusion in Pillar A (Lump-sum Pension) of the staff from the subsidiaries: Piraeus Factoring Single Member SA, Piraeus Direct Solutions Single Member SA, Piraeus Securities SA, Piraeus Leasing Single Member SA, Piraeus Financial Leasing Single Member SA, Piraeus Agency Solutions Single Member SA, Piraeus Asset Management MFMC, and Piraeus Agency Solutions Single Member SA. Employees are offered the possibility to receive a supplementary lump sum, thus improving their retirement conditions. In addition, the process has been set in motion, initially for the Bank and Piraeus Financial Holdings SA, to determine whether to include supplementary medical care (Group insurance policy with NN) into the IORP, under Pillar B. The IORP is a reliable and modern institution, set up to provide retirement benefits to employees and offer effective and long-term savings and insurance coverage.

Expatriates

The Group covers its needs in international subsidiaries by sending employees abroad, while at the same time offering the opportunity to develop their leadership skills. At the end of 2021, two (2) expatriates remained posted in Ukraine.

Creating a unique and healthy workplace

Workplace survey

In May 2021, an internal employee survey titled “Together Employee Survey” was conducted to record employee perceptions of what makes up a good and healthy workplace. The survey was open to all Piraeus Group employees and participation reached 74%.

According to the results, the Organisational Health Index (OHI) for the Piraeus Group is 67%, with the global index at 66% and the OHI for the banking sector at 70%. The areas featured as strongest, include strategic direction, learning and innovation, control and coordination, whereas the areas for improvement are leadership style, motivation and workplace culture.

The results of the research were communicated to leaders and then to all employees. The follow-up to the survey will focus on discussing the findings and on planning individual improvements.

Together focus groups

As a follow-up to the results of the workplace survey and in response to the need for more frequent employee participation and exchange of views, “together focus groups” were set up to:

1. Understand the three (3) areas for improvement: Leadership Style, Motivation, Workplace Culture.
2. Exchange ideas on the adoption of new practices by area of improvement.
3. Transform ideas into concrete, visible actions that will strengthen culture and everyday life.

Participation in the focus groups was open to all employees. In October 2021, 20 focus groups met online with the participation of 220 employees.

Action plan

An action plan, based on the ideas/suggestions from the focus groups and taking into account the strategic priorities, describes the way the Organisation will meet its objectives through detailed action steps in seven (7) main areas, so as to strengthen the corporate culture.

Employee briefing – Communication channels

The pandemic of the last two years has accelerated the digitisation of communication, information, and collaboration. In this context, by utilising and improving the available communication channels with the employees, the Group ensured their continuous and timely updating, as well as the strengthening of teamwork, improving the experience of everyday working life.

Intranet

With an average of 40 posts per day, the Bank's intranet is the main source for sharing business news, information regarding products and services, operational systems and internal organisation and operational issues, as well as Group's activities. During 2021, the online page for Covid-19 was updated with information, instructions, and operating protocols to raise employee awareness of protection and vaccination measures.

HRportal

HRportal provides HR-related information, such as job openings, training and development, processes and policies. It also gives access to HR platforms and systems.

Yello - new employee portal

A new digital portal was designed in 2021, for providing information and news about the Organisation, for celebrating the Organisation's and individual teams' achievements, through a number of articles, interviews, videos and data, in a daily basis. The content is journalistic, simple and friendly, and inclusive for all groups. yello is "built" on the innovative VIVA Connections platform and utilises Cloud technologies in the logic of anywhere, anytime, any device. yello was launched in early 2022.

Event management platforms

The use of event management platforms enabled employees, internally, to participate in initiatives carried out under the "Ev zin" programme, in corporate events and in meetings.

Risk culture

Initiatives under the "Analyse this" risk culture programme have been carried out since 2019 in collaboration with Group Risk Management. In this context, in 2021, three (3) digital newsletters were sent out to all employees on cybersecurity, whistleblowing and climate risk. In addition, two (2) animated videos were produced to demonstrate the Bank's three (3) lines of defence and ways to protect against the risks associated with cyber threats.

Diversity & Inclusion

The Bank is committed to promoting diversity and equity and cultivating a more inclusive workplace. Operating under principles that promote equal opportunity and treatment and prevent discrimination at work ensures that all employees in the Group can evolve, learn and produce value, irrespective of gender, racial, ethnic or social origin, age, politics, religion, hierarchical level, or personality.

In this context, relevant questions have been included in the employee surveys, and female representation in different level of responsibility is monitored. Familiarization and prejudices management in processes, such as performance management, promotions and staffing selections are systematically cultivated.

Human Resources Data

The following tables depict selected data of the Group's employees in 2021, versus a year ago.

HR data is collected from the HR database and from completed questionnaires on specific issues, with common assumptions for all Piraeus Group companies, excluding disconnected and held for sale operations.

Group Human Resources Distribution Tables			
Number of Employees			
measured in FTE*	Total 2021	Total 2020	
Piraeus Financial Holdings	29	33	
Piraeus Bank Greece	8,554	9,593	
Other Greek Subsidiaries	343	382	
International Subsidiaries	366	371	
Total Piraeus Group	9,292	10,379	
*Full Time Equivalent			

	measured in Head Count		Men	Women		Total	
	2021	2020	2021	2020	2021	2020	
Piraeus Financial Holdings	12	15	17	18	29	33	
Piraeus Bank Greece	3,518	4,013	5,037	5,581	8,555	9,594	
Other Greek Subsidiaries	171	190	169	192	340	382	
International Subsidiaries	147	151	222	224	369	375	
Total Piraeus Group	3,848	4,369	5,445	6,015	9,293	10,384	

	Age Distribution					
	Piraeus Financial Holdings		Bank		Group	
	2021	2020	2021	2020	2021	2020
<30	0.0%	0.0%	0.5%	0.4%	0.8%	0.7%
30 – 50	89.7%	90.9%	77.7%	81.0%	77.5%	80.7%
>50	10.3%	9.1%	21.9%	18.6%	21.6%	18.6%

	Employee Distribution per Workplace (%)					
			Bank		Group	
	2021	2020	2021	2020	2021	2020
Branch Network			51.2%	53.7%	48.7%	50.9%
Administration Units			48.8%	46.3%	51.3%	49.1%

	Type of Employment and Contract					
	Men		Women		Total	
	2021	2020	2021	2020	2021	2020
Piraeus Financial Holdings						
Full-time Employment	12	15	17	18	29	33
Part-time Employment	0	0	0	0	0	0
Piraeus Bank Greece						
Full-time Employment	3,517	4,012	5,036	5,580	8,553	9,592
Part-time Employment	1	1	1	1	2	2
Piraeus Group Greece						
Full-time Employment	3,700	4,217	5,222	5,790	8,922	10,007
Part-time Employment	1	1	1	1	2	2
Total Piraeus Group						
Full-time Employment	3,844	4,365	5,440	6,009	9,284	10,374
Part-time Employment	4	4	6	6	10	10

Geographical Distribution of Employees with indefinite employment contracts (Piraeus Group Greece)							
Geographical Region		Men	Women		Total		
	2021	2020	2021	2020	2021	2020	
Attica	2,226	2,479	3,062	3,294	5,288	5,773	
Thessaloniki	338	426	469	539	807	965	
Rest of Greece	1,136	1,312	1,690	1,955	2,826	3,267	

Geographical Distribution of Employees with indefinite employment contracts (International Subsidiaries)							
Geographical Region		Men	Women		Total		
	2021	2020	2021	2020	2021	2020	
Capital City	133	132	182	177	315	309	
Other Regions	14	19	40	47	54	66	

Geographical Distribution of Employees with fixed-term contracts (Piraeus Group Greece)							
Geographical Region		Men	Women		Total		
	2021	2020	2021	2020	2021	2020	
Attica	3	1	2	3	5	4	
Thessaloniki	0	0	0	0	0	0	
Rest of Greece	0	0	0	0	0	0	

Geographical Distribution of Employees with fixed-term contracts (International Subsidiaries)							
Geographical Region		Men	Women		Total		
	2021	2020	2021	2020	2021	2020	
Capital City	0	0	0	0	0	0	
Other Regions	0	0	0	0	0	0	

Payroll expenses (€ million)			
	2021	2020	
Employee Compensation	291	315	
Social Insurance Contribution	56	77	
Other Expenses	29	26	
Voluntary Exit Scheme	25	148	
Retirement Benefits	4	4	

	Hires by gender										
		Men		Men (%)		Women		Women (%)		Total	
		2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
	Bank	29	14	0.8	0.3	19	6	0.4	0.1	48	20
	Group Greece	32	15	0.9	0.4	22	8	0.4	0.1	54	23
	International Subsidiaries	44	43	29.9	28.5	68	52	30.6	23.2	112	95
	Total Piraeus Group	76	58	2.0	1.3	90	60	1.7	1.0	166	118

	Age Distribution of Hires, by Gender										
	Group Greece	Men		Men (%)		Women		Women (%)		Total	
		2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
	<30	15	8	60.0	34.8	11	6	52.4	35.3	26	14
	30 – 50	14	7	0.5	0.2	9	2	0.2	0.0	23	9
	>50	3	0	0.3	0.0	2	0	0.2	0.0	5	0
	International Subsidiaries										
		2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
	<30	8	8	57.1	66.7	8	7	53.3	41.2	16	15
	30 – 50	33	31	36.3	32.3	57	40	36.3	25.5	90	71
	>50	3	4	12.5	16.7	3	5	9.4	16.1	6	9

	Geographical Distribution of Hires, by Gender										
	Group Greece	Men		Men (%)		Women		Women (%)		Total	
		2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
	Attica	32	15	1.4	0.6	22	8	0.7	0.2	54	23
	Thessaloniki	0	0	0.0	0.0	0	0	0.0	0.0	0	0
	Rest of Greece	0	0	0.0	0.0	0	0	0.0	0.0	0	0
	International Subsidiaries										
		2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
	Capital City	43	37	32.3	32.7	58	35	31.9	22.2	101	72
	Other Regions	1	6	7.1	31.6	10	17	25.0	36.2	11	23

Geographical Distribution of Hires by Level and Gender											
Group Greece		Men		Men (%)		Women		Women (%)		Total	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	
Leading Family (L1-L3)	1	0	0.9	0.0	0	1	0.0	3.6	1	1	
Management (L4-L6)	18	5	1.2	0.3	9	1	0.6	0.1	27	6	
Professionals (L7-L8)	13	10	0.6	0.4	13	6	0.4	0.1	26	16	
International Subsidiaries											
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	
Leading Family (L1-L3)	0	1	0.0	33.3	0	0	0.0	0.0	0	1	
Management (L4-L6)	11	12	28.9	34.3	12	11	29.3	26.8	23	23	
Professionals (L7-L8)	33	30	37.5	31.9	56	41	34.6	25.3	89	71	

Total Promotions											
Bank		Men		Men (%)		Women		Women (%)			
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	
Promotions during the year	68	29	46.6	44.6	78	36	53.4	55.4			

Age Distribution of Staff turnover, by Gender											
Group Greece		Men		Men (%)		Women		Women (%)		Total	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	
<30	4	4	16.0	17.4	3	4	14.3	23.5	7	8	
30 – 50	257	272	9.7	8.6	353	500	8.3	10.2	610	772	
>50	157	253	15.5	24.6	114	196	12.3	23.5	271	449	
International Subsidiaries											
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	
<30	6	13	42.9	108.3	12	8	80.0	47.1	18	21	
30 – 50	37	30	40.7	31.2	68	60	43.3	38.2	105	90	
>50	3	4	12.5	16.7	3	12	9.4	38.7	6	16	

Staff turnover by Gender											
					Men		Women		Total		
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	
Piraeus Bank Greece	401	514	449	685	850	1,199					
Group Greece	417	529	470	703	887	1,232					
International Subsidiaries	46	47	83	80	129	127					
Total Group	463	576	553	783	1,016	1,359					

	Geographical Distribution of Staff turnover by Gender										
	Group Greece	Men		Men (%)		Women		Women (%)		Total	
		2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
	Attica	246	308	11.1	12.5	251	402	8.2	12.3	497	710
	Thessaloniki	45	68	13.3	15.9	38	66	8.1	12.2	83	134
	Rest of Greece	127	153	11.2	11.7	181	232	10.7	11.9	308	385
	International Subsidiaries										
		2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
	Capital City	40	46	30.1	40.7	61	68	33.5	43.0	101	114
	Other Regions	6	1	42.9	5.3	22	12	55.0	25.5	28	13

	Distribution of Training Man-Hours and Participations 2021-2020, by category - Bank										
	2021					2020					
	Man-Hours			Participants		Man-Hours			Participants		
	Leadership Development	12,495			2,939	8,748			2,861		
	People Skills	8,715			1,222	19,546			6,450		
	Banking & Business	211,345			30,262	242,151			32,275		
	Risk & Controls	83,633			23,917	39,611			8,245		
	Workplace Wellbeing	61,457			12,148	9,313			1,431		
	Total	377,645			70,488	319,369			51,262		

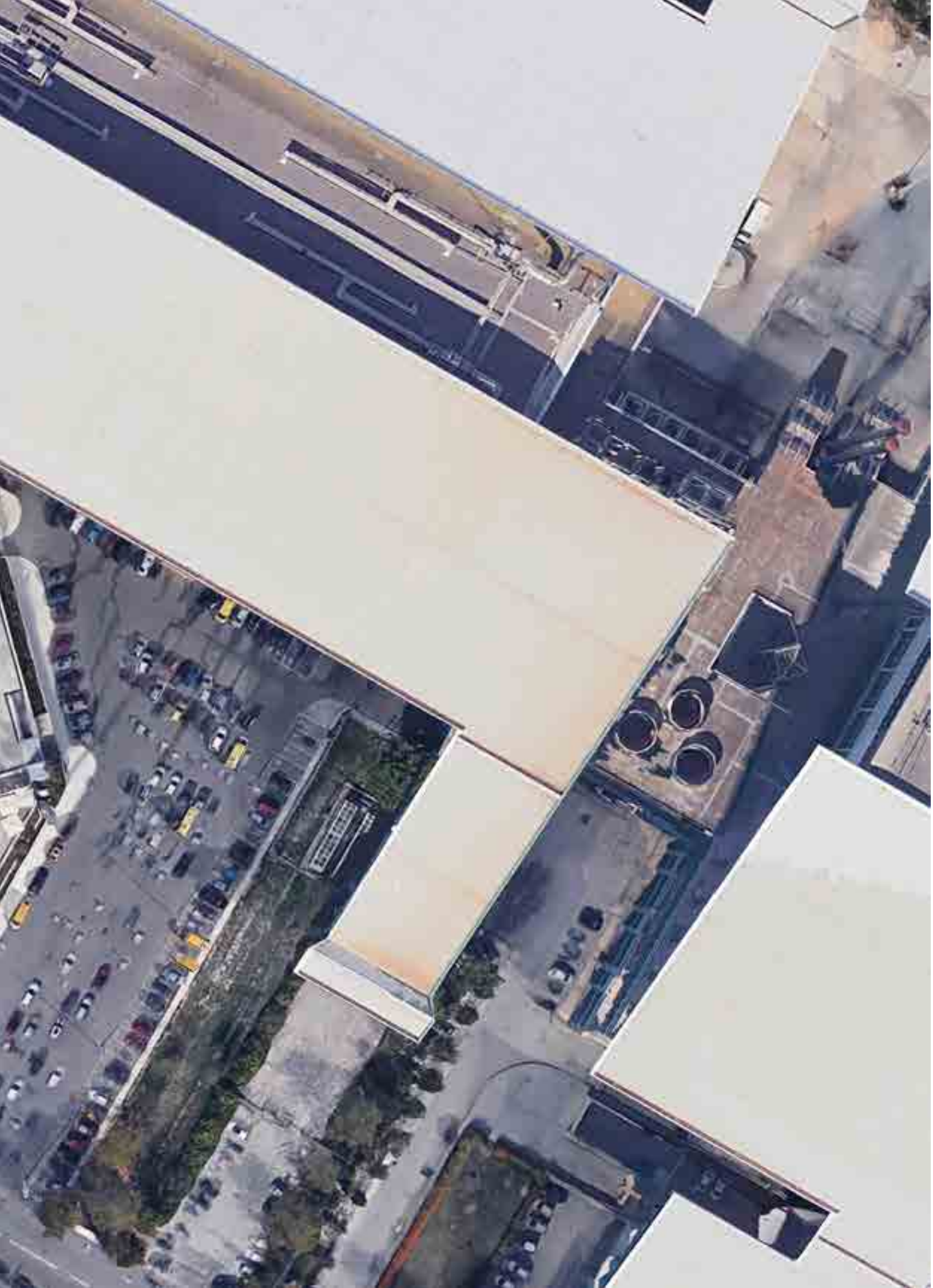
	Distribution of Training Man-Hours per Learning method (in thousands)- Bank										
	2021					2020					
	Classroom	16					27				
	Distance Learning	361					292				

	Average training Man-Hours 2021-2020										
	2021					2020					
	Bank	39.37					30.71				
	Group	37.72					30.0				

	Selected KPIs of female representation in Management 2021 - Bank	
	Women as % of total employees	58.9%
	Women in top management (% of top management)	21.2%
	Gender pay ratio*	15.6%
	*Pay ratio between genders or pay difference between men and women	

















SOCIETY

Creation Of Economic Value

Driven by its social responsibility mandate and the motivation to promote solidarity, Piraeus Financial Holdings voluntarily integrates societal and environmental practices in its business operations and its dealings with its stakeholders. Piraeus Financial Holdings accepts to take on responsibility for the impact of its activities on society and is committed to doing business in an environmentally sound and socially responsible manner, to ensure the balanced management of the triptych: “economic growth - sustainability - social cohesion”. In this context, every year Piraeus Financial Holdings makes contributions to charitable activities, supporting vulnerable social groups. PFH also preserves and promotes the cultural heritage through the

Piraeus Bank Group Cultural Foundation (PIOP), and encourages environmental protection.

The Group uses a set of Key Performance Indicators (KPIs) to track progress towards strategic goals. The Group primarily pursues value-maximisation, in order to contribute to economic and social growth through its business operations.

In 2021, CSR expenditure by Piraeus Financial Holdings accounted for 2.2% of its total operating expenses (OPEX).

The following table shows the direct economic value generated and distributed in 2021 and the amounts spent on CSR actions and initiatives.

Piraeus Financial Holdings Group Economic Value for 2021			
Amounts in € million		2021	
Direct Economic Value Generated	Net Revenue	2,526	
	of which Expenses from Interest payable to Credit Institutions	3	
Economic Value Distributed	Employee Wages and Benefits	405	
	of which Expenses for Employees Assistance Programmes (EAPs), Financial contribution for Volunteering and CSR Actions, Employee Development plans, Insurance, Medical Care (beyond the legal obligations)	16	
	Other Operating Expenses (excluding taxes and other fines)	445	
	of which payments for Grants, Charitable Donations and Sponsorships under L.4374/2016	4	
	Taxes (current tax and other taxes) and other fines	90	
Economic Value Retained	Direct Economic Value Generated – Economic Value Distributed	1,586	
	Contribution for CSR Actions	2.2%	
<p>Amounts have been rounded up or down to the nearest million.</p> <p>In 2021 employer contributions to the IORP (Institution for Occupational Retirement, Life and Medical Provision) were included for the first time.</p> <p>The IORP was established at the end of 2020.</p>			

Cultural and Social Initiatives Unit

With a deep sense of responsibility towards people and society, Piraeus Bank is committed to sustainable development. To this effect, the Cultural and Social Initiatives Unit was set up in 2020, dedicated to fulfilling the Bank's vision and values, by aligning its operations with social progress and solidarity and by strengthening its relations with society.

In this context, the Unit aims at understanding the needs of society and develops actions to address key issues, such as promoting gender equality – enhancing female entrepreneurship employment, eliminating gender stereotypes in primary and secondary education – and providing support in response to humanitarian crises.

CSR survey, focusing on Society and Culture

Piraeus Bank conducted a qualitative survey to understand the social and cultural needs and issues that affect people in a society.

Specifically, the purpose of the survey was to capture:

1. Citizens' emotions during the period of the Covid-19 pandemic: Fears – concerns – consumer behaviour – decision making – banks' response to the pandemic – citizens' relationship with banks.
2. The public perception of “Corporate Social Responsibility” – what makes a company socially responsible – why does a company undertake CSR initiatives.
3. What areas of corporate social responsibility should companies focus on – what citizens expect.
4. Citizens' expectations about cultural and social initiatives to be undertaken by banks – How important is it to them.
5. Citizens' assessment of similar cultural and social initiatives implemented by banks and especially by Piraeus Bank.
6. Additional cultural and social initiatives that citizens expect Piraeus Bank to develop and implement.

The survey findings and conclusions were useful and used to reshape Piraeus Bank's CSR strategy, to include timeless, innovative, measurable, holistic actions and initiatives, in line with its values and operational model.

Gender equality

Signing the United Nations Women's Empowerment Principles (WEPs)

Realising its responsibility towards society, Piraeus Bank, represented by its CEO Mr. Christos Megalou, was the first Greek bank to sign the Women's Empowerment Principles (WEPs), a joint initiative of UN Global Compact and UN Women, in April 2021. By endorsing the Principles, Piraeus Bank commits to design and develop initiatives for the advancement and promotion of Gender Equality in the workplace, marketplace, and community.

The seven (7) United Nations Women's Empowerment Principles:

1. Establish high-level corporate leadership for gender equality.
2. Treat all women and men fairly at work – respect and support human rights and nondiscrimination.
3. Ensure the health, safety and well-being of all women and men workers.
4. Promote education, training and professional development for women.

5. Implement enterprise development, supply chain and marketing practices that empower women.
6. Promote equality through community initiatives and advocacy.
7. Measure and publicly report on progress to achieve gender equality.

Inclusion of Piraeus Financial Holdings in the 2022 Bloomberg Gender Equality Index (GEI)

Following up on its commitment to gender equality after signing the Women Empowerment Principles, Piraeus Financial Holdings is one of 418 companies across 45 countries and regions to join the 2022 Bloomberg Gender-Equality Index (GEI). The GEI is a modified market capitalization-weighted index that aims to track the performance of public companies committed to transparency in gender-data reporting, measuring gender equality across five (5) pillars:

1. Female leadership and talent pipeline.
2. Equal pay and gender pay parity.
3. Inclusive culture.
4. Anti-sexual harassment policies.
5. Pro-women brand.

