2023
BUSINESS REVIEW

ALPHA
SERVICES AND HOLDINGS

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BRIEF HISTORY

Alpha Bank has been highly active for almost 140 years. The Bank goes back to the **J.F. Costopoulos Commercial Firm**, which, shortly after its foundation in 1879, in Kalamata, became involved with banking. 1916 was a landmark year, as John F. Costopoulos, with the collaboration of the Popular Bank, founded the J.F. Costopoulos Bank in the form of a limited partnership, always based in Kalamata. In 1918, it became the **Bank of Kalamata**, operating as a Public Limited Company.

In 1924, the Bank of Kalamata merged with the banking department of the J.F. Costopoulos commercial firm, thereby creating **Banque de Crédit Commercial Hellénique**, which was based in Athens and developed a regional network of branches in Southern Peloponnese. During the years of economic reconstruction that followed the Second World War, Banque de Crédit Commercial Hellénique, which in 1947 was renamed **Commercial Credit Bank**, was the only Bank of its scope that was able to overcome the difficult circumstances of that period and develop a national network of branches. Since the 1970s, **Credit Bank**, as it was renamed in 1972, had been a leader in the modernization of the Greek banking system, while after the deregulation of the late 1980s, it had already established for itself the profile of a banking Group able to provide a wide range of innovative financial services.

In 1999, **Alpha Credit Bank** –a name adopted in 1994– acquired 51% of the shares of the Ionian Bank, thus performing the largest privatization ever carried out in Greece. The merger of the two financial institutions was completed in 2000, while the new, enlarged Bank was named **Alpha Bank**.

On February 1, 2013, pursuant to the acquisition agreement of October 16, 2012, the entire share capital of Emporiki Bank was transferred by Crédit Agricole to Alpha Bank, while the legal merger of Emporiki Bank was completed by absorption on June 28, 2013.

The successful acquisition of Emporiki Bank in 2013 was followed by the acquisition of Citibank's Greek Retail Banking operations, which was completed in September 2014.

The most recent milestone in Alpha Bank's long history is its strategic partnership with UniCredit Group, which was announced on October 23, 2023. This is the first investment by a major European bank in the Greek banking sector after 17 years. Under the agreement signed, UniCredit entered as a Strategic Investor in Alpha Bank by acquiring the stake held in it by the Hellenic Financial Stability Fund, thus bringing the Bank fully back to the private sector. The agreement also foresees the merger of the two banks' subsidiaries in Romania, expected to lead to the creation of the 3rd largest bank in the local market, as well as their commercial cooperation for the distribution, through a joint venture, of portfolio management and life insurance products in the Greek market.

Nowadays, with consistency and credibility, the Alpha Bank Group supports individual and business Customers, contributing to the country's economic recovery.

KEY INDICATORS

ALPHA SERVICES AND HOLDINGS GROUP

	(in Euro million)	Change %	2023	2022
Balance Sheet[1]	**Total Assets**	-5.6%	73,663	78,011
	Loans and Advances to Customers, before allowance for impairment losses	-7.1%	37,003	39,843
	Allowance for impairment losses	-23.1%	-842	-1,095
	Due to Customers	-4.6%	48,449	50,761
	Total Equity	16.9%	7,323	6,263
Income Statement[1]	**Total Income from banking activities**	21.2%	2,123	1,751
	Total Expenses	-4.7%	-817	-857
	Impairment losses and provisions to cover credit risk and related expenses	-20.1%	-381	-477
	Profit / (loss) for the year	**66.0%**	**611**	**368**
	Profit / (loss) adjusted for gains less one-off results	**95.5%**	**780**	**399**
Indices	Net Interest Margin		2.2%	1.6%
	Total Capital Adequacy Ratio		18.8%	16.2%
	Tier I Capital Adequacy Ratio		15.7%	13.2%
Other information	Branches2		396	417
	Number of Employees		8,161	8,460

1. The Consolidated Balance Sheet and the Consolidated Income Statement of the comparative year have been restated.
2. Includes Branches of Alpha Bank Romania classified as discontinued operation as at 31.12.2023.

LETTER FROM THE CHAIRMAN

Vasileios T. Rapanos
Chair of the BoD
of Alpha Bank

Dear Shareholders,

2023 was a pivotal year for the Greek economy, as its good performance resulted in the upgrade of the Hellenic State's credit rating to investment grade status by three out of four rating agencies. This upgrade is particularly important amid international uncertainty, caused by unpredictable geopolitical developments, international trade tensions, financial risks and the climate change. The credit rating of the Hellenic State was upgraded as a result of many factors, such as the credibility of the economic policy implemented in the country, the steady improvement of the fiscal performance, the reduction of the public debt sustainability-related risk as well as the sustained recovery of the economic activity, factors that also led to the restoration of the foreign investors' confidence. The commitment to the timely implementation of the investment program of the Recovery and Resilience Facility (RRF) as well as of other landmark reforms also had a positive impact.

The Greek economy, after the recession period caused by the crisis, has entered a growth trajectory, with the economic growth rate in 2023 being significantly higher than the corresponding rate of the Eurozone. Last year, the country's growth was mainly supported once again by private consumption which benefited from the increased household disposable income, the significant performance in the tourism sector as well as the enhancement of investments due to the positive economic prospects.

At the same time, in 2023, inflation was significantly reduced to 4.2%, below the half of the corresponding percentage achieved in 2022 and lower than the inflation rate in the Eurozone, mainly due to the reduction in energy commodities prices. On the contrary, the core inflation increased to 5.3% and stood at a level higher than the corresponding Eurozone average, due to higher prices in energy industrial goods and in services.

The image of the labor market in 2023 was positive, since the unemployment rate continued to decline and stood at 11.1%, while employment increased by 1.3%, albeit at a lower rate compared to 2022. However, certain skills in the labor market become more and more scarce; thus, businesses in various economic sectors, mainly in construction, manufacturing, trade, tourism and agriculture, face difficulties in finding staff to cover their needs, despite the fact that the levels of wages are very satisfactory.

As far as the fiscal policy is concerned it is worth mentioning that in 2023 the improvement of the primary budgetary outturn in Greece was the second highest among the member states of the Eurozone since the said outturn stood at 1.9% of the GDP. We must not forget, though, that there was a deficit in the General Government Budget and in 2023 this deficit stood at approximately 2.5% of the GDP.

At this point, I would like to highlight the need to continue to comply with fiscal discipline and to avoid, by any means, the return to the fiscal deficits of the past. The surplus status of Greece must be preserved and we should abide by the principle that the surplus is not a means to increase the expenses but to reduce the high public debt. In 2023 the public debt as a percentage of the GDP continued to trend lower and reached 161.9%, standing at the lowest level since 2010. In fact, the de-escalation of the public debt-to-GDP ratio was the second highest among the member states of the Eurozone.

The evolution of the current account balance was positive as well, since its deficit significantly decreased to 6.3% of the GDP in 2023, as a consequence of the improved fuel balance and the higher surplus in the balance of travel services supported by the high tourist flows.

The current account balance is closely linked to the global competitiveness of the Greek economy. The competitiveness, as reflected in the Unit Labor Cost (ULC), continued to be improved. However, according to the World Competitiveness Center Yearbook on structural competitiveness, the ranking of the Greek economy improved after 2019 but remained unchanged after 2021 and, in comparison to other countries of the European Union, its ranking is low. More specifically, out of 67 countries included in the said index, Greece ranks 47th.

Another sector in which Greece performs well versus other member states of the Eurozone is the absorption of the resources granted by the Recovery and Resilience Facility (RRF) (grants and loans), since 41% of the available resources have been received. Banks play a decisive role in supporting the National Recovery and Resilience Plan, as far as both the granting of loans to selected investment plans and the applicants' credit rating are concerned. The National Recovery and Resilience Plan deployment in the years to come is crucial, as it will contribute to a significant extent to the expansion of the productive potential of the Greek economy, to the closing of the technological gap caused by the absence of investments in the last decade and to the fulfillment of a part of the national effort to achieve green transition and energy independence.

Dear Shareholders,

It is true that the Greek economy returned to normal but it also needs to catch up with Europe, in terms of GDP per capita. This, however, is subject to a further in-depth reform in order to attract more investments, reduce production and distribution cost and increase productivity. In our country, as it is widely recognized, many significant reforms have to take place in several sectors, in particular, in those malfunctioning over a long period. Despite the progress achieved in the last years, there are many problems hindering the acceleration of the economic growth. Indicatively:

(1) The administrative burden deriving from the regulatory and administrative frameworks, which is still significant and higher than that in other EU countries;

(2) The slow administration of justice;

(3) The barriers to foreign investments. According to Global Business Complexity Index, in 2024 Greece is the country presenting the highest level of complexity with regard to the establishment and operation of a multinational corporation;

(4) The need for boosting competition in product and service markets;

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(5) The need for codification and simplification of the tax system and for further improvement of the tax administration;

(6) The lack of efficient accountability of the general public sector entities;

(7) Economic and other inequalities.

Accelerating reforms is a challenging issue in an environment characterized by uncertainty and adverse geopolitical developments. Their implementation, however, will have beneficial effects on the economy and will contribute to the improvement of the quality of life, the creation of more equal opportunities for all and in general to the increase of the Greeks' well-being.

Lastly, the business culture in Greece needs to be improved to a great extent and profit demonization needs to be eliminated, so that long-term investors aiming at the award of dividends deriving from the strong growth come to Greece.

Dear Shareholders,

Greek banks have solidified their position in the last years by significantly improving their financial volumes, amid unstable global geopolitical and economic conditions. What is particularly important is that the Greek banks, having returned to normal, will distribute dividends to their shareholders for 2023, after 16 years.

The improvement of the Greek banks' position is highlighted by the fact that the Non-Performing Exposures (NPEs) declined significantly last year and in December 2023 they reached 6.6% of the total loans. Although this percentage was considerably reduced versus 49.1% in September 2016, it is considerably higher than the European average (1.8%). The effort for a further de-escalation continues and, in my view, the convergence with the European average will result in a further upgrade of the banks by the rating agencies. The NPEs reduction was achieved through the continuation of the Hercules Program, which was launched in 2019 and whose perimeter has increased. The said Program involves the granting of a guarantee by the Greek State and the payment of a fee to the Greek State by the banks.

The Capital Adequacy of the Greek banks was satisfactory, as the Common Equity Tier 1 (CET1) ratio stood at 15.5% on a consolidated basis in December 2023, almost at an equal level with the European average. The liquidity of the Greek banks was satisfactory last year as well, since the loan-to-deposit ratio stood at 62.2% at the end of 2023.

