



Alpha Bank Investor Presentation

February 2020



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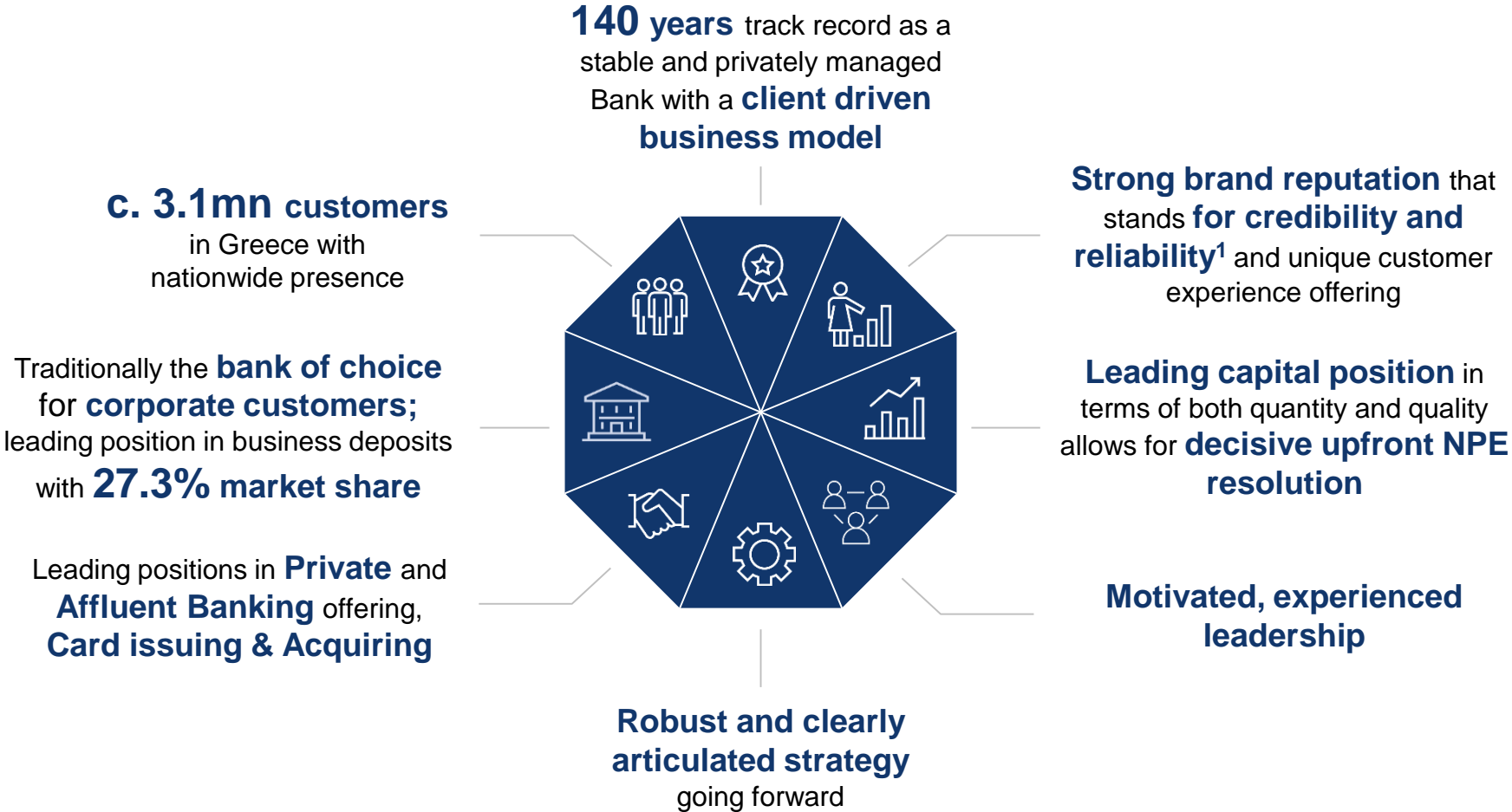


Alpha Bank

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Superior positioning to drive Greece's 2nd largest lender to a new era

Overview & Strategic Plan



¹ Based on customer survey among Alpha Bank customers, March 2019. "Reliability" ranks as the top attribute that customers relate to the Alpha Bank brand

Alpha Bank at a Glance

Overview & Strategic Plan

All figures as of 30/09/2019

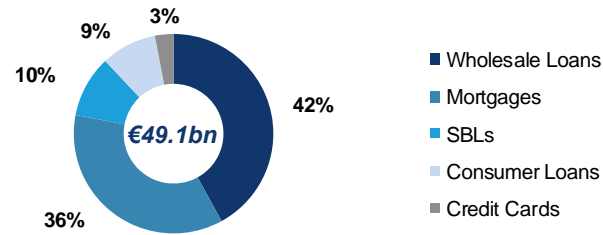


Shareholders' Equity **€8.5bn**

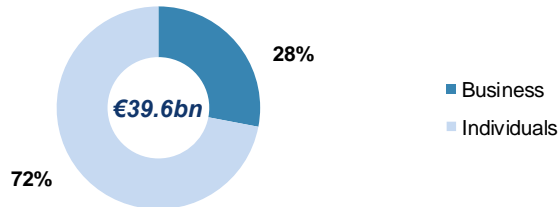
Tangible Equity **€8.0bn**



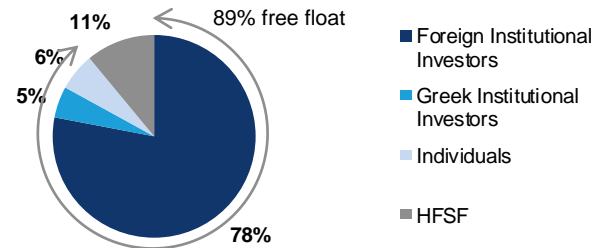
Gross Loans Breakdown



Deposits Breakdown

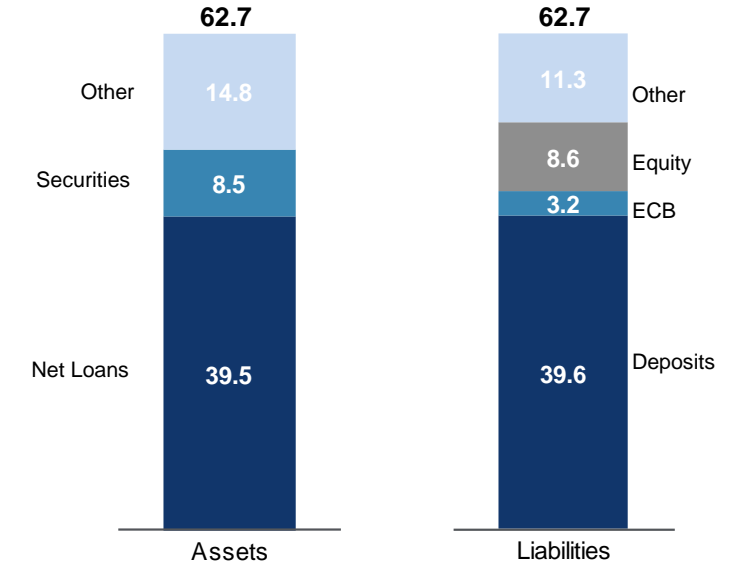


Shareholding Structure ¹



Balance sheet structure (Sep-19)

(€bn)



Alpha SEE Network Sep-19

Countries of presence		3
Branches		186
Employees		3,094

Market Shares² Sep-19

Greece	Deposits		22.7%
Greece	Loans		24.4%
Romania	(Loans)		4.5%
Cyprus	(Loans)		5.6%
Albania	(Loans)		5.5%

¹ As of 31.12.2019

² Excluding General Government and foreign residents, as per Central Bank definitions

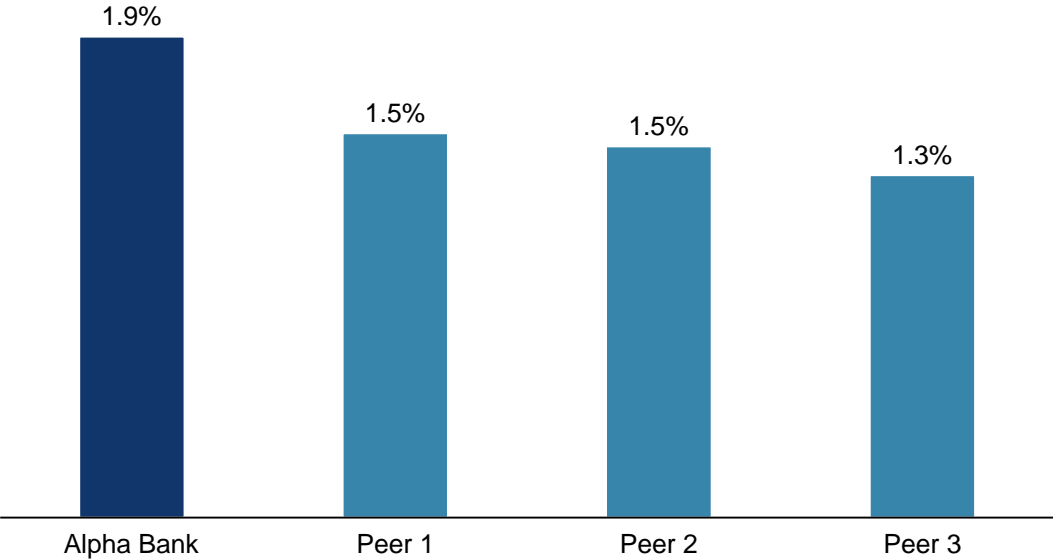
Alpha Bank's transformation plan strongly supported by Best in class Capital position and Operating performance

Overview & Strategic Plan

Leading PPI generation

9M Annualized PPI / Average Assets

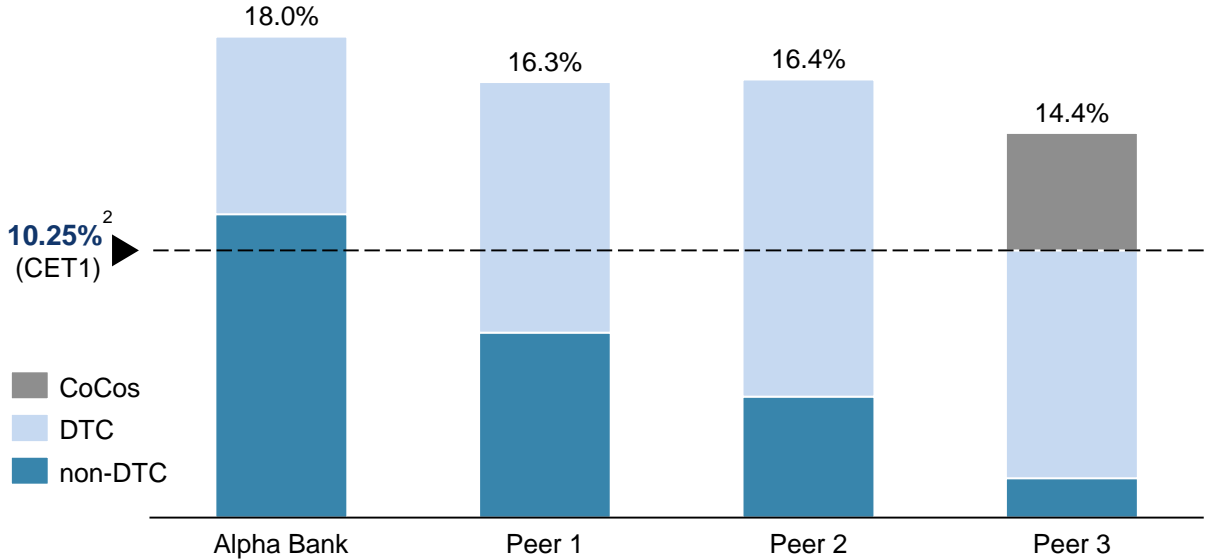
Total Assets (€bn) 62.7 64.0 65.8 59.1



Strong capital ratio with superior quality

CET1 (Phased-in)

RWAs (€bn) 48.1 41.6 37.8 46.3
 RWAs over Assets, % 76.7% 65.0% 57.4% 78.3%
 DTC¹ as % CET1 36.9% 57.5% 72.4% 59.2%



Source: Company disclosure as of 9M 2019.

¹ Deferred Tax Credit ² 2019 CET1 regulatory requirement of 10.25% for Alpha and two of the peers and 10.5% for the other peer.

Where we want to be in 2022

Overview & Strategic Plan

Decisive **de-risking** of the **balance sheet** and **CoR de-escalation**

Continuously improving **efficiency**

Creating **shareholder value** and meeting regulatory expectations

NPE ratio¹

Cost of Risk²

Cost/ Income³

Cost/ Assets

Return on Equity^{2,4}

CAD

From

Q3 2019

Post Galaxy in

2020

To

2022

44%

~20%

<10%

~200bps

<100bps

<70bps

55%

<48%

~170bps

<145bps

<1%

~5%

~9%

18%

~16%

~17%

¹ Bank perimeter in Greece; basis for ratio includes senior notes of the securitization

² 9M 2019 annualized

³ Recurring Cost/ Income ratio: Calculated based on Recurring Operating Expenses / Core Operating Income

⁴ Equity calculated on 15% CET1 ratio

We have identified tangible value creation levers, which we will use to deliver value to our shareholders

Overview & Strategic Plan



Project Galaxy



~Up to EUR 12bn NPE securitization, ~EUR 7bn servicing outsourcing, and NPE platform **carve-out** to independent entity



Group CoR from 200bps¹ in 9M 2019 down to <70bps by 2022



NPE ratio² from ~44% in Q3 2019 to <10% by 2022

- Transaction to take place in 1H 2020
- Detailed action plan in place
- Experienced team, with proven track record, leading the project



Operating model



~EUR 120mn (>10%) reduction in total Group cost from 2019E to 2022 through branch network and central function optimization, NPE cost reduction and G&A discipline



~18% targeted reduction in branch footprint

- Successfully completed 2019 VSS providing a **significant head start** in reducing expenses



Customer-centric growth



Increase **penetration** from 1.3 to ~2.5 products per customer



Increase NPS³ by 15-20p.p.



EUR 14bn of new disbursements



Net F&C income increase of ~EUR 110mn in Group, focusing on investments and bancassurance

- Recovering market**
- Strong momentum from 2019
- Specific opportunities identified through detailed customer segmentation



Organizational effectiveness



Strengthened corporate governance and focus on performance culture

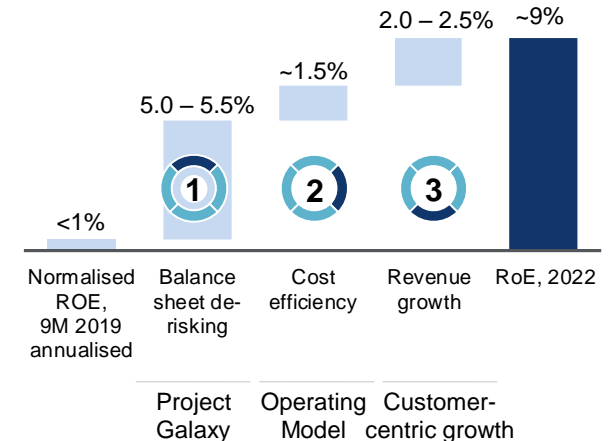
~9%

2022 ROE

Key areas of ROE improvement

CoR 2004
bps

<70



¹ Annualized

² Bank operations in Greece; basis for ratio includes senior notes of the securitization

³ Net Promoter Score

⁴ 9M 2019; annualised



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Landmark €500mn Tier 2 issuance with a 4.25% coupon

The lowest Tier 2 coupon in Greece in the past 13years

Transaction rationale

- **Optimize the capital structure** of the Bank and strengthen its Total Capital Ratio **by c.105bps**
- **Contribute to the future MREL compliance** as the note is expected to be MREL eligible
- **Diversify the Group’s investor base** and enhance the bank’s profile in the international markets
- **Improve further** the Bank’s **liquidity position**

Key highlights

- The transaction represented Alpha Bank’s **inaugural Tier 2** capital transaction and its first public unsecured debt transaction since 2014
- **Large and high quality orderbook** with more than €5bn of demand (over 10x oversubscribed) from c.340 investors
- **Well diversified investor base** with long only accounts accounting for more than 60%, with notable interest out of Asia accounting for 10% of the final allocation
- **Impressive pricing tightening**, with a move of 75-100bps from IPTs to re-offer