The companies included in the 2022 Index, achieved a score equal or above the GEI Score threshold for inclusion – the global weighted average of the companies participating in the GEI framework evaluation process. Piraeus Financial Holdings aims at submitting the necessary data each year, to demonstrate the progress it marks, in respect to Gender Equality policies, achieving its inclusion in the Index.

EQUALL Programme

Piraeus Bank applies a multidimensional CSR strategy, a strategy which is directly linked to the development needs of the Greek society. The Bank is fully committed to contribute to the formation of a society of equal people.

That is why the EQUALL programme was created, a programme aiming at developing initiatives to support and foster social equality. The goal is to help women claim the position that corresponds to their values and potential, while supporting equal access to employment and entrepreneurship, elements which are necessary for their autonomy and development.

Through the EQUALL programme the Bank also intends to raise awareness of how gender stereotypes affect young people in choosing their professional career path.

The EQUALL programme kicked off with the following initiatives:

Women Founders and Makers

A training, networking and mentoring programme for all women over the age of 18, from all over Greece, planning to start up or grow their business in the next six (6) months. It consists of two parts:

1. 38 training hours, split into five (5) modules. Four (4) modules have been designed by AHEAD – The Alba Hub for Entrepreneurship and Development of the Alba Graduate Business School / The American College of Greece, and
2. Mentoring and networking sessions for the participating women, designed by 100mentors, the Bank's strategic and implementing partners for the EQUALL programme.

The response to the first cycle of the Women Founders and Makers programme exceeded expectations, with:

1. More than 740 applications submitted for 50 vacancies.
2. More than 70% of the participating women living in the Greek regions.
3. More than 94% of the participating women stating that they benefited from what the programme offered them.

Women Back to Work

A training, networking and mentoring programme for all women over the age of 18, from all over Greece, aiming at getting employed after a career break. It consists of two parts:

1. 48 training hours, split into five (5) modules. Three (3) modules have been designed by the team of the Executive Education Programme of the Alba Graduate Business School / The American College of Greece.
2. Mentoring and networking sessions for the participating women, designed by 100mentors, the Bank's strategic and implementing partners for the EQUALL programme.

The response to the first cycle of the Women Back to Work programme exceeded expectations, with:

1. More than 270 applications submitted for 50 vacancies.
2. More than 65% of the participating women living in the Greek regions.
3. More than 96% of the participating women stating that they benefited from what the programme offered them.

In both programmes, each training module brings together the respective community of mentors to share their valuable experiences with the participants, to advise, guide and empower them to develop their soft skills.

These initiatives aim at helping women claim the position that corresponds to their values and potential, supporting at the same time, their equal access to entrepreneurial and professional development and prosperity.

Profession has no Gender

An educational programme in which students from public secondary and high schools throughout Greece, interact with mentors whose professions are stereotypically linked to the opposite gender.

Women and men from Greece and abroad connect through online sessions with groups of students, and share information about their career path, their experience, their challenges and achievements, in order to inspire young generations to follow the academic and career path they desire, regardless of gender.

Through this initiative, the Bank seeks to raise awareness among the young generation about the choice of their profession and help eradicate gender stereotypes that are reproduced and act as a deterrent to the choices of young people for the profession they wish to pursue.

The enthusiastic response to the first cycle of the Profession has no Gender programme exceeded expectations, with:

1. Applications from 80 schools from all over Greece, representing 3,152 students, exceeding the initial target set at 30 schools and 1,200 students.

2. More than 93% of the participating schools being located in the Greek regions and in remote areas, such as Alexandroupoli, Drama, Lipsi, Florina, Veria, etc.
3. More than 750 students and mentors discussing key issues under the "Profession has no Gender" topic, including female entrepreneurship, women in STEM sciences, financial literacy, women in Technology, Gender Equality in the labour market, stereotypes in the profession, etc.

Piraeus EQUALL 360°

Through the EQUALL programme, Piraeus Bank is committed to support the advancement of female entrepreneurship and contribute to the formation of a society of equal people. In this context, intending to strengthen social equality and equal access of women to business activity, the Bank created and offers, "Piraeus EQUALL 360° a comprehensive bundle of products and services, with special pricing and preferential terms, exclusively for women entrepreneurs.

Specifically, "Piraeus EQUALL 360°" offers:

1. Flexible products and financing instruments, making use of the programmes created in collaboration with Greek and European Development agencies. In addition, comprehensive and free support is available to companies whose business plans are included in financing schemes (e.g. NSRF, Development Law, etc.), to help them complete their investment plans.
2. Products for effectively conducting daily business transactions (current account, corporate debit and credit card for managing business expenses, modern insurance programmes).
3. Collection and payment solutions on preferential terms and additional services.
4. Payment processing and prepaid solutions in cooperation with Euronet Merchant Services "epay".
5. Preferential financing terms with competitive pricing and discounts on banking transactions.
6. Support granted by the Bank's expert business advisors.
7. Insurance business solutions, in collaboration with Piraeus Financial Holdings.
8. Support to the development and competitiveness of businesses by joining the "Shopping in the Neighbourhood" programme and the yellow business reward programme.
9. Special discounts/offers to cover businesses needs regarding energy, transportation, equipment & consumables, health, etc.

Piraeus Bank participates in the Generation17 initiative and is an advocate for the UN SDG # 5 - Gender Equality

Under the Generation17 initiative to promote the 17 UN Global Sustainable Development Goals, Piraeus Bank adopted SDG #5 - Gender Equality.

Through a large scale mural created on one of the most prominent avenues in Athens, Panepistimiou Street, the Bank seeks to raise awareness and sensitize society, and especially the young generation, in order to encourage action and active participation in the great social change, which is necessary for a sustainable and equal future for all.

The central heroine of the mural is a woman projecting her identity and claiming her equal place in a society without exclusions, segregation or discrimination.

Support actions in response to Humanitarian Crises

Piraeus Bank supports students in the areas affected by the wildfires in Northern Evia

Piraeus Bank offered direct support to families and businesses in Northern Evia, which were affected by the catastrophic wildfires in August 2021. In collaboration with the Greek State, the Bank designed and implemented significant initiatives to support local communities and their economies. In this context, Piraeus Bank implemented the following actions for students in the regions affected by the wildfires:

1. Scholarships of a total amount of €2,500 were granted to 34 high school graduates who passed the university entry exams, from the regions of Limni – Gouves – Agia Anna.
2. 25 interactive whiteboards were delivered to and installed in primary schools in the municipalities of Istiaia Edipsos and Mantoudi – Limni Agia Anna.
3. 269 tablets were delivered to four (4) secondary schools in the areas of Limni – Gouves – Agia Anna.
4. At the same time, the provision of equipment to the Preschool Education Units of the Municipalities of Istiaia Edipsos and Mantoudi – Lake of Agia Anna is under way.

These initiatives result in direct and indirect benefits for more than 2,160 students in the regions affected by the wildfires in Northern Evia.

The Bank, consistent with its commitment, will continue in cooperation with state and local bodies, the implementation of the strategic initiatives undertaken for the productive, economic and social reconstruction of the regions and communities of Northern Evia affected by the wildfires.

Social Contribution Initiatives

Support to vulnerable social groups

With a deep sense of social responsibility, Piraeus Bank actively supports vulnerable social groups and organisations recognised for their contribution to the community. In this context, the Bank was a major sponsor to the Hellenic Society for the Protection and Rehabilitation of Disabled Children (ELEPAP), contributing to services provided to more than 1,000 infants, children, and adults with disabilities. The Bank also supported the SOS Children's Villages, covering basic heating and electricity needs.

Piraeus Bank sponsored local communities and municipalities in Athens and the rest of Greece, such as the Municipality of Thessaloniki and the administrative Regions of Central and Western Macedonia. It also supported Associations, Foundations and Non-Profit Organisations, including the Athens and Thessaloniki Bar Associations, the Agios Panteleimon Care Foundation, as well as the NGOs “Thinking for Action” and “Dealing with Child Trauma”.

In 2021, Piraeus Bank continued its sponsorship of the savings programme for students living on the islands of Lipsi and Arki, whereby every child, upon entering adulthood, receives a lump sum of money to start adult life.

Donation of computers and office equipment to schools & academic institutions throughout Greece

In the field of education, more than 100 computers were donated to more than 50 schools and academic institutions throughout Greece. Approximately 1,600 items of office equipment were also donated to schools and other institutions.

Funding for universities and academic research

The Bank provided funding for a range of projects and programmes – directly or through special accounts for research funds – to a number of universities, including the Athens University of Economics and Business, the Aristotle University of Thessaloniki, and the National and Kapodistrian University of Athens.

Promotion of entrepreneurship

The Bank promotes entrepreneurship, which is vital for boosting employment and job creation. In this context, the Bank sponsored events, such as the “Hour of the Greek Economy” conference by the Hellenic-American Chamber of Commerce, the “Delphi Economic Forum”, as well as conferences that enhance the Bank's position in Greece and abroad.

Piraeus Bank was an official partner in the National Start-up Awards, rewarding start-ups that are registered on the online platform Elevate Greece (National Startup Registry) of the Ministry of Development and Investments. As an official business partner, Piraeus Bank evaluated start-ups and gave “Nannuka” (Assessment of carers for families) the Women's Entrepreneurship Award.

In the context of its additional support, the Bank granted special benefits to start-ups registered on the National Registry. In particular, Piraeus Bank offers small businesses, which have joined the Action “Support for Start-ups on the National Registry “Elevate Greece” in dealing with the Covid-19 pandemic”, additional financing to cover working capital needs and/or investment needs, through the EaSI financial instrument, guaranteed by the European Investment Fund (EIF).

2022 TARGETS

Strongly committed to its vision and values, Piraeus Bank aligns its operations with social progress and solidarity and strengthens its relations with its social partners. For 2022, its main goals are:

1. To conduct more surveys on CSR focusing on the pillar of Society, to record and track social needs, so as to develop initiatives to address these needs.
2. To ensure the inclusion of Piraeus Bank in the Bloomberg Gender Equality index on an annual basis, demonstrating the progress made.
3. To enrich and expand the three (3) initiatives developed under the EQUALL programme strategic framework Women Founders and Makers, Women Back to Work and Profession has no Gender, by increasing the number of participants per cycle, and by conducting two (2) cycles per annum.
4. To plan and develop new actions and initiatives under the EQUALL programme, strategic framework through which Piraeus Bank contributes to the formation of equitable and inclusive societies, to the creation of a sustainable prospects and extroversion environment and a climate of extroversion and the promotion of equal opportunities for all.
5. To design and develop new products and services tailored to the needs of the respective social groups.
6. To continue supporting vulnerable social groups and to provide assistance in response to humanitarian crises.
7. To establish an independent methodology for assessing the impact of the Bank's CSR initiatives on the Greek economy and society.

Youth Empowerment - CSR programmes

Project future & Project future junior

Piraeus Bank, through its CSR program Project Future, recognizes the difficulties that the new generation of graduates is facing and, with the aim of strengthening it, addresses the gap between higher education and the employment. Project Future is implemented in collaboration with ReGeneration, the largest employment and training program for young graduates in Greece.

Since its launch in 2018, the Project Future programme has been running every year, with two cycles per annum (March and October), and offers participants access to valuable professional experience, skills, and business contacts from a network of more than 850 participating businesses. University graduates aged up to 29 years with little (up to 3 years) or no work experience or extracurricular activity, are given the opportunity to gain experience in order to get hired for the job they want.

Under the selection process, candidates whose applications are successful, i.e. meet four (4) eligibility criteria, undergo a two-tier assessment: gamified psychometric tests and competency-based interviews with executives from the Greek market.

Successful candidates start the programme, which is divided into two parts:

1. In the first part, the participants attend a four-day soft-skills training course, with emphasis placed on personal and professional skills. On the fourth day of the course, they attend masterclasses in the fields of Digital Transformation and Financial Literacy. Through the courses they have the opportunity to understand the impact of technologies on society and business and the basic principles of financial planning. Thus, participants gain in-demand skills that give them an edge in today's competitive job market.
2. In the second part, participants receive hard-skills training to fill roles in cutting-edge sectors.

After the successful completion of the training course, participants upload their resume/CVs on the ReGeneration job placement platform, a source of recruitment or hiring for Project Future partners, where it remains for one year. Minimum requirements for the employment contracts include a six-month employment period and a gross monthly salary of €750. The Project Future programme expands its reach with growth of partner network, to ensure the highest level of graduate recruitment by companies such as: Coca Cola, EY, Vodafone, Lidl Hellas, AB Vassilopoulos and many other business entities in Greece.

Piraeus Bank, in collaboration with ReGeneration, researches the conditions and needs of the market, at a local level, in large cities in Greece, while planning specialized educational programs with the participation of recognized educational institutions programs, for the complete and successful conduct of each cycle. The training programmes are improved after every cycle, based on student's feedback and market needs.

Project Future partners in 2021 included Google, Facebook, LinkedIn Learning, Code.Hub, Athens University of Economics, University of Piraeus, EY, EASE/ACEO (Association of Chief Executive Officers), University of Crete, BCA and SEV (Hellenic Federation of Enterprises).

In 2021, adapting to the conditions imposed by the pandemic, the 6th and 7th cycles of Project Future were conducted entirely online, offering training to candidates from all over Greece. The strategic partnership with LinkedIn Learning continued. LinkedIn is the largest online professional network in the world. Not only is LinkedIn an invaluable tool for job searching, social interaction and business networking, but also

LinkedIn members can develop essential skills for the labour market. Professionals can choose from more than 9,500 specialist courses on LinkedIn Learning Hub, the skill-building platform, to improve their skills in the fields of Business, Technology and Creative. Application to one of the three pillars of training programmes, entitles Project Future participants to a pass for free access to the entire LinkedIn Learning database.

Two important masterclasses were included in the 7th cycle of the programme, the Digital Transformation Masterclass, in collaboration with Code.Hub, and the Financial Literacy Masterclass, in collaboration with the Institute of Financial Literacy. The masterclasses introduced principles and concepts of digital transformation and fundamental principles of finance.

The Bank's Project Future team works together with ReGeneration for the successful rollout of the programme. The team is made up of executives from various Units, who plan, organise, and monitor the progress of the programme, but also actively participate in the various stages of each cycle, such as in the interviews and the four-day training.

Through the Project Future programme Piraeus Bank aims to:

1. Offer young people a competitive advantage when entering the job market, despite their limited or lack of previous work experience, through specialist training in key sectors of the Greek economy.
2. Help companies recruit young talent who will add value to their workforce.
3. Tackle unemployment and reinforce education.

2021 (6th and 7th cycles) in numbers:

1. 1,110 young people received vocational training on hard and soft skills, through Project Future & ReGeneration.
2. 415 young people received specialist training through Project Future.
3. 600 placements in the labour market, through Project Future & ReGeneration.

The success of the Project Future Programme (6th and 7th cycles, March 2021 - October 2021) is reflected in the following numbers:

1. 1,254 young people received training through Project Future and ReGeneration, improving their professional skills.
2. 443 of them attended one of Project Future's specialist courses.
3. 474 placements in the Greek job market following completion of Project Future and ReGeneration courses.

The recruitment process for those who completed the Programme's 6th cycle ends in June 2022, while the recruitment timeline for those who completed the Programme's 7th cycle runs between December 2021 and December 2022. Graduates who completed ReGeneration and Project Future courses in 2020 were also hired in 2021, but are not included in the aforementioned figures.

The outcome of the seven (7) cycles of the Project Future Programme (October 2018 - October 2021) in numbers:

1. 3,848 young people received training through Project Future and ReGeneration, improving their professional skills.
2. 1,370 of them attended one of Project Future's specialist courses.
3. 2,028 placements in the Greek job market following completion of Project Future and ReGeneration courses.

- More than 92% of placements through Project Future and ReGeneration have renewed their contract for more than 6 months or secured a longer contract upon recruitment.

The 5th and 6th cycles (October 2020–June 2021) of Project Future were evaluated using the Social Return on Investment (SROI) methodology.

According to the SROI analysis, the programme's Social Return on Investment was equal to 3.03:1, i.e. for every 1 euro invested by Piraeus Bank in the Project Future programme, more than 3 euros of social value were returned to society. The stability of the SROI index for the Programme, compared to the index of the previous cycles (SROI of 2.04: 1 for the 1st and 2nd cycles, and 3.1 for the 3rd and 4th cycles), reflects the Bank's investment and commitment towards a more sustainable way of life, and marks the continued success of the Programme.

In 2021, committed to its ESG strategy and to improving its footprint, the Bank created an extension of the Project Future programme, the Project Future Junior programme. Project Future Junior gives young people aged 14 to 17 the opportunity to develop the skills they need to succeed, regardless of their career choices. This is an online Academy designed for pupils from public schools throughout Greece, offering information about the fields of Digital Marketing, e-Commerce and Project Management. The programme is carried out in collaboration with Junior Achievement Greece, a member of Junior Achievement WorldWide, the largest provider of education programmes for entrepreneurship. Once they complete the course, participants are encouraged to come up with innovative business ideas and submit group projects, applying the knowledge acquired during the course. These projects

can enter the competition organised by Junior Achievement Greece.

Project Future Junior aims to introduce participants to high-growth business fields, to help them develop new skills and to expand their options for finding a job in fast-growing industries. The first cycle of Project Future Junior kicked off in 2021, with applications submitted in December. Training will be completed in the first 6 months of 2022; following the training course a competition will be organised and the best projects will be rewarded.

Piraeus Bank actively supports both pupils and school graduates, offering a high level of training in key market segments, and job specialisation for positions that match the graduates' skills and interests. In the context of shaping a modern working environment, Piraeus Bank, through the Project Future and Project Future Junior CSR programmes, helps pupils and students in their personal development and performance, by promoting open communication, by enhancing their personal growth and their subsequent high performance. A group of able young people is born that is result-oriented and productive.

CSR Initiatives-Volunteering

Driven by the Group's vision and values and the 17 Sustainable Development Goals (SDGs) of the UN Global Compact, Piraeus Group actively develops and supports CSR initiatives for local communities and employees.

In this context, Piraeus Bank participated in 313 CSR initiatives, helping out 37,980 people, in collaboration with 149 organisations and NGOs.

Pillars	No. of Activities	Beneficiaries	Synergies
Social support	2	2,700	116
Promoting youth entrepreneurship	2	60	1
Environmental protection	1	15	1
Fair play	5	1,151	4
Blood donation	10	593	0
Cultural awareness	10	1,847	5
Creative activities	1	1,852	11
Vocational orientation	2	325	4
Environmental awareness	1	0	0
Technology	0	0	0
Wellbeing	272	29,190	7
Parenting cyber talks for assisting parents to deal with preschool, school aged children and teenagers	7	247	0

Last April, in alignment with the World Health Day, the Group's "Ev Zin" wellbeing program was launched, based on three (3) pillars: our body, our mind and our bonds with society and the environment. Employees and their families have the opportunity to participate in activities such as volunteering, fitness programmes, medical talks and counselling, interactive workshops, as well as to enjoy privileged services.

In 2021, with the special health measures, the actions were carried out online. Employees from all over Greece had the opportunity to join discussions and programmes on specific themes/topics, such as:

- Covid-19 related topics, check-ups, health, and safety at work
- Counselling with mental health professionals on various psychological problems including burnout, psychosomatic disorders, depression, stressful conditions during a pandemic.
- Fitness programmes and Yoga sessions.

- Talks on nutrition.

- Talks about empowering parental role on how to strengthen the bonds with their family and stages of children development.

An important axis of "Ev Zin" is the contribution to society and the environment, through volunteering. In this context, two (2) events were organised under the programme "Walking for a good cause" and donations were made to support the work of selected NGOs. Support was provided to the SOS Children's Villages and the areas affected by the fire in Northern Evia.

For the 9th consecutive year, we joined forces with the Panhellenic Association of Women with Breast Cancer "Alma Zois- Leap of Life", in the largest sporting event with a social purpose in Greece, the "Digital Greece Race for the Cure", which was attended by approximately 600 employees across the country.





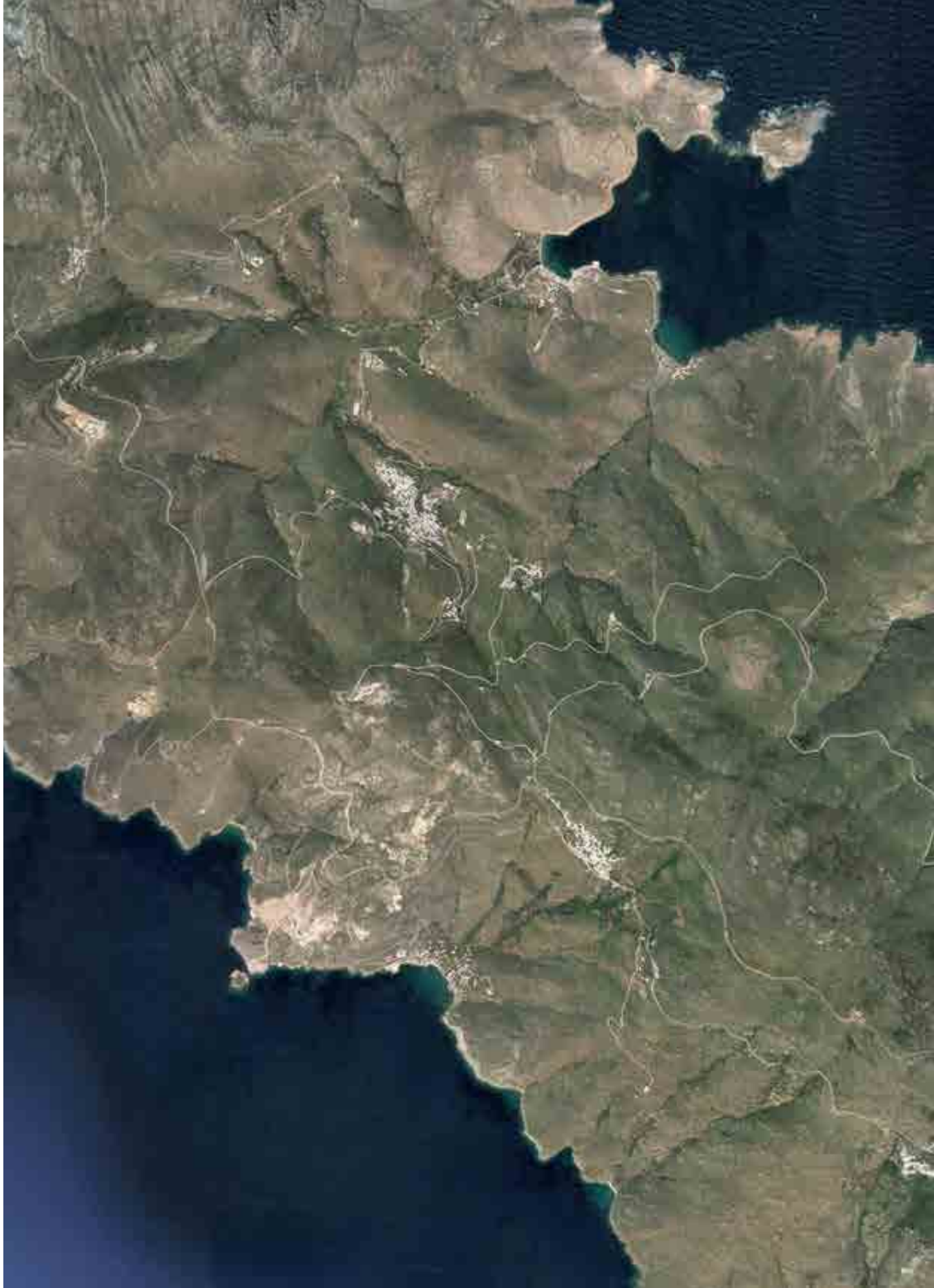












CULTURE

Cultural and Social Initiatives Unit

Cultural and Social Initiatives Unit is firmly committed to contributing to the Bank's vision for a sustainable future, an integral part of its CSR strategy. It supports cultural and creative industries, promotes Culture, History and intellectual creativity, preserves and projects the Greek cultural heritage as well as the business activities that generate mutual benefits for Culture and Society.