The enhanced liquidity has enabled the Greek banks to enhance their loan portfolio through a prudent risk management, thus supporting the growth of the Greek economy.

The good performance of the Greek banks is reflected in the upgrade of three systemic banks to investment grade status by two different rating agencies. Additionally, the stability of the banking system is depicted in the results of the pan-European stress tests conducted by the European Central Bank. Greece ranked fourth with regard to the stability of the banking system among the 27 countries of the European Union and first in Southern Europe. Lastly, the investors showed strong interest in the Greek banks, as proven by the successful endeavor of the Hellenic Financial Stability Fund (HFSF) divestment.

At this point I would like to stress the great importance of the acquisition of the HFSF's stake in Alpha Bank by UniCredit. It is the first investment made by a major European banking group in a Greek bank after 17 years, marking the return to normal after the fiscal crisis of the past decade. It is undoubtedly a success and the culmination of the long and arduous effort for Alpha Bank's consolidation and transformation, while it also reflects the positive course of the Greek economy.

At the same time, the transfer of this stake acts as a catalyst for growth for Alpha Bank, as the dynamics and great expertise of the Italian group, coupled with the support provided by long-term institutional investors, who have already invested in the Bank's prospects, improve considerably the potential for further value creation for the Bank's Shareholders, Customers and Staff as well as for the Greek economy.

Dear Shareholders,

We at Alpha Bank are proud of returning to the long tradition of our Bank to reward its Shareholders. Last June we received the approval by the Regulator to proceed with the distribution of a dividend amounting to Euro 122 million representing 20% of the 2023 profits, out of which Euro 61 million in the form of cash dividend which is equal to Euro 0.026 per share.

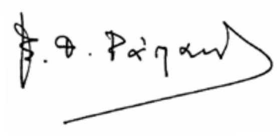
2023 was a year of strong performance for Alpha Bank, since we achieved all the goals we had set. Thanks to the permanent commitment to the implementation of our planning, we made significant progress with regard to the strategic pillars set last year at the Investor Day event and in fact we exceeded the provisions with regard to profitability, capital adequacy and NPEs ratio.

In 2023 the Bank exceeded the profitability targets set for the year, with the Net Profit After Tax amounting to Euro 611.3 million, significantly improved by 65.9% versus 2022. The strong performance of the Net Interest Income (NII), the increase of Fee and Commission Income and the focus on the cost rationalization resulted in enhanced operational performance and higher profitability levels. Furthermore, the Balance Sheet growth, the remarkable organic capital generation and the maintenance of strong capital ratios have created the necessary conditions to resume the distribution of dividends.

Dear Shareholders,

The good cooperation between the Board of Directors and the Executive Team of the Bank enabled us to exceed the goals set in several areas. This was achieved not only due to the ambitious but realistic planning but also thanks to the hard work and commitment of our Employees, to whom I want to express once again my gratitude. However, we do not rest on our laurels. We are aware of the challenges set by the international financial developments, the local and international competitive environment and the climate crisis and, thus, we have to further improve our performance. This will be achieved by deepening the reforms already started, by enhancing even more our internal operations and by leveraging more efficiently the potential provided by the skills, hard work and commitment of our Employees. We are confident and optimistic about the future and we promise that we will keep working hard and methodically to improve even more our Bank's position.

Vasileios T. Rapanos
Chair of the BoD of Alpha Bank



LETTER FROM THE CEO

Vassilios E. Psaltis
Alpha Bank Group
CEO

Dear Shareholders,

Allow me to take the opportunity to thank all of you. You stood beside us all these difficult years, believed in our vision and trusted us with the implementation of our Strategic Plan.

Without your support, it would not have been possible to deal with the heavy legacy of more than ten years of fiscal crisis for Greece's banking system and for our Bank. Similarly, it would not have been possible for Alpha Bank to fully return to a trajectory of profitability and growth within a short period of just 4 years.

I would also like to thank all my associates and the members of our Staff for their tireless efforts to usher our Bank into a new era of profitability, enabling it to capitalize on the best growth prospects of the recent decades.

The favourable prospects for our Bank are coupled with a particularly positive macroeconomic environment. At present, the growth rate of the Greek economy is moving at a faster pace than the European Union average. This momentum combined with the prudent fiscal policy pursued have led to our positive reputation internationally.

The Hellenic Republic's upgrade to investment grade marks the endorsement of the rating agencies' trust in the country and, at the same time, the conclusion of a vicious cycle of successive crises, which had left the Greek economy with deep scars that required a large-scale effort to heal.

At this positive conjuncture for our country, the resources of the Recovery and Resilience Facility (RRF) and the quality of the Human Resources both in Greece and abroad can become a catalyst for new investments and fresh business ideas, enhancing our country's production capacity.

However, a necessary condition for achieving this is the empowerment of the country's Human Capital, which is feasible only when the expectation of fair remuneration is present and when the growth output is shared by those contributing to it. This stands not only for the Shareholders, who believed in the country's potential, but also for the Employees, who made sacrifices, and, have both contributed decisively to getting where we are today.

So, now we have the chance to change the course of the Greek economy. To heal the wounds of the past and to address persistent problems, such as the current account deficit and our consumption-oriented economic model. Enhancing extroversion can be critical in that case as well.

In recent years Greece has taken significant steps, with market share for exports of goods and services steadily increasing. Yet, in the realm of international competition, even bolder action is needed.

We, as Alpha Bank, are proud to take a leadership role in efforts that emphasise reward and extroversion.

Regarding reward:

• We acknowledge our Shareholders' support and return value to them, directly and indirectly, but, above all, we remain fully committed to our plan for further improving shareholder returns.

• We reward the efforts of our Staff, through an improved variable remuneration scheme built on an impartial and merit-based evaluation system.

• We give back to our Customers with new products, consulting and the provision of better services.

• We return value to Society, as supporters of the national effort for better health and education and of emergency relief initiatives in local communities.

Moreover, we also play a leading part in opening up the European market for our Customers through our strategic partnership with UniCredit, as well as fully supporting the modernization and growth plans of Greek businesses.

We always keep in mind that investing in Human Capital and, subsequently, in technology and innovation constitutes a necessary condition in order for the Greek business community to face global competition on an equal footing. This applies to us but, first and foremost, to the business community in Greece, which could adopt more ambitious plans.

In this context, we will continue to encourage our Customers to set higher goals and to contribute to the creation of a new business culture that will be characterized by innovation, enhanced corporate governance frameworks and higher added value products.

We will also continue to highlight, as also referred to by the Chair of the Board of Directors, the urgent need for the State to take advantage of the current positive conjuncture in order to accelerate the implementation of its reform work as a precondition for an economy of sustainable growth that will distribute its wealth equitably to its members.

Dear Shareholders,

2023 was a landmark year for our Bank. Building on the foundations of our Balance Sheet clean-up and the results of our Transformation Program, we fully privatized our Bank, restoring our image as the Bank of and for the private sector.

Not only did we execute the sale of the HFSF's stake. We also ensured the introduction in our share register of one of the major banking groups globally, a foreign strategic investor, as part of a partnership that placed our Bank as a pioneer in developments that will define the Greek banking system in its entirety.

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It is no coincidence that of all the respective transactions, this strategic partnership between Alpha Bank and UniCredit was the one hailed by top officials both in Greece and abroad, as well as by market players as a model of partnership in Europe. Besides, it constituted the first investment by a Strategic investor in the Greek banking system since the onset of the financial crisis.

Dear Shareholders,

Today is a very special day for our Group.

Following the obtaining of regulatory approvals, I am very glad to recommend to you, from the floor of our Ordinary General Meeting, the approval, after 16 years, of a dividend distribution of Euro 61 million and an equivalent amount for share buybacks, which means that we are distributing a total value of Euro 122 million to our Shareholders. With this milestone, we honour not only your support and trust but also Alpha Bank's previous tradition of consistently rewarding its Shareholders until before the outbreak of the financial crisis.

Looking back on the challenges we were called to face from 2010 to today, my belief in the prospects of this Bank and in our potential remains unwavering. The recent upgrade to investment grade for our credit securities by Moody's, the first after 14 years, marked the closure of one of the most difficult periods in the long history of our Bank. It also strengthens my optimism and resolution to persist in our course towards modernizing and improving Alpha Bank's performance, therefore ensuring high recurring profitability and a more robust dividend distribution in the years to come.

Going forward, we – along with the broader market – should acknowledge that the period of crisis is over and that 2023 constitutes the base year for our Bank's position, a benchmark against which we are called to measure ourselves.

2023 was also a landmark for a new era of extroversion for the Bank, introduced via our strategic partnership with UniCredit. This is not just a shareholding and commercial agreement. It constitutes a historic opportunity for change, for further progressing in transformation, for renewing the work and performance culture within our Bank.

Besides, along with restoring the profitability of our Bank, we work tirelessly to manage the consequences of the crisis on our culture and operation. Our partnership with UniCredit affords us the opportunity to drive innovation in the Greek market, to be exposed to international competition and to find ourselves at the forefront of the European banking developments as a member of an extensive pan-European network. This is an opportunity which we will leverage.

At this point, I would like to present a brief overview of what else we expect to gain through this special partnership with UniCredit:

- We gain access to 13 markets across Europe, thus offering our Customers a unique advantage versus competition.

- In Wealth Management we are widening the scope of products and services offered to our Customers, while in Wholesale Banking we are significantly increasing our firepower, gaining new opportunities for financing and for concluding large transactions both at home and abroad.

- Finally, through the merger of the two Groups' subsidiaries in Romania, we achieve the optimal return on our capital, as we retain a 9.9% stake in the third largest bank of the country and we offer our Customers in Romania the opportunity to be serviced by the third largest bank in Romania which will result from the Merger.

I am optimistic about the prospects of this strategic partnership. This optimism is based on two grounds:

- First, on the close cooperation of our teams and on the swift implementation of the agreed terms. Within just 8 months from the announcement of the agreement, the part of the agreement concerning Romania has been concluded, while the framework for the offering of the UniCredit onemarkets Mutual Funds has been finalized, making them available to our Customers through our own network.

- Second, on the fact that with the Management of UniCredit we share the same vision for the groups we are representing, aiming at the promotion of entrepreneurship and innovation, the fostering of a culture of teamwork and high performance, as well as for our commitment to creating value for our Shareholders through new business development and sustainable profitability.

Dear Shareholders,

The upgrade to investment grade – with a positive outlook – granted to Alpha Bank by Moody's reflects not only what we have achieved in the past and the resilience of our balance sheet but also the Bank's potential to further enhance its profitability, as our robust financial results demonstrate. Allow me a quick reference:

In 2023, Normalized Profits After Tax almost doubled compared to last year, standing at Euro 780.4 million, our capital was further strengthened with the FL CET1 ratio recording an increase of 237 basis points year-on-year, reaching almost 16%, while the Group's Non-Performing Exposures fell to 6%, targeting a further decrease at below 5% in 2025.