Summary terms and conditions terms

Issuer	Alpha Bank AE
Expected Issue Ratings	Caa2 (Moody’s)/ CCC (S&P)
Format	Reg S Bearer
Pricing Date	6th February 2020
Settlement Date	13th February 2020
Size	€500mn
Tenor	10NC5
Maturity Dateallq	13th February 2030
Call Date	13th February 2025
Coupon	4.25%
Re-offer Price	100%
Interest	4.250% p.a. payable annually in arrear until the call date. If not called the rate will reset to the sum of the then prevailing 5 year mid-swap rate+450.4bps
Issuer Substitution	Subject to certain conditions, the issuer may, without the consent of noteholders, substitute for itself any other body corporate, including any successor in business of Alpha Bank
Governing Law	English law, except for status, subordination, waiver of set-off, acknowledgement of Statutory Loss Absorption Powers and provisions relating to Noteholders Agent (Greek law)
Listing	Luxembourg Stock Exchange (regulated market)
Joint Lead Bookrunners	Citi, Goldman Sachs, JP Morgan, HSBC, NatWest
Co-Lead Manager	Alpha Finance

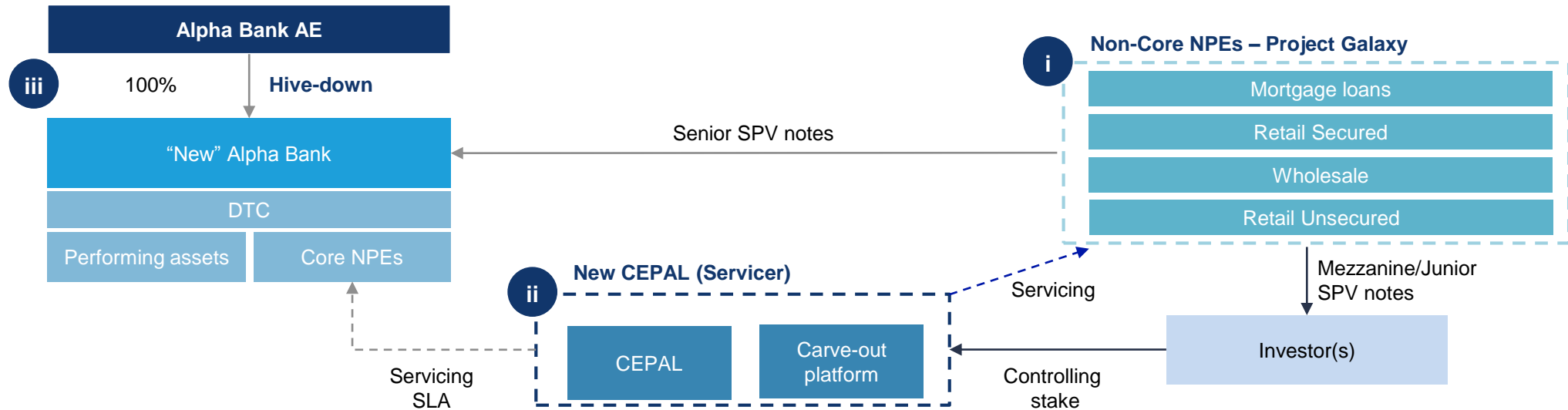


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Overview of NPE acceleration plan (project Galaxy)

Project Galaxy

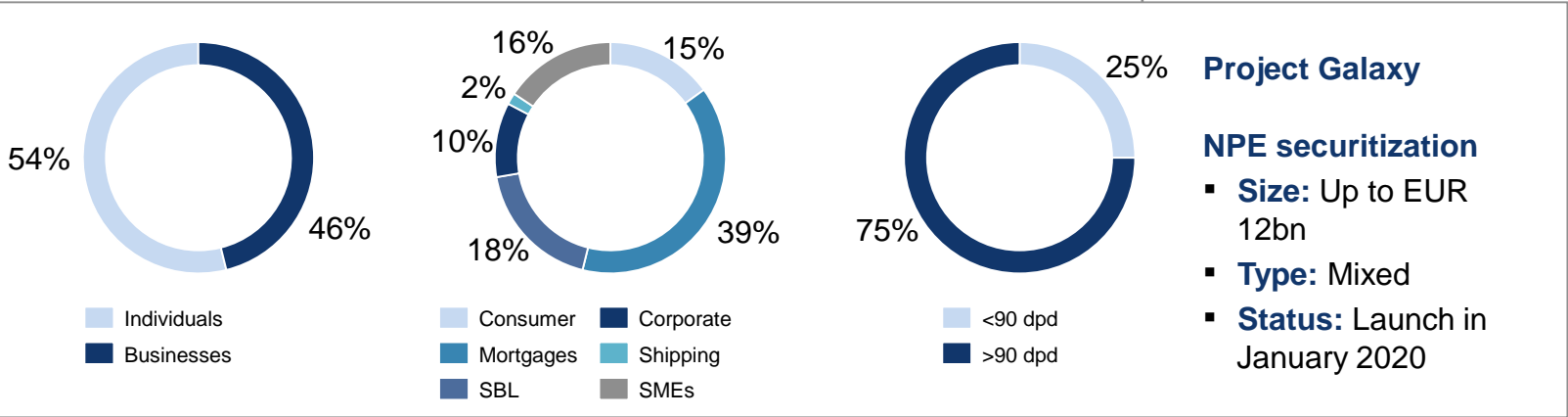
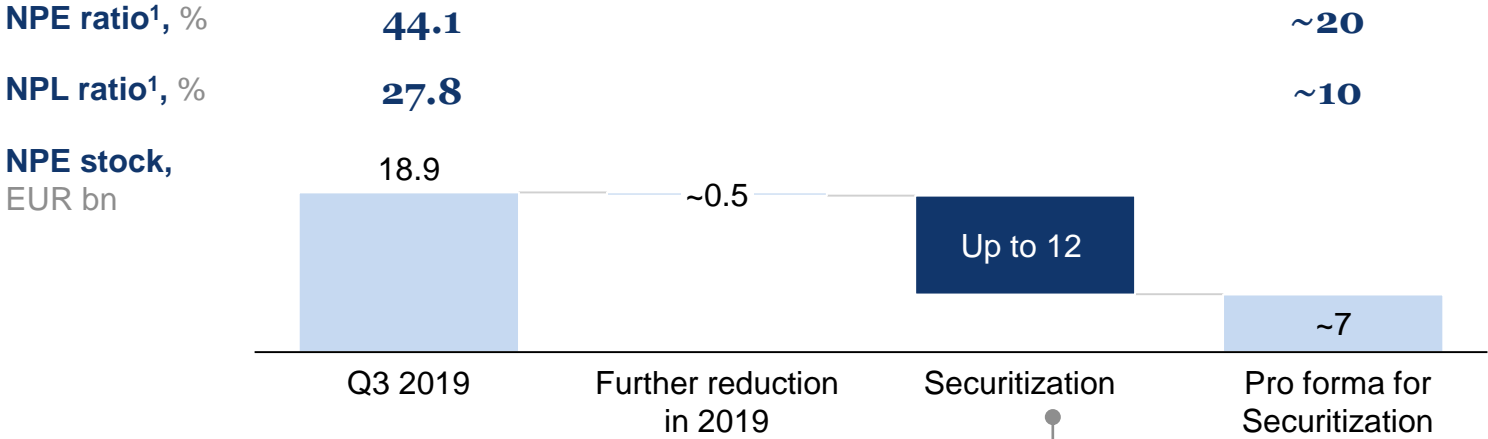


- | | |
|--|---|
| <p>i Non-Core NPEs – Project Galaxy</p> | <ul style="list-style-type: none"> Alpha Bank to sell up to EUR 12bn portfolios of non-core mixed type NPEs to 3rd party investors primarily via securitization SPVs Alpha Bank to apply for HAPS guarantee for senior notes to be retained |
| <p>ii New CEPAL (Servicer)</p> | <ul style="list-style-type: none"> Investors to acquire a controlling stake in New Cepal, an entity consisting of Alpha Bank’s existing NPE management platform and Cepal Hellas S.A.¹ Alpha Bank to enter into long-term SLA with New Cepal for the servicing of its Core NPEs New Cepal to continue to service existing and newly acquired portfolios for investors |
| <p>iii Hive-down</p> | <ul style="list-style-type: none"> Hive-down of Alpha Bank’s core operations to new 100%-owned subsidiary |

¹ Cepal Hellas to become 100% owned by Alpha Bank control prior to the sale to a 3rd party investor

Decisive action on Non-Core NPEs to reach SSM targets well ahead of plan

Project Galaxy



Alpha Bank intends to apply to the recently approved Hercules Asset Protection Scheme (HAPS) for up to €3.7bn of guarantees on senior notes

¹ Basis for ratio includes senior notes of the securitization

Improved quality of retained €7bn NPE portfolio will be a key component of the value creation strategy

Bank perimeter in Greece

Transformation plan materially addressing high risk areas...

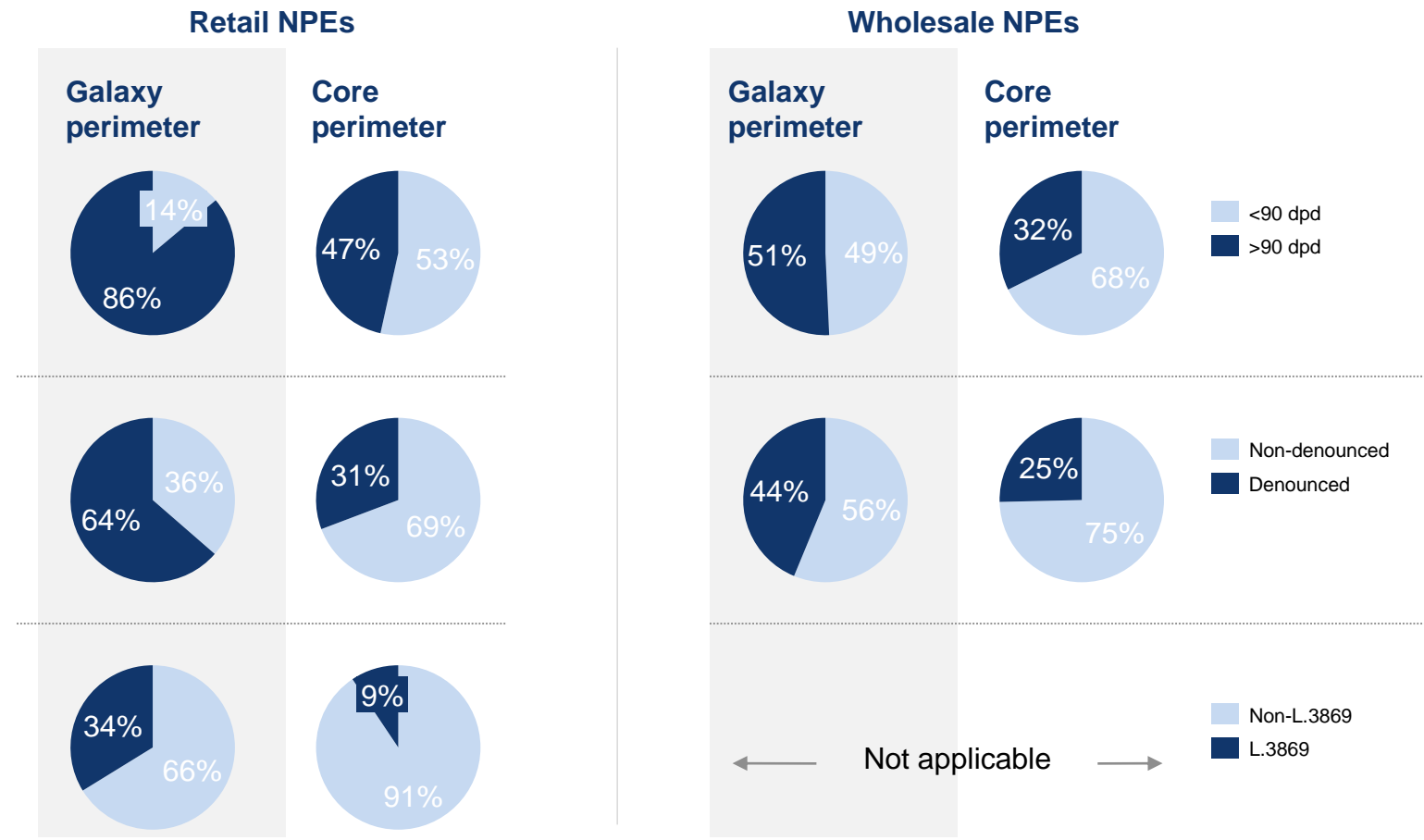
Evolution of total portfolio,
% pro forma change for transaction, based on
H1 2019

Exposures
>90 days due ↓ **-73%**

Denounced
exposures ↓ **-75%**

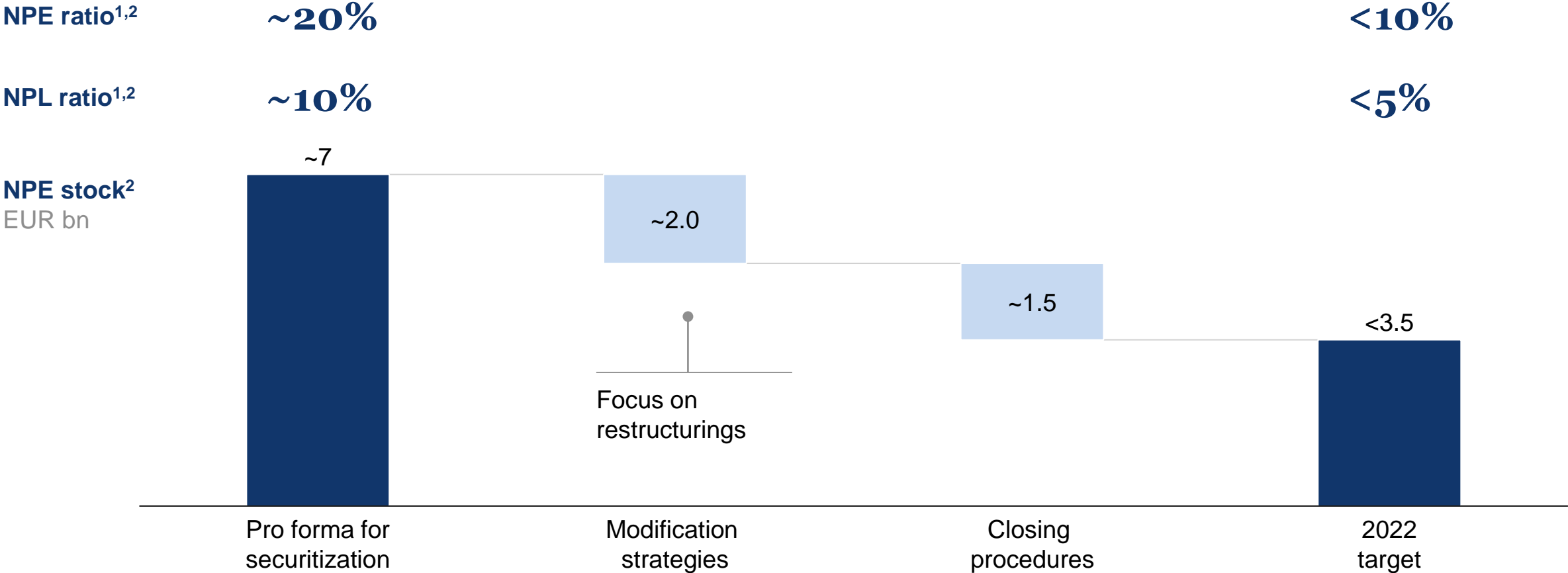
Retail exposures
under L.3869 ↓ **-84%**

...resulting in a significantly better portfolio quality



Transaction opens clear path towards an NPE ratio <10% by 2022 with lower cost of risk over the period