Piraeus Culture and Creativity 360°

Piraeus Bank recognises the value of arts and culture to people and society and their impact on the economy. It is committed to nurture cultural and creative industries as levers for the country's sustainability.

In particular, the Bank stands by the cultural and creative industries (CCIs), which have been among the hardest hit sectors by Covid-19 and offers integrated support to allow artists and cultural professionals to continue pursuing their creative work.

The Bank created Piraeus Culture and Creativity 360°, a bundle of products and services, to cover the day-to-day needs and challenges of SMEs active in Arts and Culture – indicatively: Museums, Production Companies, Publishers, Printing Houses, Historical & Exhibition Galleries, etc. Piraeus Culture and Creativity 360° offers:

1. Flexible products and financing tools, utilising financial instruments provided by National and European development agencies. In addition, Integrated Support Framework is available for companies that have joined co-financed programmes (e.g. NSRF, Development Law, etc.) for the implementation of their business plans.
2. Products for managing daily routine transactions (current account, corporate debit and credit card for control over business expenses, modern insurance).
3. Payment solutions with preferential pricing and benefits.

4. Cooperation with Euronet Merchant Services «epay» on cards acceptance and merchant acquiring.
5. Preferential service fees, with significant discounts.
6. Advice from a Bank financial advisor.
7. Cooperation with Piraeus Financial Holdings on business insurance solutions.
8. Participation in the “Shopping in the Neighbourhood” and the yellow business programmes to enhance their economic growth, development and competitiveness.
9. Reduced pricing and special rates to cover increasing costs of energy, travel, equipment and consumables, health, etc.

More than 200 companies from the cultural and creative industries have joined Piraeus Culture and Creativity 360° in the first six months since its launch and have received funding of more than €1.2 million, while requests for funding of an additional €1.3 million are being processed.

Bicentennial Actions Programme for the Greek Revolution of 1821

Piraeus Bank, respecting its institutional role and the Social Responsibility that derives from it, participated in the celebration of a national milestone, such as the bicentennial of the Greek Revolution of 1821.

In this context, the Bank in 2019 designed a series of actions that comprised scientific research, culture, arts and literature. The Bicentennial Actions Programme was implemented mainly during 2020 and 2021 in collaboration with distinguished institutions, renowned academics and great artists. Although the Programme reached its peak in 2021, it continues in 2022 with some educational actions, presentations of publications and temporary exhibitions throughout Greece, that can also be virtually accessed. Bicentennial Actions of Piraeus Bank are digitalized in order to be available to the Greek diaspora and the future generations that can maintain it as cultural heritage.

	Collaborations & Actions
	<p>General Secretariat of Greeks Abroad of the Ministry of Foreign Affairs</p> <p>Memorandum of Cooperation to promote Piraeus Bank's Bicentennial Actions Programme to Greeks living abroad</p> <p>Historical and Ethnological Society of Greece – National Historical Museum (HESG– NHM)</p> <ul style="list-style-type: none"> • Commemorative medallion to celebrate the bicentennial of the Greek Revolution of 1821 • “Revolution '21 reframed” temporary floating exhibition of historical artefacts and archival material from the NHM collections, in a tour to Greek islands destinations that played a key role in 1821 <p>National and Kapodistrian University of Athens</p> <ul style="list-style-type: none"> • International Conference “The Greek Revolution in the Age of Revolutions (1776–1848): Reassessments and comparisons” • Eleven workshops “200 years of the Greek state. Looking back and ahead” • Lecture series “21 lectures on ‘21” • “6+1 podcasts on ‘21” • Scientific programme and publication “Aspects of day-to-day life in revolutionary Greece” <p>General State Archives (GSA)</p> <p>Publication “1821 and its protagonists”</p> <p>Greek National Opera (GNO)</p> <p>Combined performance of opera and dance, Pavlos Carrer's “Despo” and Nikos Skalkotas' “Greek Dances”</p> <p>Cultural Foundation of Tinos</p> <p>Exhibition and publication “Ecstaseis: Attempts to depict Liberty”</p> <p>Takis Sinopoulos Foundation – A Study for Modern Greek Poetry</p> <p>Publication of the Anthology “Hail, Liberty! Hail! The Struggle of 1821 in Greek and Foreign Poetry”</p> <p>Nikolaos Karapidakis, Ionian University professor and former President of the Ephorate of the General State Archives and Anna Pouradier Duteil – Loizidou, former Director of the Cyprus Research Centre</p> <p>Publication “French Bulletins on the Greek Revolution. 1821–1822”</p> <p>Scientific team from the Agricultural University of Athens</p> <p>Scientific study and publication “The Agricultural Sector in Greece: 200 years of history. Future challenges and prospects”</p> <p>Piraeus Bank</p> <p>Publication of the poem “Hymn to Liberty” by Dionysios Solomos, with wood engravings of the revolutionaries of 1821 by Jannis Psychopedis</p> <p>Foundation for Research and Technology – Hellas (FORTH)</p> <p>Interactive presentation of the “Hymn to Liberty” and the Greek Independence Fighters of 1821</p> <p>Studio Bauhaus</p> <p>“IODINE. Greece on the ruins of Missolonghi” Visual documentary by Orpheas Peretzis</p> <p>Theatrical group “Astronauts”</p> <p>Art installation about Manto Mavrogenous “La bella Greca or what is left” in Tinos, Mykonos, Paros, Chania and Athens</p> <p>Piraeus Group Cultural Foundation (PIOP)</p> <ul style="list-style-type: none"> • Touring exhibition in collaboration with the National Historical Museum (NHM) “1821 allios (differently): The Greek Revolution in Playmobil Custom Figures and Dioramas”, presented at the Museum of the Olive and Greek Olive Oil in Sparta, the Museum of Industrial Olive–Oil Production of Lesvos and the Rooftile and Brickworks Museum N. & S. Tsalapatas in Volos • Touring exhibition of historical artefacts and archival material from the collections of the NHM, presented at the Silversmithing Museum in Ioannina, the Open–Air Water Power Museum in Dimitsana and the Chios Mastic Museum • Theatre production “Filiki Eteria: The brotherhood behind the Revolution”, directed by Ioli Andreadi • Publication of Sophia Kalantzakos's fairy tale “Gunpowder for the Revolution”. The publication, also available in Braille, was transcribed and printed at the Specialised Braille Printing Department of the Lighthouse for the Blind of Greece • Temporary exhibition “History on Embroidery” at the Museum of Marble Crafts on Tinos and the Silversmithing Museum in Ioannina • Exhibitions, educational programmes and workshops at the PIOP's points of presence

Bicentennial Actions include publications, exhibitions, conferences – speeches – lectures, scientific programmes, educational workshops and artistic productions.

Piraeus Bank has a noble ambition; to contribute to the reflection on the history of Greece, from the founding of the Greek State until today, our national self-awareness and the usage of the lessons of history for the challenges of the future.

Piraeus Bank commissioned the Centre for Sustainability and Excellence (CSE) to measure the impact of the celebrations for the bicentennial of the Greek Revolution of 1821, using the “Social Return on Investment” (SROI). SROI is an International Standard used to measure the social, economic and environmental value created by CSR programmes.

The programme’s SROI is equal to 3.2: 1, i.e. for every 1 euro invested by Piraeus Bank in the Bicentennial Actions Programme, 3.2 euros of social value were returned to society.

The social contribution of Piraeus Bank’s Bicentennial Actions Programme includes:

1. highlighting the historical context of the Greek Revolution of 1821 to thousands of Greek citizens and Greeks abroad
2. better understanding of important historical facts about the Greek Revolution of 1821
3. connecting the modern Greek with 1821, the period of Greek Revolution
4. increasing knowledge about the establishment of the Modern Greek State and conclusions about the future
5. contributing to the UN SDGs, in particular SDG 4 on Quality Education.

Collaboration with the Greek National Opera (GNO)

Piraeus Bank supports the arts and culture scene. In this context, the Bank sponsored the production and performance of the Greek National Opera, which was dedicated to emblematic composers of the Greek National School of Music. Pavlos Carrer’s opera “Despo” and choreographed “Greek Dances” by Nikos Skalkotas were presented in a combined performance. In addition, Piraeus Bank sponsored the sound art performance – interactive musical fairy tale “THE TALIS-MAAAAAAAAAAAAAAN”, a production by the Learning & Participation Department of the Greek National Opera.

Collaboration with the Hellenic Athletics Federation (SEGAS)

As an official sponsor of the Hellenic Athletics Federation (SEGAS), Piraeus Bank has been contributing to all athletic events since July 2020.

The Athens Marathon, the Authentic Marathon, is the largest annual athletic event of mass participation in Greece, as it attracts more than 25,000 athletes and runners from Greece and numerous other countries.

Piraeus Bank demonstrates its commitment to the Olympic Ideal and Greek Culture by showcasing it around the world; Everything worthwhile in life is attained through ethos, perseverance, dedication, hard work and discipline.

In 2021, Piraeus Bank sponsored the Authentic Athens Marathon and the Half Marathon, both of which were attended by a large number of participants.

2022 TARGETS

With a strong commitment to its Vision and Values, Piraeus Bank supports cultural and creative industries, promotes historical literacy, preserves and provides access to Greek cultural heritage and encourages activities that generate mutual benefits to Culture and Society. For 2022, its main goals are:

1. to conduct more surveys on CSR towards Culture, so that the Bank can identify the needs and undertakes relevant initiatives to address these needs
2. to plan and participate in cultural activities that improve cultural literacy:
 - i. provide the impetus for a new generation of creative talent
 - ii. generate ideas for artistic creation and expression
 - iii. safeguard, promote and preserve the Greek cultural heritage and history
3. to develop and promote the Creative Economy, in Greece and abroad, by using European and co-financed programmes to support CCIs and by entering into creative partnerships with a number of international partners from the Creative Economy. The aim is to enhance the competitiveness, productivity, sustainable development, employment and extroversion of Greek art
4. to plan and develop new cultural activities that promote intellectual creation, artistic expression and the preservation of the Greek folk tradition in areas such as handicrafts, etc
5. to introduce measures – direct support for artists and cultural professionals so as to increase the production of cultural goods
6. to set up an independent methodology for assessing the impact of the Bank’s cultural CSR actions on Greek society and economy.

Piraeus Bank Group Cultural Foundation (PIOP)

PIOP is a voluntary non-profit foundation, funded by Piraeus Bank. PIOP supports the preservation and showcasing of Greece’s cultural heritage, with emphasis on its artisanal and industrial technology, and promotes the connection between culture and the environment. At the same time, through its operation, it fulfils the Bank’s commitment to the Sustainable Development Goals.

The Foundation’s basic objectives as specified in the Articles of Association:

1. Record and showcase Greece’s cultural heritage and identity.
2. Preserve the cultural heritage embodied in traditional and artisanal crafts, and industrial technology in Greece.
3. Link Culture with the Environment and Sustainable Development.

The Foundation’s basic objectives are achieved through:

1. Creation and management of a network of thematic museums of technology throughout Greece.
2. Organisation of Historical Archives relating to the economic, banking, industrial and agricultural history of Greece.
3. Implementation of research programmes and the publication of scientific papers and special publications.
4. Operation of a specialised library, open to the public.
5. Organisation of a variety of academic and cultural activities.
6. Implementation of educational programmes and activities, with

emphasis on children of school-going age.

7. Use of new technologies.
8. Collaboration with Greek and international institutions of recognised repute.
9. Participation in the public dialogue on developing cultural strategies.

1. Systematic collection of data, visitor guestbooks and visitor satisfaction surveys at the Network's Museums.
2. Systematic recording of requests, comments, and complaints, through the PIOP Quality Management System.
3. Response to written requests and communication with all interested parties.

PIOP publishes a bimonthly schedule of events, available on its website (www.piop.gr), and measures the impact of its actions on the public through:

2021 PIOP Activities	
Museum visitors	123,542
Publications	57% free admission
	1,427 volumes donated, to natural and legal entities, of which
	5 educational folders delivered to schools
	1,700 volumes (15 titles) as university textbooks through the Eudoxos project
Education	82 school educational programmes
	50 regular educational programmes
PIOP Museum Activities	151 cultural activities
	17 exhibitions
	21 collaborations with third parties
	162 digital activities
Historical Archives	23,842 beneficiaries
Library	43,828 beneficiaries
Publications	6 new publications/reprints
Research	4 European and co-funded projects
	1 research programme

In 2021, the second wave of the Covid-19 pandemic significantly affected the operation of the Foundation and its Museums. Following the guidelines by the Ministry of Culture, the Network Museums were closed to the public for a period of five months in 2021 (01.01.2021 – 13.05.2021). The Museums reopened on 14.05.2021.

The PIOP Museums are vibrant hubs for civic and community engagement. This relationship is dynamic as there is an engaging role between museums and their local communities. The Museums reported a drop in visitors in 2020 and 2021 which deprived them of their oxygen.

For this reason, the PIOP adapted its strategy and, with the help of new technologies, channelled a large part of its resources into planning and organising digital and online activities, so as to maintain, as much as possible, its contact with the public. It also organised a series of events with physical presence, in accordance with health protocols.

European and Co-Funded Projects

1. As part of the European Horizon 2020 framework PIOP runs the project Mingei: Representation and Preservation of Heritage Crafts (Grant Agreement No 822336). Participants: 9 partners from 6 European countries. The project is coordinated by the

Foundation for Research and Technology in Crete (FORTH).

2. In 2021, the pilot installation of digital interactive applications took place at the Chios Mastic Museum in the framework of section 6.5 Pilots definition usability and user experience evaluation and consolidation of the work package 6 – EXPERIENCE, LEARN & EXPRESS: Narratives and storytelling for novel craft experiences in CHIs.
3. PIOP participates in EPANEK CULDILE programme (Project Code T1EDK-03785) with its Historical Archives. The project is coordinated by Bookscanner SA, with the participation of DOTSOFT and NCSR “Demokritos”. During 2021, work started for importing digitised pages (100,000) in the Adlib Archive and in the site of the digitised collections.
4. PIOP participates in EPANEK Museion Topos programme (Project Code T1EDK-01571 – www.museum-topos.gr). The project is coordinated by the Department of Product and Systems Design Engineering, University of the Aegean, with the participation of DOTSOFT and Geospatial Enabling Technologies (GET). During 2021, a pilot project was conducted to test three mobile applications and three interactive game installation sets in three Museums and the neighbouring settlements

(Olympoi – Chios Mastic Museum, Pyrgos – Museum of Marble Crafts on Tinos, Agia Paraskevi – Museum of Industrial Olive-Oil Production of Lesbos). During the pilot project, application usage and visitor experience data were recorded, so as to identify areas for improvement. Also, in November, targeted communication campaigns (information weeks) were organised to promote the aforementioned applications to the public. Schools in the area participated in these activities, evaluating the applications at each Museum.

- PIOP participates in EPANEK e-xnilatis programme (Project Code T1EDK-00410 –www.e-xnilatis.gr). The project is coordinated by the Information Technologies Institute (ITI) of the Centre for Research and Technology Hellas (CERTH), with the participation of TETRAGON and LINK TECHNOLOGIES SA. During 2021, a pilot project was conducted at the Silversmithing Museum in Ioannina to test mobile application and web usability, as part of the test execution phase and the project evaluation.

Culture, Environment and CSR Principles

The Environmental Management System (EMS) in PIOP's buildings has been certified in accordance with EMAS (Eco-Management and Audit Scheme) and Standard ISO 14001. In 2021, targeted interventions were carried out in the buildings and electromechanical equipment of the PIOP Museums and its facilities in Athens, aiming to improve their energy performance and, by extension, to reduce the Foundation's environmental footprint.

The Foundation's 8th Environmental Statement was verified, in accordance with the requirements of EMAS Regulation, on 26.11.2021, by Cyprus Certification Company (CyCert). The Foundation is registered on the Greek EMAS Register (registration number EL-000110), as per Ministerial Decree No. 50486/1466/27.10.2014.

PIOP's EMS has been awarded the following certificates by Cyprus Certification Company (CyCert) with registration number EMAS ELV-0009 (Accreditation Certificate No. 549):

- CYS EN ISO 14001:2015, No. ES.N.14.007
- CYS EN ISO 50001:2018, No. EMS.17.001
- IQNet CY. ES.N.14.007

In addition, PIOP applies a Quality Management System certified in accordance with Standard ISO 9001:2015 and an Event Sustainability Management System certified in accordance with Standard ISO 2012:2012.

All the Museums of the PIOP Network have received pre-approval for their accreditation-recognition by the Ministry of Culture and Sports (Ministerial Decision Ministry of Culture and Sports / General Directorate of Antiquities and Cultural Heritage / Directorate of Modern Cultural and Intangible Cultural Heritage / 93783/1682). Four Museums have received accreditation-recognition by the Ministry of Culture and Sports:

- Environment Museum of Stymphalia
- Rooftile and Brickworks Museum N. & S. Tsalapatas, Volos
- Open-Air Water Power Museum in Dimitsana
- Museum of Industrial Olive-Oil Production of Lesbos

An application for recognition-certification for the Silversmithing Museum in Ioannina was submitted on 17 November 2021 to

the Museums' Council of the Ministry of Culture and Sports, with other Museums also preparing for submission of applications.

Promoting Intangible Cultural Heritage

In 2021, the system of the six-year periodic reporting cycle was introduced, according to which European Member States will present their work at the next General Assembly, in 2022. Therefore, 2021 was a year of review and feedback for PIOP, which has been certified by the General Conference of UNESCO's Member States as advisor to UNESCO, to the Ministry of Culture and Sports, and to the National Committee for the Safeguarding of Intangible Cultural Heritage.

In this context, PIOP:

- Reviewed the entries on the National Inventory for Intangible Cultural Heritage of Greece for the two elements of the country's intangible cultural heritage that are on display in two Museums of the PIOP Network, the Chios Mastic Museum, and the Museum of Marble Crafts in Tinos. The updated entries were approved by the National Committee's annual meeting.
- Provided a review of conservation actions carried out by the PIOP Museums during the period 2015-2020, aimed at safeguarding and promoting Intangible Cultural Heritage.

The long-term scientific involvement of PIOP, in the places where the Intangible Cultural Heritage remains alive (it is now described as living heritage), is a comparative advantage for the Foundation both at national and local level.

Museum Network

The Museum Network and the activities organised on the museums' premises contribute to:

- Promoting Greek cultural heritage and the mutual and interdependent link between the economic, social and environmental pillars which forms the basis for sustainable development.
- Promoting traditional Greek artisan crafts and local cultural heritage, fostering employment, economic and tourist activity, and local development and well-being.
- Creating culture and lifelong-learning hubs, by hosting cultural, scientific, and educational activities.

The Network consists of nine (9) thematic technological Museums that preserve and promote local artisan tradition and industrial production, as well as the tangible and intangible cultural heritage.

Through its Museum Network, PIOP contributes not only to the increase in tourism in distant regions, but also creates better conditions for economic growth and employment in local communities. PIOP also uses local suppliers for goods and services sold in Museum canteens and shops. The Museum staff (42 people) are hired from the local communities and undergo regular training, with visitors benefiting from constantly upgraded services.

In 2021 the PIOP Museums welcomed 123,542 visitors (104,641 Greeks and 18,901 foreigners), up 30.5% from 2020. 57.17% of admissions were free of charge. The number of visitors reflects the support by local communities. Host communities recognise the spill-over social and economic effects of local cultural heritage and identity, and the continued organisation of cultural events.

Museum Network

 Silk Museum, Soufli	 Museum of the Olive and Greek Olive Oil, Sparta
 Rooftile & Brickworks Museum N. & S. Tsalapatas, Volos	 Museum of Marble Crafts, Tinos
 Museum of Industrial Olive-Oil Production of Lesvos	 Chios Mastic Museum
 Environment Museum of Stymphalia	 Silversmithing Museum, Ioannina
 Open-Air Water Power Museum, Dimitsana	

All the Museums are equipped with multipurpose halls, vibrant cultural hubs hosting educational programmes, exhibitions, lectures, seminars, and other events.

In 2021, the Museums organised 115 cultural events, 14 exhibitions, 71 school educational programmes, 50 regular educational programmes, and 21 collaborations with third parties.

The Museums of the PIOP Network play important multifaceted social roles. They collect, conserve, transfer and communicate cultural heritage, while contributing to the economy of the areas that host them.

The economic impact is not limited to the activity directly attributable to the construction of building facilities and to the jobs and wages of museum staff (direct impact). It includes the activity driven by the supply chain as a result of the procurement of goods and services from other businesses (indirect impact). In addition, revenues generated – by the direct and indirect effects – are spent on consumption, leading to another round of spending in the economy (induced impact). Finally, cultural hubs contribute to building a strong image for the wider region and attract visitors, resulting in an increase in tourism and demand for local products and services (catalytic impact).