This strong momentum continued during the first quarter of 2024, when the Bank announced record profits. Alpha Bank's new disbursements to the real economy stood at Euro 1.9 billion, increased by 11% compared to the respective quarter of 2023, while net credit expansion stood at Euro 1.1 billion.

As a final note: The decrease in interest rates expected to occur in the coming period finds Alpha Bank fully prepared not only to retain its profitability but also to enhance it, gaining an advantage versus its peers. Our balance sheet structure and our commitment over the past period to maintaining sustainable profit margins have been the foundations of our strategy, which will soon bear further fruit.

The basis for these results was the consistent implementation of

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the ambitious but realistic Strategic Plan that was presented in 2021 and updated last year. The 2023 financial results testify the overachievement of the targets we had set, with the Return on Tangible Equity Ratio finally reaching 12.9% from 9%, and the Earnings per Share standing at Euro 0.32 from Euro 0.23, increased by approximately 40%.

This strong performance is the result of systematic work in the pillars we prioritized at the Investor Day that took place last year.

We strengthened our digital services and invested in value-added operations in Retail Banking. The decrease of the Cost/Income ratio by 26 percentage points in 2023, the adoption of the new Service Model in the Branch Network as well as the revenue growth by 41% reflect a turn of the page towards a leaner model which places emphasis on Customer Experience and the offering of innovative solutions.

The introduction of 70 new digital products and services in 2023 including myAlpha Vibe, the achievement of the targeted increase of digital product sales by 25% in the first quarter of 2024 as well as the digitalization of 83% of daily banking transactions, serve as proof of the great distance we have come in terms of the Bank's digital transformation.

As aforementioned, Wealth Management is significantly enhanced by the expertise and new products introduced through our cooperation with UniCredit. At the same time, Alpha Asset Management's leading position in mutual funds and the rise of the assets under management by 48% in 2023 prove that we are on the right track to achieve our goal to increase our market share.

The capitalization of our leading position in Wholesale Banking constitutes a key pillar of our strategy. In 2023, despite the growing number of repayments, we managed to raise net financing to large companies by 7% and to increase our total profits by 19%, while introducing new digital products in order to facilitate both our Customers and our Executives.

At Alpha Bank, we are aware of the instrumental role we play in this turn of the Greek economy. The close financing relationships we have built with 80% of the large businesses and 65% of the small and medium-sized enterprises, along with the long-lasting trust we have developed make us an essential cornerstone of Greek entrepreneurship. We intend to honour these relationships through the establishment of a new organizational structure in Wholesale Banking, consisting of 10 specialized units which focus on specific sectors, among others, on energy, infrastructure, shipping and tourism. Expertise combined with experience and deep knowledge of our Customers needs are the key weapons that will enable the Bank to take the lead in new projects in the energy and infrastructure sectors as well as in major urban regeneration projects, such as the new marina in Vouliagmeni, the Piraeus Tower and the historic department store "Minion".

Through our new sector-specific organizational model, we aspire to further increase our share in Wholesale Banking and expand our horizons by also seeking opportunities abroad. Our Bank's participation in the financing of CTP strengthens our reputation among our domestic clientele and makes Alpha Bank an internationally well-known and reputable financial services brand name once again.

Finally and importantly, I would like to underline our commitment to upholding our country's green transition to a sustainable future, a commitment reflected in a range of milestones and initiatives:

- The Euro 800 million of sustainable disbursements, of which more than 50% is allocated to Renewable Energy Sources (RES) projects and to upgrading our target for new sustainable financings to Euro 4.4 billion by 2026;

- The disbursement of more than 3,000 green mortgages and consumer loans and, certainly;

- Our conscious effort to disseminate the resources deriving from the RRF's "Green Transition" pillar to small and medium-sized enterprises in our country.

Dear Shareholders,

The important achievements which we have talked through earlier, would not have been possible without our organizational modernization and our initiatives for the development of the Group's Employees, which aim at creating an environment of innovation and performance based on a new culture of meritocracy and opportunities.

I could refer to the hiring of 800 new, high-skilled Employees over the last 4 years, as well as to our extremely important effort for continuous education and the establishment of upskilling Academies to empower our people and better serve our Customers.

Allow me, though, to focus on two areas which are critical for the Bank's success:

Meritocracy and Performance Recognition!

We created a new career framework which allows Employees to prove their merit through distinct career paths and to assume positions of responsibility, irrespective of hierarchy or the level of seniority. And most importantly, we formulated a new remuneration and benefits policy, which is governed by a strong link between reward and performance, through a fully impartial and merit-based evaluation system.

I would like to send a clear message: At our Bank, recognition is granted based on competence and innovation!

Thus, it is granted to those who help the Bank progress, overcome challenges and create a competitive advantage. Those are the people who deserve to be respected, personally rewarded and recognized.

Dear Shareholders,

I should make a special note to Alpha Bank's actions for an inclusive society which shows active solidarity towards all its members.

In 2023 we stood consistently and sensitively next to local communities, such as those affected by natural disasters in Rhodes and Thessaly.

We firmly support local communities, with a strong focus on the "Together,

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for better health" program supporting equal citizen access to Healthcare. This program has been implemented without interruption since 2014 and has benefited more than 960,000 inhabitants of insular or remote regions.

We are the first Bank that has consistently and methodically promoted Financial Literacy for young people, women and people over 55 years of age, as well as enterprises, through dedicated programs implemented in the context of the «IQonomy» initiative.

We foster conditions of universal accessibility to Culture for our fellow citizens with disabilities, through a series of initiatives in cooperation with leading cultural institutions of the country.

And, of course, we continuously stand by the side of the most vulnerable of our fellow citizens and the youth, who need support in order to make their dreams come true.

- Through the launch of the new mortgage loan for young people, providing flexible terms and low pricing, the Bank certifies that it takes part in the public debate on major economic and social challenges and can play a decisive role in providing solutions to social problems.

- Equally socially-sensitive is our initiative, in the context of the Hellenic Bank Association, for bearing, as a Bank, 50% of the increase in the loan instalments of vulnerable social groups.

- Finally, the initiative for a two-year suspension of variable interest rates has led, at system level, to savings amounting to more than Euro 250 million for consistent mortgage loan Customers.

Dear Shareholders,

Today I am addressing you from our General Meeting and I share with you my optimism for the course ahead for our Bank. Our position at the moment is the strongest it has ever been in many years, and this fills us with confidence and decisiveness for the achievement of new, higher goals, to make Alpha Bank, the Bank that:

• supports entrepreneurship,

• fosters international strategic partnerships with a view to offering new opportunities to its Customers,

• invests more than Euro 100 million annually in technology and does not hesitate to lead the agenda in the banking sector, but also

• the Bank that supports its Employees, embraces and promotes meritocracy, and recognizes performance and contribution,

• serves as a responsible social partner and supporter of the society and our fellow citizens,

• the first Bank that is constantly growing and rewarding all of you, its Shareholders, for their trust.

Thank you!

Vassilios E. Psaltis
Alpha Bank Group CEO

ALPHA BANK'S SHARE AND SHAREHOLDER STRUCTURE

SHARE

The Alpha Services and Holdings S.A. (former "Alpha Bank S.A.") has been listed on the Athens Exchange since 1925 and is consistently classed as one of the largest companies in terms of market capitalization.
At the end of December 2023, the capitalization of the Alpha Services and Holdings S.A. stood at Euro 3,619 million and represented 5.09% and 22.89% of the capitalization of the Athens Exchange General Index and Banking Index companies respectively, while the participation of its share in the FTSE/Athex Large Cap Index was 8.21%.

In addition to the Greek stock exchange, the share is also traded over-the-counter on the New York exchange in the form of American Depository Receipts (ADRs). The share is included in international indexes such as the FTSE All-World Index, the FTSE Med 100 Index, the FTSE4Good Emerging Index and the MSCI Global Standard.
The share's daily trading volume for 2023 amounted to an average of 8,504,513 shares per session, increased by 2% versus the previous year, with an average daily value of transactions of Euro 11,632,472.

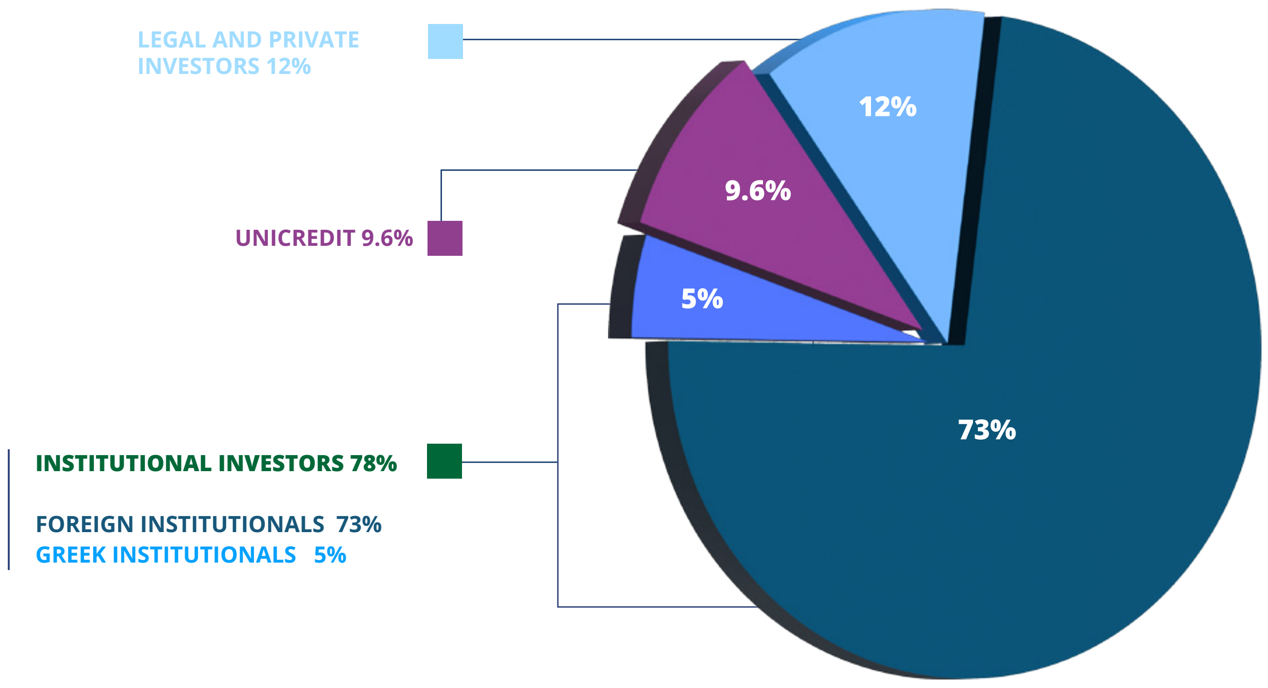
Share information for Alpha Services and Holdings S.A.