Project Galaxy



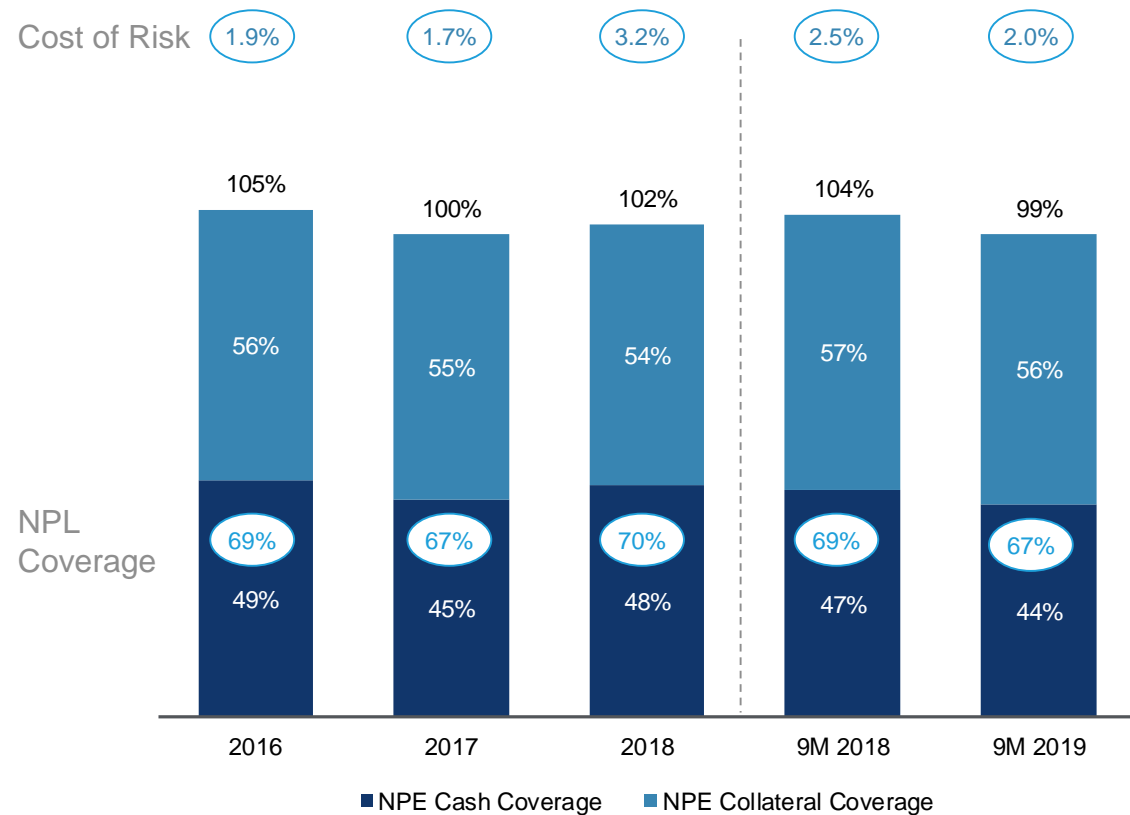
1 Basis for ratio includes senior notes of the securitization

2 Bank Perimeter in Greece

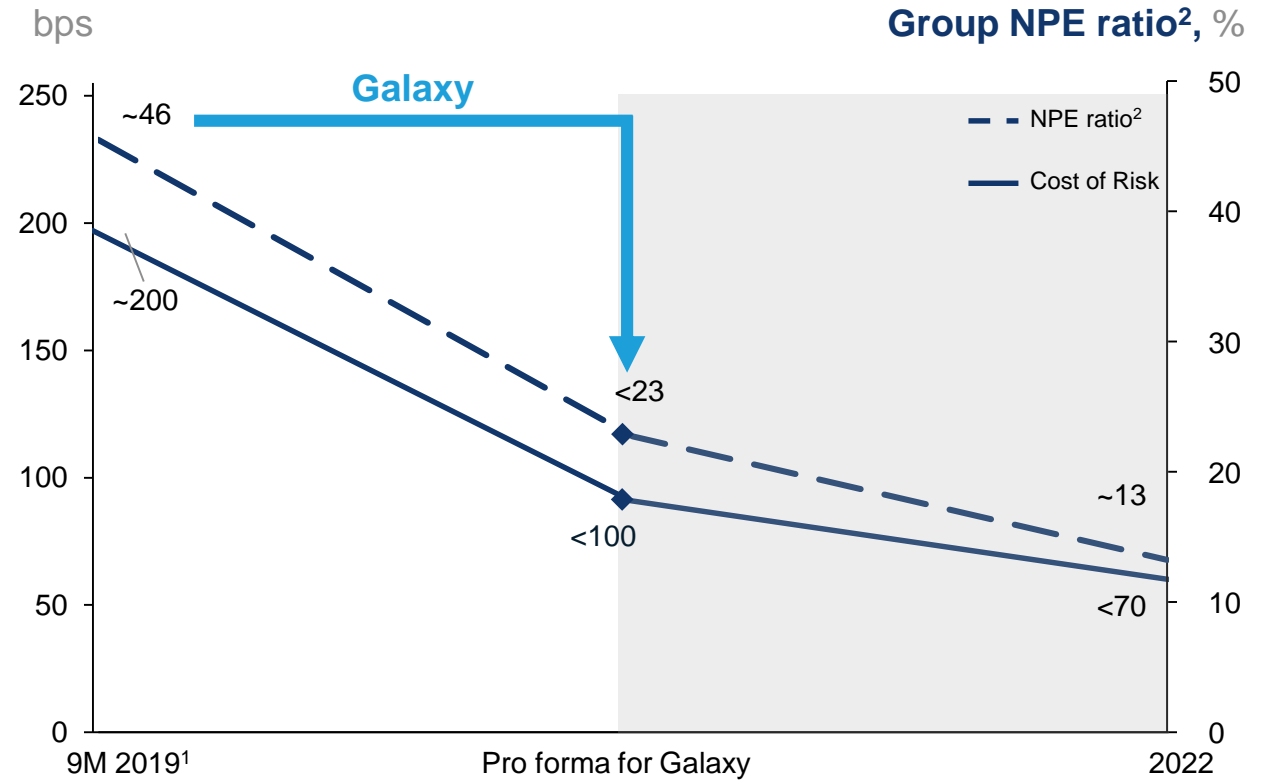
Cost of Risk is expected to be significantly reduced post Galaxy

Main driver of Cost of Risk is the management of troubled assets, therefore Cost of Risk is expected to normalise in line with NPE ratio reduction

Group NPE Coverage



Group Cost of Risk



1 Annualized Cost of Risk
2 Basis for calculation includes senior notes of the securitization

Project Galaxy: Solid planning with frontloaded actions

Full engagement with rating agencies and reputable international investors affirms timeline is on track

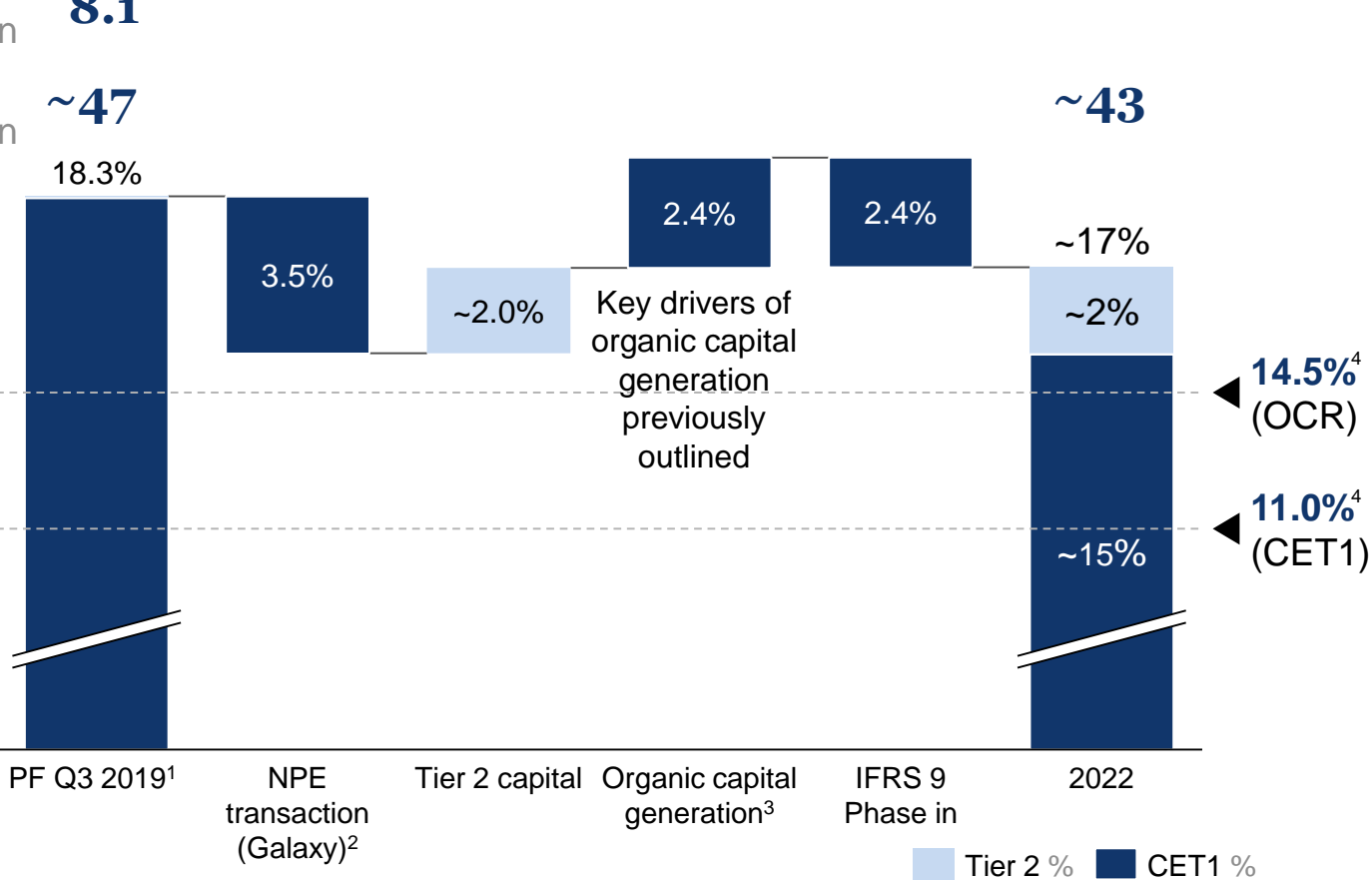
		Timing	Status
Preparation	▪ Portfolio selection: up to EUR 12bn	Oct 2019	✓
	▪ Acquisition of Centerbridge's stake in Cepal	H1 2020	Commercial terms signed / agreed
	▪ Structuring of the Securitisation	Q1 2020	Ongoing
	▪ Apply for Hercules Asset Protection Scheme (HAPS)	Q2 2020	Ongoing
Execution	▪ Launch NPE Securitisation	Jan 2020	✓
	▪ Teasers sent to investors	Jan 2020	✓
	▪ NDAs signed with interested investors	Jan 2020	✓
	▪ Rating Agency appointed	Q1 2020	✓
	▪ Non binding offers	Q1 2020	
	▪ Assignment of Rating	Q2 2020	
	▪ Deadline for binding offers and subsequent negotiations	Q2 2020	
	▪ Signing	Q2 2020 (end)	
	▪ Receive regulatory approval for HAPS/ SRT Approval	Q3 2020	
	▪ Completion of Project Galaxy	H2 2020	

Starting from a position of strength we will retain a controlled capital buffer well above minimum requirements

Capital position targets

Tangible BV
EUR bn **8.1**

RWAs
EUR bn **~47**



Alpha Bank's Buffers in 2022 well above Regulatory Requirements

2.5% buffer over 14.5% OCR requirement⁴

4.0% buffer over 11.0% CET1 requirement⁴

¹ Pro-forma for deconsolidation of Neptune
² Includes loss from sale of mezzanine and junior notes, gain from sale of servicing platform, RWA relief
³ Including dividend payments (~10% payout ratio) from 2021 onwards, subject to SSM approval
⁴ Assuming no changes in current capital requirements, except from O-SII amortization



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A. Operating Performance

Q3 2019 Financial Performance Overview



Financial Performance

- **Core PPI** effectively flat q-o-q at €216mn in Q3 2019, as the decline in NII was counterbalanced by the increase in net fee and commission income
- **NII** at €383mn, down by 1.4% q-o-q
- **Net Fee & Commission Income** increased by 18% q-o-q to €96mn
- **Recurring Opex** marginally increased q-o-q by 1.1%
- **Impairment losses** on loans at €262mn in Q3 2019 vs €246mn in Q2
- **PBT** at €21mn for Q3 2019



Capital – 18% CET1

- Phased in **CET1 ratio increased** by 25bps q-o-q to 18.0%, positively affected by GGBs performance
- **Fully Loaded CET1** ratio at 15.1%
- Buffer of **€2.1bn** over our 2019 SREP ratio requirements



Liquidity – 100% LDR

- **Group LDR** at 100% as of September 2019% versus 106% a year ago
- **ECB funding** at €3.2bn and **Repos** at €5.9bn



Asset Quality - €0.9bn organic reduction of gross NPEs

- **NPEs in Greece** down by €2.1bn in Q3 2019, mostly attributed to the reclassification to HFS of €1.8bn NPEs (Project Neptune)
- **Negative gross NPE formation** across all segments in Q3
- YTD the Bank has recorded an **organic reduction of gross NPEs** of €0.9bn



Commercial Activity – €2.5bn loan disbursements 9M'19

- **Loan disbursements** amounted to €1.0bn in Q3 2019 and €2.5bn for 9M 2019
- **Deposits in Greece increased** by €0.4bn in Q3 2019, driven by customer deposit inflows

Q3 2019 Group P&L and Balance Sheet highlights

Profit & Loss (€ mn)	9M 2019	9M 2018 ¹	yoy % change	Q3 2019	Q2 2019	qoq % change
Net Interest Income (NII)	1,160	1,329	(12.7%)	383	389	(1.4%)
Net fee and commission Income	247	245	0.9%	96	81	17.8%
Trading & Other Income	296	425	(30.5%)	86	135	(39.9%)
Operating Income	1,703	2,000	(14.8%)	565	604	(6.5%)
Total Operating Expenses	(824)	(823)	0.1%	(280)	(282)	(0.6%)
Recurring Operating Expenses	(793)	(809)	(2.0%)	(270)	(267)	1.1%
Core Pre Provision Income	643	792	(18.9%)	216 ¹	214	0.8%
Pre Provision Income (PPI)	879	1,177	(25.3%)	285 ²	323	(11.6%)
Impairment Losses on Loans	(750)	(1,019)	(26.4%)	(262) ³	(246)	6.3%
Other Impairment Losses	11	6	...	(3)	(9)	...
Profit/ (Loss) before income tax (PBT)	140	164	(14.7%)	21	68	(69.7%)
Income Tax	(48)	(110)	...	(16)	(9)	...
Profit/ (Loss) after income tax	92	54	...	5 ⁴	59	...
Net Interest Margin (NIM)	2.5%	2.9%		2.4%	2.5%	
Cost to Income ratio (Recurring)	55.2%	50.5%		55.6%	55.5%	

Balance Sheet (€ bn)	30/09/2019	30/06/2019	qoq change (€ bn)	31/12/2018
Assets	62.7	63.0	(0.2)	61.0
Net Loans	39.5	39.9	(0.5)	40.2
Deposits	39.6	39.3	0.3	38.7
Tangible Equity (TE)	8.0	7.9	0.1	7.7
Common Equity Tier 1 Ratio (CET1)	18.0%	17.8%	...	17.4%
NPE ratio	45.5%	48.1%	...	48.9%
NPE Cash Coverage	44%	47%	...	48%
NPL ratio	30.0%	32.7%	...	33.5%
NPL Cash Coverage	67%	69%	...	70%

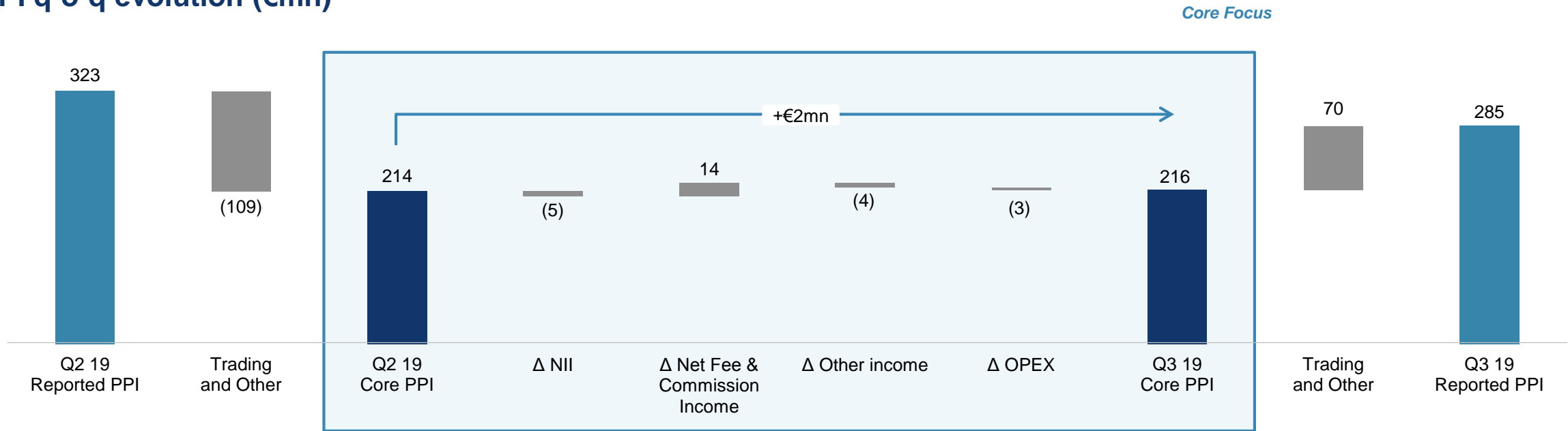
- ¹ **Core Pre Provision Income** at €216mn in Q3 2019, stable q-o-q, as the decline in NII was counterbalanced by the increase in net fee and commission income
- ² **Pre Provision Income** stood at €285mn, down by 11.6% q-o-q, affected by the lower trading gains vs Q2 2019
- ³ **Impairment losses on loans** at €262mn in Q3 2019, implying a CoR of 2.1% over gross loans
- ⁴ **Profit After Tax** at €5mn in Q3 2019