The economic and social impact of the PIOP Museums on the local communities were reported in a research study conducted by the Foundation for Economic and Industrial Research (IOBE) in 2019:

1. Tourist spending increased in the regions hosting museums: €11.8 million – €26 million (using a conservative estimate vs an optimistic estimate of the catalytic impact respectively).
2. Impact of museum activity on Greece GDP: excluding catalytic effects, impact estimated at €5.1 million – using a conservative estimate, impact exceeds €23.0 million – using an optimistic estimate, impact reaches €44.2 million.
3. Impact of museum activity on employment: using a conservative estimate, impact of 619 jobs – using an optimistic estimate, impact of 1,204 jobs.

These figures are directly proportional to the number of Museum visitors. The prevailing restrictive conditions during the last two years, due to the pandemic, have significantly affected the operation

of the Museums. However, a gradual increase in physical presence activities is expected in 2022 and a return to pre-Covid-19 levels.

Historical Archives

The PIOP Historical Archives collect, organise, and preserve the historical records of the banks absorbed by the Piraeus Bank Group, including records of important organisations and companies connected with the absorbed banks throughout their history. The collection contains archives from seven (7) banks, five (5) state organisations, 59 companies, nine (9) private collections and three (3) collective bodies.

PIOP Historical Archives offer a window into the history of 20th century Greece and have earned an indelible spot on the cultural map of Athens, hosting numerous events and activities. Sources from the Historical Archives are used to reconstruct an important part of the economic, agricultural, industrial, banking, and social history of 20th century Greece.

PIOP manages the Historical Archives in accordance with the highest organisational and operational standards. Its mission is to have an open archive and to preserve the collective memory of society. In 2021:

1. 23,842 people made use of the Historical Archives (researchers and members of the public).
2. User requests: 102 requests.
3. The following were organised:
 - i. 9 school educational programmes and activities.
 - ii. 26 activities for adults.
 - iii. 3 exhibitions.

The archived material exceeds 18,597 metres and dates to the 1920s. Its management requires both the organisation of the recording of files and collections, as well as the preservation of paper material. The collection numbers 1,625 exhibits, from the archives of ATEbank, ETVAbank, Chiosbank, Geniki Bank, the Bank of Macedonia-Thrace and Piraeus Bank, covering a long period of the 20th century and complementing the permanent exhibition devoted to economic history at the premises of PIOP Historical Archives.

Library

The PIOP Library collections are made up of approximately 60,000 Greek and foreign-language book titles, and more than 132,000 periodical publications, including the collections from the Greek banks absorbed by the Piraeus Bank Group. The Library renews its collections regularly, addressing the needs of the scientific and academic community.

The Library comes into possession of monographs, periodicals, educational programmes by buying copies and by exchanging with other libraries (In 2021, 779 new titles were acquired and 10 subscriptions for foreign academic/scientific journals were renewed).

The Library collections cover many academic fields: industrial archaeology, economic and social history, history of technology, geo-technical and environmental issues, museology, cultural management, anthropology, folklore, ethnology, as well as finance, banking, agricultural economy, and politics.

The inclusion of the PIOP Library in the Hellenic Economic Library Network (HELIN) is also of great importance.

The PIOP Library features a Children's Reading Room. The children's collection includes classic and contemporary children's stories, and YA novels by Greek and foreign authors. It also includes general interest books and encyclopaedias. The Children's Reading Room is also used to host PIOP's educational programmes.

The Library organises a variety of cultural events in Kallithea, in cooperation with other institutions. In 2021, the Library actively participated in the creation of a Community-based Oral History Group in Kallithea to explore the aspects of local history and to collect oral testimonies for the Library archive.

In 2021, the PIOP Library:

1. Served a total of 3,058 loan requests and offered bibliographic support to readers and remote users (2,069 adults and 1,009 children).
2. Implemented two (2) entertainment and education activities for children and seven (7) adult entertainment and education activities.

The total number of beneficiaries of the PIOP Library for 2021 amounted to 43,828 (42,714 adults and 1,114 children).

Publications

PIOP publications reflect the Foundation's activities and its work. Most of PIOP publications are related to research projects carried out by the Foundation. PIOP publications appeal to the academic world; its "popular" publications are also important.

The following books were published in 2021:

1. *"Gunpowder for the Revolution"* (in Greek), by Sophia Kalantzakos, with illustrations by Thanos Tsilis (ISBN 978-960-244-217-3, 64 pages and an appendix with a historical background), in the context of the celebrations by the Cultural Foundation and Piraeus Bank for the bicentennial of the Greek Revolution of 1821.
2. *"Gunpowder for the Revolution"*, by Sophia Kalantzakos, in Braille (ISBN 978-960-244-218-0, 16 pages and 2 images) in the context of the celebrations by the Cultural Foundation and the Piraeus Bank for the bicentennial of the Greek Revolution of 1821.
3. *"Riddles about Athens"* (in Greek), by Tonia Kafetzaki, with illustrations by Panagiotis Pantazis (ISBN 978-960-244-216-6,

168 pages, 53 drawings).

4. *"Filiki Eteria: The Brotherhood behind the Revolution"* (in Greek), research and writing of a theatrical play: Ioli Andreadi and Aris Asprouli (joint publication between PIOP and KAPA Ekdotiki, ISBN 978-960-244-220-3 and 978-960-628-135-8, respectively, 64 pages). Anniversary edition for the 200th Anniversary of the Greek Revolution of 1821 in the context of the performances in the PIOP Museum Network and in the Historical Archives.
5. *"The Routledge Companion to Intangible Cultural Heritage"*, editors Michelle L. Stefano and Peter Davis, translated into Greek by Fanis Gaidatzis. Collective volume of 38 texts (ISBN 978-960-244-219-7, Xxxiv + 606 pages).
6. *"Museum and museum studies: a complete guide"*, editor Sharon Macdonald, translated into Greek by Dimitra Papavassiliou, third reprint for distribution through *"Eudoxus"* (ISBN 978-960-244-155-8, 784 pages).

Research

Research lies at the heart of the Foundation's mission to support "Research, Exhibition, and Publication".

Research findings are used in all the Foundation's activities. Research projects focus on traditional technology, the management of the country's natural resources, as well as the tangible and intangible cultural heritage of the recent past.

To mark the centennial of the Asia Minor Catastrophe in 1922, PIOP has initiated a research project aimed at linking the historical period with the areas of Lesbos, Chios and Volos, in which there was mass settlement of refugees from Asia Minor and where there are three PIOP Museums. Specifically, the research project involves:

1. scientific research and documentation to record, map and review on the one hand the social, economic and cultural circumstances in the hearths of provenance and any relations with the hearths of settlement, and on the other hand the changes that took place in Lesbos, Chios and Volos after the expulsion of the refugees from the Asia Minor coasts and their mass resettlement in the said areas, from the period of the first expulsion in 1914 and throughout the interwar years, both in the hearths of provenance and the places of settlement,
2. the preparation of a related study on the issue of the Asia Minor Catastrophe and its interconnection with the local societies,
3. the preparation of related exhibitions in the three Museums of PIOP, in Lesbos, Chios and Volos.

Large Collaborations

In 2021, PIOP carried out the following important initiatives in the Museums and in Athens, in collaboration with prominent bodies and/or persons:

Open-Air Water Power Museum in Dimitsana **"Revolution '21 reframed: Dimitsana"**

PIOP and the National History Museum (NHM) presented the touring exhibition "Revolution '21 reframed: Dimitsana" (11.06.2021-10.01.2022), on the course of the Greek Revolution, highlighting aspects of local history and the conditions that shaped the Morias region socially and politically during the 100 years leading up to 1821. The exhibition, which was part of the NHM anniversary celebration programme "Revolution '21 reframed", was organised as part of Piraeus Bank's Anniversary Action Plan, under the auspices of the Ministry of

Culture and Sports. The exhibition also toured two other Museums of PIOP (Chios Mastic Museum, Silversmithing Museum in Ioannina) highlighting aspects of local history.

“Jewellery Identities”

Digital exhibition of contemporary jewellery.

On 16.03.2021 PIOP and the Gold and Silversmithing Workshop School of Stemnitsa launched the digital presentation of the annual jewellery exhibition of its students specialising in “Handmade jewellery design” during the period 2019-20. The presentation was hosted on the art-steps platform www.artsteps.com

Museum of the Olive and Greek Olive Oil, in Sparta

“1821 allios (differently): The Greek Revolution in Playmobil Dioramas”

In the context of the activities organised by the Piraeus Bank to commemorate the bicentennial of the Greek Revolution of 1821, the Piraeus Group Cultural Foundation (PIOP) collaborated with the National Historical Museum (NHM) and presented the exhibition “1821 allios: The Greek Revolution in Playmobil Dioramas” (14.10.2020-31.05.2021), which toured three Museums of the PIOP Network, in Sparta, Lesbos and Volos.

“Travelling Art”

25 artists with disabilities | 25 authors | 5 cities

ARTOGETHER-Art by People with and without Disabilities (formerly VSA Hellas) and PIOP jointly organised the touring exhibition “Travelling Art”, at the Museum of the Olive and Greek Olive Oil, in Sparta (09.06.2021-21.06.2021).

Museum of Industrial Olive-Oil Production of Lesbos

“1821 allios (differently): The Greek Revolution in Playmobil Dioramas” (16.06.21-17.10.21).

Rooftile and Brickworks Museum N. & S. Tsalapatas, Volos

“Legendary ships during the outbreak of the Greek revolution of 1821”

On the occasion of the bicentennial of the Greek Revolution of 1821, PIOP in cooperation with “Magniton Kivotos, for the preservation of the cultural reserve”, the cultural organisation of the Holy Metropolis of Demetrias and Almyros, presented a micro shipbuilding exhibition of historical vessels by Antonis Tzoumas (08.09.2021-17.10.2021).

“1821 allios (differently): The Greek Revolution in Playmobil Dioramas”

(01.11.21-31.12.21).

Museum of Marble Crafts on Tinos

“History on Embroidery”

As part of the celebrations for the bicentennial of the Greek Revolution of 1821, the Piraeus Bank Group Cultural Foundation organised the temporary exhibition “History on Embroidery” at the Museum of Marble Crafts at Pyrgos, on the island of Tinos (09.07.2021-30.09.2021). The exhibition hosted twelve embroideries created by Stamatis Zannos, curator and designer of museum exhibitions, using the lithographs in colour etched by French painter Louis Dupré as a starting point. After Tinos, the exhibition travelled to the Silversmithing Museum in Ioannina.

Environment Museum of Stymphalia

“Untameable nature” Sculptures by Afroditi Liti

Selected works by Afroditi Liti, the well-known sculptor and professor at the Athens School of Fine Arts, were presented at the Environment Museum of Stymphalia (29.07.2020-29.11.2021), highlighting the relationship between man and nature.

“Somewhere”

PIOP hosted the solo photography exhibition by Giorgos Kamilakis at the Environment Museum of Stymphalia (13.06.2021-30.11.2021), in the framework of the collaboration between PIOP and the Corinth Exposed Photography Festival 2021, the Corinth Photography Club and the Peloponnesian Institute of Arts. The exhibition included photographs of “timeless” and “placeless” landscapes.

Chios Mastic Museum

“Revolution '21 reframed: Chios”

The exhibition traced the course of the Greek Revolution and the events up until the establishment of the Modern independent Greek state, shedding light on the contribution by the navy. In parallel, it highlights aspects of local history (04.07.2021-17.01.2022).

Silversmithing Museum in Ioannina

“Revolution '21 reframed: Epirus”

The exhibition highlights the course of Epirus and Ioannina towards the Greek Revolution, shedding light on aspects such as the Modern Greek Enlightenment and the expansion of trade, the despotic rule of Ali Pasha, the foundation of Filiki Eteria (Society of Friends), the outbreak of the Revolution and the contribution of Epirus, political maturity, civil war and the establishment of the Modern independent Greek state, with Ioannis Kapodistrias as the first Governor of Greece (29.05.2021-31.01.2022).

“History on Embroidery”

The exhibition (13.10.2021-31.01.2022) was first presented at the Museum of Marble Crafts in Pyrgos, on the island of Tinos.

Athens

Presentation of the publication “Riddles about Athens”, by Tonia Kafetzaki, with illustrations by Panagiotis Pantazis, at the premises of the Historical Archives, on 22.10.2021.

Horizontal Action

In the context of the activities organised by the Piraeus Bank to commemorate the bicentennial of the Greek Revolution of 1821, the Piraeus Group Cultural Foundation (PIOP) presented the Theatre production “Filiki Eteria: The brotherhood behind the Revolution”, directed by Ioli Andreadi. This is an original play by Ioli Andreadi and Aris Asproulis, which has been based on research by the two authors-researchers. The play was performed at all the Museums of the PIOP Network and at the premises of the Foundation’s Historical Archives in Athens.

The play was performed abroad, at the Tank Theatre in Manhattan, New York in April 2022.

Participation in the exhibition “The printing houses during the Greek Revolution” (29.12.2021-27.02.2022) at the National Library of Greece (SNFCC).

The exhibition contains a movable type metal printing press from the mid-19th century, made in England (Hopkinson), on loan from the PIOP typography collection. Exhibition duration: 29.12.2021-02.2022.

Education

PIOP organises lifelong learning activities for adults at the premises of its museums and its offices in Athens. Due to the Covid-19 pandemic and the ban on school visits for most of the year, in 2021 PIOP only offered a limited number of education programmes requiring physical attendance. Nevertheless, the total number of pupils and teachers participating in educational activities, in Athens, Thessaloniki and the Network Museums reached 5,765.

PIOP action plan in Thessaloniki

PIOP participated in the 18th Thessaloniki International Book Fair (TIBF), with presentations of its new editions and dramatised storytelling in the Children's Corner of the Book Fair.

1. "The silver belt", Children's Corner of the 18th TIBF, 27.11.2021.
2. "Gunpowder for the Revolution", Children's Corner of the 18th TIBF, 28.11.2021.

"Cinema and PIOP" Programme

In 2021, approximately 60 screenings were held at the premises of the museums and the Historical Archives, with a total of 2,700 participants (44 public screenings and 16 screenings for school groups or children with families).

Digital applications and multimedia

During 2021, PIOP designed and implemented digital activities, which are available on the Foundation's YouTube channel, www.youtube.com/c/ΠολιτιστικόΊδρυμαΟμίλουΠειραιώς, namely:

1. Audio-visual production titled "Nine (9) objects nine (9) museums – Let me tell you a story..." on the occasion of International Museum Day (18.05), which was themed "The Future of Museums: Reflection and Restart". This is a modular production, in which nine objects, one from each Museum of the PIOP Network, narrate in first person their charming and interesting story until the moment they came into PIOP's possession and became museum exhibits.
2. Educational online action (educational video and powerpoint presentation) titled "Intangible Cultural Heritage. The kleftiko song", on the occasion of the bicentennial of the Greek Revolution of 1821, for pupils from primary (fifth and sixth grade) and secondary schools (Gymnasio-junior high school, Lykeion-senior high school and Music Schools).
3. Audio-visual production titled "Kleftarmatoli and the kleftiko song", on the occasion of the European Music Day (21.06) and as part of the celebrations by Piraeus Bank for the bicentennial of the Greek Revolution of 1821, under the scientific supervision of Alekos E. Florakis, PhD Ethnologist-Folklorist and directed by Alexandros Skouras. The production approaches the kleftiko song through the lyrics and music of the folk song. The production is accessible to the Deaf and Hard of Hearing, with subtitling (SDH) and interpretation in Greek Sign Language.
4. Audio-visual productions and presentation of PIOP exhibits on PLUGGY, Europe's social networking platform for cultural heritage (pluggy.eu/):
 - i. A short film titled "Embroidering epitaphioi today", on the occasion of Holy Week. This is a record of the modern way of making and decorating the precious liturgical veil that serves

as an image of the lamentation in the Good Friday services. The presentation was accompanied by information material on the symbolism, iconography, style, luxurious materials and workshops of these ecclesiastical embroideries, coming from an earlier temporary exhibition at the Silversmithing Museum, titled "Embroidered epitaphioi in Ioannina, 18th and 19th centuries".

- ii. Presentation titled "Marble on paper", with designs of Tinian marble sculptures from the permanent collection of the Museum of Marble Crafts, on the occasion of International Sculpture Day (24.04). Using these designs as a starting point, stories were shown that connect important works in marble with the places that host them, introducing to the general public three sculptors who designed or created them (Evryviadis Lampaditis, Michalis Kouskouris, Charalampos Tzavelopoulos). The series continued with the presentation of stories starring the important marble sculptors Ioannis Halepas, Michail G. Lyritis and Iakovos G. Vidalis, based on drawings kept in the Museum.
- iii. Presentation titled "In the Museum's mastic grove". Emphasis was placed on the rural landscape of the Mastic villages, as it has been preserved and is enhanced in the surrounding area of the Chios Mastic Museum. The presentation was based on photographs taken by the Museum staff, out of love of nature and admiration of the landscape. Important elements of the environment that coexist in the outdoor exhibition were captured: the special flora in the area, the plant species cultivated, the farming practices, the productive memory and the identity of the landscape.
- iv. Digital educational booklet for the exhibition "Aphrodite Liti - Untameable Nature", on the occasion of the World Environment Day (05.06). As part of the temporary exhibition presented at the Environment Museum of Stymphalia until 29.11.2021, the digital educational booklet of the same title was created for children of all ages.
- v. Screenings of narrative performances starring water, by Stelios Pelasgos, on the occasion of World Environment Day (05.06) and inspired by the Open-Air Water Power Museum. These were the performances "The Princess and the Waterstruck" and other water tales, based on the fairy tale of the same name by Maria Zografaki-Spyridaki and "The hour when the water sleeps", with both dark and cheerful stories from all over Greece and Europe.

Finally, 22 podcasts were produced, and 123 webinars were organised with great participation.

PIOP Strategic goals for 2022

1. Digital transformation of the Foundation.
2. Communication and Dissemination objectives set up in the Action Plan.
3. Enhancing cooperation with prestigious museums, cultural organisations and universities.

In 2022 the Foundation aims to:

1. Help increase the extroversion of PIOP and its contribution to the country's cultural and general growth potential, by

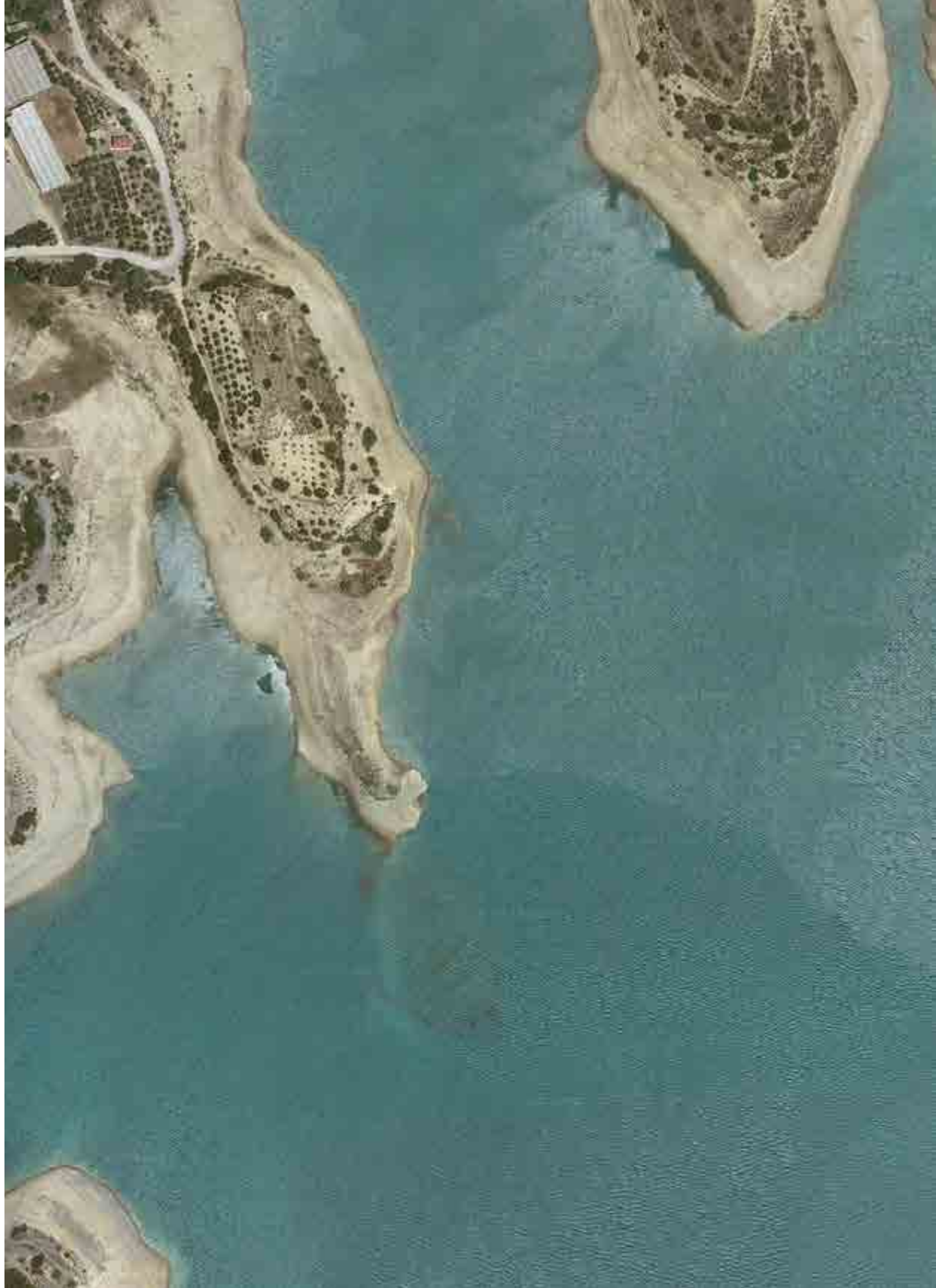
supporting Cultural and Creative Industries (CCIs), contemporary culture, and by organising cultural, scientific, and environmental activities.

2. Continue improving the quality of services provided to Museum visitors and users of the Library and the Historical Archives.
3. Participate in cultural policy-making.
4. Enhance collaborations with significant cultural institutions.
5. Implement European and co-financed programmes and increase PIOP funding from European resources, through the submission of new proposals.
6. Enhance entrepreneurship in CCIs.
7. Grant free access people with disabilities to activities and cultural goods.
8. Undertake actions to reduce the Foundation's environmental footprint.

