	2023	2022
Closing Price (year end, in Euro)	1.54	1.00
Highest Price (period, in Euro)	1.68	1.43
Lowest price (period, in Euro)	1.03	0.73
Market Cap (year end, in billion Euro)	3.6	2.3
Share's average daily trading volume	8,504,513	8,341,881
Average daily value of transactions (in Euro)	11,632,472	8,684,108

SHAREHOLDER STRUCTURE

On 31.12.2023, the share capital of Alpha Services and Holdings S.A stood at Euro 681,992,324.6 divided into 2,351,697,671 common, nominal, paperless shares with voting rights, of a nominal value of Euro 0.29 each, which are listed for trading on the Securities Market of the Athens Stock Exchange ("ATHEX").

The shares in circulation on 31.12.2023 were held by approximately 108,000 Individual and Institutional Investors.
The breakdown of the shareholders of Alpha Services and Holdings on 31.12.2023 was, for descriptive (non-regulatory) purposes, as follows:



KEY EVENTS IN 2023

The key corporate events of strategic importance for the Group in 2023 were the following:

- At the meeting of the Board of Directors of the Company, held on **30.3.2023**, it was resolved to initiate the process for the merger by absorption of the Bank ("Absorbing Company") and its 100% Subsidiary "ALPHA INSURANCE AGENCIES SINGLE MEMBER SOCIETE ANONYME" ("Absorbed Company"). By the same resolution, December 31, 2022, was set as the date of the transformation balance sheet of the Absorbed Company. The Merger was effected by the transfer of all assets and liabilities of the Absorbed Company to the Absorbing Company. The transaction was completed on 28.7.2023.
- On **25.5.2023**, the Bank completed the disposal of a mixed pool of secured Non-Performing Loans to Greek Large Corporate Entities and SMEs, with a total gross book value of c. Euro 0.65 billion (Project Hermes).
- On **16.6.2023**, the disposal of a Cypriot Non-Performing Loans and real estate properties portfolio with a total gross book value of Euro 2.3 billion (Project Sky), to an affiliate of Cerberus Capital, was completed, through the sale of Sky CAC Ltd, a subsidiary of Alpha International Holdings S.A. (Project Sky).
- On **28.7.2023**, Alpha Services and Holdings announced the approval of a Share Buyback Program for the acquisition by Alpha Services and Holdings (or by any of its Subsidiaries) of own existing common, registered, paperless shares, with voting rights, in a price range between the current nominal value of the share, i.e. currently Euro 0.29 (minimum price), and Euro 3.00 (maximum price) per share, for a period of 24 months starting from the day immediately after the day of the Share Buyback Program's approval by the Ordinary General Meeting of the Shareholders. The maximum number of shares that may be acquired under the Share Buyback Program amounts to 35,000,000 shares, i.e. up to 1.5% of the Company's paid-in share capital at the time of the announcement. Between 13.12.2023 and 22.12.2023, Alpha Services and Holdings acquired 5,855,794 own shares, at a total cost of c. Euro 9 million.
- On **8.8.2023**, the Bank acquired an equity stake of 4.9% in Prodea Investments REIC.
- On **20.10.2023**, the disposal of a Portfolio of Retail Unsecured Non-Performing Loans, of a total outstanding balance of Euro 1.5 billion as of 30.9.2022 (Project Cell), to Hoist Finance AB (Publ), was completed.
- On **23.10.2023**, Alpha Services and Holdings and Unicredit S.p.A. announced their agreement to achieve a strategic partnership through the completion of the following individual transactions:
  - The merger of their subsidiary banks in Romania. Upon completion of this transaction, which is expected within 2024 and is subject to the prior completion of the due diligence process, the receipt of the relevant corporate approvals and the required regulatory approvals and consents, the Group will retain a 9.9% stake in new corporate entity to result from the merger.
  - The acquisition by Unicredit of 51% of the subsidiary Alpha Life and the distribution of the Unicredit onemarkets. mutual funds through the Bank's network. The completion of this transaction, which is expected within 2024, is subject to the prior completion of the due diligence process, the receipt of the relevant corporate approvals and the required regulatory approvals and consents.
  - The acquisition by Unicredit of all of the shares held by the Hellenic Financial Stability Fund (HFSF) in Alpha Services and Holdings, amounting to 9%.
- As at **13.11.2023**, Unicredit had acquired (a) 211,138,299 shares under the Shares Sale and Purchase Agreement with the HFSF, signed on 12.11.2023, and (b) 15,000,000 shares through an additional on-market acquisition. As a result, Unicredit holds directly 226,138,299 voting rights, which correspond to 9.6159% of the total voting rights of the Company. Following the above, the Hellenic Financial Stability Fund no longer holds any voting rights on Alpha Services and Holdings.

ALPHA BANK: STRONG PERFORMANCE AND RETURN TO THE LONG TRADITION OF DIVIDEND DISTRIBUTION

2023 was a year of strong performance for Alpha Bank, as it achieved all the targets that had been set. Its full commitment to the implementation of the New Strategic Plan 2023-2025, enabled remarkable progress to be made in all of the strategic pillars presented at the Investor Day 2023 event. What is more, performance in terms of profitability, capital adequacy and NPE ratio exceeded the initial forecasts.

The implementation of our strategic plan not only progressed, but was decisively accelerated by:

- the deployment of our new operating model in Retail Banking;
- our expanded service offering in Wealth Management
- our increased penetration in the Wholesale sector.

Moreover, the strategic partnership with UniCredit, which unlocks the capacity for profitability of the Bank's international business activity, lends renewed, strong momentum enabling the Bank to achieve its goals and increasing the growth margins for the Group as a whole.

Thanks to its improved profitability in 2023 and to the strict cost discipline maintained, the Bank presented a strengthened balance sheet that enabled healthy capital creation. These strong results and the emphasis on creating sustainable value for our Shareholders, helped establish the conditions to allow resuming the payment of dividend, starting with the profit for 2023.

As announced after the relevant approval of the supervisory authorities was obtained, the total amount to be distributed stands at Euro 122 million and is equivalent to the distribution of 20% of the profits for 2023. According to the Bank's planning, half of this amount (Euro 61 million) will be distributed as cash dividend, equivalent to Euro 0.026 per share. The remainder will be used for the share buyback program, on the usual terms and in accordance with the applicable laws. Thus, Alpha Bank proudly returns to its long tradition of rewarding its Shareholders – a tradition interrupted by the economic crisis and whose resumption marks the full return to normalcy.

20%
of the profit for 2023 to be distributed as dividend

122
million
the total dividend amount

61
million
to be distributed as cash dividend

61
million
to be used for the share buyback program

STRATEGIC PILLARS

The Bank's Strategic Plan for the period 2023-2025, presented at the Investor Day 2023 event, comprises 6 strategic pillars for increasing profitability Group-wide, which are summarized as follows:

1 Boost digital and focus on high-value segments in Retail Banking

~16 pps
Cost-to-Income Ratio decrease 2022-2025

2 Revamp service model to increase penetration in Wealth Management

+13%
Total Revenues 2022-2025 (CAGR) on assets under management balances

3 Consolidate leadership in Wholesale

~4%
Total Revenues 2022-2025 (CAGR)

4 Improve return on deployed capital in International

+15%
Total Revenues 2022-2025 (CAGR

5 Maintain the resilience of our balance sheet

~4%
NPE ratio in 2025

6 Leverage ESG for value creation

€3bn
Sustainable Disbursements 2023-2025

STRATEGIC SYNERGY WITH UNICREDIT GROUP AND FULL PRIVATIZATION OF ALPHA BANK

On October 23, 2023, Alpha Bank Group announced its strategic partnership with UniCredit, one of the largest banking groups in Europe, through which the Bank became again 100% privately owned, with the entry in its shareholder register of a leading player in the international banking scene.

The landmark agreement for the history of our Bank and, more broadly, for the Greek banking system, as it represents the first investment by a foreign banking group in the Greek financial system in 17 years, was made possible thanks to Greece's regaining of the investment grade and the recognition, by the international investment community, of the successful completion of Alpha Bank's restructuring and transformation plan. "The consistency in the implementation of our strategic plan, our market credibility and our prospects, were what the Management of UniCredit viewed as elements of differentiation and attractiveness within the sector," said the CEO of Alpha Bank Group, Vassilios Psaltis.

With this multifaceted cooperation with UniCredit, our Bank shifts once again its focus to Europe and acquires the opportunity to open a window to the world for its Customers, as a member of a Europe-wide partnerships that will now span 14 countries.

The strategic partnership with the major Italy-based banking group is founded on three pillars:

1. The acquisition by UniCredit of the entirety of the Hellenic Financial Stability Fund's stake (9%) in Alpha Bank, thus leading to the Bank's full privatization.
2. The merger of the two banks' subsidiaries in Romania, leading to the creation of the 3rd largest bank in the local market, with a 12% share of the market based on total assets. Upon completion of the transaction, Alpha Bank is expected to (i) retain 9.9% of the share capital in the new entity and (ii) receive a Euro 300 million consideration in cash. Thus, the Bank frees up funds, while it will continue to benefit from the generation of revenue, taking advantage of the current positive prospects in the Romanian economy, at the same or even greater levels than in the past.
3. The commercial cooperation, via a joint venture, for the distribution of portfolio management and life insurance products in the Greek market, with the acquisition by UniCredit of 51% of AlphaLife.

Moreover, the two Groups agreed to explore further possibilities for cooperation, with a view to supporting the needs of their Customers in their countries of activity, by leveraging their combined strong international footprint and recognized capabilities in individual markets, in lending and transactions, in the granting of syndicated loans, in the provision of advisory and other services to Businesses, as well as in the development of other banking services and products.

The Alpha Bank Group CEO, Vassilios Psaltis (right), with the CEO of UniCredit, Andrea Orcel.

As Mr. Psaltis pointed out after the announcement of the agreement, "there is no doubt that the strategic agreement with UniCredit creates strong prospects for all of us in the Alpha Bank family and confirms our Bank's ability to be the partner of choice for high-profile international groups, such as Generali, Nexi, and Davidson Kempner, as well as for the multitude of institutional investors who consistently support our effort over time. We are entering a new trajectory of growth and value creation for our people, our Shareholders and society as a whole, and we are serving our goal of shaping a new banking experience that supports the modern needs of our Customers."