¹ Restated figures due to the reclassification of Credit Cards revenues and expenses from General Expenses to Net Fee and Commission Income

Q3 2019 Core PPI effectively flat q-o-q at €216mn

Stable Pre-provision Income underpinned by sustainable net interest and net fee and commission income evolution

PPI q-o-q evolution (€mn)

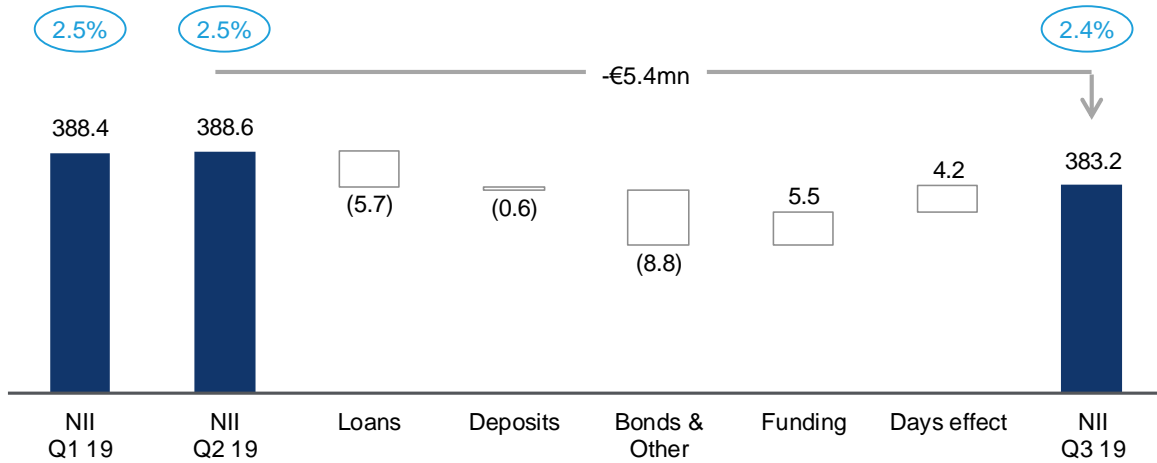


- **NII** decreased by €5.4mn q-o-q, mainly on the back of lower contribution from loans, primarily stemming from pressure in spreads of restructured NPE loans and lower interest from the bond portfolio
- **Net Fee & Commission Income** increased further in Q3 2019 by €14.4mn, primarily reflecting increased card usage, mainly due to the tourist season, as well as higher revenues from asset management and bancassurance products
- **Recurring Opex** increased by €3.0mn q-o-q, due to higher general expenses compared to Q2 2019, primarily stemming from tax on real estate properties

Net Interest Income decreased by 1.4% q-o-q; NIM at 2.4%

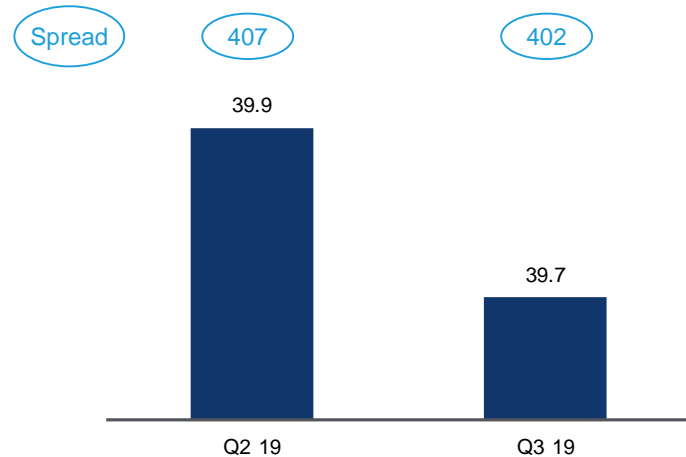
Resilient Net Interest Income supporting pre-provision income

NII q-o-q evolution (€mn) NIM%



- **Net Interest Income** in Q3 2019 stood at €383.2mn, reduced q-o-q, as the negative impact from loans, linked with spread pressure, and the negative effect from our Bond portfolio were partly counterbalanced by the lower wholesale funding cost and the positive calendar days' effect
- **Net Interest margin** at 2.4% in Q3 2019
- **New loan disbursements** in Greece at €2.5bn for 9M 2019 vs €2.0bn in 9M 2018

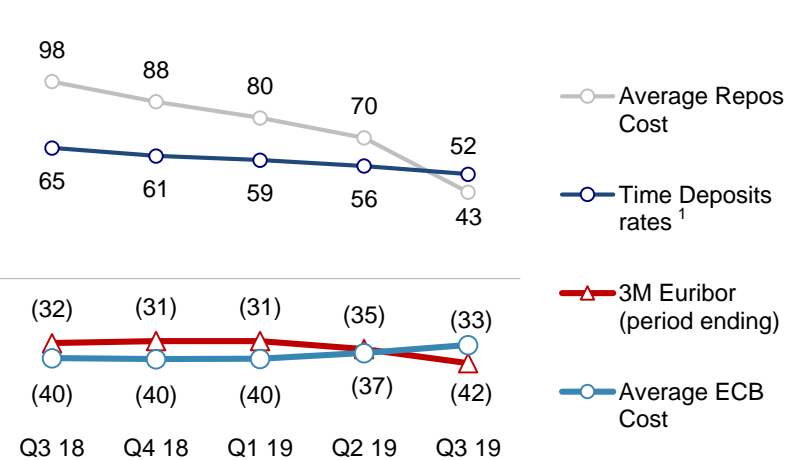
Average net loans balances (€mn)



New disbursements (€mn)

€ bn	Q1	Q2	Q3	9M
2019	0.6	0.9	1.0	2.5
2018	0.6	0.7	0.6	2.0

Funding cost rates (bps)



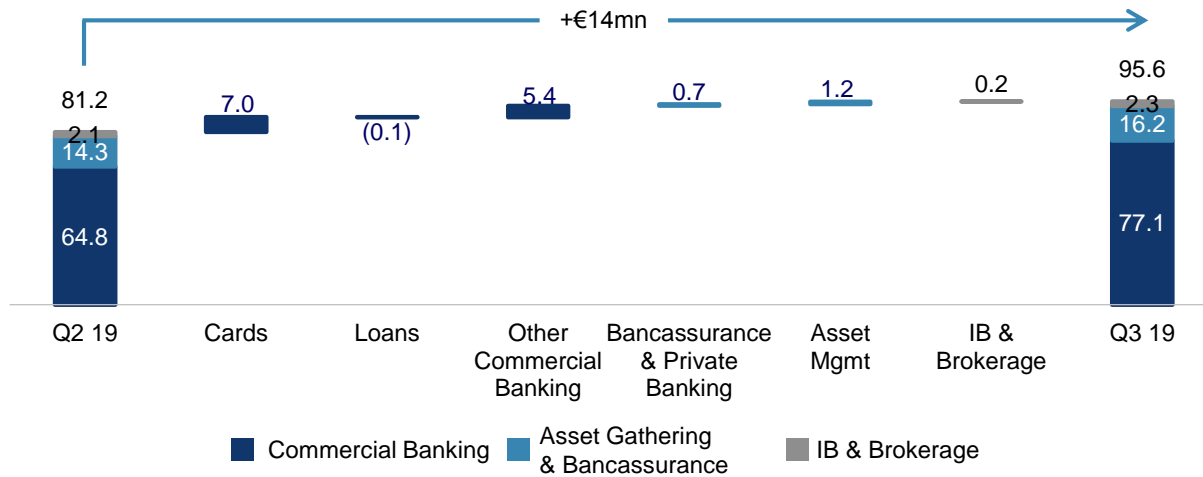
Source: Company disclosure.

¹ Time deposits rates refer to euro-denominated deposits

Net Fee and Commission income up by €14mn q-o-q, supported by cards performance

Increasing Fee and Commission Income supported by commercial banking activities, asset management and bancassurance

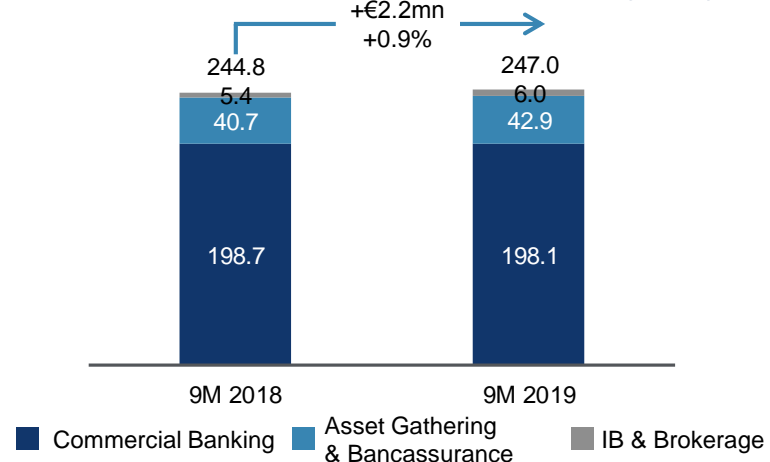
Net Fee & Commission Income evolution q-o-q (€mn)



Q3 2019 Net Fee and Commission Income increased by €14mn compared to Q2 2019 mainly as a result of:

- Increased fees from **cards** mainly related to the tourist season and a one-off fee received from organizations in Q3 2019
- Higher **other commercial banking fees**, mainly related to intermediation services and
- Higher revenues from **asset management** commissions, deriving from mutual funds increased balances, as well as **bancassurance**

Net Fee & Commission Income evolution y-o-y (€mn)



On an annual basis, Net Fee and Commission Income slightly increased by 1%:

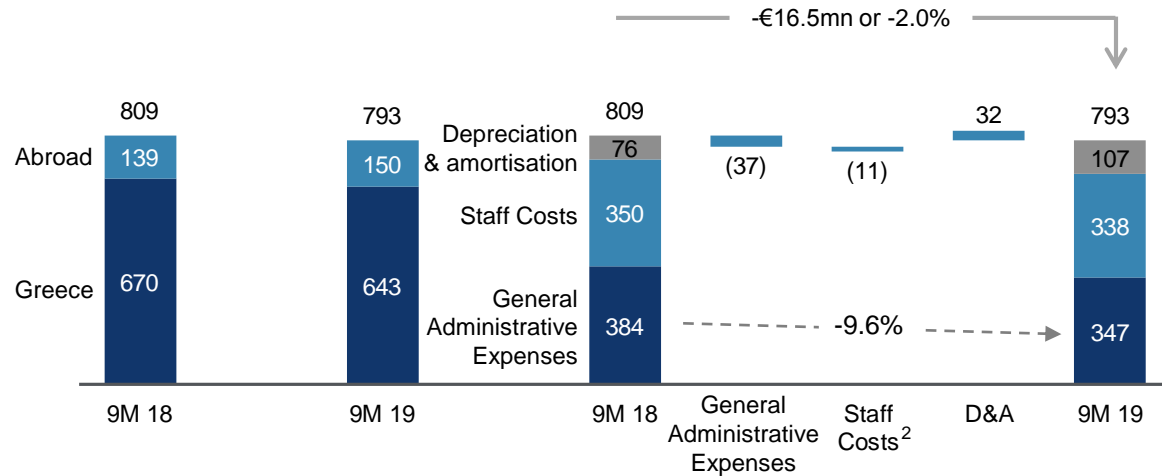
- Mostly attributed to higher **bancassurance** fees and
- Despite the extraordinary fees recorded in Q1 2018 from credit cards loyalty scheme

Source: Company disclosure.

Recurring Operating expenses decreased by -2.0% on a yearly basis

Reduction supported by ongoing headcount reduction and other cost efficiency measures in place

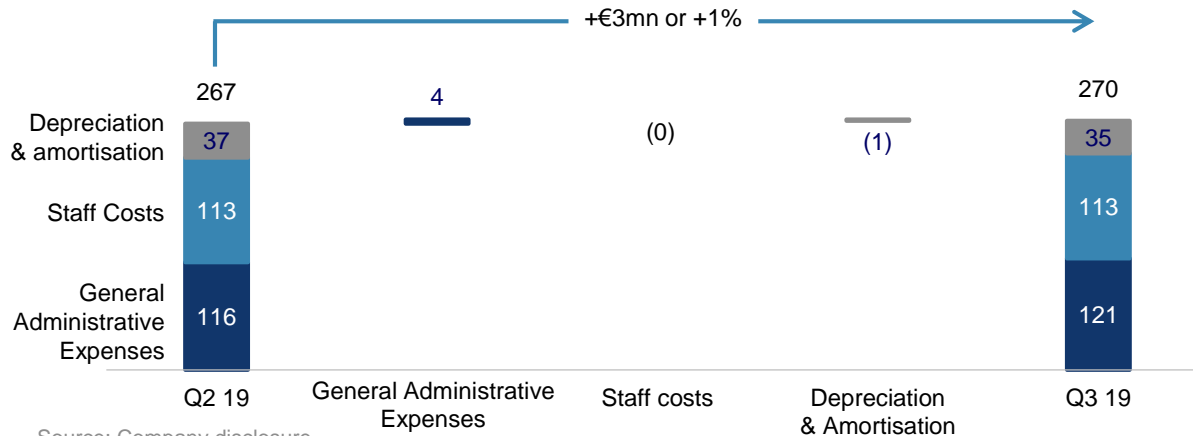
Recurring OPEX y-o-y (€ mn)



On an annual basis

- **In Greece recurring operating expenses** declined by 4.0% y-o-y to €643mn
- **9M 2019 Recurring operating expenses** decreased by €16mn compared to 9M 2018, mainly as a result of staff costs' decrease due to headcount reduction
- **Adjusted for IFRS 16 impact¹**, 9M 2019 general administrative expenses were reduced by 2.3% y-o-y

Recurring OPEX q-o-q (€ mn)



On a quarterly basis

- **General administrative expenses** increased by €4mn compared to Q2, primarily stemming from tax on real estate properties
- **The Voluntary Separation Scheme (VSS)** launched in September 2019, in our Greek operations, is expected to lead to a gradual departure of more than 830 employees, with an estimated annualized benefit, upon full completion, of c.€35mn

Source: Company disclosure.