ENVIRONMENT

2021 INITIATIVES

Carbon footprint: Management of carbon emissions

1. Scope 3 emissions from the Bank's financing (category 15) were calculated applying the new PCAF methodology to a large share of its portfolio.
2. Testing adjustments and improvements to upgrade the Carbon Footprint Calculation Application (Ecotracker).
3. Energy and water saving interventions were carried out in five (5) Branches.

Addressing climate change

1. Inclusion of the three (3) new IPCC (United Nations Intergovernmental Panel on Climate Change) climate scenarios in climate risk calculation.
2. Project Proteus kick-off to integrate climate and environmental risk into the Organisation's operations and participation in the first Climate Stress Test, conducted in the first half of 2022 (CST 2022).
3. Calculation of the Scope 1 & 2 emissions for specific business portfolios, using 2019 as the base year, to set and to submit emissions reduction targets to the SBT Initiative.
4. Calculation of the Scope 1, 2 & 3 direct and indirect emissions of the business portfolio, in order to set emissions reduction targets for specific economic sectors.

TARGETS

Carbon footprint: Management of carbon emissions

Annual Targets

1. Calculation of indirect GHG emissions (Scope 3) resulting from the Bank's corporate loans (category 15–corporate loans).
2. Further improvements to the Carbon Footprint Calculation Application (Ecotracker) to automate the calculation of emissions from the operations of the Bank and the Group's subsidiaries.
3. Paper recycling rate expressed as volume of paper recycling/ volume of conventional paper consumption to be greater than 1.
4. Increase the annual cartridge recycling rate above the average cartridge consumption of the last three (3) years.

Long-Term Targets

1. Net-zero CO₂ emissions for the Bank's portfolio by 2050.
2. In the context of reducing GHG emissions (Scope 1, 2, 3), the Bank intends to have zero Scope 2 market-based emissions from 2020 onwards, and to halve Scope 1 emissions by 2030.
3. 15% reduction in total electricity consumption (2020–2025).
4. 25% reduction in total heating oil consumption (2020–2025).
5. 10% reduction in total paper consumption (2020–2025).
6. 10% reduction in water consumption per employee (2020–2025).
7. Increased data accuracy for the calculation of indirect GHG emissions (Scope 3 – Category 15) from the Bank's portfolio (2023).
8. Implementation of the international standard ISO 50001 in the Bank's Environmental Management System (2023).
9. Assessment of the Bank's biodiversity footprint (2023).

Addressing climate change

1. Submission of Piraeus Group's emissions reduction targets to the SBTi Initiative.
2. Continued implementation of Project Proteus for integrating climate and environmental risks in Piraeus Group's risk management, operation, and strategy.
3. Participation in the ECB's first climate stress test.
4. Participation in the CCCA Initiative for setting emission reduction targets in specific categories of Piraeus Bank's corporate portfolio.

Carbon footprint: Management of carbon emissions

The Group develops strategies to improve its environmental performance and reduce its carbon footprint. Its participation in international sustainability initiatives and international organisations is in line with its environmental commitments and ESG strategy. It is worth mentioning that Piraeus is the only Greek company included in the 2022 Financial Times list of "Europe's Climate Leaders", following the reduction in its Scope 1 and Scope 2 GHG emissions over the period 2015-2020.

Environmental Management System (EMS)

The Environmental Management System (EMS) integrates procedures and processes for monitoring and managing the Bank's environmental performance and setting goals for reducing its environmental impact. The EMS is implemented in the administration buildings and branches in Greece, but not in the other Group's subsidiaries and facilities outside Greece.

Piraeus Bank is registered on the EU Eco-Management and Audit Scheme (EMAS) and its EMS is certified in accordance with International Standard ISO 14001:2015.

Monitoring Environmental Legislation & Case-Law

Environmental legislation and case law are monitored using the subject-specific Database on Environmental Legislation and Case Law (DEL&CL). The Database provides detailed legal support for developing the Group's Sustainable Development Policy, ensuring compliance with applicable environmental legislation, including climate commitments.

Reduction of Piraeus Bank's Carbon Footprint

Piraeus Bank tracks and reports its carbon footprint on an annual basis, using the methodology set out by the "GHG Protocol Corporate Accounting and Reporting Standard" of the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD). Specifically, Scope 3 category 15 emissions are measured and reported under the Global GHG Accounting and Reporting Standard for the Financial Industry published by the Partnership for Carbon Accounting Financials (PCAF).

In 2021, adjustments were made to the Carbon Footprint Calculation Application (Ecotracker) to complete the second phase of the tool upgrade. Thus, in 2021, the Bank's carbon footprint was calculated not only faster compared to previous years, using automatic processes, but also using a more detailed calculation at the second stage for Scope 1, 2 and 3 GHG emissions (categories 1-14).

Energy Office

The Energy Office uses proprietary software, unique in the Greek banking sector, which allows for online real-time monitoring of energy and water consumption in approximately 310 of the Group's buildings. The Energy Office promotes measures for improving each building's energy efficiency and constantly monitors errors and failures in the equipment, to make an early diagnosis of excessive energy or water consumption. The Energy Office is responsible for providing data for the calculation of the carbon footprint, for conducting Energy Audits, for preparing management reports and for implementing the Bank's energy policies.

Energy Audits

The EMS provides a comprehensive framework for recording, monitoring and ultimately reducing the Bank's operational and business footprint.

The Energy Audit is an integral part of Piraeus Bank's EMS.

According to the recent Energy Audit Report for 2021, 98.7% of total primary energy consumption of Piraeus Bank derives from electricity (including installed PV systems) and 1.3% from heating oil. 48.3% of total energy consumption concerns branches, and e-branches and 51.7% concerns administration buildings.

Energy Consumption

The energy resources used for the Bank's operations are mainly electricity and fuel for heating purposes and for employee business travel. More specifically:

Electricity consumption

Electricity is consumed across the Bank's buildings for lighting, for operating electrical and electronic equipment, for air-conditioning, while in most buildings it is also used for heating purposes. Electricity is the largest energy resource and has been rated as the main stream of the Bank's environmental impact. In total, more than 43.8 GWh were consumed in 2021, of which 1 GWh was generated by solar PV systems installed in 32 branches (net-metering).

Energy saving actions, the reduction in the number of branches and continued use of remote work due to Covid-19 led to a reduction in total electricity consumption of 4.6%. In 2021, the electricity consumption per unit area showed a marginal annual increase of 0.8%, due to a reduction in the Bank's building stock, and the electricity consumption per employee increased by 5.3%, due to the reduction in the number of employees. Overall, since 2016 the electricity consumption index per unit area has decreased by 22.5%.

Fuel Consumption

Heating Oil: In 2021, 40 buildings consumed 142,417 litres of heating oil.
Employee business road travel (petrol/diesel/LPG): Fuel consumption for employee road travel is estimated on an annual basis, taking into account the average monthly prices of unleaded petrol, diesel and LPG (work-related business travel). Fuel consumption for business travel reached 1,665,492 litres of petrol, 277,739 litres of diesel and 31,702 litres of LPG, for more than 39.1 million km of road travel.

Air travel: In 2021, employees travelled approximately 451,500 km by plane. As a result, 16.7 tonnes of jet fuel were consumed for air travel, down by 63.5% from 2020. The large reduction in aviation fuel consumption is due to the limited travel of the Bank's executives abroad due to the pandemic, and the widespread use of video conferencing applications (MS Teams, Zoom, etc.).

Energy Efficiency Interventions

Every year, the Bank carries out energy efficiency interventions across its facilities.

Energy Efficiency Interventions at the Branches

In 2021, renovations and energy efficiency interventions were carried out in five (5) branches, at a lower rate than previously, due to Covid-19 restrictions and changes in the Bank's building stock, including the following:

1. Installation of Vapour Absorption Machine (VAM) nighttime cooling heat exchanger.
2. Old incandescent light bulbs were replaced by LED light bulbs.
3. Motion sensors were installed in WCs.
4. Placement of low energy membranes on the glass.
5. Replacement of single glazing with double low-emissivity glazing.
6. Replacement of standard aluminium framing with aluminium frames with thermal break.

Interior Lighting in Buildings

When carrying out extensive refurbishment works, new technology LED light fixtures are fitted, with an Installed Lighting Power Density (ILPD) of up to 6.18 W/m², resulting in 69% energy saving.

Paper/Toner Consumption

The environmental impact of the Bank's paper consumption is second only to electricity consumption. Supplies of all paper consumables, newspaper subscriptions, and total quantities of paper used for marketing purposes are recorded every year. In particular:

1. Printing paper (A3, A4 and A5 sizes) needs were covered almost exclusively by eco-label paper, while the total amount of paper used for marketing purposes was FSC-certified.
2. 843 tonnes of paper were consumed in 2021, of which 67% was eco-label or FSC-certified.
3. Total paper consumption per employee decreased by approximately 12.7% compared to 2020, due to paper-saving actions, the increased use of digital workflows in branch network (e-signature, electronic sending of contracts and offers), and the reduction in the number of Bank employees and branches.

In 2021, more than 15,990 items of printing consumables (toners, ink cartridges, etc.) were exclusively refillable cartridges. Toner consumption per employee has dropped by 60.9% since 2016.

Paper and Ink Saving Initiatives

1. Paperless Cashier: In 2021, 27% of total transactions at the front desk were paperless, while for 72% of total transactions only the customer copy was printed out.
2. e-Signature: The e-Signature service (electronic signature of documents and contracts) is available in the branches since 2016.
3. Managed Printing Services (MPS): In 2021 more than 2,961,725 pages were not printed (approximately 19.5% of total printouts initially requested by users).

4. ATM transactions: 71,944,444 ATM receipts were not printed.
5. Winbank: 720 tonnes of paper were saved through the use of e-banking services (Easypay machines, Internet, Phone & Mobile Banking).
6. Going paperless with bank account statements: It is estimated that 22 tonnes of paper, i.e. 530 trees, will be saved each year.

Solid Waste Management

The Bank partners with licensed companies and systems to collect recyclable materials. An important part of this project has been assigned to "Klimax Plus" Social Cooperative, which helps reintegrate vulnerable groups into society. In 2021, more than 3,000 collections of materials were made from the Bank's buildings and approximately 326 tonnes of solid waste were recycled.

In 2021, as part of its measures to reduce plastic, Piraeus Bank introduced for the first time in Greece, new ecological cards made of 99% recycled materials (PVC) that can be recycled again, maintaining all the safety and durability standards of conventional plastic cards. The use of recycled PVC improves the Bank's carbon footprint by reducing CO₂ emissions by 80% per card, compared to conventional non-recycled plastics, which corresponds to a saving of 25.4 tonnes of CO₂ each year.

At the same time, in 2021 a pilot programme was implemented to replace plastic cups with biodegradable sugarcane cups in the coolers of 15 buildings in Attica.

Water consumption

For Piraeus Bank, water consumption is considered to be of medium environmental importance. Compared to 2020, total water consumption decreased by 25.0% and the corresponding index of total water consumption per employee by 17.2%. This decrease is largely due to the reduction of the Bank's staff and the minimization of branch network. In addition, the continued use of teleworking resulted in a reduced presence of staff, mainly in the Administration buildings.

It is worth noting that in the second half of 2021, a pilot programme was carried out, with the installation of water-saving tap filters in four (4) central buildings in Attica, following an earlier pilot in ten (10) Bank branches. The conclusions of the programme are expected within 2022.

GHG emissions

For the calculation of the Bank's total CO₂ equivalent emissions, the following sources of emissions are taken into consideration:

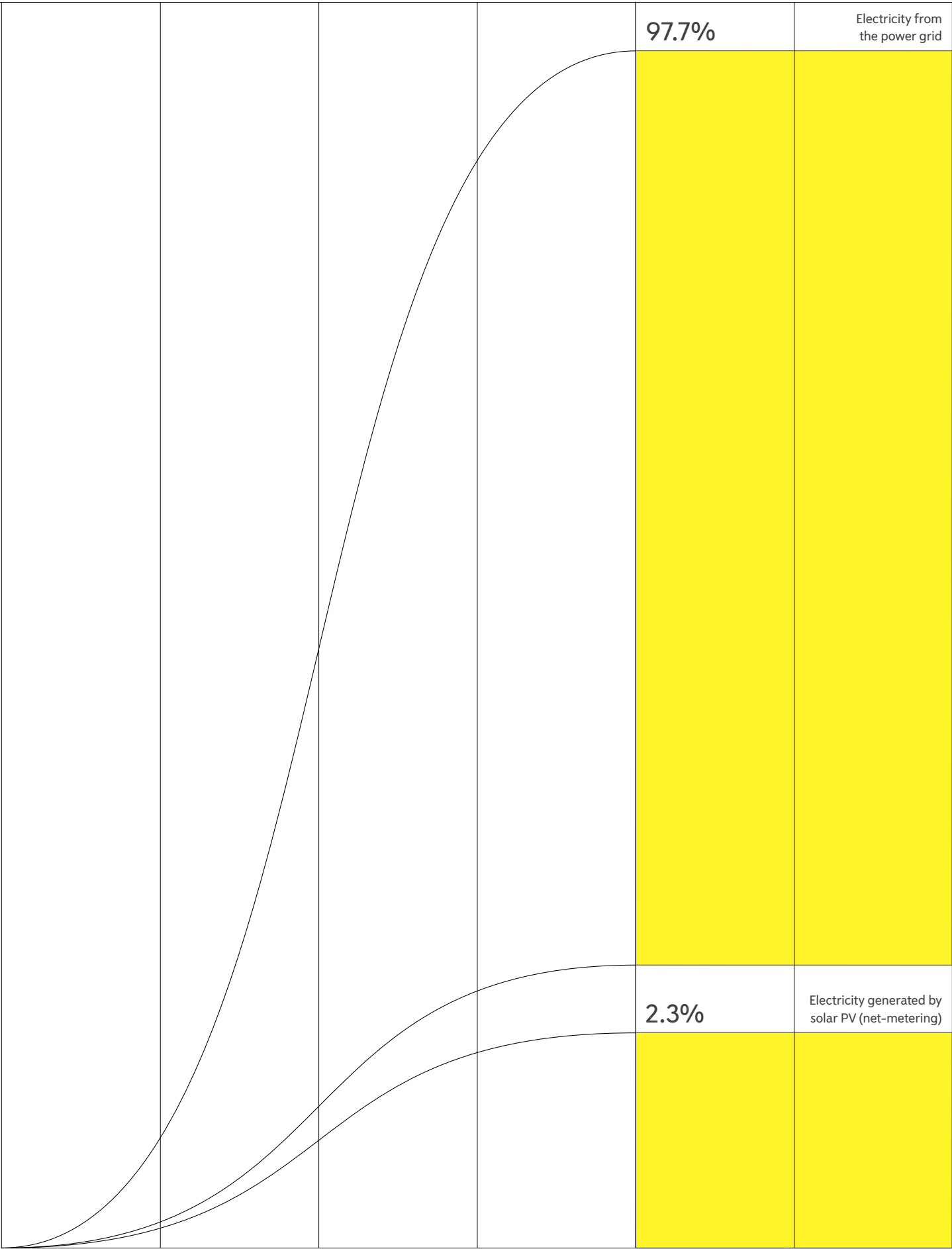
Direct GHG emissions (Scope 1)

1. Consumption of heating oil.
2. Fuel consumption by company cars.
3. Total of refrigerants added to air-conditioning and cooling Units, and heat pumps.

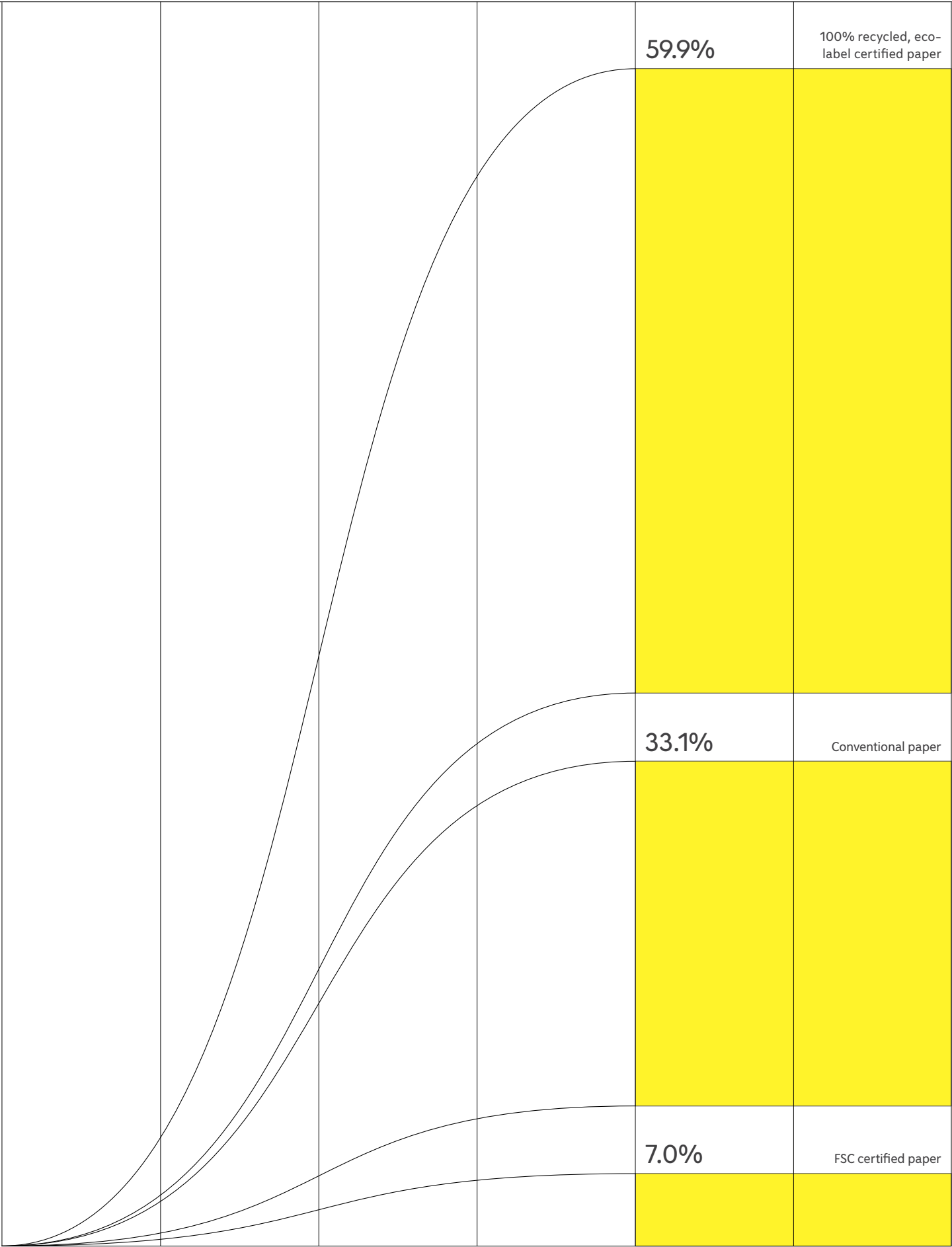
Scope 1 emissions saw a marginal increase in 2021 of 0.7% due to increased heating oil consumption as winter was colder than usual, and the increased use of refrigerants added to air-conditioning systems.

Since 2016 direct emissions (Scope 1) have decreased by 35.6%.

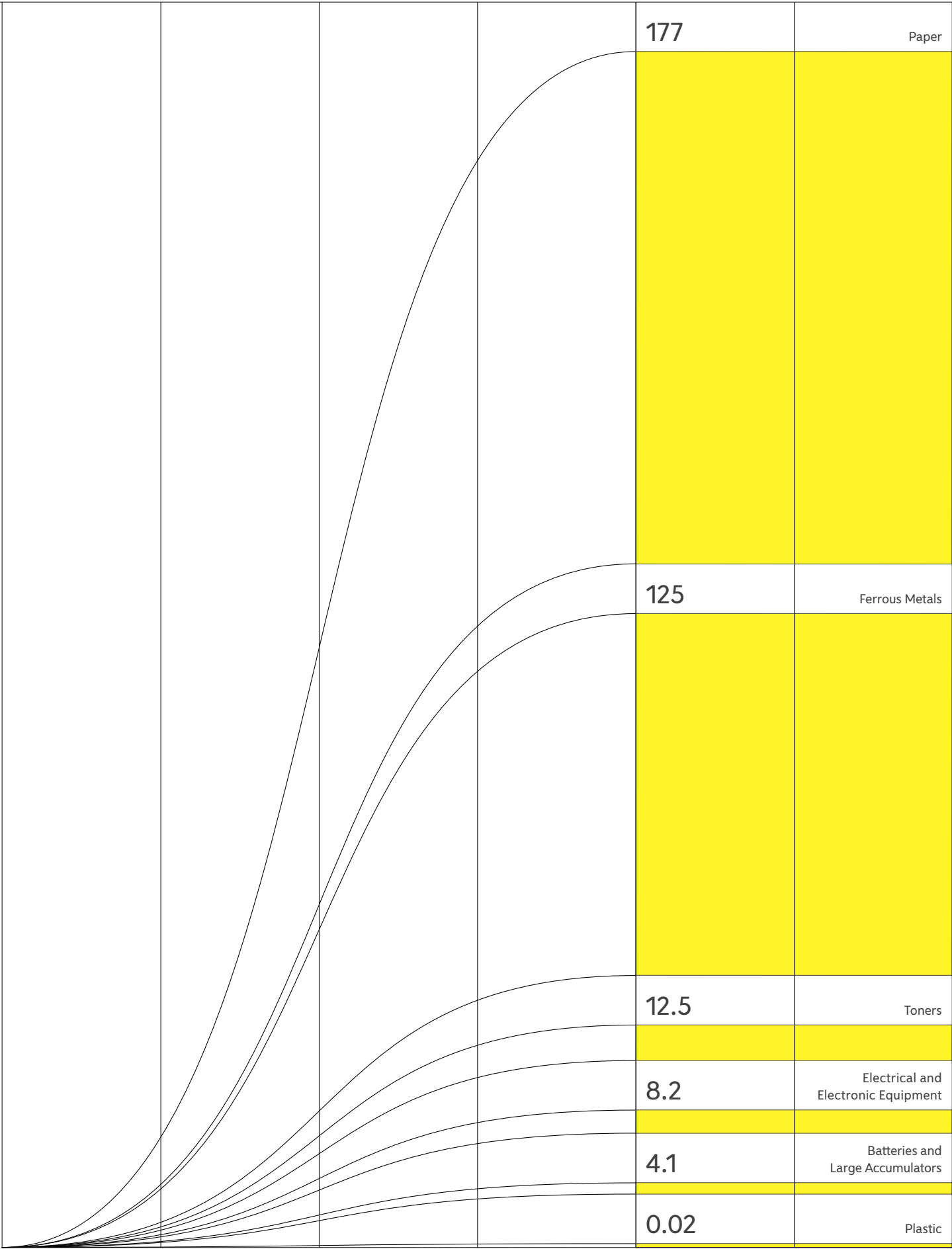
Distribution of Electricity in 2021



Distribution of Paper Consumption in 2021



Solid Waste Management in 2021 (tn)



Refrigerants Added to A/C Systems* (in kg)		
		2021
R-407		10
R-407C		64
R-410		165
R-410A		177
R-32		5
R-422D		10
* In accordance with existing legislation.		