9,9%
Alpha Bank's participation in the share capital of the new Bank to be created by the merger of Alpha Bank Romania and UniCredit Romania

9%
HFSF's total share in Alpha Bank, which was acquired by UniCredit

51%
UniCredit's stake in AlphaLife

CORPORATE PURPOSE AND VALUES

ENABLING PROGRESS IN LIFE AND BUSINESS FOR A BETTER TOMORROW

For many years, Alpha Bank has stood out for its high level of ethics, its specialization and expertise, and its credibility and stability. These elements have made the Bank the trusted partner for growth, which most businesses in our country have been choosing consistently over time. Today, more than ever, these advantages become even more important for Customers, Employees, Shareholders and the Society in which the Bank operates. The adoption of a new corporate purpose, which serves as the basis on which the Bank's strategic plan is developed, allows it to place Customers and their modern-day needs at the heart of its activity and, at the same time, to expand its positive footprint beyond the provision of banking and financial services.

Based on our Corporate Purpose, our strategy's priorities are to take action for promoting a thriving and sustainable economy, to support businesses in their effort for transformation and growth in the digital and green economy, to mentor individuals for personal well-being, to provide its Employees with an inclusive work environment offering opportunities for development, and to engage the Bank in the effort to create a more equal society and protect the environment for future generations. And finally, through these commitments and initiatives, to strengthen Alpha Bank's capacity to create value for its Shareholders and for Society, with transparency and responsibility.

Fulfilling our Purpose requires renewing the promise of a new banking experience, which we make to our Customers. We integrate financial services into the daily lives of our Customers, providing them with Personalized Service, access to an Ecosystem of Services that meets all their needs, Empowerment with knowledge and advisory guidance and, finally, Convenience, with swift, reliable service and effortless cooperation.

Finally, the fulfilment of our Purpose is guided by five core values, which determine the way in which we interact in our relationships within the Bank as well as with our Customers, business partners and local communities – Excellence, Cooperation, Empowerment, Innovation, Efficiency.

Based on our strategic planning, these commitments are supported by an internal governance mechanism, the development of specific programs and initiatives, and the activation of purpose champions for their monitoring, with a strong focus on:

- Creating new and innovative products that meet modern needs and expectations, beyond Banking
- Integrating and strengthening sustainability criteria in our operation, to reduce our footprint and provide advisory support to our Customers with appropriate financing tools and solutions for their own sustainable green and digital transition
- Simplifying interactions at each point of contact of our Customers with the Bank and enhancing Customer service with a human touch
- Revamping the Bank's digital channels and the development of new digital tools
- Expanding our specialist services in wholesale banking and wealth management
- Supporting our people with a new career planning, education and support framework for their development
- Renewing and simplifying our internal operations to enhance efficiency.

PURPOSE

We enable progress in life and business for a better tomorrow

CUSTOMER PROMISE

We integrate finance seamlessly into our Customers' life

Personalized | Empowering | Convenient | Facilitating

VALUES

EXCELLENCE | COLLABORATION | EMPOWERMENT | INNOVATION | DELIVERY

ESG AND SUSTAINABILITY

FINANCING SUSTAINABILITY IS A KEY PILLAR OF ALPHA BANK'S STRATEGY

SDG

Having disbursed **Euro 800 million in green loans during 2023**, of which Euro 432 million in RES, and targeting new disbursements of Euro 850 million for RES in 2024, Alpha Bank has exceeded the initial forecasts, **raising from Euro 3 billion to Euro 4.4 billion its target for sustainable finance disbursements in the period 2024-2026**.

Launch of new products incorporating sustainability parameters.

Dedication to the application of the Sustainable Finance Framework, according to which the Bank finances sustainable projects by allocating funds to green and socially beneficial investments, giving priority to power generation, building infrastructure and transport, while at the same time excluding investments in lignite or oil extraction, as well as in specific activities that are harmful to biodiversity, biotopes and water resources.

In 2023, the integration of ESG criteria, including Climate and Environmental Risk Management, into the Bank's operational model was completed.

2019

Alpha Bank gradually integrates the ESG criteria into its strategy, culture and daily operations.

2021

Publication of the 1st UNEP FI Self-Assessment Report & of the relevant targets set.
ESG Governance oversight is introduced at the Board and Executive Management levels.

2022

Alpha Bank implements the Climate Risk Management Framework and launches the Sustainable Finance Framework, which helps double the share of green loans in new disbursements.

2023

Alpha Bank becomes the first Greek bank to join the United Nations' NetZero Banking Alliance initiative, reaffirming its commitment to net-zero GHG emissions by 2050.

2024

Alpha Bank joins the United Nations Global Compact, reinforcing its commitment to creating positive impact for society and the environment as well as to promoting transparency and ethical practices. The Bank also signs the UNEP FI Finance Statement on Plastic Pollution, which calls on governments to negotiate an ambitious treaty to end plastic pollution.

IMPACT-FOCUSED ESG STRATEGY

Our commitments	Our targets	Sustainable Development Goals
Support an Environmentally sustainable economy	**€4.4bn.** Total sustainable disbursements 2024-2026 **Net Zero** Zero greenhouse gas (GHG) emissions by 2050 **Zero Financing** To selected activities	11 Sustainable cities and communities 12 Responsible consumption and production 13 Climate action 15 Life on land
Foster healthy economies and societal progress	**>40%** Maintain a high percentage of women in Managerial roles, at Group level **+20%** Increase in young employee hirings by 2025 **Limited Financing** To activities that may have a negative impact on health and well-being	4 Quality education 5 Gender equality 8 Decent work and economic growth 10 Reduced inequalities
Ensure robust and transparent governance	**>40%** Female representation in Non-executive directors by 2025 **Independent Members** For the majority of Directors and Chairs of Board Committees **ESG Criteria** Their integration, including Climate and Environmental Risk Management, into the Bank's operational model has been completed	5 Gender equality 8 Decent work and economic growth 16 Peace, justice and strong institutions

2023: ACHIEVEMENTS

Having adopted a holistic approach to Environmental, Social and Governance (ESG) issues, Alpha Bank demonstrates in practice its commitment to sustainability and has incorporated its principles into its core business activities as well as into its products and services. In this way, the Bank contributes to the promotion of economic prosperity, societal progress and environmental protection, while at the same time shaping the framework for effective corporate governance.

1 Environment

45%
Reduction of Scope 1 emissions, relative to 2022

€800m.
Green Loan disbursements

45%
Increase of new Green Loan disbursements to Individuals, relative to 2022

100%
RES electricity in the Bank's Buildings and Branches

2 Society

86%
Branches accessible by PwD, at Group level

342,710
Employee training hours, at Group level

45%
Women in Managerial Roles, at Group level

>18,500
School students and teachers benefited from the programs "Alphabet of Economics" and "Circular Economy in Action", which form part of Alpha Bank "IQonomy" social responsibility initiative

3 Corporate Governance

38.5%
Female representation in Management

100%
The Chairs of all Board Committees are Independent Directors

62%
Percentage of Independent Non-Executive Directors

2
Women as Chairs of Board Committees

01

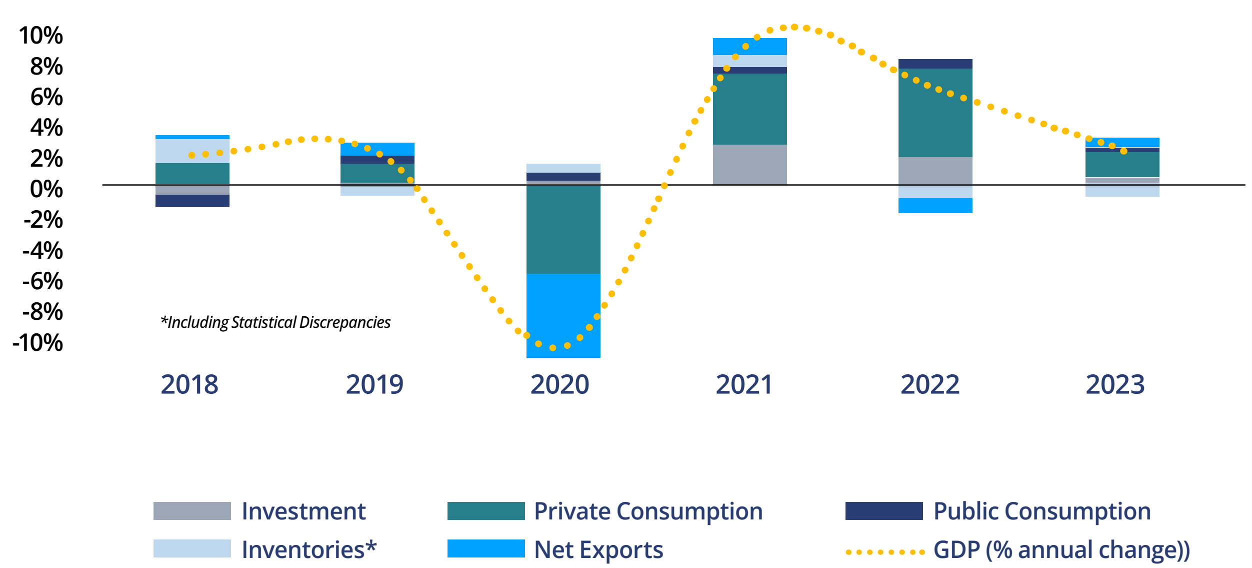
THE GREEK AND THE INTERNATIONAL ECONOMY IN 2023 AND THE OUTLOOK FOR 2024

THE GREEK ECONOMY

The upward trajectory of the Greek economy continued in 2023, with the real Gross Domestic Product (GDP) growing by 2%, achieving one of the highest growth rates among the Eurozone member states, markedly above the euro area average (0.4%). This performance corroborates the resilience of the Greek economy to: (i) the 2021-2022 energy crisis, which led to persistent inflationary pressures, (ii) the geopolitical tensions, (iii) the rising European Central Bank (ECB) policy rates, (iv) the slowdown of the European economy, especially in the second half of the year, and (v) the extreme weather conditions that led to natural disasters, particularly the devastating floods in Thessaly, during Q3 2023.