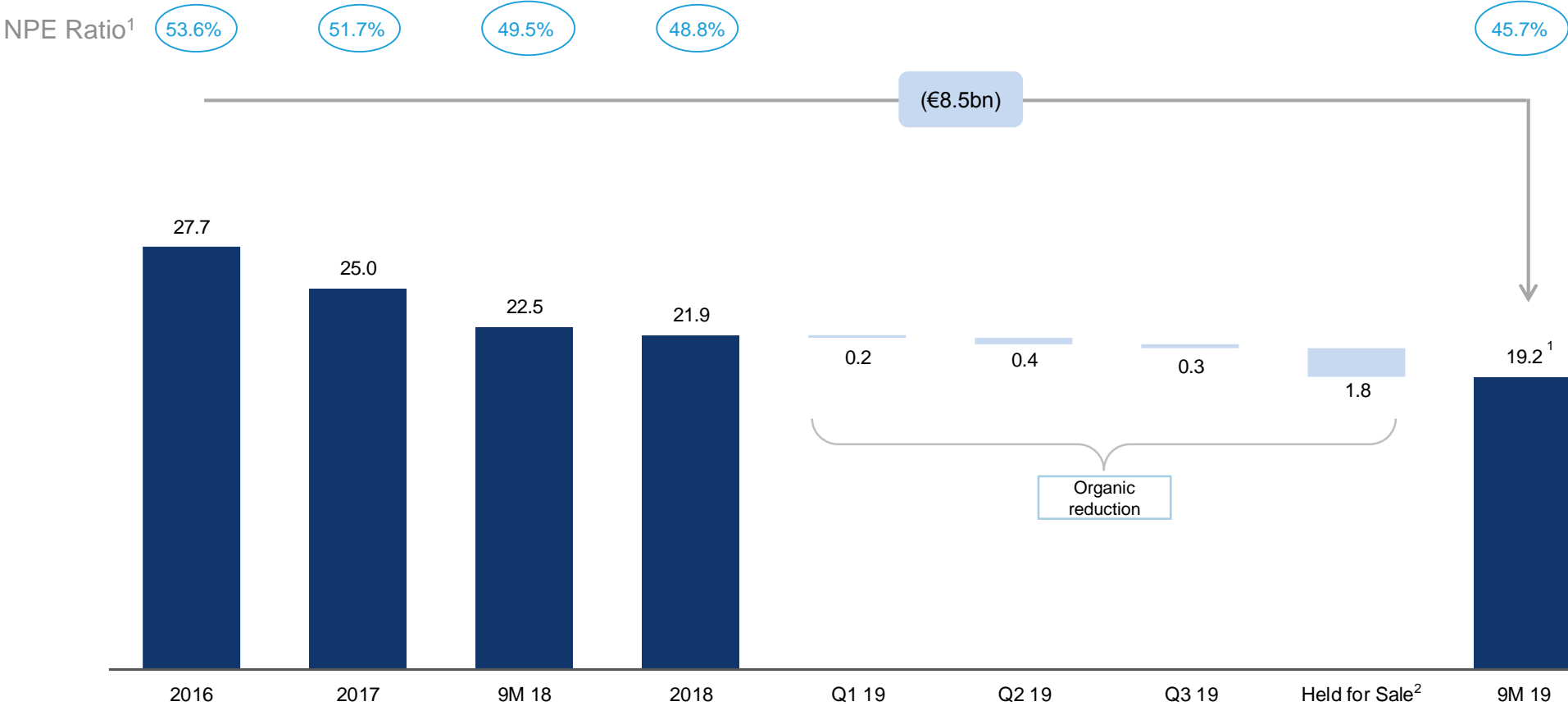
¹ IFRS16 implementation impacted General expenses by €27.8mn (rent expense) in 9M 2019 and Depreciation and amortization by €25.2mn² 9M 2019 Staff costs include management adjustments of €4mn

B. Asset Quality

NPE stock in Greece down by €3.3bn y-o-y

Ongoing NPE management through disposals and organic reduction initiatives has been moderate paced so far...

NPE Reduction – Greece (€bn)



The announced Strategic Plan to address the remainder:

- **€12bn** NPE reduction via Galaxy Securitisation
- **€7bn** retained (Core) NPE portfolio post Galaxy

Source: Company disclosure.

¹ 3Q19 NPE ratio and volume exclude senior notes of the securitization

² Held for Sale include €1,811mn of Neptune

One of the most active banks in Europe in terms of volumes of portfolio sales¹

2018

2019-2020

“Project Mars” Corporate Portfolio

- On Balance sheet: €260mn
- Non-Performing mostly secured Corporate loans
- Completion: Q1 2018

“Project Mars” Retail Portfolio

- On Balance sheet: €23mn
- Non-Performing unsecured consumer loans
- Completion: Q4 2017

“Project Venus”

- On Balance sheet: €0.9bn
- Non-Performing unsecured consumer and small business loans
- Completion: Q1 2018

“Project Jupiter”

- On Balance sheet: €1.0bn
- SMEs loan portfolio secured with real estate assets
- Completion: Q4 2018

“Project Mercury”

- On Balance sheet: €1.1bn
- Portfolio of non-Performing unsecured consumer and small business loans
- Completion: Q4 2018

“Project Neptune”

- On Balance sheet: €1.8bn
- SMEs loan portfolio secured with real estate assets
- Currently at Binding Offers phase

“Project Orion”

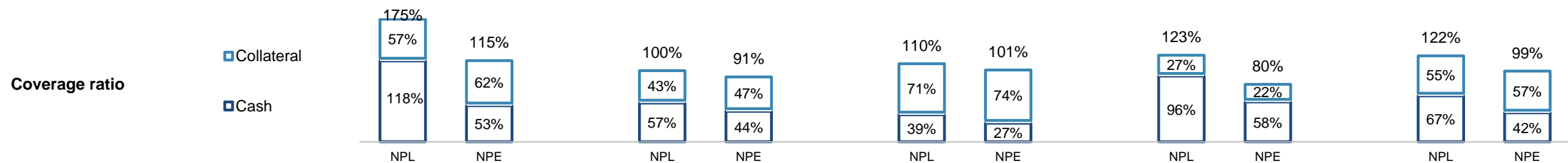
- On Balance sheet: €1.9bn
- Securitization of retail loan portfolio secured with residential real estate assets
- Launched in 2019
- Included in Project Galaxy

€7bn (outstanding claims) of successful transactions within 2018 prove Bank’s execution capacity

¹ According to Debtwire NPL database Alpha Bank was one of the most active Banks in Europe within 2018, in terms of outstanding claims

Detailed overview of Alpha Bank's asset quality by portfolio – Greece

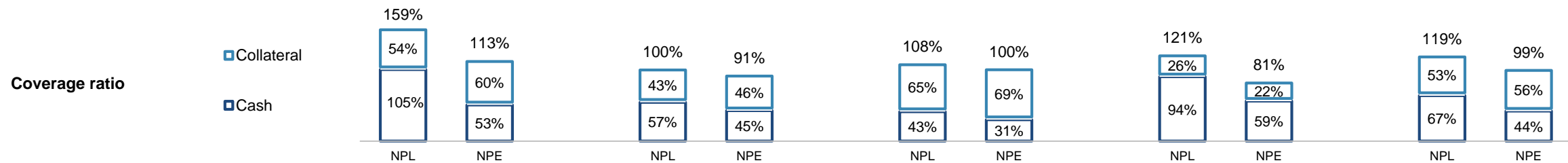
(€ bn)	Wholesale	SBL	Mortgages	Consumer	Total
Gross loans	17.5	4.9	14.5	5.2	42.1
(-) Accumulated Provisions	(2.7)	(1.7)	(2.0)	(1.8)	(8.1)
Net loans	14.9	3.2	12.6	3.4	34.0
NPLs	2.3	2.9	5.0	1.9	12.1
NPL ratio	12.9%	60.6%	34.6%	36.4%	28.8%
NPEs	5.1	3.8	7.3	3.1	19.2
NPE ratio	28.8%	77.3%	50.2%	60.2%	45.7%
NPL collateral	1.3	1.3	3.6	0.5	6.6
NPE collateral	3.1	1.7	5.4	0.7	10.9



NPLs	2.3	2.9	5.0	1.9	12.1
(+) Forborne NPLs < 90 dpds	2.4	0.8	2.2	1.2	6.6
(+) Unlikely to pay	0.4	0.0	0.0	0.0	0.5
NPEs	5.1	3.8	7.3	3.1	19.2
Forborne NPLs >90dpd	0.7	0.7	2.1	1.3	4.9
Forborne NPLs <90dpd	2.4	0.8	2.2	1.2	6.6
Performing forborne	0.6	0.6	2.8	0.4	4.3
Total forborne	3.7	2.1	7.1	2.9	15.8

Detailed overview of Alpha Bank's asset quality by portfolio – Group

(€ bn)	Wholesale	SBL	Mortgages	Consumer	Total
Gross loans	20.8	4.9	17.7	5.7	49.1
(-) Accumulated Provisions	(3.4)	(1.7)	(2.8)	(1.9)	(9.8)
Net loans	17.4	3.2	14.9	3.7	39.3
NPLs	3.2	3.0	6.4	2.1	14.7
NPL ratio	15.6%	60.6%	36.3%	36.3%	30.0%
NPEs	6.4	3.8	8.8	3.3	22.4
NPE ratio	30.8%	77.2%	49.8%	58.5%	45.5%
NPL collateral	1.8	1.3	4.2	0.5	7.8
NPE collateral	3.8	1.8	6.1	0.7	12.4

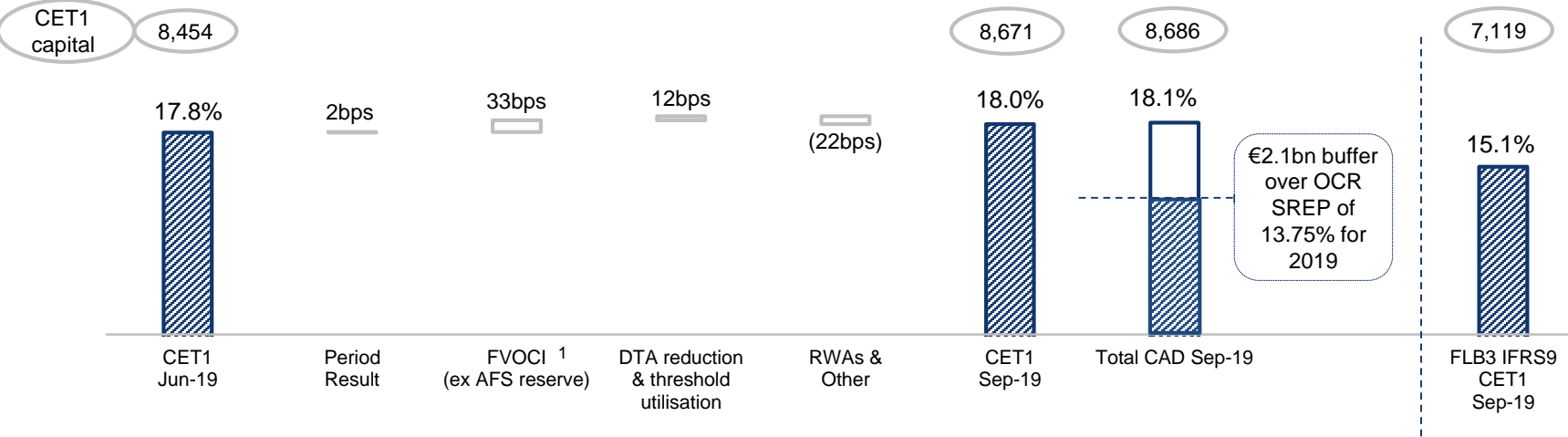


NPLs	3.2	3.0	6.4	2.1	14.7
(+) Forborne NPLs < 90 dpds	2.7	0.8	2.3	1.2	7.1
(+) Unlikely to pay	0.5	0.0	0.1	0.0	0.5
NPEs	6.4	3.8	8.8	3.3	22.4
Forborne NPLs >90dpd	1.1	0.8	2.9	1.3	6.1
Forborne NPLs <90dpd	2.7	0.8	2.3	1.2	7.1
Performing forborne	0.7	0.6	2.9	0.4	4.5
Total forborne	4.5	2.1	8.1	3.0	17.7

C. Capital, Liquidity & Funding

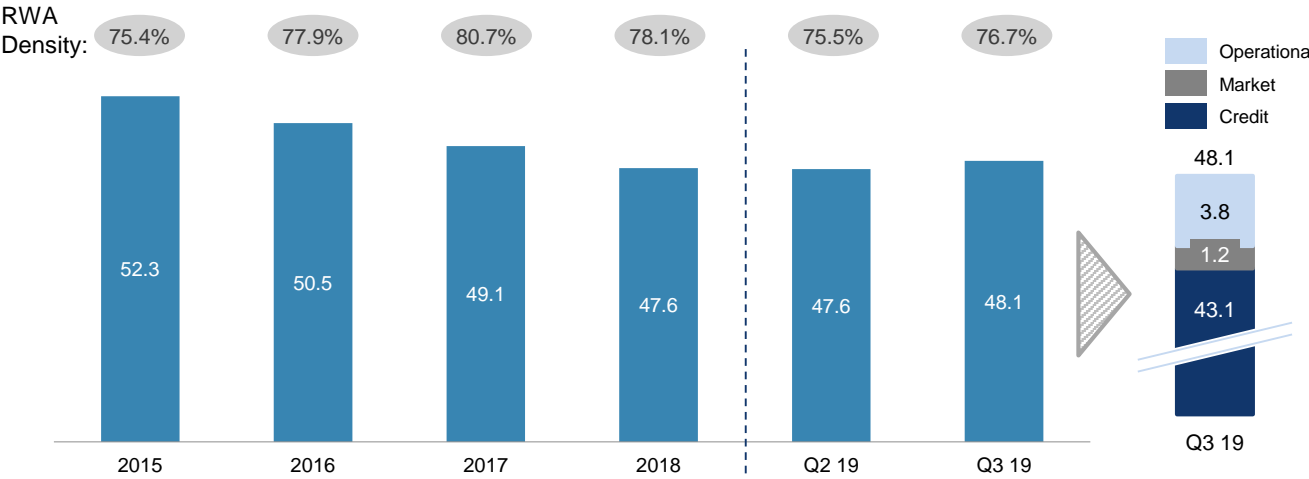
Strong capital position based on standardised methodology for risk weights

CET1 ratio quarterly evolution (€ mn)

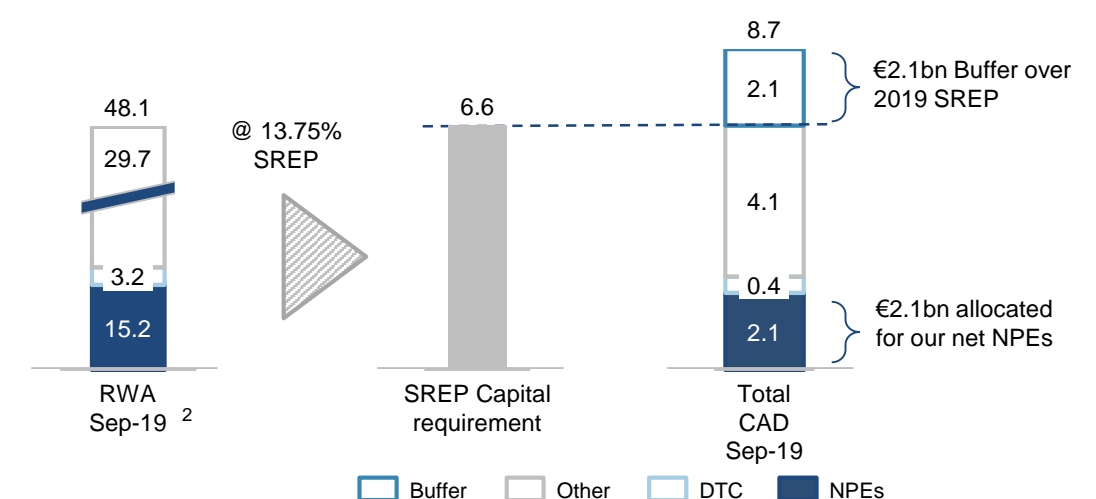


- **CET1 ratio** at 18.0%, increased by 25bps, positively affected by our Greek Government Bonds portfolio valuation
- **CET1 ratio on a fully-loaded basis** also increased q-o-q by 28bps to **15.1%**
- **c.€2.1bn of capital** is allocated to our net NPEs
- **Tangible Equity** stood at €8.0bn in September 2019, increased from €7.9bn in June 2019, with a **TBV per share at €5.2**

Group Risk Weighted Assets (€ bn)



Standardised method – Capital allocation over 2019 SREP



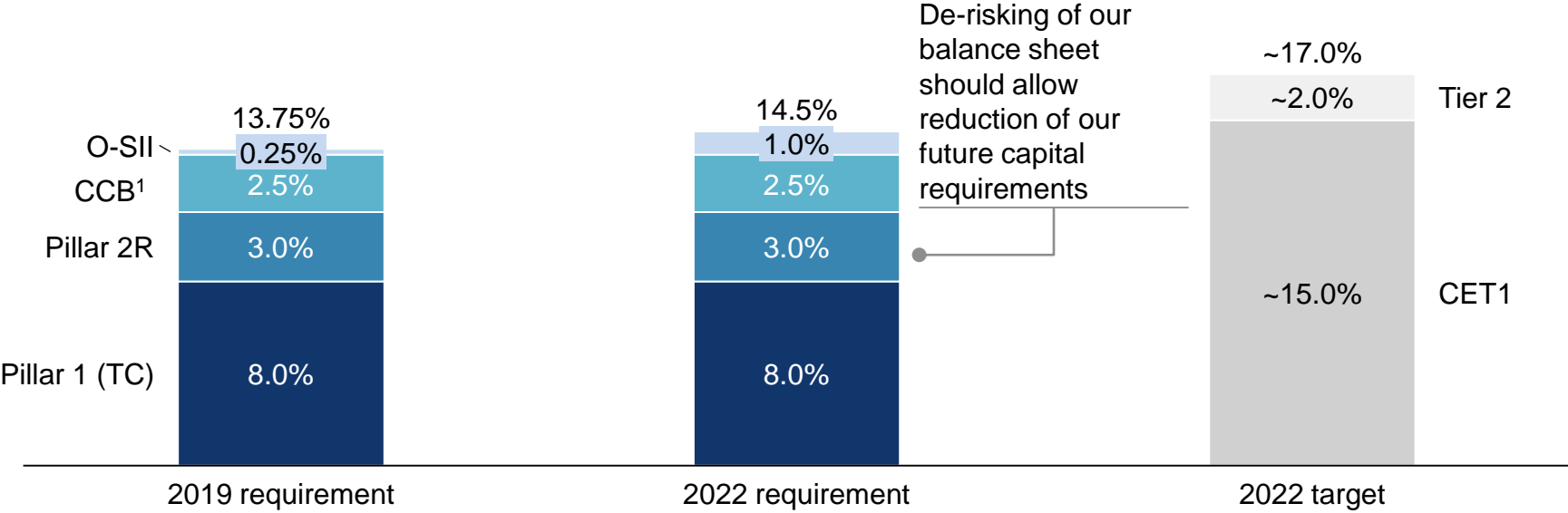
Legend: Buffer (blue), Other (grey), DTC (light blue), NPEs (dark blue)