Indirect GHG emissions associated with electricity consumption in the Bank's buildings (Scope 2)

Consumption of electricity in all buildings and branches

In 2021, there was a reduction of Scope 2 emissions by approximately 19.4% year-on-year, following the reduction of electricity consumption in the Bank's building infrastructure, due to the energy saving interventions, the change in the country's energy mix and the decreasing branch network.

Scope 2 emissions dropped 42.5% over the period 2016-2021.

Piraeus Bank secured Guarantees of Origin (GOs), certifying that 100% of the electricity consumed on the Bank's premises were sourced from Renewable Energy, and achieving zero Scope 2 market-based emissions. In total, 42,811 MWh were cancelled in the electronic certificate registry.

Other indirect GHG emissions (Scope 3)

1. Purchased goods and services (e.g. fixed equipment, courier services, security services, etc.) – category 1.
2. Fuel Consumption (emissions not included in Scope 1 and 2) – category 3.
3. Upstream transportation and distribution (e.g. furniture, electrical and electronic equipment, archive, etc.) – category 4.
4. Waste generated in operations (including management/transport) – category 5.
5. Business travel (rental or privately-owned car, air travel, sea travel) – category 6.
6. Employee commuting – category 7.
7. Equity investments (listed equity and unlisted equity) – category 15.
8. Mortgage loans – category 15.
9. Corporate bonds – category 15.
10. Commercial Real Estate (loans and investments) – category 15.

According to the Report on the Bank's indirect GHG emissions from its operations (Scope 3 – categories 1-14) and financing (Scope 3 – category 15), the aforementioned categories of indirect emissions were assessed as the most important for the Group and are therefore calculated every year.

With reference to the emissions from the Bank's operation (Scope 3 – categories 1-14), category 3 (Fuel Consumption) was calculated for the first time in 2021, including the upstream leakage emissions associated with electricity consumption, with the combustion of fossil fuels and leakage from the grid.

Category 1 (purchased goods and services) shows a large increase

in 2021, due to the increased expenses for the purchase of electronic equipment (e.g. laptops) and the corresponding server infrastructure. Therefore, although the other categories (4, 5, 6 and 7) show a decrease, the large increase in category 1 and the calculation for the first time of category 3 led to an overall increase in Scope 3 emissions from the Bank's operation (categories 1-14) by 62.73% compared to 2020.

Particular emphasis is placed on the calculation of Scope 3 emissions, and in particular on category 15 (Investments), which includes the estimation of GHG emissions from the financed activities and the share of emissions that must be attributed to the Group based on the amount of each loan or investment. In 2021, Scope 3 category 15 emissions are measured and reported under the Global GHG Accounting and Reporting Standard for the Financial Industry published by the Partnership for Carbon Accounting Financials (PCAF), covering a large share of the Bank's portfolio. Specifically, corporate bonds and CRE (Commercial Real Estate) were included in the calculation of the carbon footprint from the Bank's financing for the first time in 2021. With reference to the Scope 3 emissions associated with the Bank's mortgage loans, there was a 56% year-on-year decrease, as a specific perimeter of mortgage loans was defined based on the data published in the Group's Financial Report. In addition, in 2021, the emissions from equity investments were calculated using the PCAF methodology, while in 2020 the calculation was based on the GHG Protocol. This change in the basis of calculation led to a 50% reduction in emissions due to the more accurate analysis applied.

The GHGs included in the calculations are: Carbon Dioxide (CO₂), Methane (CH₄), Nitrous Oxide (N₂O) and Hydrofluorocarbons (HFCs). The resulting emissions from the combustion of petrol and heating/motor oil are calculated using the IPCC and the 2005 EMEP/EEA air pollutant emission inventory guidebook for national emission inventories. LPG/CNG emissions are calculated using the National Inventory Report (March 2020) and the 2005 EMEP/EEA air pollutant emission inventory guidebook. Emissions from electricity consumption are calculated using the national energy balance and the GHG emissions recorded in the most recent annual National Inventory Report. For all other emissions the relevant published input-output tables were used.

In 2021, total CO_{2eq} emissions exceeded 480,000 tonnes. Scope 3 emissions account for 95% of total GHG emissions. This is mainly due to the Bank's financing, i.e. equity investments, mortgage lending, corporate bonds, and commercial real estate, since if category 15 is excluded, Scope 3 emissions are limited to 55.2% of total GHG emissions as shown in the diagrams below.

The table below shows the CO_{2eq} emissions per category:

	GHG Emissions ⁱ	2021	2020	2020-2021 Trend
	Direct emissions CO _{2,eq} (tonnes) – Scope 1	2,840.37 ⁱⁱⁱ	2,819.76 ⁱⁱ	0.7%
	Indirect emissions CO _{2,eq} (tonnes) – Scope 2 (location-based) ^{iv}	21,348.36 ⁱⁱⁱ	26,479.65 ⁱⁱ	-19.4%
	Indirect emissions CO _{2,eq} (tonnes) – Scope 2 (market-based) ^v	0.00 ^{vi}	0.00 ^{vii}	0.0%
	Indirect emissions CO _{2,eq} (tonnes) – Scope 3 (categories 1-14)	29,861.22 ⁱⁱⁱ	18,350.52 ⁱⁱ	62.7%
	Total emissions CO _{2,eq} (tonnes) – Scope 1, 2, 3 (categories 1-14)	54,049.95 ⁱⁱⁱ	47,649.93 ^{iv}	13.4%
	Indirect emissions CO _{2,eq} (tonnes) – Scope 3 (category 15- Equity investments)	8,178.79	16,241.00 ^{viii}	-49.6%
	Indirect emissions CO _{2,eq} (tonnes) – Scope 3 (category 15-Mortgage loans)	155,934.90 ^{ix}	352,395.00	-55.7%
	Indirect emissions CO _{2,eq} (tonnes) – Scope 3 (category 15-Corporate bonds) ^x	229,263.20	-	-
	Indirect emissions CO _{2,eq} (tonnes) – Scope 3 (category 15-Commercial Real Estate) ^x	36,751.77 ^{xi}	-	-
	Total indirect emissions CO _{2,eq} (tonnes) – Scope 3 (category 15)	430,128.66 ⁱⁱⁱ	368,636.00 ⁱⁱ	16.7%
	Piraeus Bank Environmental Footprintⁱ Key Environmental Indicators	2021	2020	2020-2021 Trend
	Energy consumption (Electricity, heating oil and transport)			
	Total electricity consumption (GWh)	43.83 ^{xii}	45.94	-4.6%
	Total electricity consumption (GJ)	157,781	165,388	-4.6%
	Electricity consumption (kWh/m ²)	104.52	103.69	0.8%
	Heating oil consumption (litres)	142,417	134,966	5.5%
	Heating oil consumption (GJ) ^{xiii}	5,167.98	4,897.61	5.5%
	Air travel – jet fuel (tn)	16.07	44	-63.5%
	Motor travel – diesel fuel (litres)	277,738.90	372,748.13	-25.5%
	Motor travel – gas fuel (litres)	1,665,492.17	1,931,975.32	-13.8%
	LPG consumption (litres)	31,702.29	37,912.51	-16.4%
	Total fuel consumption (GJ) ^{xiv,xv}	26,680.81	29,461.95	-9.4%
	Total energy consumption (GJ) – inside the Organisation ^{xiv}	184,461.40	194,849.74	-5.3%
	Total energy consumption (GJ) – outside the Organisation ^{xiv}	45,515.34	55,232.61	-17.6%
	Total distance travelled (km)	39,147,172.97	42,841,737.86	-8.6%
	Travel prevented by opting for e-learning (km)	6,918,834.3	4,359,736.03	58.7%
	Water			
	Water consumption (m ³)	45,344.00	60,437.00	-25.0%
	Water consumption (m ³ /employee)	4.75	5.73	-17.1%
	Consumables			
	Conventional paper consumption (tonnes) [I]	278.68	255.69	9.0%
	Eco-label paper consumption (tonnes) [II]	505.02	784.12	-35.6%
	FSC paper consumption (tonnes) [III]	59.35	25.55	132.3%
	Total paper consumption (tonnes) [I]+[II]+[III]	843.05	1,065.37	-20.9%
	Total paper consumption (kg/employee)	88.32	101.12	-12.7%
	Percentage of eco-label paper (FSC or recycled) vs total consumption (%)	66.94	75.99	-11.9%
	Total cartridge/toner consumption (items)	15,993	25,785	-38.0%

Piraeus Bank Environmental Footprint ⁱ Key Environmental Indicators	2021	2020	2020-2021 Trend	
Total cartridge/toner consumption per employee (items/employee)	1.68	2.44	-31.1%	
Percentage of refilled cartridge/toner vs original (%)	39.30	54.81	-28.3%	
Solid Waste Management				
Paper recycled (tonnes)	176.94	219.00	-19.2%	
Toners and cartridges reused/recycled (items)	15,309	12,725	20.3%	
Other electrical and electronic equipment recycled (tonnes)	125.00	120.33	3.9%	
ⁱ Calculations for 100% of Piraeus Bank's operations in Greece. ⁱⁱ The following Global Warming Potential (GWP) coefficients have been used for the conversion of emissions estimates into the common unit of CO _{2eq} : 1 for CO ₂ , 28 for CH ₄ and 265 for N ₂ O. For details see: IPCC, Fifth Assessment Report (AR5). ⁱⁱⁱ The following Global Warming Potential (GWP) coefficients have been used for the conversion of emissions estimates into the common unit of CO _{2eq} : 1 for CO ₂ , 25 for CH ₄ and 298 for N ₂ O. For details see: Table 1.3 Greece – National Inventory Report 2021. ^{iv} Source of data used for the calculation of CO ₂ , CH ₄ , N ₂ O emission estimates: the national GHG inventory and the national energy balance on the final electricity consumption and the electricity consumption of the energy sector in 2018 (for the year 2020) and in 2019 respectively (for the year 2021). ^v For 2020 calculation, Guarantees of Origin (GOs) have been taken into account and the Residual Energy Mixture for Greece (Published data for 2018). For 2021 calculation, GOs have been taken into account and the Residual Energy Mixture for Greece (Published data for 2019). ^{vi} The Bank has acquired GOs for 42,811 MWh. ^{vii} The Bank has acquired GOs for 43,193 MWh. ^{viii} At the time of writing, the Bank's 2020 Annual Report has not been published. Hence, the calculations are based on annualised 9-month financial data and the Bank's participations in associates, subsidiaries and joint ventures are as per the 2019 Annual Report. In addition, two listed companies have not published their annual financial statements for 2020. ^{ix} Assumption for 2021 calculation that all mortgage loans were granted for primary residences. ^x The specific indicator was calculated for the first time in 2021. ^{xi} CRE investments concern only Piraeus Bank's owned and self-occupied properties. The data regarding CRE Investments is up to 30.09.2021, as, at the time of writing, the data was not available until 31.12.2021. ^{xii} Of the 43.83 GWh, 1.02 GWh comes from PV systems and 42.81 GWh from the grid. ^{xiii} Calculated using the net calorific value and density of each fuel type, as per IPCC Guidelines (2006) and International Energy Agency Statistics Manual (2005) respectively. ^{xiv} The specific indicator includes the total consumption of heating oil and fuel (diesel, gas, LPG/CNG) of company fleet cars. ^{xv} Calculations: 1) diesel and gas fuel for motor travel, heating oil: NCV from IPCC Guidelines (2006) and density from International Energy Agency Statistics Manual (2005), 2) LPG/CNG: NCV from National Inventory Report (March 2020) and density from the International Energy Agency Statistics Manual (2005).				

For more information on Piraeus Bank Environmental Performance, see:
www.piraeusholdings.gr>Environment, Society, Governance (ESG)>Environment & Society>Environment>Environmental Fields of Action>Environmental Management>Environmental Footprint

Protection of Biodiversity

After signing the global “Finance for Biodiversity Pledge”, to set goals by 2024 for supporting business activities that protect and enhance the natural environment and reverse biodiversity loss in 2021 the Group participated in international initiatives for the protection of biodiversity.

In addition, the Group participates in the EU Business@Biodiversity Platform, which provides the opportunity for ongoing dialogue on the links between business, biodiversity and natural capital. The Group also participates in the EU CoP Finance@Biodiversity working group, which consists mainly of financial institutions, and in the UNEP FI working group “Target Setting – Biodiversity”, for financial institutions to set clear and realistic biodiversity targets.

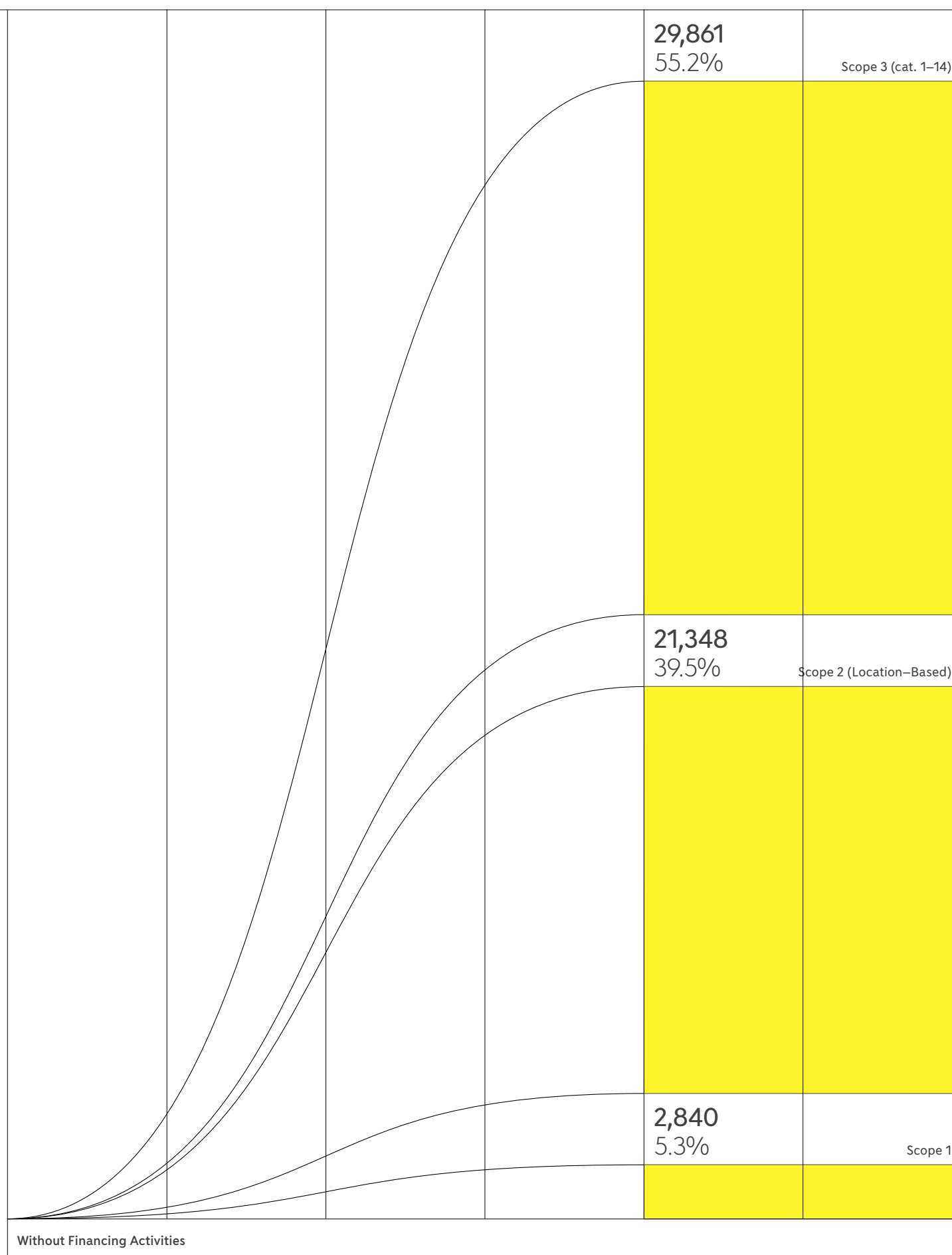
In 2021, the Group participated, together with 30 other financial institutions, in the pilot test of the ENCORE biodiversity module, which explains how the economy is exposed to natural capital-related risks and suggests ways to align the Bank's agricultural portfolio with biodiversity protection. Last, the Group participated in the Partnership for Biodiversity Accounting Financials (PBAF), an international partnership, which provides a common standard for financial institutions to measure the impact

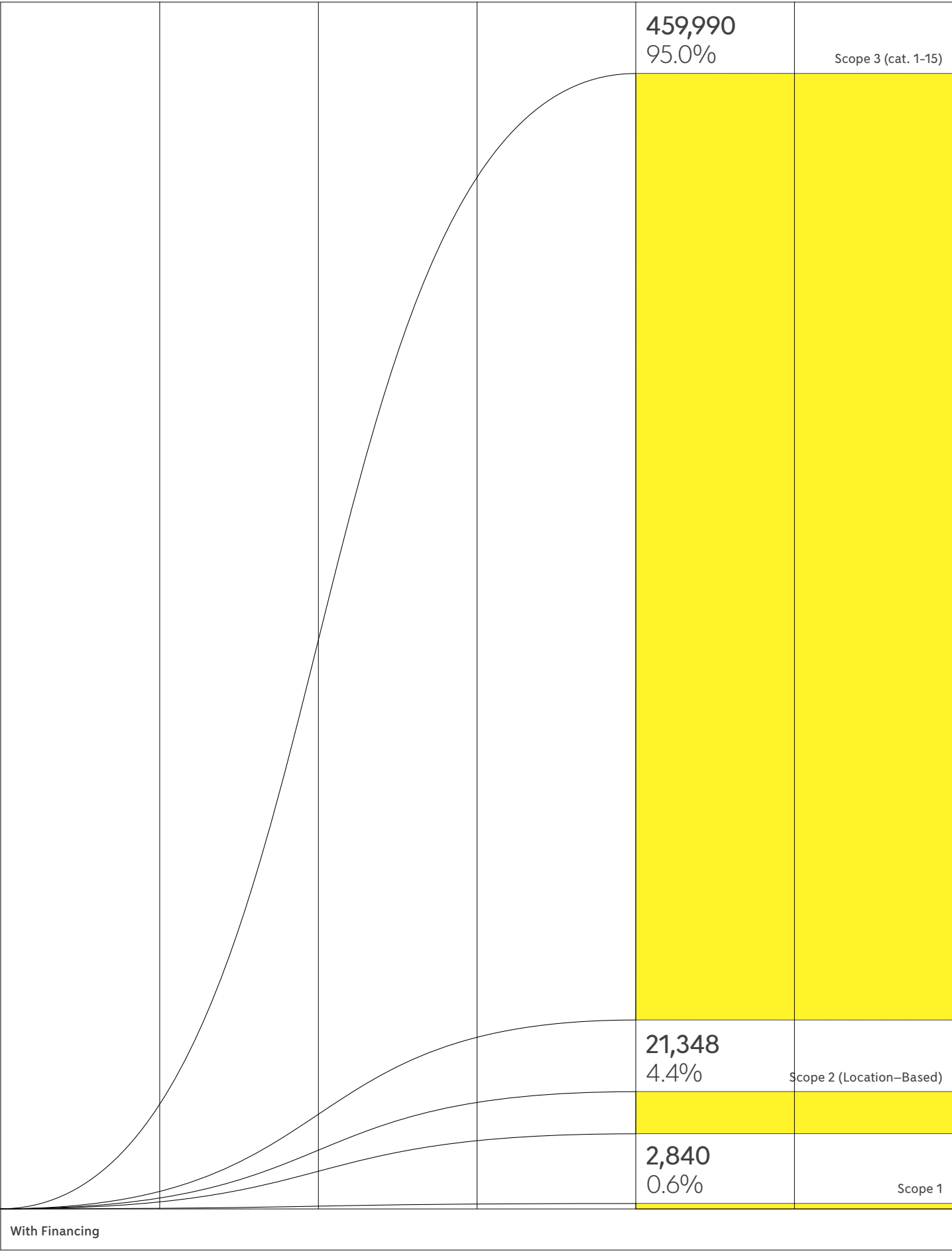
of loans and investments on biodiversity. In addition, through their investments, financial institutions can play an important role in the conservation and sustainable use of biodiversity. In this context, a methodological tool is planned for the calculation of the biodiversity impact of the Bank's activities. It is worth noting that the European Central Bank's Guide on climate-related and environmental risks makes an explicit reference to risk from biodiversity loss.

Environmental Awareness and Employee Training

In 2021, 64 EMS Coordinators were trained through the updated interactive e-learning course on EMAS and the Bank's Environmental Management System. The e-learning courses aim to promote key environmental concepts and raise awareness about the Bank's environmental work and to actively involve the Coordinators in their tasks. In 2021, the environmental e-learning for Natural Resource Management was completed, including information on recycling and the circular economy, water, climate, green procurement and energy. The said e-learning was assigned to the employees of the Bank on the occasion of the World Environment Day and within a month it was attended by more than 2,000

Distribution of CO_{2,eq} Emissions in the Bank (tn CO_{2,eq}) in 2021





employees. In total, in 2021, a total of 1,185 training man-hours were spent on environmental e-learning.

At the same time, a video on the implementation of the Bank's Environmental Management System was updated, and was shown on the screens in the branches, on the intranet and on social media, while the Bank's intranet continued to be updated on a monthly basis with news about the environment and sustainability.

Annual Environmental Management Competition

For the 11th consecutive year, Piraeus Bank ran its annual environmental management competition "Green behaviour wins!", a significant incentive for improving the Bank's environmental footprint and raising employee awareness. More than 670 employees from branches and administration buildings with the best performance in recycling consumables (paper, batteries, and ink cartridges/toner) and energy-saving were rewarded with small gifts with a clear environmental message.