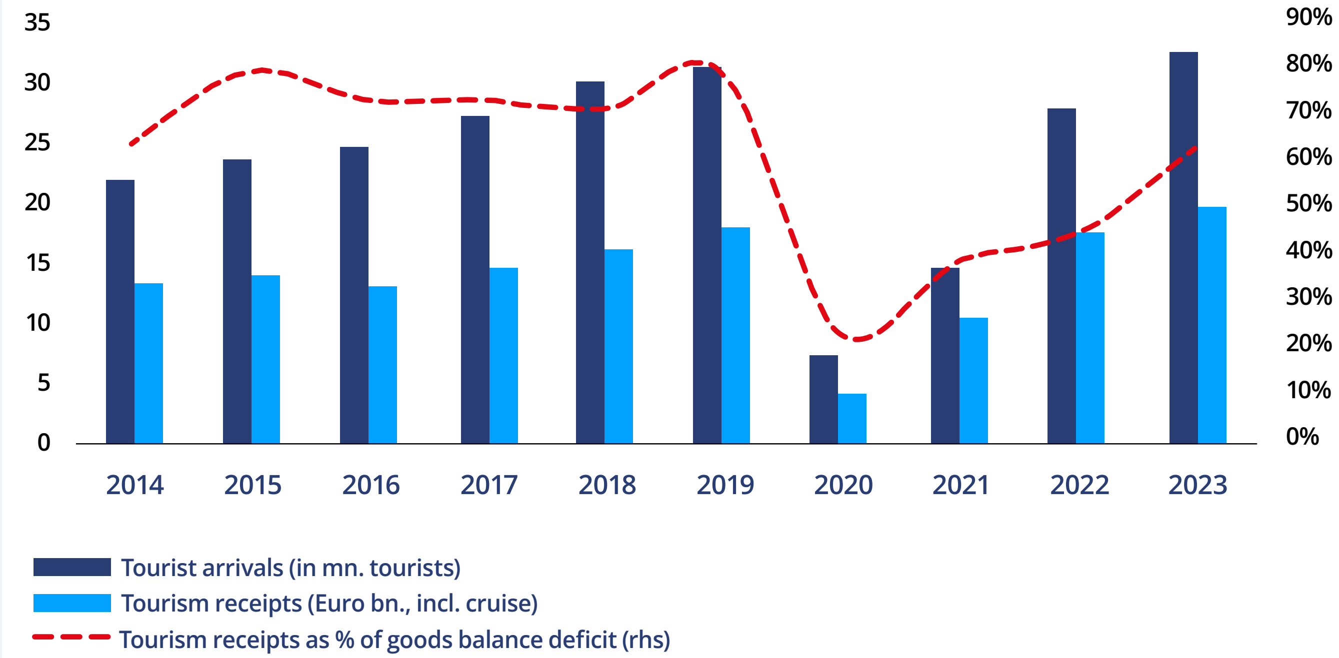
The Economic Sentiment Indicator (ESI) signals that economic activity in Greece continues to strengthen, remaining consistently above the euro area average since May 2022. In December 2023, the difference between the ESI in Greece and the euro area stood at 9.4 points (105.9 in Greece vs 96.5 in the euro area).

Graph 1.
Demand-side GDP contributions



Source: ELSTAT, Alpha Bank Economic Research calculations

Graph 2.
Tourism performance



Source: Bank of Greece

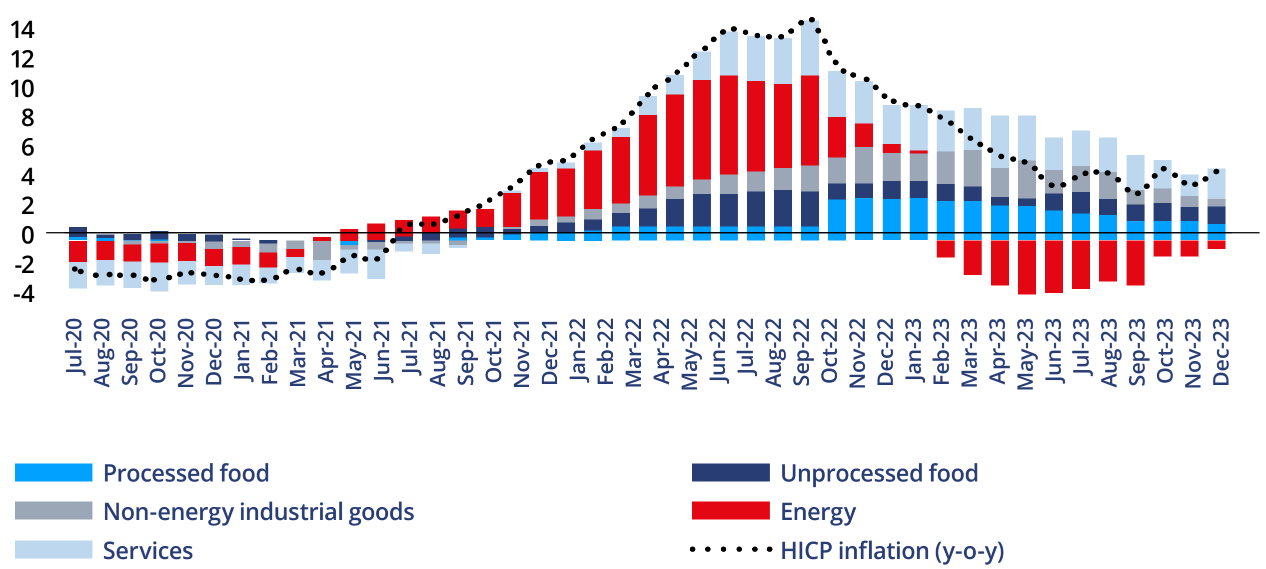
The rise in economic activity, in 2023, was primarily driven by private consumption (Graph 1), which rose by 1.8% compared to 2022, contributing 1.3 percentage points (pps) to GDP growth. Investment increased by 4%, marking the second largest contribution to GDP growth (0.6 pps). Turning to individual investment categories, residential investment and investment in transport equipment increased markedly by 20.7% and 14.9%, respectively, followed by investment in non-residential construction (10%) and other investment categories (2.1%). On the other hand, investment in machinery and ICT equipment contracted by 6%, after four years of back-to-back increases.

Net exports also posted a positive contribution (0.5 pps), as the increase in exports of goods and services (3.7%) outpaced the corresponding rise in imports (2.1%). In more detail, exports of goods increased by 3.2% and exports of services by 4.2% on the back of record high tourism receipts, while imports of goods and services increased by 1.9% and 2.8%, respectively. Finally, public consumption grew by 1.7%, in 2023, adding 0.3 pps to GDP growth. On the contrary, inventories (including statistical discrepancies) declined significantly, detracting 0.6 pps from GDP growth.

In 2023, both travel receipts (including cruise) and inbound travelers rose to record highs, surpassing the pre-pandemic levels of 2019, which until recently was a milestone year for Greek tourism. According to the data by the Bank of Greece (BoG), travel receipts amounted to Euro 20.5 billion, increasing by 15.7% compared to 2022 (Euro 17.7 billion) and by 12.5% compared to 2019 (Euro 18.2 billion). Inbound travelers reached 32.7 million, up by 17.6% compared to 2022 and by 4.4% compared to 2019 (Graph 2). It is worth noting that, in 2023, tourism receipts offset 63% of the trade deficit, against 45%, in 2022, as the combined result of both the increase in travel receipts and the narrowing of the trade deficit by 18%.

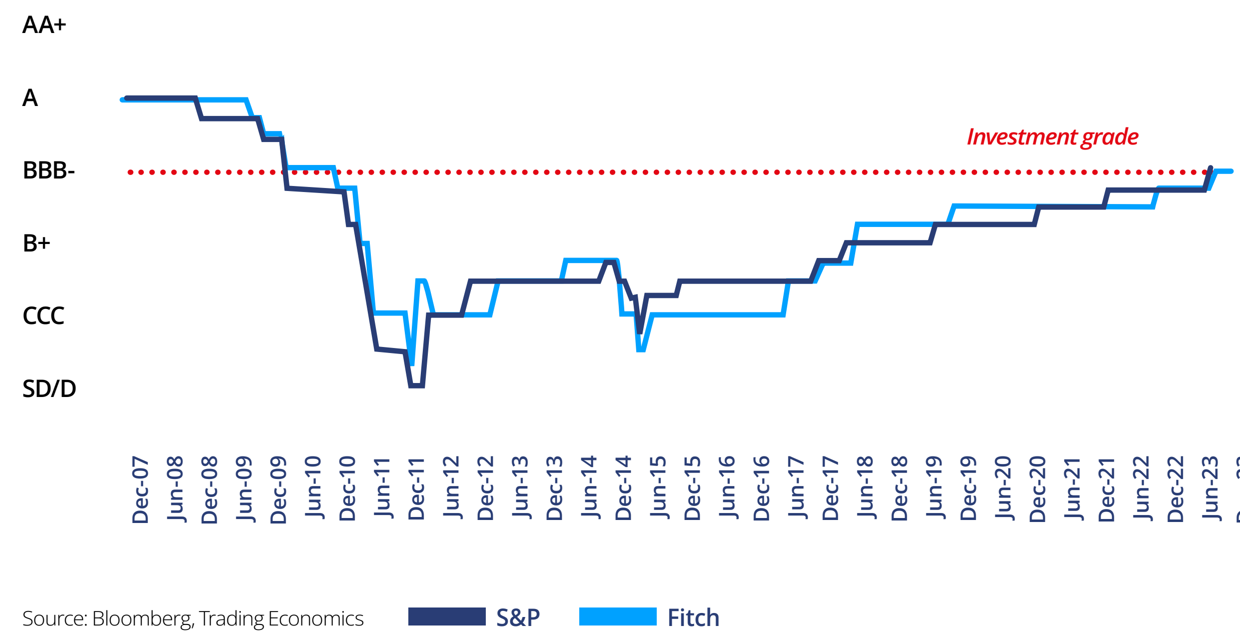
Additionally, inflationary pressures are gradually receding (Graph 3). In 2023, inflation based on the Harmonized Index of Consumer Prices (HICP), averaged to 4.2% compared to 9.3%, in 2022. This was the result of two opposing forces: the decline of energy prices and the upward pressures mainly on food and services' prices. Energy prices decreased by an average of 13.4%, during the year, while food (including alcohol and tobacco) and services' prices rose by 9.9% and 4.5%, respectively.

Graph 3.
The impact of the de-escalation of energy prices on inflation



Source: Eurostat, Alpha Bank Economic Research calculations

Graph 4.
Greece returns to investment grade after 13 years



Source: Bloomberg, Trading Economics

In 2023, Greece raised a total of Euro 11.5 billion in the international debt capital markets, by issuing three new bonds: a 10-year one, in January, a 5-year one, in March and a 15-year one, in July, amounting to Euro 3.5 billion, Euro 2.5 billion and Euro 3.5 billion, respectively. In addition, nine existing bonds were reopened, raising Euro 2 billion in total. The borrowing cost, which increased globally, in 2022, due to heightened uncertainty and the adverse effects of inflation, decreased, in 2023. The decline accelerated after the national elections held in May. As a result, the spread of the 10-year Greek Government Bond (GGB) compared to the respective German GB, narrowed to 104 basis points (bps), on 29.12.2023, from 205 bps on 31.12.2022, remaining below Italy's corresponding spread since May 2023 and approaching the Spanish spread, at the end of the year.