Maintaining strong capital ratios and ample buffers above requirements has been and will remain core to our strategy

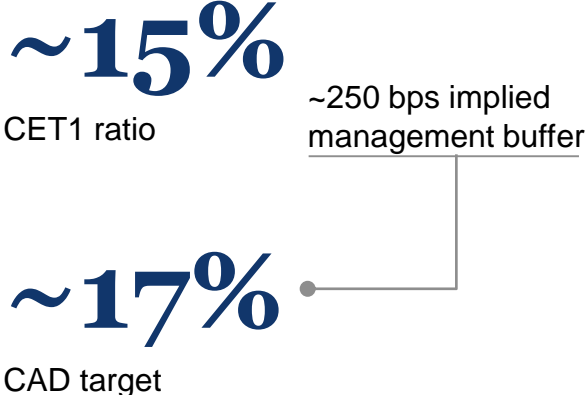
Capital position targets

Phase-in of capital requirements vs. capital targets

Capital as % of RWAs



Key capital management targets

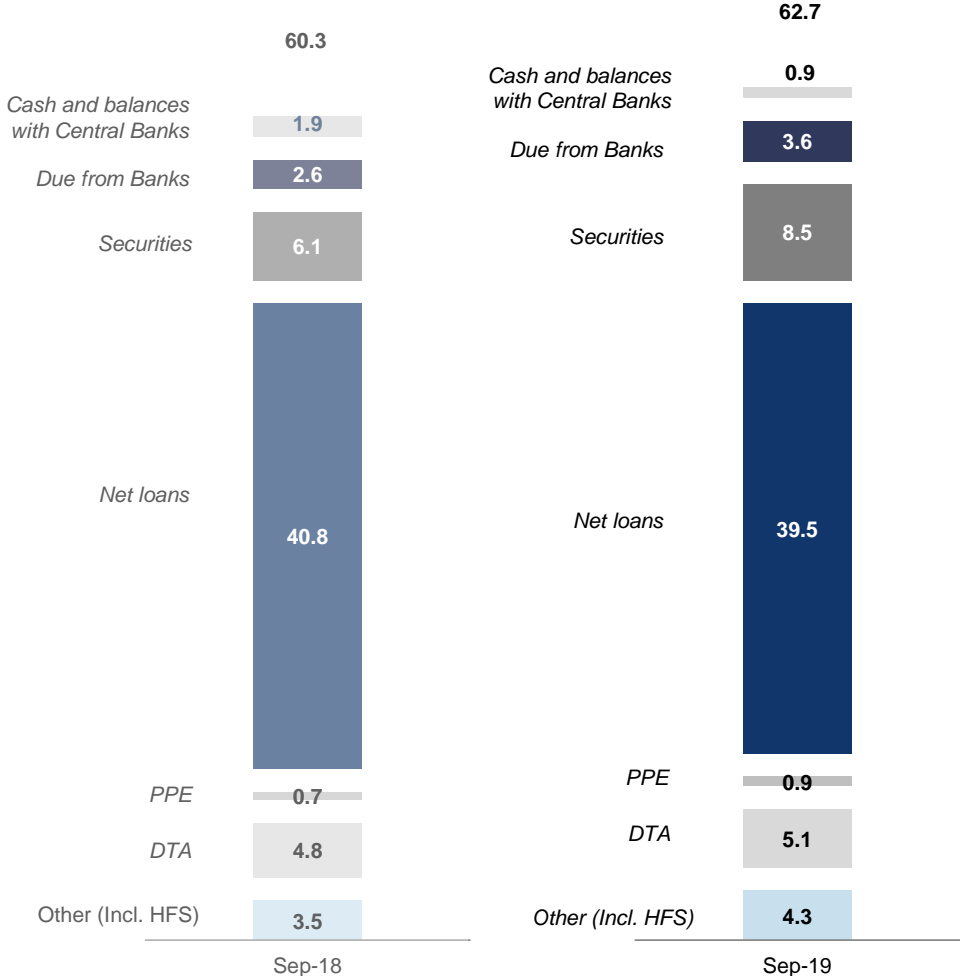


- We plan to maintain our CET1 ratio above regulatory minimum levels throughout the period
- As part of our focus on capital structure optimization, we will consider filling our Tier 2 bucket of 2% over time, subject to market conditions
- Alpha Bank is subject to an Other Systemically Important Institution (O-SII) buffer of 1%, phasing-in by 0.25% each year from 1 January 2019 to 1.0% on 1 January 2022

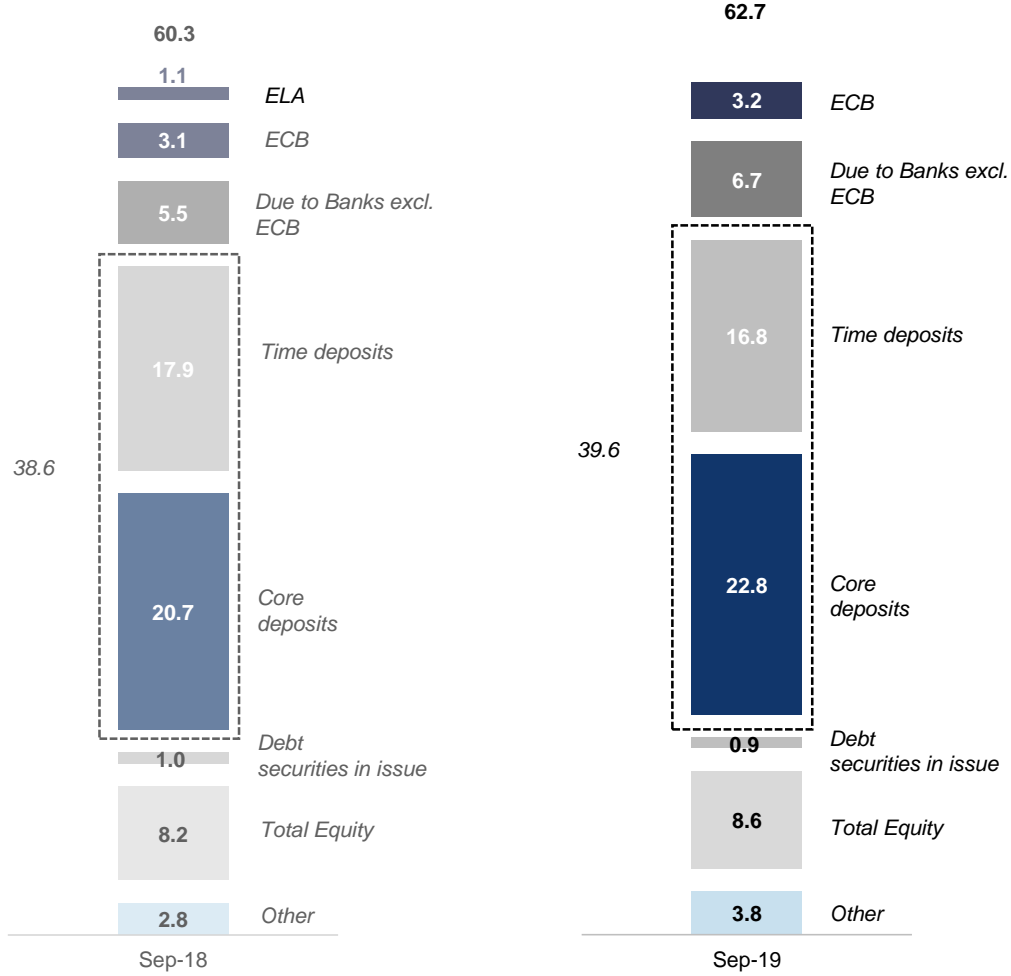
¹ Capital Conservation Buffer

Simple Balance sheet with growing deposit base and increased liquidity

Asset split (€ bn)

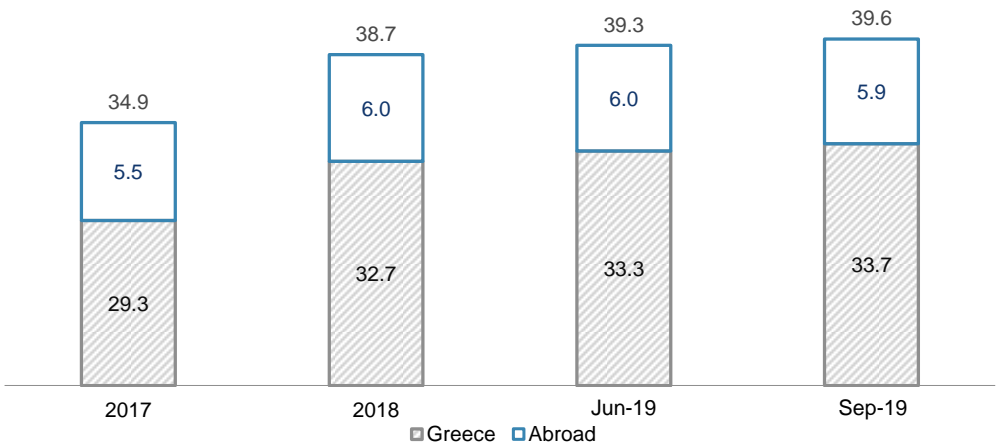


Liabilities and Equity split (€ bn)

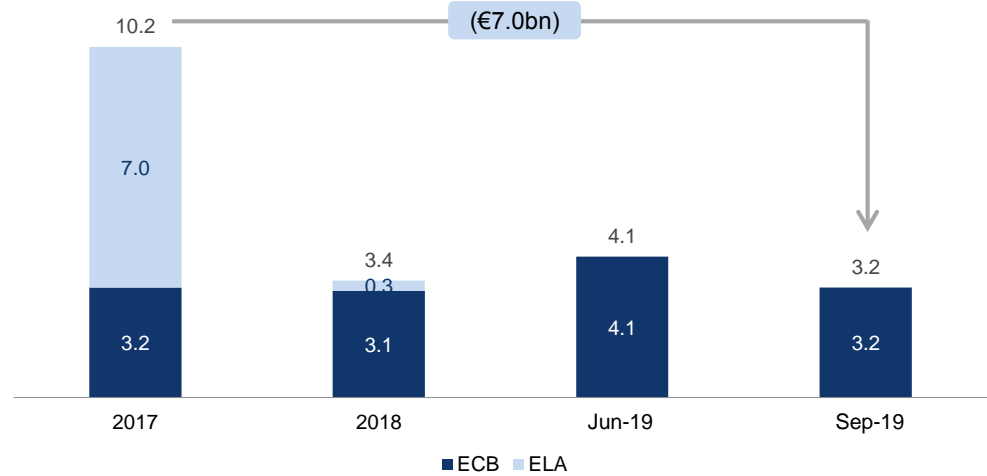


Improved liquidity profile supported by increased deposit inflow and termination of Eurosystem funding

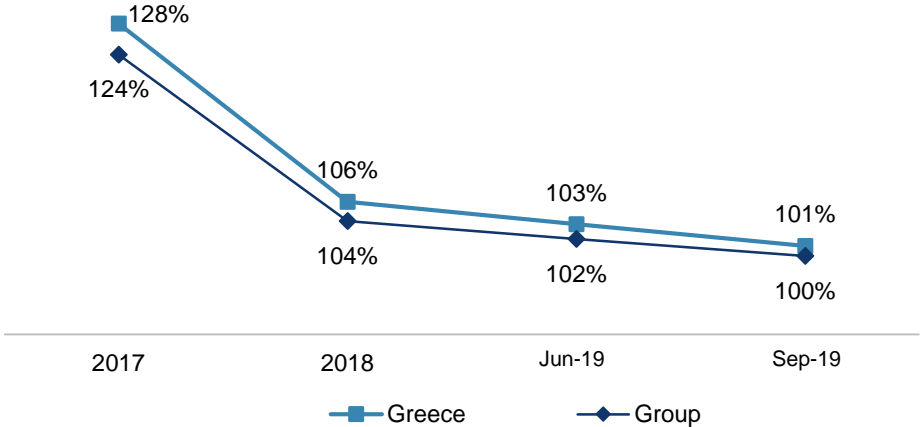
Group deposits on positive trend (€ bn)



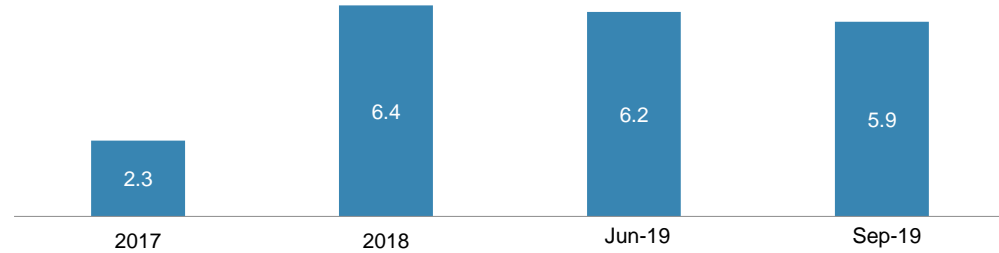
Lower reliance on Eurosystem funding



Loan to Deposit ratio decreased further (%)



Interbank repos evolution terminated ELA reliance (€ bn)





Alpha Bank

	Pages
• Alpha Bank Overview & Strategic Plan 2020-2022	3
• Tier 2 Issuance	9
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The Greek economy has entered a sustainable growth trajectory

	From	To
Real GDP restored to stable and positive growth rate Real GDP average annual growth, %	0.7% 2015-2018	~2.0% 2020-2022
Declining unemployment Unemployment rate, %	25% 2015	14.5% 2022
Disposable income on the rise Disposable income, average annual growth %	0.4% 2015-2018	2.5-3.0% 2020-2022
Real estate market restarting House Price Index, average annual growth %	-1.7% 2015-2018	3.5-4.0% 2020-2022

Source: ELSTAT, Economist Intelligence Unit, ECB,EC






New policy mix and reforms aim to push for faster economic growth

Key areas of reform

Already completed

- ✓ **22%** average reduction in the real estate tax (ENFIA)
- ✓ Corporate income tax rate from **28%** to **24%**
- ✓ Dividend tax rate reduced by half to **5%**
- ✓ **Asset Protection Scheme** for NPLs (Hercules)
- ✓ **Elimination of capital controls**
- ✓ **A new growth** (investment incentives) **law**
- ✓ **40% discount** on building upgrades
- ✓ 3-year **VAT suspension** on new building permits
- ✓ Flagship **investments** and **privatizations** are underway

Greece is gaining confidence in the future prospects

Economic confidence by industry	Dec-15	Dec-19	Δ
Construction 	(51.6)	(22.0)	+29.6
Industrial 	(13.7)	0.8	+14.5
Retail 	(2.8)	24.5	+27.3
Consumer 	(58.3)	(3.9)	+54.4
Services 	(16.7)	26.2	+42.9