Addressing climate change

Piraeus Group promotes processes and policies for assessing climate change impacts and opportunities in selected Greek economic sectors. At the same time, it invests in Renewable Energy Sources (RES) and low-carbon technologies, and supports green entrepreneurship in Greece, thus contributing to the gradual transition to a low-carbon economy.

The Group monitors international developments on climate change and participates in international initiatives, such as the Collective Commitment to Climate Action (CCCA). In addition, the Bank participated in the Working Group under the auspices of UNEP FI and the EBF (European Banking Federation), for the application of EU Taxonomy on banking products and services.

Piraeus Bank's Climate Change Strategy

Piraeus Bank's Climate Change Strategy can be found on the Group's website.

For more information about Climate Change Strategy: www.piraeusholdings.gr/en/sustainable-banking/environment-and-society/environment/environmental-policy-principles/climate-change-strategy.

Climate and environmental risk integration, in accordance with supervisory requirements

In early 2021, Piraeus Bank conducted a self-assessment of its current

practices against the 13 supervisory expectations for institutions described in the ECB Guide on climate-related and environmental risks for banks. In May 2021, Piraeus Bank submitted to the ECB a Road Map detailing how and when it would bring its practices into line with the Guide.

The Group builds on its experience, on the one hand, in managing environmental and social risks in loan appraisals using the ESMS and, on the other hand, in calculating the climate risk of business borrowers with the Climabiz tool, to fully integrate these risks into the Group's overall risk management, systems and processes, as well as in its business strategy.

Assessing Climate Risk deriving from the Bank's business borrowers

Every year Piraeus Group uses the Climabiz tool to calculate the climate risk of its business borrowers, from specific economic sectors considered to be mostly affected by climate change. The Climabiz tool uses for the calculation three (out of four) Representative Concentration Pathways (RCP) adopted by the IPCC (the Intergovernmental Panel on Climate Change) to describe different climate futures.

The RCP climate scenarios, which are GHG concentration trajectories, are widely used in the international community for climate modelling and were used as the basis for the IPCC fifth Assessment Report (AR5). The extreme scenarios RCP2.6 and RCP8.5 are generally used in climate impact studies. RCP2.6 is considered to be consistent with a temperature rise of below 2°C, as per the Paris Agreement. RCP8.5 is the worst-case climate change scenario, in which no measures are taken to limit GHG emissions. RCP4.5 is an intermediate scenario.

For more information about Calculating Climate Risk using Climabiz see: www.piraeusholdings.gr/en/sustainable-banking/environment-and-society/environment/environmental-fields-of-action/climate-risk-assessment

Summary assessment of climate-related risks using RCP scenario analysis

For the first time, in 2021, climate-related risks were calculated using all three RCP climate scenarios. The calculation was carried out on Piraeus Bank's total business portfolio, amounting to €18.9 billion, of which the Corporate Portfolio amounts to €9.2 billion, while the Small and Medium Enterprises (SMEs) portfolio amounts to €9.7 billion.

For 2021, the climate risk of Piraeus Bank's business borrowers is presented in the table below, in terms of both physical risk and transition risk, as a percentage of total climate risk, per climate scenario.

Climate scenario	Physical risk as % of total climate risk	Transition risk as % of total climate risk
RCP2.6	7%	93%
RCP4.5	20%	80%
RCP8.5	44%	56%

Under the RCP2.6 climate change scenario, total climate risk (physical and transition) is calculated at 4.4% of the total turnover of business borrowers, while under the RCP4.5 and RCP8.5 climate scenarios, total climate risk is estimated at 2.7% and 1.7% respectively of the total turnover of business borrowers respectively.

It is noted that variations between different climate change scenarios are mainly to the transition risk. With the RCP 2.6 drastic measures are taken to limit the increase of the temperature, therefore the transition risk costs are high, mainly due to the higher costs for the GHG emissions allow-

ances. In contrast to RCP 8.5, a scenario in which little to no action is taken to curb GHG emissions and the transition costs are very low. Transition costs are expected to increase further the forthcoming thirty years [2021-2050]. Therefore the new Climabiz methodology uses different weighted average GHG emission rates for each decade.

For 2021, emission equivalent pricing was calculated for each RCP using specific NGFS (Network for Greening the Financial System) climate scenarios:

Net Zero 2050 NGFS scenario (RCP 2.6)	Nationally Determined Contributions (NDCs) scenario (RCP 4.5)	Current Policies scenario (RCP 8.5)	
2021-2030 €139.9/t CO ₂	€73.5/t CO ₂	€21.4/t CO ₂	

Climate risk classification per climate scenario

The table below shows a qualitative risk classification scheme of High, Medium and Low.

High climate risk	Medium climate risk	Low climate risk	
Climate risk/Sector turnover >2.0%	Climate risk/Sector turnover 0.5% – 2.0%	Climate risk/Sector turnover <0.5%	

The table below lists the NACE classification codes² for economic activities exposed to the two types of climate risk (physical risk and transition risk), per climate scenario:

Climate risk category	Economic activities with high RCP 2.6 exposure	Economic activities with high RCP 4.5 exposure	Economic activities with high RCP 8.5 exposure	
Physical risk	D35 – C10 – A01	C10 – D35 – I55	C10 – D35 – I55	
Transition risk	C23 – C24 – D35	C24 – D35 – H50	C24 – D35 – H50	

Key points arising from the calculation of climate risk using the new methodology:

Total climate risk of business borrowers is calculated using the following approach:

- Physical risk is calculated using three different IPCC RCP climate scenarios (RCP2.6, RCP4.5 and RCP8.5).
- Physical risk includes both chronic climate change and acute weather events per climate scenario.
- Chronic climate change is calculated over a thirty-year time frame 2021-2050.
- In calculating the acute weather events, an average estimate for the period 2021-2050 (due to the high uncertainty associated with the effects of acute events) is used, spread out over the years.
- Transition risk is initially calculated as the minimum cost of:
 - a) direct and indirect emissions and b) the investment cost to transition to low carbon emissions. It is then adjusted based on sector/sub-sector/product elasticity and the ability to pass on adjusted transition costs to end customers through product price rise.
- Climabiz uses three different emissions allowance prices (€/tn CO₂), one for each NGFS scenario, to calculate the cost of the direct and indirect emissions associated with business lending activities.
- Total climate risk is calculated as the sum of total physical risk and the adjusted transition risk (the transition risk of a company, reduced by the percentage that can be passed on to the final consumer through the adjustment of the final product price).

Upgrading Climabiz

Further alignment of Climabiz with the TCFD Recommendations and the supervisory requirements is a constant pursuit of the Group.

¹ Location-based methodology.

² NACE classification codes for economic activities:

A01: Agriculture, Forestry and Fisheries

C10: Manufacture of food products

C11: Manufacture of beverages

C13: Manufacture of textiles

C23: Manufacture of other non-metallic mineral products

C24: Production of basic metals

D35: Electricity, gas, steam and air conditioning supply

I55: Hotels and similar accommodation

H50: Water transport

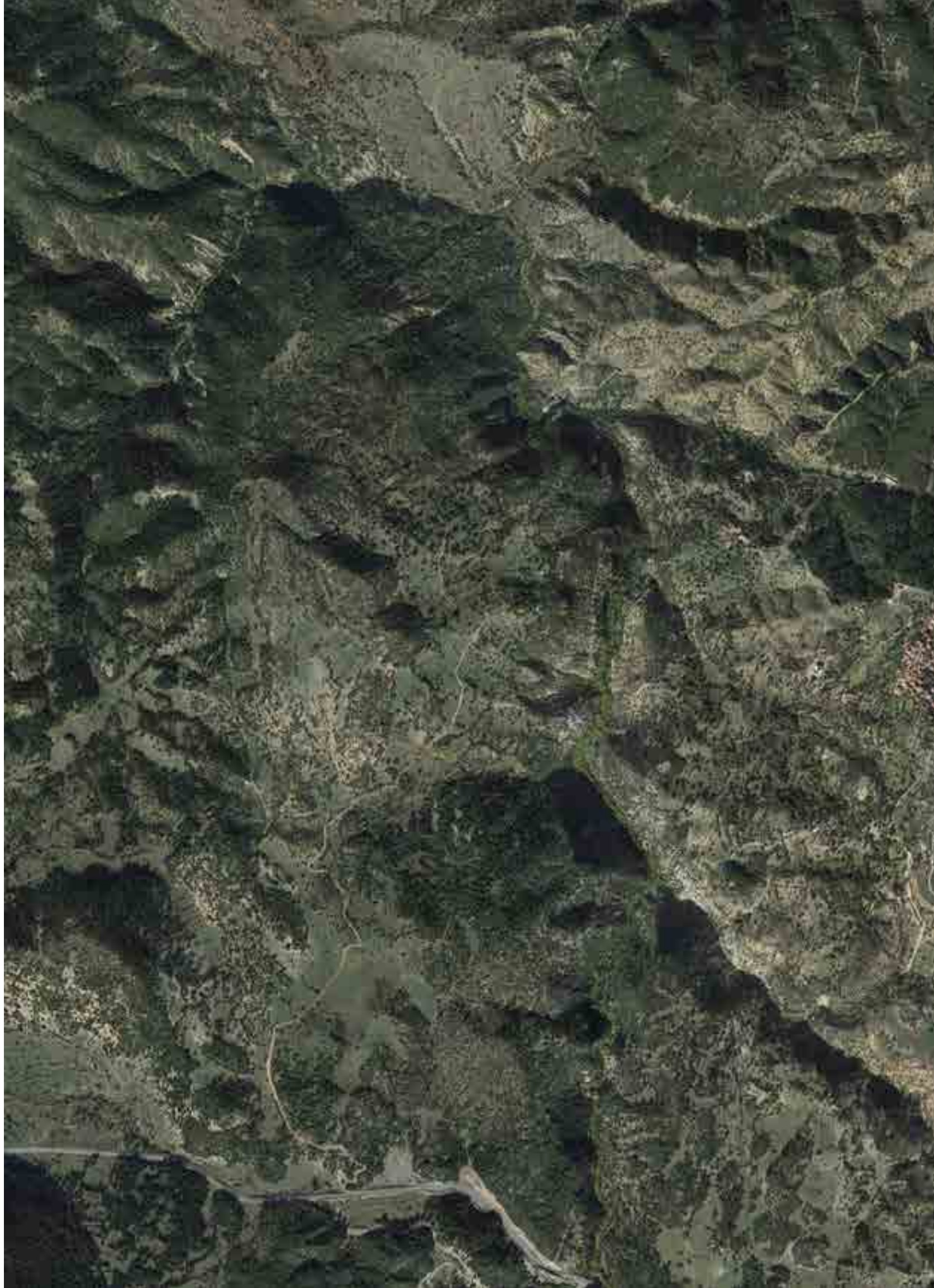


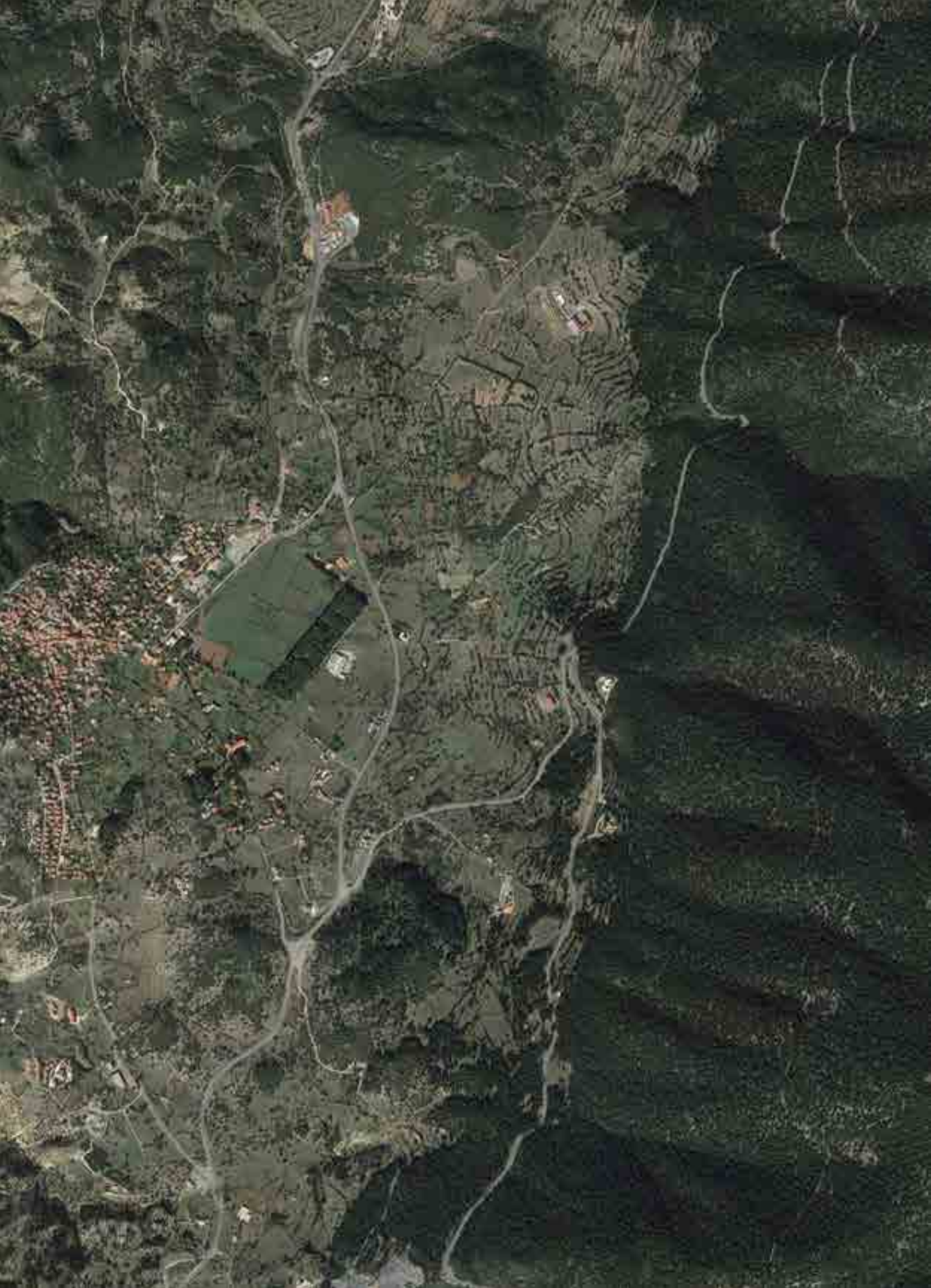


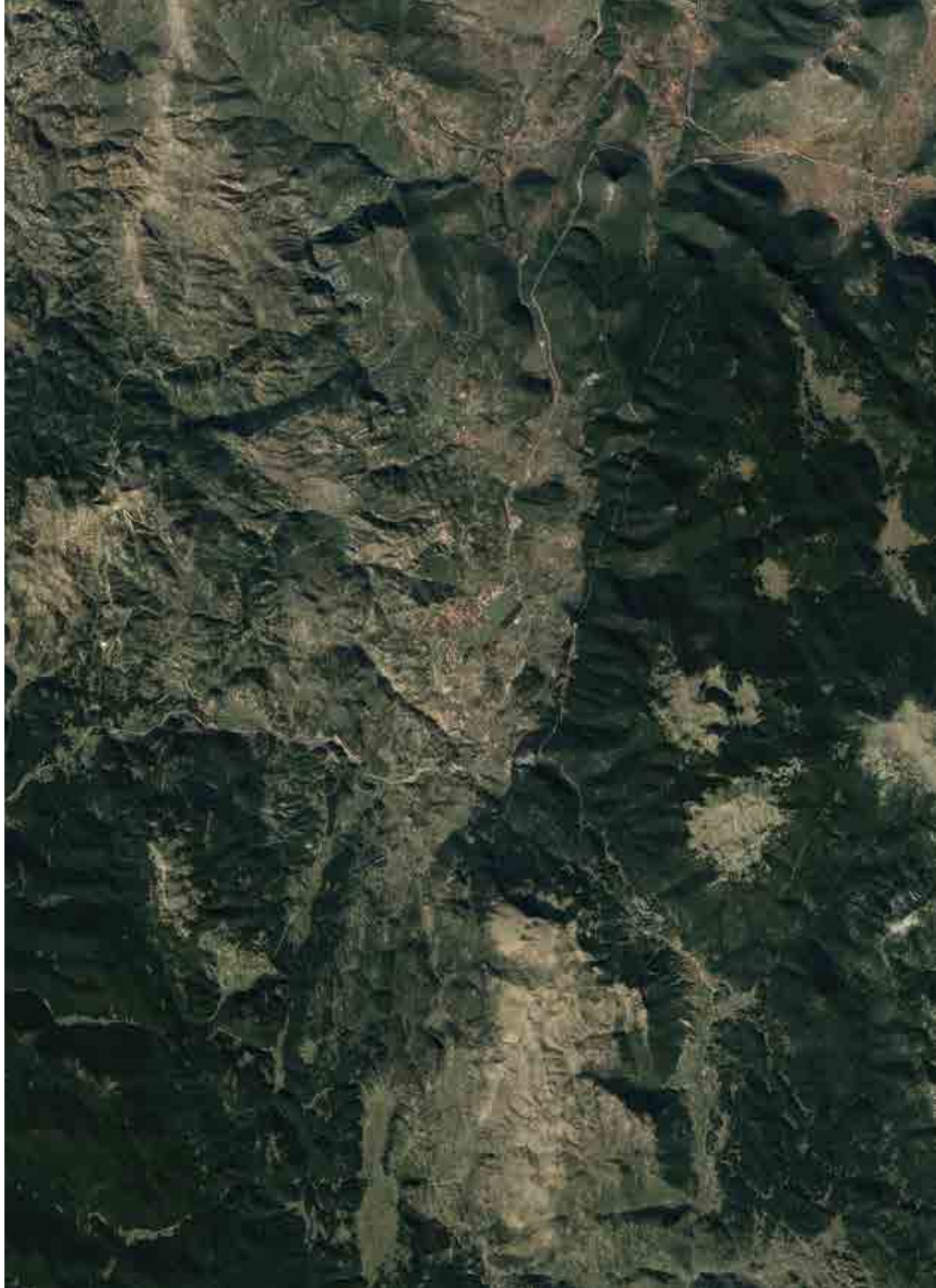












Selected Consolidated Balance Sheet Information of Piraeus Financial Holdings Group (in € mn)			
Assets	31.12.2021	31.12.2020	
		As restated	
Cash and balances with Central Banks	15,519	8,903	
Due from banks	1,334	1,258	
Reverse repos with customers	0	8	
Loans and advances to customers at amortised cost	36,521	39,624	
Loans and advances to customers mandatorily measured at FVTPL	77	50	
Financial assets at FVTPL	906	353	
Financial assets mandatorily measured at FVTPL	205	146	
Financial assets measured at FVTOCI	2,366	2,898	
Debt securities at amortised cost	9,200	4,964	
Other assets	13,536	13,244	
Assets from discontinued operations	114	111	
Total Assets	79,789	71,560	
Liabilities			
Due to banks	14,865	11,376	
Due to customers	55,442	49,636	
Debt securities in issue	971	471	
Other liabilities	2,680	2,853	
Liabilities from discontinued operations	28	27	
Total Liabilities	73,987	64,363	
Capital and reserves attributable to equity holders of the parent	5,788	7,091	
Non controlling interest	15	106	
Total Equity	5,803	7,197	
Total Liabilities and Equity	79,789	71,560	

Selected Consolidated Income Statement Information of Piraeus Financial Holdings Group (in € mn)		
	1.1 – 31.12.2021	1.1 – 31.12.2020
		As restated
Net interest income	1,410	1,486
Net fee and commission income	394	317
Dividend income	3	3
Net gains/(losses) from financial instruments measured at fair value through profit or loss (FVTPL)	85	36
Net gains/(losses) from loss of control over subsidiaries/ disposal of associates and joint ventures	184	(3)
Net gains/(losses) from financial instruments measured at fair value through other comprehensive income (FVTOCI)	87	2
Net gain/(losses) from derecognition of financial instruments measured at amortised cost	326	9
Net other income/(expenses)	37	43
Total net income	2,526	1,893
Staff costs	(405)	(574)
Administrative expenses	(418)	(407)
Depreciation and amortisation	(110)	(115)
Net gain/(losses) from sale of property and equipment and intangible assets	0	8
Total operating expenses before provisions	(933)	(1,088)
Share of profit/(loss) of associates and joint ventures	18	(16)
Profit/(loss) before provisions and impairment	1,611	789
Provisions and impairment	(4,302)	(1,322)
Profit/ (loss) before income tax	(2,691)	(534)
Income tax benefit/ (expense)	(316)	(127)
Profit/(Loss) for the Year from Continuing Operations	(3,007)	(655)
From continued operations		
Profit/(loss) attributable to equity holders of the parent	(3,007)	(655)
Non controlling interest	(1)	(6)
From discontinued operations		
Profit/(loss) attributable to equity holders of the parent	(7)	(10)
Non controlling interest	-	-
Number of Staff Employed and Branches		
Number of staff employed	10,425	11,395
Number of staff employed discontinued operations	932	966
Branches	430	502

The commitment of Piraeus Group to achieve sustainable development is demonstrated by the adoption of standards and principles of international acceptance and recognition and active participation in international initiatives and sustainability assessment indices.

GRI CONTENT INDEX

The Group's non financial information is presented based on the Global Reporting Initiative (GRI) guidelines. In the following table the disclosure standards are mapped either against this Report or against other published documents of the Group. In addition, the table compares the contents of the Report with the 10 United Nations Global Compact Principles, the 6 Principles for Responsible Banking, the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and finally the indicators of the Non-Financial Information Disclosure Guide of the Athens Stock Exchange.