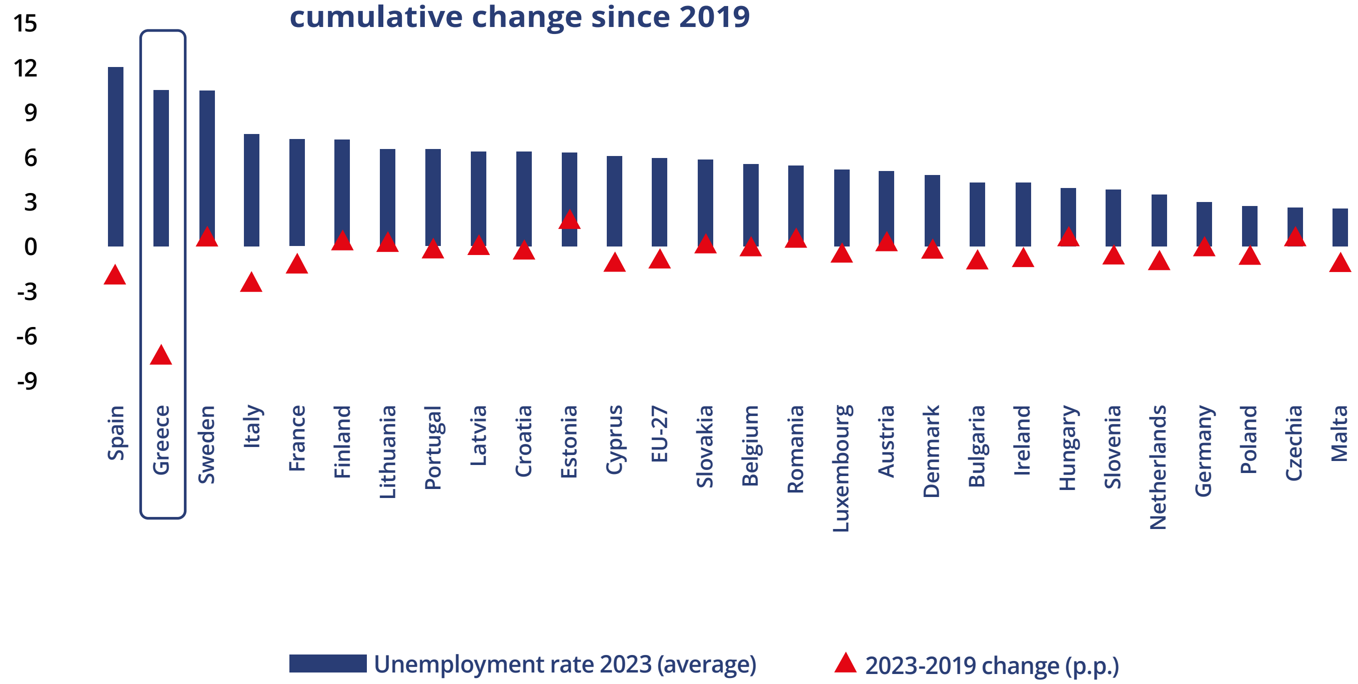
Furthermore, Greece achieved a significant milestone, in 2023, by regaining investment grade status after 13 years. Several rating agencies upgraded Greece's creditworthiness above the particular threshold, due to the continued improvement in macroeconomic and fiscal figures.

DBRS upgraded Greece to BBB (low), in September, whereas S&P, in October, and Fitch, in December, both upgraded Greece to BBB-, with a stable outlook (Graph 4).

The General Government primary balance remained in positive territory, in 2023, for the second consecutive year, standing at 1.9% of GDP. According to the 2024 State Budget of the Ministry of Economy and Finance, the General Government primary balance is forecasted to further increase to 2.1% of GDP, in 2024. The performance of public finances, in 2023, is mainly attributed to the increase in tax revenues, stemming from the positive economic growth rate (2%). Furthermore, in 2023, public debt as a percentage of GDP continued to decline, reaching 161.9% of GDP, while the debt-to-GDP ratio is expected to further decrease to 152.7% in the current year (Ministry of Economy and Finance, Stability Programme 2024).

The unemployment rate stood at an average of 11.1%, in 2023, from 12.4%, in 2022.
Employment continued to grow, in 2023, although at a slower pace than the previous year (1.3%, in 2023, compared to 5.4%, in 2022).
It is noted that, after a long period during which Greece had the highest unemployment rate in the EU-27, from 2021 onwards, this rate has fallen below that of Spain (Graph 5). The cumulative reduction in the unemployment rate in Greece, in 2023, compared to 2019, i.e., before the pandemic, was the largest in the EU-27 (6.2 percentage points), while in the majority of member states, the differences between the two periods were marginal.

Graph 5.
The unemployment rate in the EU member states in 2023 and its cumulative change since 2019



Source: Eurostat

The domestic real estate market continued to recover at a strong pace in 2023. According to the latest (provisional) data by the Bank of Greece, nominal house prices rose by 13.4%, compared to 11.9%, in 2022. Similarly, commercial real estate prices (offices and shops) remained on an upward trajectory, in 2023, rising by 5.9% and 6.9%,, respectively.

In 2023, the profitability of Greek banks increased by 11.6% compared to 2022. The Total Capital Ratio (TCR) for the Greek banks, on a consolidated basis, stood at 18.7%, in December 2023, from 17.5%, in December 2022, whereas the Common Equity Tier 1 (CET 1) ratio reached 15.5%, from 14.5%, in December 2022.

In 2023, the sum of the private sector's net monthly deposit flows into the domestic banking system was positive (Euro 5.8 billion), on the back of a total increase of Euro 8 billion, in 2022. Net credit expansion continued to rise, in 2023, although at a slower pace compared to the previous year.

The annual rate of change of total credit to the private sector stood at 3.6%, in December 2023, against 6.3%, in December 2022. Specifically, the annual rate of change of credit to non-financial corporations stood at 5.8%, in December 2023, whereas credit to households remained in negative territory.

The prospects of the Greek economy in 2024

Based on the latest forecasts (Ministry of Economy and Finance, European Commission, International Monetary Fund, Bank of Greece), real GDP growth is estimated to range between 2% and 2.5% in 2024, and between 1.9% and 2.6% in 2025, significantly above the Euro area average (0.8% and 1.4% respectively, according to the European Commission). Economic growth is projected to be supported mainly by: (i) the increased contribution of investment, on the back mainly of the Recovery and Resilience Facility (RRF) absorption, of the implementation of the Public Investment Budget (PIB) and of the increased Foreign Direct Investment (FDI) flows, (ii) the enhanced extroversion of the Greek firms, and (iii) the resilient private consumption, as inflationary pressures reside.

The international economy

In 2023, the global economy faced several challenges. Persistent inflationary pressures, despite the declining trend of the last months,, the banking sector turmoil and the tightening of monetary policy, were some of the major challenges. Furthermore, geopolitical uncertainties, mainly provoked by Russia's invasion of Ukraine, in early 2022, which continues to this day, as well as the extended conflict in the Middle East, further complicated the situation.

According to the International Monetary Fund (IMF, World Economic Outlook, April 2024), global Gross Domestic Product (GDP) growth decelerated to 3.2%, in 2023, from 3.5%, in 2022, while it is expected to remain at 3.2%, in 2024 and in 2025 (Graph 6). At the same time, global inflation pressures have been declining since end-2022, mainly as a result of the fall in fuel and energy commodity prices and of central banks' monetary policies. According to the IMF (World Economic Outlook, April 2024), global inflation is estimated to fall from 8.7%, in 2022, to 6.8%, in 2023, and 5.9%, in 2024, remaining above the pre-pandemic levels

According to the IMF (World Economic Outlook, April 2024), global inflation is estimated to fall from 8.7%, in 2022, to 6.8%, in 2023, and 5.9%, in 2024, remaining above the pre-pandemic levels

5.9% for 2024

In 2024, the tight monetary policy, which is necessary to tame persistent inflation, continues. The US Federal Reserve (Fed) has raised interest rates 11 times since March 2022, at a level ranging from 5.25% to 5.50%. However, the Fed has kept the policy rate unchanged since its meeting in September 2023. The Bank of England (BoE) has raised its policy rate 14 times, between December 2021 and August 2023, to 5.25%, keeping it unchanged in subsequent meetings. Finally, the European Central Bank (ECB) proceeded with 10 consecutive interest rate increases, in 2022 and 2023. In June 2024, the ECB made its first rate cut by 0.25%, with the deposit rate set at 3.75% (Graph 7).

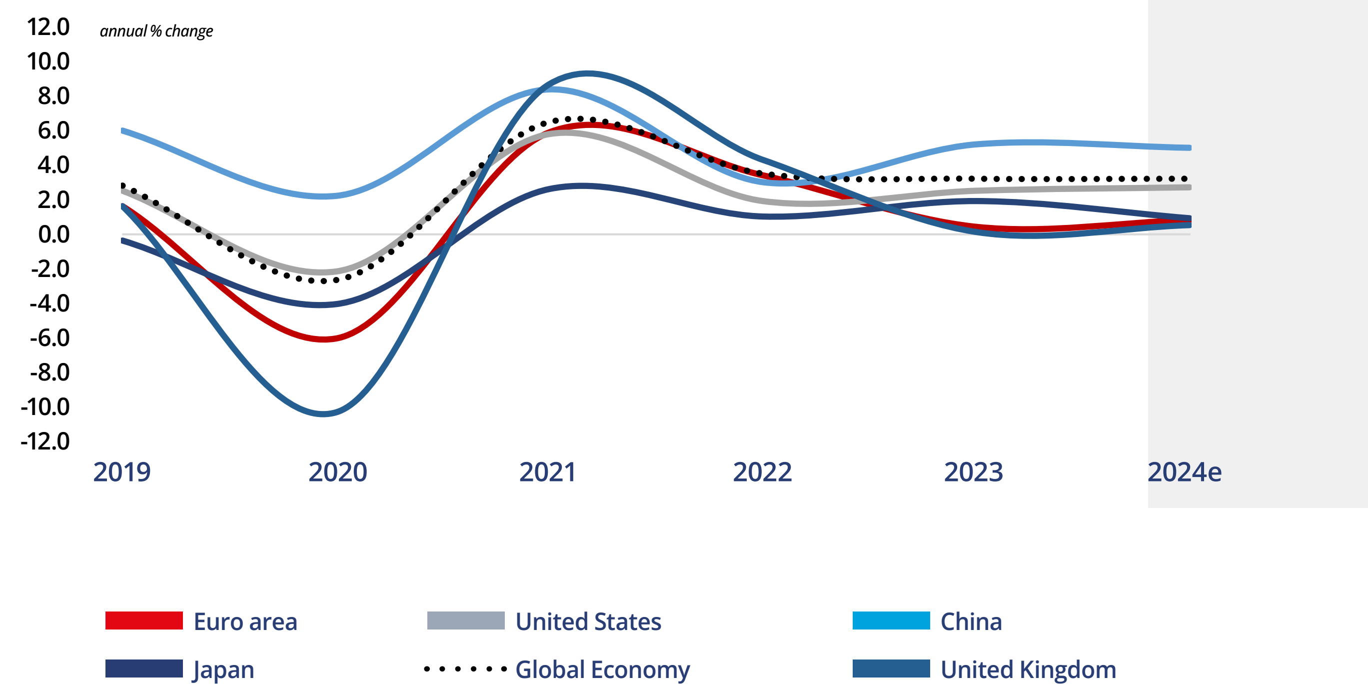
Currently, the global economic activity continues to show signs of improvement and resilience, despite uncertainties that could affect it and are summarized in the following:

First, the geopolitical tensions in Ukraine and the Middle East. The duration of the Russian invasion of Ukraine and the possibility of a wider turmoil in the Middle East could disrupt global trade and increase the volatility of oil prices (Graph 8), potentially leading to a renewed inflation shock.