Source: IMF, ECB, Bank of Greece

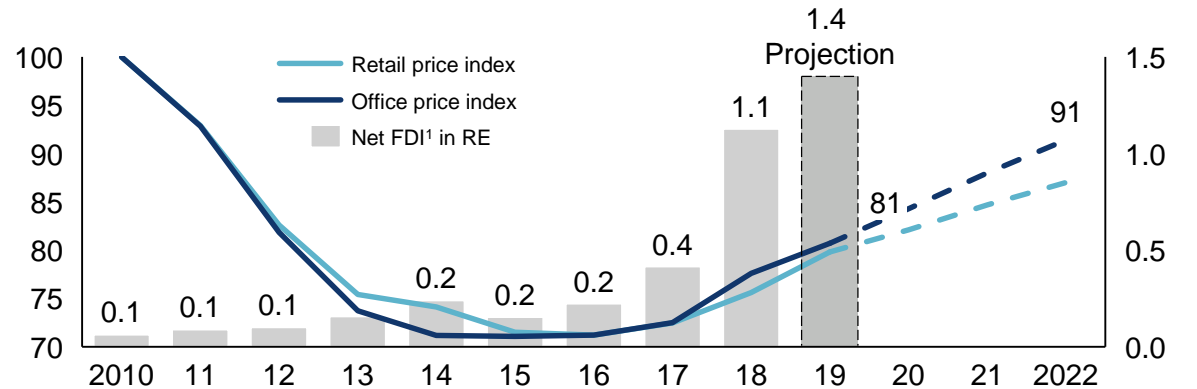
Market momentum

Commercial Real Estate prices

Index 2010 = 100

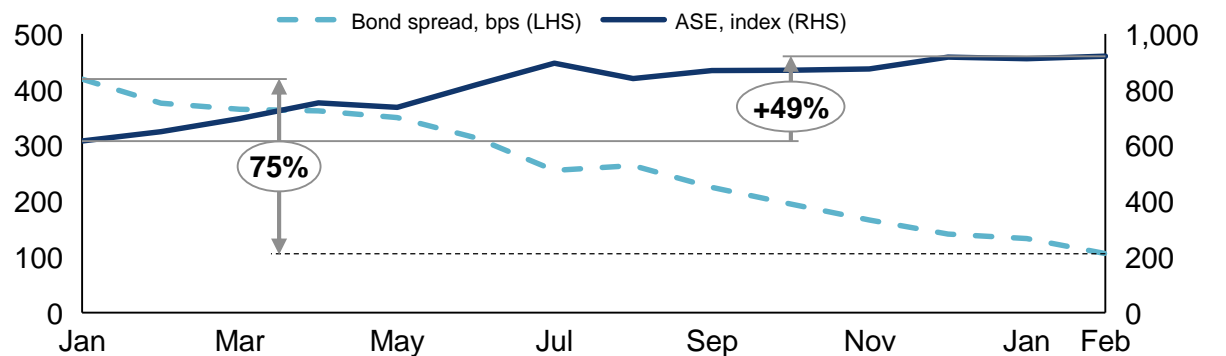
Net FDI¹ in Real Estate

EUR bn



Source: Bank of Greece (2010-2019), Internal Forecasts

Greek 10year bond spread and ASE index



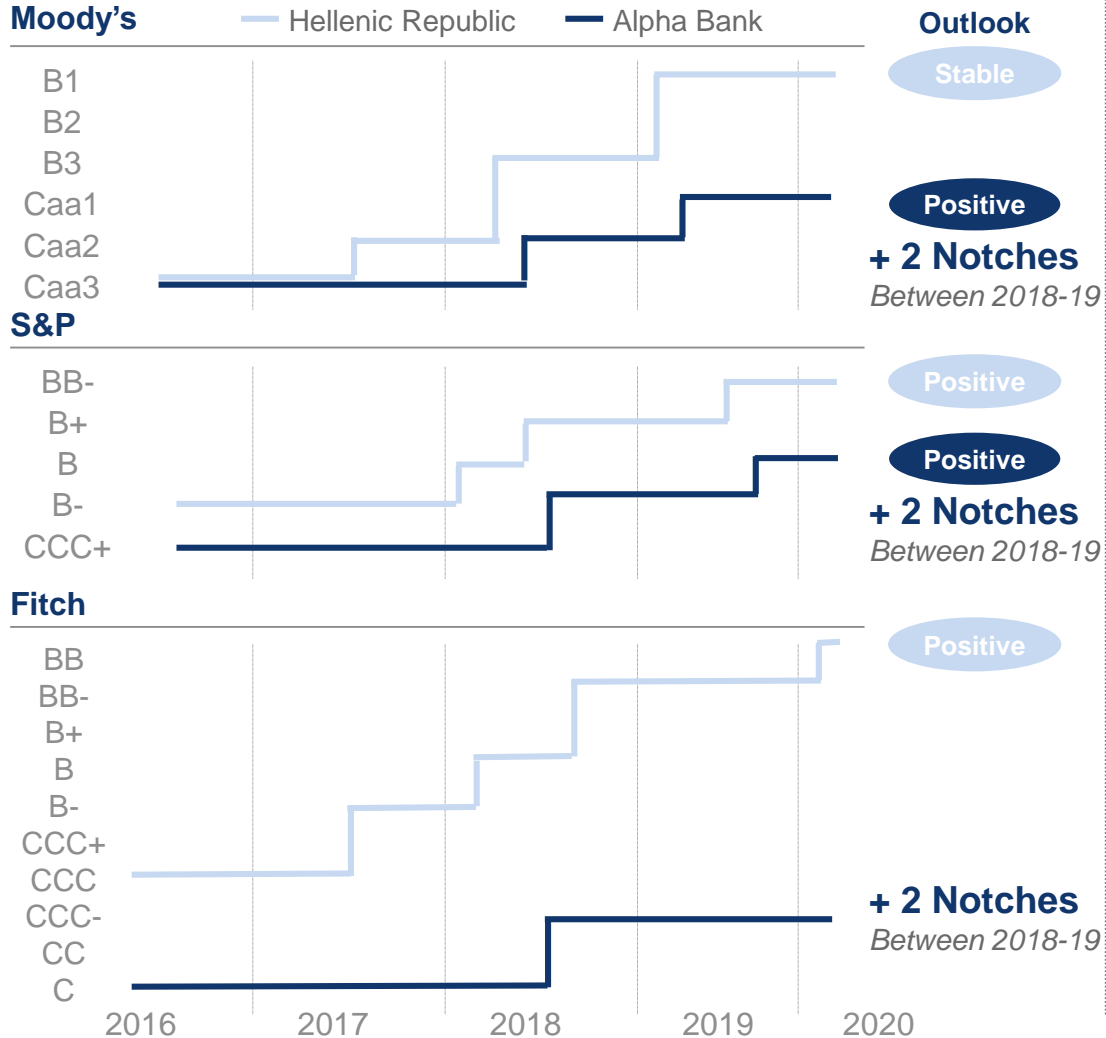
Source: Bloomberg

¹ Foreign Direct Investments

Upward trajectory of ratings reflects macro and banking sector improvement

Hellenic Republic and Alpha Bank's Rating Evolution

Three major rating agencies – Long Term Issuer / Senior Unsecured Ratings



Hellenic Republic Upward Rating Trajectory

B1 (Stable) / BB- (Positive) / BB (Positive)



- Solid domestic demand
- Falling Unemployment
- Rising investor appetite for Greek Assets
- Lift of Capital Controls
- Positive Deposit Trends
- Growth Prospects

Builds a solid base for Alpha Bank's Upward Rating Trajectory

Caa1 (Positive) / B (Positive) / CCC+



Current ratings

	Moody's	S&P	Fitch
Hellenic Republic	B1	BB-	BB
Alpha Bank	Caa1	B	CCC+
Alpha Bank - Covered Bond (Public)	Ba1	-	BB+
Alpha Bank – Covered Bond (Retained)	Baa3	-	-
Alpha Bank - Senior Unsecured (Expected)	P(Caa1)	B	CCC-
Alpha Bank - Tier 2 (Expected)	P(Caa2)	CCC	-

A rating is not a recommendation to buy, sell or hold securities and should be evaluated independently of any other rating. The rating is subject to revision or withdrawal at any time by the assigning rating organization



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Key drivers of future organic capital generation

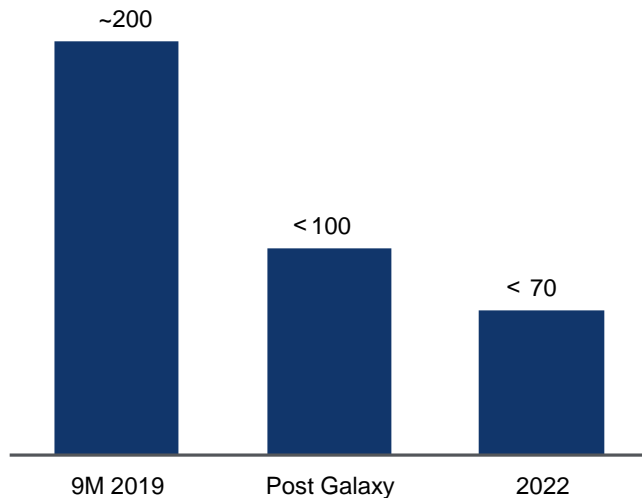
Organic capital generation is driven by new business growth, cost of risk reduction and continued focus on operating expenses

2022 Target RoE: 9%



Cost of risk

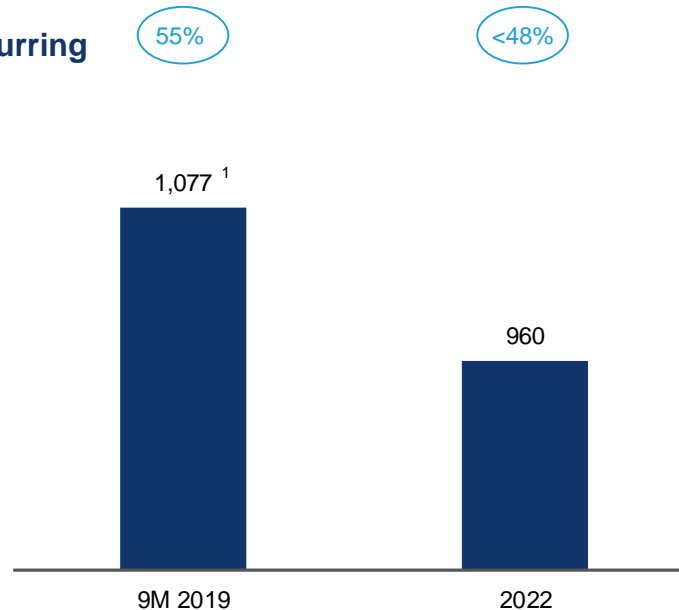
(bps)



Operating expenses

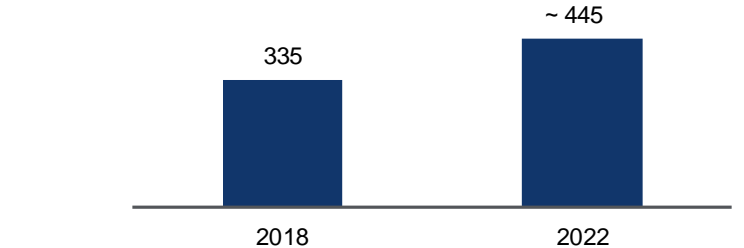
(€mn)

Recurring C/I²

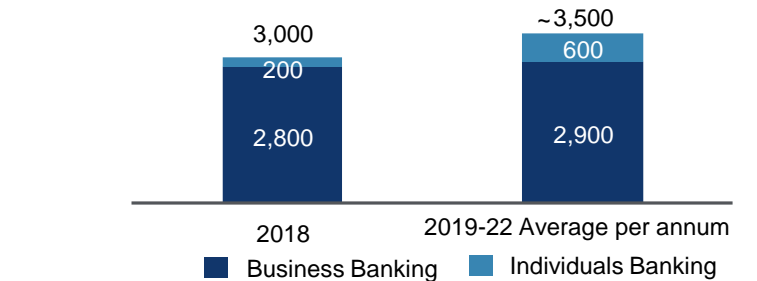


Operating income

Net Fee and commission income (€mn)



New loan disbursements (€mn)



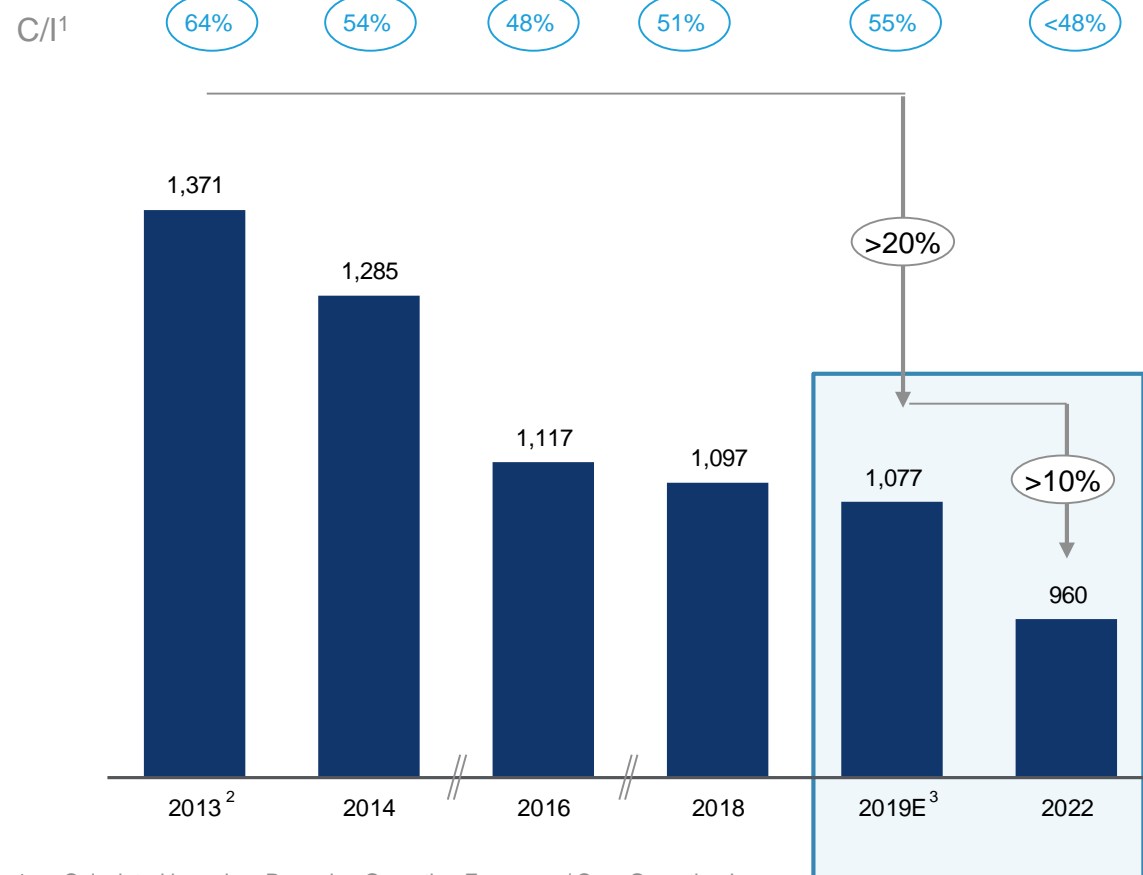
¹ Annualized 9M 2019 Group OpEx ² Calculated based on Recurring Operating Expenses / Core Operating Income

Track record of Operating expenses reduction

OpEx decreased by €294mn (>20%) in 2013-2019E demonstrating a strong track record of OpEx reduction and further optimisation attainable by 2022

Group recurring Opex and C/I

(€mn and %)

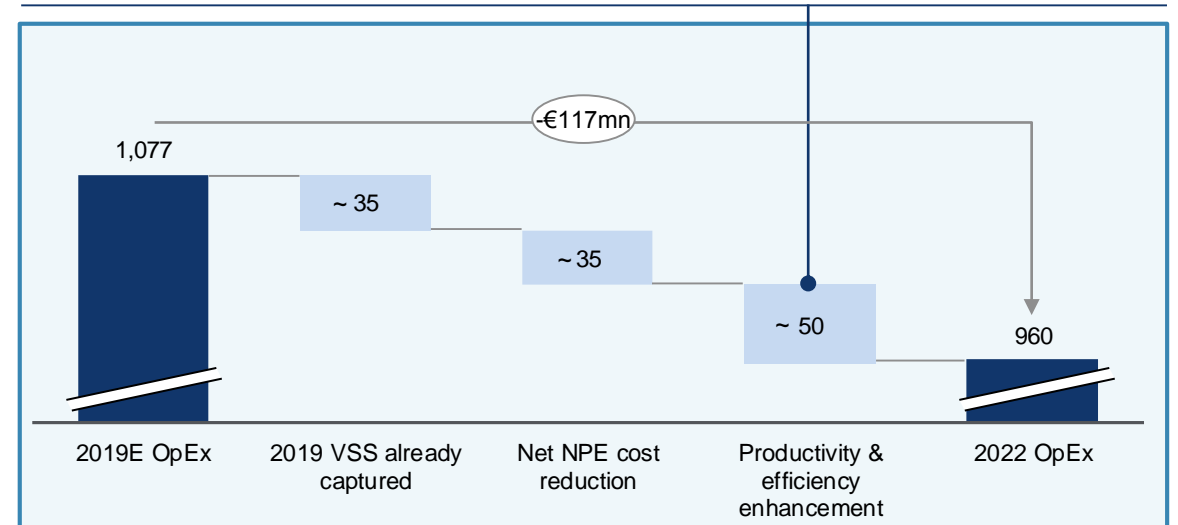


Further reduction in Group recurring Opex: 2019E to 2022

(€mn)