Abbreviations Table



SBR: Sustainability & Business Report 2021, EA: External Assurance, AFR: Annual Financial Report 2021, O: Omissions, PIOP: Piraeus Bank Group Cultural Foundation. Furthermore, concise descriptions of GRI indices are used for convenience in the Table. For full descriptions please refer to: www.globalreporting.org/standards/gri-standards-download-center/



	GRI Standard 2016	Disclosure	Section of Report or Reference	O	EA	UN Global Compact Principles	Principles for Responsible Banking	TCFD	ATHEX ESG
	GRI 101: Foundation								
	General Disclosures (Core Option)								
	GRI 102: General Standard Disclosures	102-1 Name of the organization	Piraeus Financial Holdings Group Piraeus Bank SA SBR: 2021 at a glance> p. 26	–	✓		1st Principle> SBR p. 68		
		102-2 Activities, brands, products, and services	<i>piraeusholdings.gr</i> >About us> Corporate Profile <i>piraeusholdings.gr</i> >About us> Group's activities>Piraeus Bank	–	✓		1st, 2nd & 3rd Principles> SBR p. 68		
		102-3 Location of headquarters	4 Amerikis street, 105 64, Athens	–	✓		1st Principle> SBR p. 68		
		102-4 Location of operations	<i>piraeusholdings.gr</i> >About us> Corporate Profile AFR Piraeus Financial Holdings SA> Notes to the Annual Financial Statements>5.Segment Analysis>b) Geographical Segment>p. 295 AFR Piraeus Bank SA>Notes to the Annual Financial Statements>24. Investments in consolidated companies>p. 270	–	✓		1st Principle> SBR p. 68		
		102-5 Ownership and legal form	<i>piraeusholdings.gr</i> >Investor Relations>Articles of Association of Piraeus Financial Holdings SA <i>piraeusholdings.gr</i> >About us>Due Diligence Documents>Due Diligence Documents Piraeus Bank SBR: 2021 at a glance>p. 26 SBR: Shareholder structure>p. 114	–	✓		5th Principle> SBR p. 68		
		102-6 Markets served	<i>piraeusholdings.gr</i> >Investor Relations>Articles of Association of Piraeus Financial Holdings SA <i>piraeusholdings.gr</i> >About us>Due Diligence Documents> Due Diligence Documents Piraeus Bank AFR Piraeus Financial Holdings SA>Notes to the Annual Financial Statements>5.Segment Analysis>b) Geographical Segment>p. 295 SBR: Group Financial Data Analysis 2021>p. 39-42	–	✓		1st Principle> SBR p. 68		
		102-7 Scale of the organization	<i>piraeusholdings.gr</i> >About us> Corporate Profile SBR: Group HR Data> p. 237-242 SBR: Group Financial Data Analysis 2021>p. 39-42 SBR: Selected Consolidated Income Statement Information of Piraeus Financial Holdings Group>p. 306 SBR:Selected Consolidated Balance Sheet Information of Piraeus Financial Holdings Group>p. 305 AFR Piraeus Bank SA> Statement of Financial Position>p. 92 <i>piraeusholdings.gr</i> >Investor Relations> Financial Data>Financial Results>FY 2021 Results Presentation>p. 23, 39	–	✓	6th Principle> SBR p. 65	1st Principle> SBR p. 68		




GRI Standard 2016	Disclosure	Section of Report or Reference	O	EA	UN Global Compact Principles	Principles for Responsible Banking	TCFD	ATHEX ESG	
General Disclosures (Core Option)									
GRI 102: General Standard Disclosures	102-8 Information on employees and other workers	<i>piraeusholdings.gr</i> >About us>Corporate Profile SBR: Group HR Data>p. 237 SBR: Distribution by type of employment and contract>p. 238-239	-	✓	6th Principle> SBR p. 65	4th Principle> SBR p. 68		C-S2 Female employees C-S3 Female employees in management positions C-S4 Turnover rates C-S5 Employee training C-S7 Collective bargaining agreements	
	102-9 Supply chain	SBR: Supplier Relations>p. 134	-	✓		4th Principle> SBR p. 68			
	102-10 Significant changes to the organization and its supply chain	<i>piraeusholdings.gr</i> >About us>History of the Group SBR: Supplier Relations>p. 134 SBR: 2021 at a glance>p. 26-28 SBR: 2021 Group Financial Data Analysis>p. 39-42 AFR Piraeus Financial Holdings SA: Board of Directors' Annual Report>p. 13-49	-	✓					
	102-11 Precautionary approach	SBR: Monitoring and Analysis of Environmental Legislation and Case-law>p. 284 SBR: Independent Assurance Statement>p. 21-23 <i>piraeusholdings.gr</i> >Environment, Society & Governance>Sustainability Fact Sheet of Piraeus Group>p. 10 SBR: Participation in Global Initiatives for Sustainability>p. 64-66 AFR Piraeus Financial Holdings SA: Corporate Governance Statement>Internal Control System>p. 89	-	✓		5th Principle> SBR p.68			
	102-12 External initiatives	<i>piraeusholdings.gr</i> >Environment, Society & Governance>Sustainability Fact Sheet of Pireus Group>p. 10 SBR: Participation in Global Initiatives for Sustainability>p. 64-66	-	✓		1st Principle> SBR p. 68			
	102-13 Membership of associations	Hellenic Bank Association (<i>hba.gr</i>) UN Global Compact (<i>unglobalcompact.org</i>) <i>piraeusholdings.gr</i> >Environment, Society & Governance>Sustainability Fact Sheet of Piraeus Group>p. 10 SBR: Participation in Global Initiatives for Sustainability>p. 64-66 SBR: CRS Initiatives-Volunteering>p. 256 SBR: Promoting Intangible Cultural Heritage>p. 269 SBR: Museum Network>p. 269-270	-	✓		1st Principle> SBR p. 68			



	GRI Standard 2016	Disclosure	Section of Report or Reference	O	EA	UN Global Compact Principles	Principles for Responsible Banking	TCFD	ATHEX ESG
	General Disclosures (Core Option)								
	GRI 102: General Standard Disclosures	102-14 Statement from senior decision-maker	SBR: Chairman's Note>p. 15-16 SBR:CEO's Note>p. 17-18	–	✓		1st Principle> SBR p. 68		
		102-16 Values, principles, standards, and norms of behavior	SBR: Commitment to the six (6) UN Principles for Responsible Banking> p. 68 SBR: Corporate Governance>p. 113-123 <i>piraeusholdings.gr</i> >Investor Relations>Corporate Governance>Internal Control System>Corporate Governance Structure & Operating Regulations and Code of Conduct	–	✓	10th Principle> SBR p. 65	5th & 6th Principles> SBR p. 68		C-G5 Business ethics policy
		102-18 Governance structure	AFR Piraeus Financial Holdings SA: Corporate Governance Statement> p. 50 SBR: Corporate Governance> p. 113-120	–	✓		5th Principle> SBR p. 68		C-G2 Sustainability oversight
		102-40 List of stakeholder groups	SBR: Stakeholders' Dialogue>p. 104	–	✓		4th Principle> SBR p. 68		C-S1 Stakeholder engagement
		102-41 Collective bargaining agreements	SBR: Distribution by Type of Employment and Contract>p. 238-239	–	✓	3rd Principle> SBR p. 65			C-S7 Collective bargaining agreements
		102-42 Identifying and selecting stakeholders	SBR: Methodology for Analysis of Material Topics>p. 70-76 SBR: Stakeholders' Dialogue>p. 104	–	✓		4th Principle> SBR p. 68		C-S1 Stakeholder engagement
		102-43 Approach to stakeholder engagement	SBR: Stakeholders' Dialogue>p. 104	–	✓		4th Principle> SBR p. 68		C-S1 Stakeholder engagement
		102-44 Key topics and concerns raised	SBR: Methodology for Analysis of Material Topics>p. 70-76 SBR: Stakeholders' Dialogue>p. 104	–	✓		4th Principle> SBR p. 68		C-S1 Stakeholder engagement
		102-45 Entities included in the consolidated financial statements	AFR Piraeus Financial Holdings SA: Note 24>Investments in consolidated companies>p. 313 SBR: Methodology for Analysis of Material Topics>p. 70-76	–	✓				
		102-46 Defining report content and topic Boundaries	SBR: Methodology for Analysis of Material Topics>p. 70-76	–	✓		1st, 2nd & 4th Principles> SBR p. 68		
		102-47 List of material topics	SBR: Methodology for Analysis of Material Topics>p. 70-76 SBR: GRI Content Index: Material Topics>p. 311-317	–	✓		1st, 2nd & 4th Principles> SBR p. 68		C-G3 Materiality
		102-48 Restatements of information	There were no restatements	–	✓				
		102-49 Changes in reporting	SBR: Methodology for Analysis of Material Topics>p. 70-76	–	✓				
		102-50 Reporting period	01.01.2021-31.12.2021	–	✓				



GRI Standard 2016	Disclosure	Section of Report or Reference	O	EA	UN Global Compact Principles	Principles for Responsible Banking	TCFD	ATHEX ESG	
General Disclosures (Core Option)									
GRI 102: General Standard Disclosures	102-51 Date of most recent report	22.06.2021	–	✓					
	102-52 Reporting cycle	Annual	–	✓					
	102-53 Contact point for questions regarding the report	Group Corporate Development & ESG>Corporate_Development_ESG @ <i>piraeusholdings.gr</i>	–	✓					
	102-54 Claims of reporting in accordance with the GRI Standards	SBR: Methodology for Analysis of Material Topics>p. 70-76	–	✓					
	102-55 GRI content index	SBR: GRI Content Index>p. 307-317	–	✓		4th Principle> SBR p. 68			
	102-56 External assurance	<i>piraeusholdings.gr</i> >Investor Relations>Annual Reports>2022>Sustainability & Business Report 2021 SBR: Independent Assurance Statement>p. 21-23 SBR: Methodology for Analysis of Material Topics>p. 70-76	–	✓		6th Principle> SBR p. 68		A-G5 External assurance	
Material Topics									
 Protection of personal data (Q8)						4th & 6th Principles> SBR p. 68		C-G6 Data security policy	
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	SBR: Methodology for Analysis of Material Topics>p. 70-76 SBR: Protection of Personal Data> p. 196-198	–	✓					
	103-2 The management approach and its components	SBR: Protection of Personal Data> p. 196-198 <i>piraeusholdings.gr</i> >Investor Relations>Annual Reports>2022>Methodology for Analysis of Material Topics	–	✓					
	103-3 Evaluation of the management approach	SBR: Protection of Personal Data> p. 196-198	–	✓					
GRI 418: Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	SBR: Protection of Personal Data> p. 196-198	–	✓					


	GRI Standard 2016	Disclosure	Section of Report or Reference	O	EA	UN Global Compact Principles	Principles for Responsible Banking	TCFD	ATHEX ESG
	General Disclosures (Core Option)								
		Commitment to the Principles for Responsible Banking of the United Nations (Q5)					1st, 2nd, 3rd, 4th, 5th & 6th Principles> SBR p. 68		
	GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	SBR: Methodology for Analysis of Material Topics>p. 70-76 SBR: Commitment to the six (6) UN Principles for Responsible Banking>p. 68-69 <i>piraeusbank.gr/el/idiwtetes/unep-fi</i>	–	✓				
		103-2 The management approach and its components	SBR: Commitment to the six (6) UN Principles for Responsible Banking>p. 68-69 <i>piraeusbank.gr/el/idiwtetes/unep-fi</i> <i>piraeusholdings.gr>Investor Relations>Financial Data>Annual Reports>2022>Analysis of Material Topics</i>	–	✓				
		103-3 Evaluation of the management approach	SBR: Commitment to the six (6) UN Principles for Responsible Banking>p. 68-69 <i>piraeusbank.gr/el/idiwtetes/unep-fi</i>	–	✓				
	Not available GRI Standard	Index: Impact analysis of the Bank's portfolio according to the methodology of the UNEP FI Model "Portfolio Analysis Tool for Banks"	SBR: Commitment to the six (6) UN Principles for Responsible Banking>p. 68-69	–	✓				
		Promotion of tangible and intangible cultural heritage of the country (Q19)					1st Principle> SBR p. 68		
	GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	SBR: Methodology for Analysis of Material Topics>p. 70-76 SBR: PIOP>p. 267-274	–	✓				
		103-2 The management approach and its components	SBR: PIOP>p. 267-274 <i>piraeusholdings.gr>Investor Relations>Financial Data>Annual Reports>2022>Analysis of Material Topics</i>	–	✓				
		103-3 Evaluation of the management approach	SBR: PIOP>p. 267-274	–	✓				
	GRI 203: Indirect Economic Impacts	203-1 Infrastructure investments and services supported	<i>piop.gr</i> SBR: PIOP>p. 267-274	–	✓				
		203-2 Significant indirect economic impacts	SBR: Museum Network>p. 269-270	–	✓				

GRI Standard 2016	Disclosure	Section of Report or Reference	O	EA	UN Global Compact Principles	Principles for Responsible Banking	TCFD	ATHEX ESG	
Material Topics									
 Supporting the new generation (Q16)						1st & 3rd Principles> SBR p. 68			
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	SBR: Methodology for Analysis of Material Topics>p. 70-76 SBR: Programmes Project future & Project future junior>p. 255-256 SBR: CSR Initiatives-Volunteering>p. 256	–	✓					
	103-2 The management approach and its components	SBR: Programmes Project future & Project future junior>p. 255-256 SBR: CSR Initiatives-Volunteering>p. 256 <i>piraeusholdings.gr</i> >Investor Relations>Financial Data>Annual Reports>2022>Analysis of Material Topics	–	✓					
	103-3 Evaluation of the management approach	SBR: Programmes Project future & Project future junior>p. 255-256 SBR: CSR Initiatives-Volunteering>p. 256	–	✓					
GRI 203: Indirect Economic Impacts	203-2 Significant indirect economic impacts	SBR: Programmes Project future & Project future junior>p. 255-256 SBR: CSR Initiatives-Volunteering>p. 256	–	✓					
 Corporate governance (Q9)					10th Principle> SBR p. 65	5th Principle> SBR p. 68	1st Pillar> SBR: Recommendations TCFD>p. 66-67	C-G6 Data security policy	
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	SBR:Methodology for Analysis of Material Topics>p. 70-76 SBR: Corporate Governance>p. 113-120	–	✓					
	103-2 The management approach and its components	SBR: Corporate Governance>p. 113-120 <i>piraeusholdings.gr</i> >Investor Relations>Financial Data>Annual Reports>2022>Analysis of Material Topics	–	✓					
	103-3 Evaluation of the management approach	SBR: Corporate Governance>p. 113-120	–	✓					
Not available corresponding GRI Standard for Special Disclosures. Voluntary option for providing Notifications based on the GRI Standard 102-22	102-22 Composition of the highest governance body and its committees	SBR: Corporate Governance>p. 113-120	–	✓					

	GRI Standard 2016	Disclosure	Section of Report or Reference	O	EA	UN Global Compact Principles	Principles for Responsible Banking	TCFD	ATHEX ESG
	Material Topics								
	 	Responsible Banking: Financing sustainable development with environmental and social criteria (Q4)				7th, 8th & 9th Principles>SBR p. 65	2nd & 3rd Principles>SBR p. 68	1st, 2nd, 3rd & 4th Pillars>SBR: Recommendations TCFD>p. 66-67	C-G2 Sustainability oversight A-G3 ESG Targets
	GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	SBR: Methodology for Analysis of Material Topics>p. 70-76 SBR: Development & Sustainable Banking & Bank Relations>p. 156-162	–	✓				
		103-2 The management approach and its components	SBR: Development & Sustainable Banking & Bank Relations>p. 156-162 <i>piraeusholdings.gr</i> >Investor Relations>Financial Data>Annual Reports>2022>Analysis of Material Topics	–	✓				
		103-3 Evaluation of the management approach	SBR: Development & Sustainable Banking & Bank Relations>p. 156-162	–	✓				
	FS: Product Portfolio	FS-8 Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	SBR: Development & Sustainable Banking & Bank Relations>p. 156-162	–	✓				
		Creation of economic value (Q1)					2nd Principle>SBR p. 68		C-G2 Sustainability oversight A-G3 ESG targets
	GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	SBR: Methodology for Analysis of Material Topics>p. 70-76 SBR: CEO's Note>p. 17-18 SBR: Creation of Economic Value>p. 251	–	✓				
		103-2 The management approach and its components	SBR: CEO's Note>p. 17-18 SBR: Creation of Economic Value>p. 251 <i>piraeusholdings.gr</i> >Investor Relations>Financial Data>Annual Reports>2022>Analysis of Material Topics	–	✓				
		103-3 Evaluation of the management approach	SBR: CEO's Note>p. 17-18 SBR: Creation of Economic Value>p. 251	–	✓				
	GRI 201: Economic Performance	201-1 Direct economic value generated and distributed	SBR: Creation of Economic Value>p. 251	–	✓				

GRI Standard 2016	Disclosure	Section of Report or Reference	O	EA	UN Global Compact Principles	Principles for Responsible Banking	TCFD	ATHEX ESG	
Material Topics									
 New technologies (Q2)						2nd Principle> SBR p. 68			
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	SBR: Methodology for Analysis of Material Topics>p. 70-76 SBR: Digital Banking>p. 177-178 SBR: Group Technology>p. 178-181 SBR: e-branch>p. 150-151	–	✓					
	103-2 The management approach and its components	SBR: Digital Banking>p. 177-178 SBR: Group Technology>p. 178-181 SBR: e-branch>p. 150-151 <i>piraeusholdings.gr</i> >Investor Relations>Financial Data>Annual Reports>2022>Analysis of Material Topics	–	✓					
	103-3 Evaluation of the management approach	SBR: Digital Banking>p. 177-178 SBR: Group Technology>p. 178-181 SBR: e-branch>σελ. 150-151	–	✓					
Not available GRI Standard	Piraeus Bank Index: Use of digital service channels (the percentage of transactions made in digital channels in relation to the total number of transactions). Gartner Index: Ratio of operating costs versus investment IT expenditure	SBR: Digital Banking>p. 177-178 SBR: Group Technology>p. 178-181	–	✓					
 Carbon footprint: Management of carbon emissions (Q7)					7th, 8th & 9th Principles> SBR p. 65	1st & 2nd Principles> SBR p. 68	1st, 2nd, 3rd & 4th Pillars>SBR: Recommendations TCFD>p. 66-67		
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	SBR: Methodology for Analysis of Material Topics>p. 70-76 <i>piraeusholdings.gr</i> >Environment, Society, Governance (ESG)>Sustainability Policy of Piraeus Group SBR: Environment>p. 283-291	–	✓					
GRI 102: General Standard Disclosures	103-2 The management approach and its components	SBR: Environment>p. 283-291 <i>piraeusholdings.gr</i> >Investor Relations>Financial Data>Annual Reports>2022>Analysis of Material Topics	–	✓					
	103-3 Evaluation of the management approach	SBR: Environment>p. 283-291	–	✓					
GRI 302: Energy	302-1 Energy consumption within the organization	SBR: Energy Consumption>p. 284-285 SBR: Piraeus Bank Environmental Footprint>p. 290-291	–	✓				C-E3 Energy consumption and production	

	GRI Standard 2016	Disclosure	Section of Report or Reference	O	EA	UN Global Compact Principles	Principles for Responsible Banking	TCFD	ATHEX ESG
	Material Topics								
	GRI 302: Energy	302-2 Energy consumption outside of the organization	SBR: Energy Consumption>p. 284-285 SBR: Piraeus Bank Environmental Footprint>p. 290-291	–	✓				C-E1 Scope 1 emissions
	GRI 305: Emissions	305-1 Direct (Scope 1) GHG emissions	SBR: GHG Emissions>p. 285-291 SBR: GHG Emissions Table>p. 290-291	–	✓				C-E2 Scope 2 emissions
		305-2 Energy indirect (Scope 2) GHG emissions	SBR: Green procurement>p. 134 SBR: GHG Emissions>p. 285-291 SBR: GHG Emissions Table>p. 290-291	–	✓				A-E1 Scope 3 emissions
		305-3 Other indirect (Scope 3) GHG emissions	SBR: GHG Emissions>p. 285-291 SBR: GHG Emissions Table>p. 290-291	–	✓				
		Financial inclusion (Q3)					2nd Principle> SBR p. 68		A-S1 Sustainable economic activity
	GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	SBR: Methodology for Analysis of Material Topics>p. 70-76 SBR: e-branch>p. 150-151	–	✓				
		103-2 The management approach and its components	SBR: e-branch>p. 150-151 <i>piraeusholdings.gr</i> >Investor Relations>Financial Data>Annual Reports>2022>Analysis of Material Topics	–	✓				
		103-3 Evaluation of the management approach	SBR: e-branch>p. 150-151	–	✓				
	FS: Product Portfolio	FS-14 Initiatives to improve access to financial services for disadvantaged people	SBR: e-branch>p. 150-151	–	✓				
		Addressing climate change (Q6)				7th, 8th & 9th Principles> SBR p. 65	1st & 2nd Principles> SBR p. 68	1st, 2nd, 3rd & 4th Pillars> SBR: Recommendations TCFD>p.66-67	A-E2 Climate change risks and opportunities
	GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	SBR: Methodology for Analysis of Material Topics>p. 70-76 <i>piraeusholdings.gr</i> >Environment, Society, Governance (ESG)>Sustainability Policy of Piraeus Group SBR: Environment>p. 294-295	–	✓				
		103-2 The management approach and its components	SBR: Environment>p. 283-284, 294-295 <i>piraeusholdings.gr</i> >Investor Relations>Financial Data>Annual Reports>2022>Analysis of Material Topics	–	✓				
		103-3 Evaluation of the management approach	SBR: Environment>p. 294-295	–	✓				

GRI Standard 2016	Disclosure	Section of Report or Reference	O	EA	UN Global Compact Principles	Principles for Responsible Banking	TCFD	ATHEX ESG	
Material Topics									
GRI 201: Economic Performance	201-2 Financial implications and other risks and opportunities due to climate change	SBR: Environment>p. 294-295	–	✓					
<div><div>5</div><div>GENDER EQUALITY</div><div></div></div>	Commitment to the Women's Empowerment Principles of the United Nations (Q15)				1st & 2nd Principles>SBR p. 65	1st & 2nd Principles>SBR p. 68		C-S6 Human rights policy	
GRI 103: Management Approach	103-1 Explanation of the material topic and its boundaries	SBR: Methodology for Analysis of Material Topics>p. 70-76 SBR: Cultural & Social Initiatives Unit>p. 252-253	–	✓					
	103-2 The management approach and its components	SBR: Cultural & Social Initiatives Unit>p. 252-254 piraeusholdings.gr>Financial Data>Annual Reports>2022>Analysis of Material Topics	–	✓					
	103-3 Evaluation of the management approach	SBR: Cultural & Social Initiatives Unit>p. 252-253	–	✓					
Not available GRI Standard	Bloomberg: Gender Equality Index	SBR: Inclusion of PFH in the 2022 Bloomberg Gender Equality Index>p. 252	–	✓					