Main levers of productivity & efficiency enhancement

- New cost governance framework
- Process efficiency
- Higher cost-efficiency technologies and IT systems
- Outsourcing of tasks and renegotiation of key existing contracts
- Rationalization of property related expenses
- Branch network optimization
- Improved branch network operating model



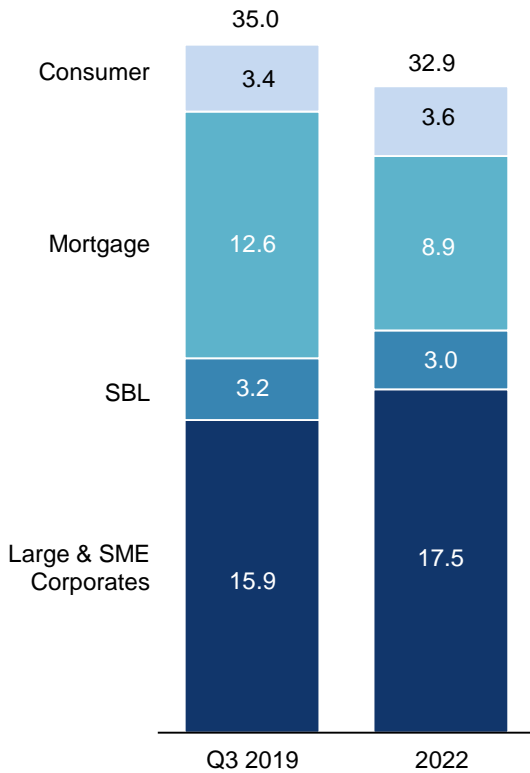
1 Calculated based on Recurring Operating Expenses / Core Operating Income
 2 2012 and earlier not comparable due to Emporiki acquisition
 3 Annualized 9M 2019 Group OpEx

Net Loan and deposits evolution in Greece

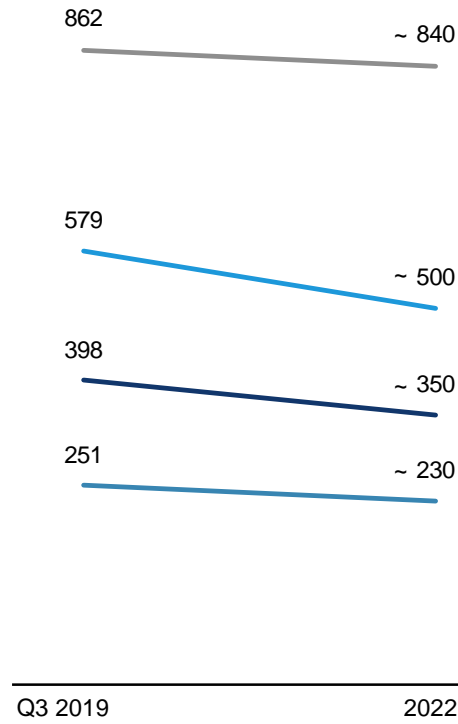
New loan disbursements supported by growing and granular deposit base at lower funding cost

Net Loans¹

Net Loan evolution
(€bn)



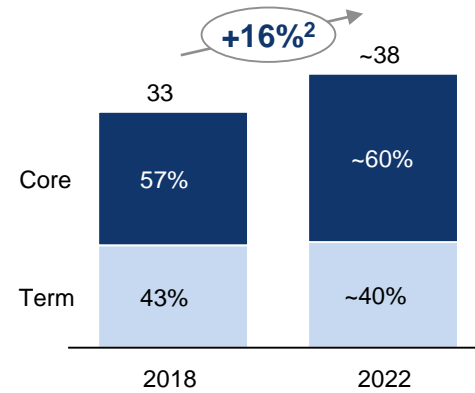
Lending spreads evolution
bps



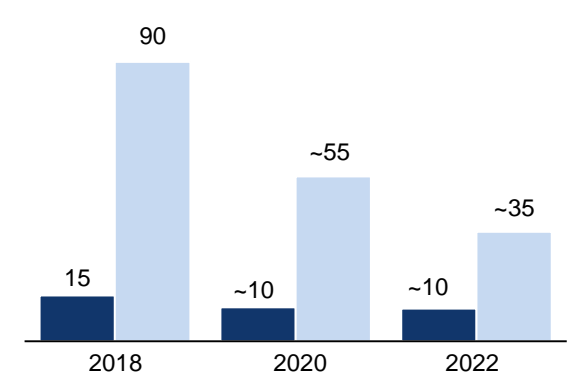
Customer Deposits¹

Deposit volumes
(€bn)

LDR³, % **106** → **~93**



Deposit interest rates
bps



- System deposits are increasing due to the restoration of customers' confidence in the banking system, the abolishment of capital controls, and favorable macroeconomic conditions
- Alpha Bank has outperformed the market in deposit growth over the last year, attracting higher volumes of non-state deposits than its competitors
- Last year's increase was driven by Affluent/ Private and Corporate customers, segments in which we have historically been market leaders, and which had disproportionately withdrawn deposits during the crisis
- Going forward, we expect to continue gaining our fair share in deposit attraction
- A large part of the deposit rate decrease expected in 2020 has already been implemented, while deposit volumes increased

¹ Bank perimeter in Greece
² 20% increase excluding state deposits
³ Basis for ratio includes senior notes of the Securitization

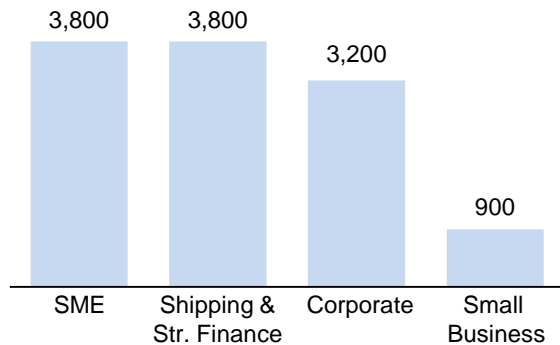
— Large & SME Corporates
 — SBL
 — Consumer
 — Mortgage

Businesses and Individuals: Key metrics and levers

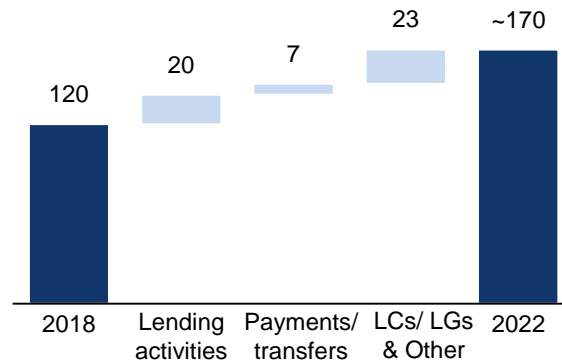
€14bn of new disbursements in Businesses and Individuals segments constitute a key pillar to customer centric growth initiatives

Businesses Segment¹

Gross disbursements 2019-22 (€mn)



Net Fee and commission income (€mn)



SME and Corporate: Increasing RM-time spent in client-related activities from 30% to 60% through digitized processes

Shipping and Structured Finance: 20+ years of market-leading expertise, with strong pipeline of large scale projects in energy and real assets sectors

Small Business: Grow our market share by:

- Leveraging our premium service model of Gold SB RMs
- Targeting specific under-penetrated portfolio subsegments
- Decreasing time-to-money and improve end-to-end customer experience through a new, digitally-enabled credit process

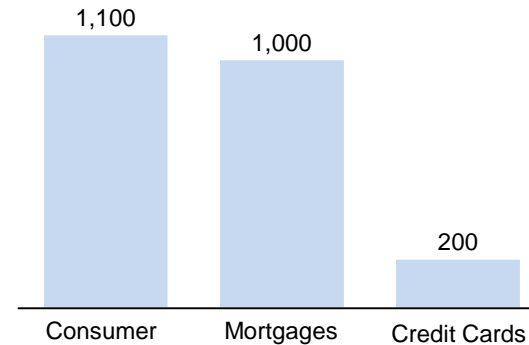
F&C from lending: Grow in line with loan volumes and reinforce pricing discipline to manage fee leakage

Payments/ transfers: Upgrade our transaction banking product offering in payments and digital platforms

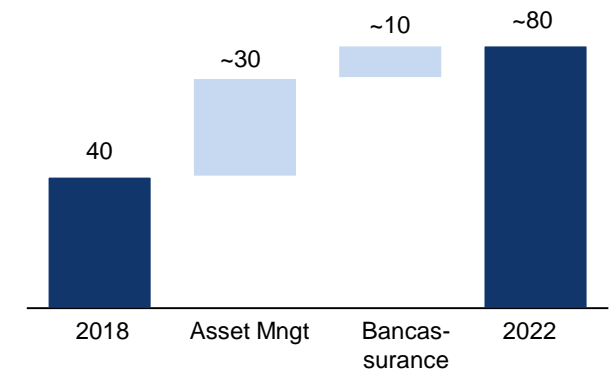
Other F&C: Enhance cross-selling of other trade finance products (LG/LC, Import/Exports and other)

Individuals Segment¹

Gross disbursements 2019-22 (€mn)



Bancassurance & asset management revenue (€mn)



Consumer lending: Increase market share in new originations by addressing our underpenetrated customer base, developing fully digital products and expanding to new market segments

Mortgage lending: Maintain our market share and capturing the market growth, supported by new streamlined, digitally-enabled credit process and underlying market growth in Real Estate

Credit cards: Maintain our market leadership, capitalizing on our superior product offering

Asset management product revenue: Increase penetration of investments over AuM, capitalize on increased customer appetite for investment products and build on our award-winning Private and Affluent banking to capture the expected AuM inflow in the banking system

Bancassurance: Maintain bancassurance fee income growth momentum (+17% for 2017-18), by further increasing penetration across our customer base and further enrich our product suite

¹ Bank perimeter in Greece

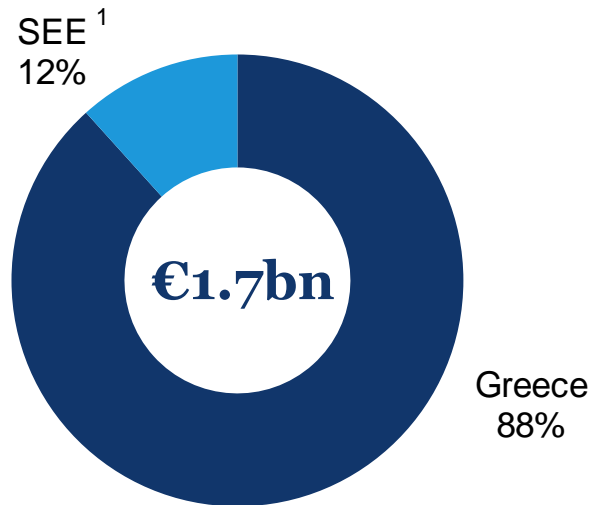
Positive contribution of international business with disciplined allocation of capital

Further enhance revenue diversification leveraging our international business with attractive 2022 targets

9%

Overall target RoE for international subsidiaries

Operating Income Contribution
(9M 2019, €bn)



Source: Company disclosure.

¹ South East Europe operations refer to Albania, Cyprus and Romania

² Tier 1 banks in Romania defined as top 7 banks with >5% assets market share

Romania

Advance to Tier 1 bank status²

- Take advantage of high growth environment driven by convergence to EU levels of financial intermediation
- Increase retail client base by enhancing our product and service offering and digital transformation
- Increase SME revenue through a new sales approach and fee income focus
- Strengthen Wholesale topline through an enhanced product and service offering
- Leverage strong capital position to explore consolidation options



Albania

- Retain a self-funded and profitable position
- Focus on maximizing value contribution to the Group and review strategic direction
- Spur growth in both Wholesale and Retail segments



Cyprus

- Restart the good bank through new loan production and enhance profitability through operational efficiency
- Leverage strategic partnerships to clean NPE book
- Focus on maximizing deployed capital productivity



Luxembourg & UK

- Support the wealth management business of the group
- Optimize operating model



 Gross Loans, 9M 2019
 Target RoE
 Deposits, 9M 2019
 Target CAD

Creating a market-leading sizeable servicer by combining the capabilities of Alpha Bank's and CEPAL's servicing platforms

Project Galaxy

CEPAL

- First licensed servicer** by the Bank of Greece (2016)
- Scaled multi-customer platform** with >10 NPL portfolio migrations from 3 systemic Banks
- Extensive local experience** in servicing both Secured (55%) and Unsecured (45%) NPL portfolios
- Diversified client base** and **fully customized solutions** per portfolio, oriented around recovery maximization
- Advanced IT infrastructure** including featuring an internally developed data warehouse with detailed reporting & decision making tools



Alpha Bank

- Established platform with wide resource base** covering all asset classes
- Specialized capacity** for Retail and Wholesale banking portfolio, tailored around performance strategies
- Nationwide footprint** through NPL Hubs, branches and a wide network of external vendors
- Robust data analytics** framework and portfolio segmentation tools, allowing a fully customer-centric approach
- Fully autonomous platform** including operational support functions (credit operations, legal support etc.)

Servicing Platform

- A **Leading servicer** in the market with:
- End-to-end servicing capability**, meeting HAPS requirements
 - Top caliber management team** with significant experience in NPE management
 - Unique proposition in Greece** and proven track record in joint servicing of Banking and investor owned NPL portfolios
 - Scalable capacity** to manage additional business

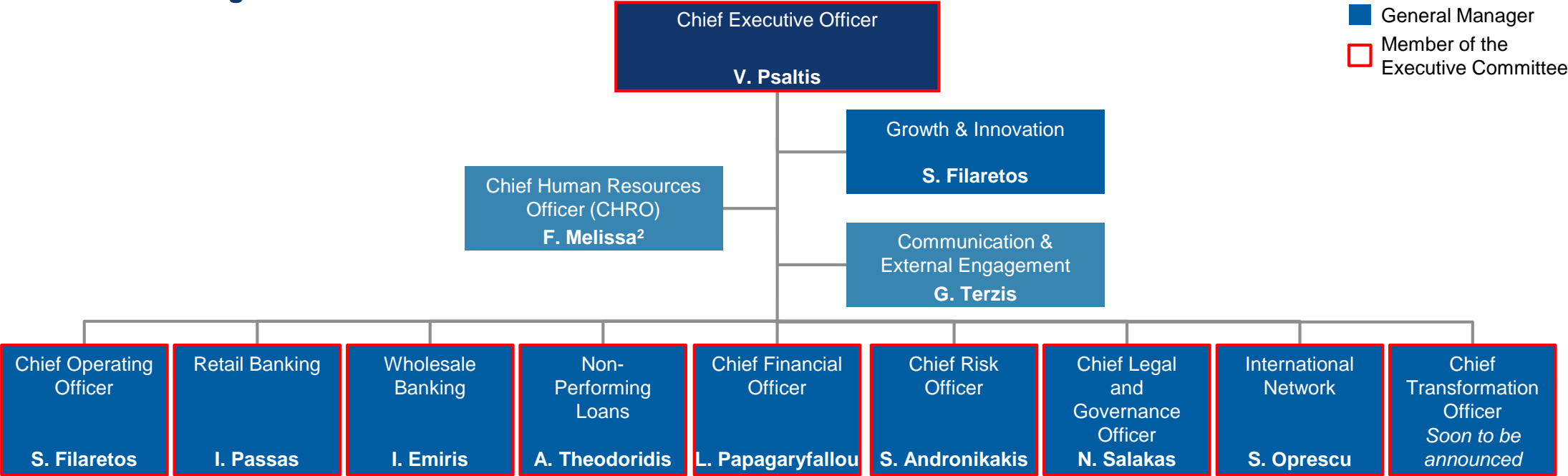
A well diversified portfolio of up to **EUR 27bn** and a clear set of objectives

Portfolio	AuM	Mandate
Galaxy	c.12bn	Deliver securitization business plan
3rd party	c.8bn	Deliver investor value and develop business
Core	c.7bn	Achieve SSM targets with focus on re-performance
REO	c.0.5bn	Monetize RE assets through holistic asset management

Ambitious Management team leading Alpha Bank's new strategy

Organizational effectiveness

Management team¹



■ General Manager
 □ Member of the Executive Committee

- a** **New management team**
- New CEO
 - New members in the top management team with proven experience
 - New organizational structure in line with our new strategy

- b** **Governance**
- Clear delegation of authority from the BoD to the CEO and from the CEO to the management team
 - Redefined structure and role of governance committees to enable faster decision-making

¹ The following divisions, also reporting to the CEO, not depicted: CEO office, Internal Audit, Economic Research
² F. Melissa will assume her role in early 2020. Until then P. Konidari will continue serving the Bank as Executive General Manager of Human Resources. Thereafter, she will be appointed Senior Advisor to the CEO

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