Second, there is a risk of global geo-economic fragmentation.
The pandemic and the energy crisis have affected international relations and the rivalry between the US and China. Furthermore, governments have promoted initiatives, such as the Inflation Reduction Act (IRA) and the Chips Act in the US, as well as the European response, the EU's Green Deal Industrial Plan.

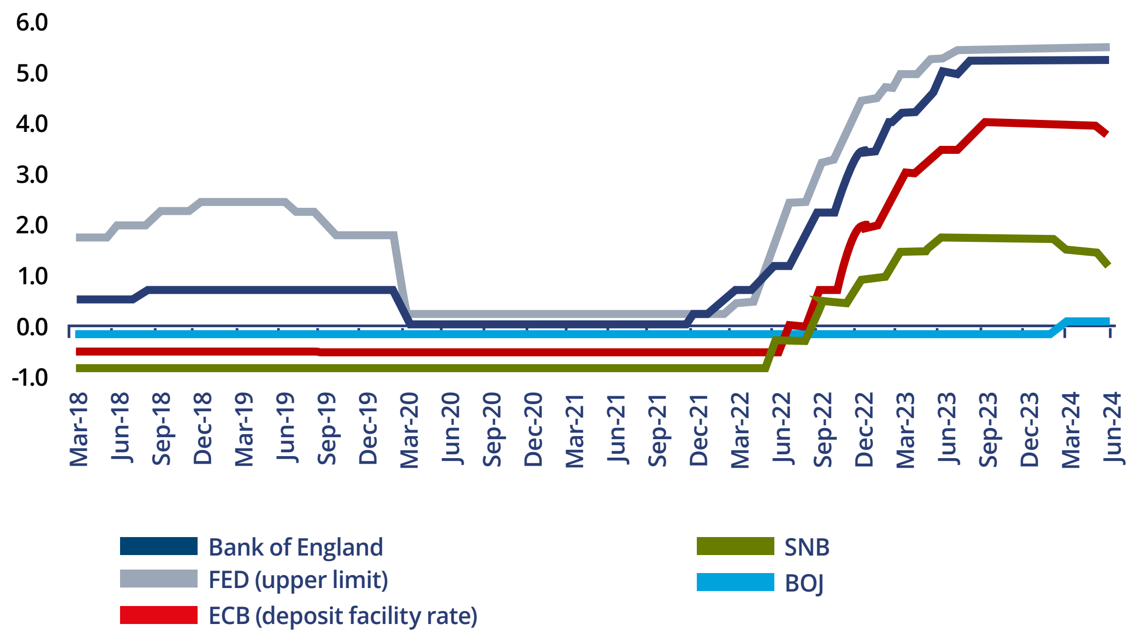
Third, China's economic growth. China's economy rebounded in 2023, with uncertainties, however, remaining due to real estate market pressures. Monetary and fiscal policy will continue to support China's growth in the short term,

Graph 6.
GDP Growth Rates of selected countries



Source: IMF staff estimates

Graph 7.
Central Banks Policy Interest Rates, %



Source: Bloomberg

as structural reforms need to be implemented in the country.

Fourth, the impact of climate change on public finances should be considered. Climate disasters and the rise of the global temperature are burdening public finances, disproportionally affecting emerging markets and developing economies, relative to advanced ones. In addition, the green transition requires significant structural investments.

Fifth, 2024 will be a crucial election year, as more than half of the world's population is expected to go to the polls. Attention is focused on the US elections, with the result likely to affect relations with Europe and China.

In 2023, economic growth in the USA accelerated, with growth rate at 2.5%, compared to 1.9%, in 2022 (IMF, World Economic Outlook, April 2024). Increased private consumption and a strong labor market were the catalysts that contributed to GDP growth. According to the IMF (World Economic Outlook, April 2024), US GDP is projected to grow by 2.7%, in 2024. US policymakers have to deal with both the effects, with a time lag, of tight monetary policy and the election process at the end of the year, which may affect demand. In addition, the US labor market continues to be resilient, despite prolonged high inflation and historically tight monetary policy. The unemployment rate remained in a narrow range of 3.4% to 3.8% during the last year. The inflation in the USA eased to 4.1%, in 2023, from 8.0% in 2022 and is expected to stand at 2.9% in 2024, reaching the medium-term target of 2%.

In China, GDP growth accelerated from 3.0%, in 2022, to 5.2%, in 2023, as a result of the opening of the economy after COVID-19, the recovery in private consumption and tax cuts for households and enterprises, despite problems in the property market. In 2024, GDP is expected to grow by 5.0%, according to the IMF (Country Report, May 2024).

In Japan, GDP grew by 1.9%, in 2023, compared to 1.0%, in 2022, whereas it is expected to grow by 0.9%, in 2024 (IMF, World Economic Outlook, April 2024). Tourism and domestic consumption are the main factors expected to boost the economy.

The economic growth rate in the euro area (EA) stood at only 0.6%, in 2023, compared to 3.4%, in 2022 (ECB, Macroeconomic projections, June 2024). The main factors that played an important role in the anemic economic growth of the EA last year were high interest rates and, therefore, tighter financing conditions, as well as the recession in Germany.

The marginal recovery in 2024, at 0.9%, is expected to be based mainly on the strengthening of real disposable income and external demand, and thus on an increase in private consumption and exports.

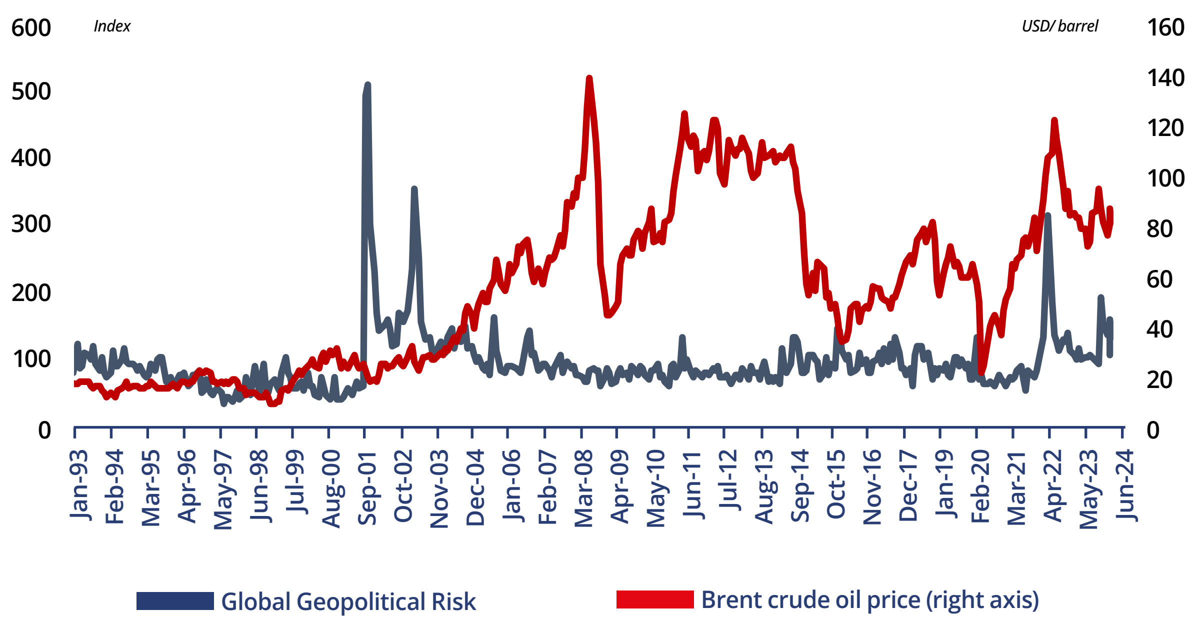
Regarding inflation based on the Harmonized Index of Consumer Prices in the EA, this stood at 5.4%, in 2023, from 8.4%, in 2022, and is estimated to fall further to 2.5%, in 2024, and 2.2%, in 2025, close to the target of the ECB ECB, Macroeconomic projections, June 2024. As a result, the ECB, at its April 2024 meeting, kept its key.

In the United Kingdom, real GDP increased marginally by 0.1%, in 2023, from 4.3%, in 2022, narrowly avoiding recession, while the IMF (World Economic Outlook, April 2024) estimates that GDP will grow by 0.5%, in 2024, as the negative effects of high energy prices gradually diminish, and the deflationary process allows the recovery of real incomes. The tightening of monetary policy by the BoE led to a rapid deceleration of inflation, from the high 11.1% in October 2022, to 2.0%, in May 2024 (Graph 9).

Economic activity in Cyprus has fully recovered after the pandemic crisis but the rate of economic growth was weaker, in 2023, at 2.5%, compared to the growth rates, in 2021-2022. The slowdown in economic activity is mainly attributed to inflationary pressures, higher interest rates and the weakened macroeconomic outlook of the country's trading partners. The ECB (Macroeconomic projections, June 2024) estimates that GDP will grow by 3.0% in 2024. Harmonized inflation decelerated to 3.9%, in 2023, from 8.1%, in 2022 and, according to the ECB, it is expected to decline further to 2.1% in 2024.

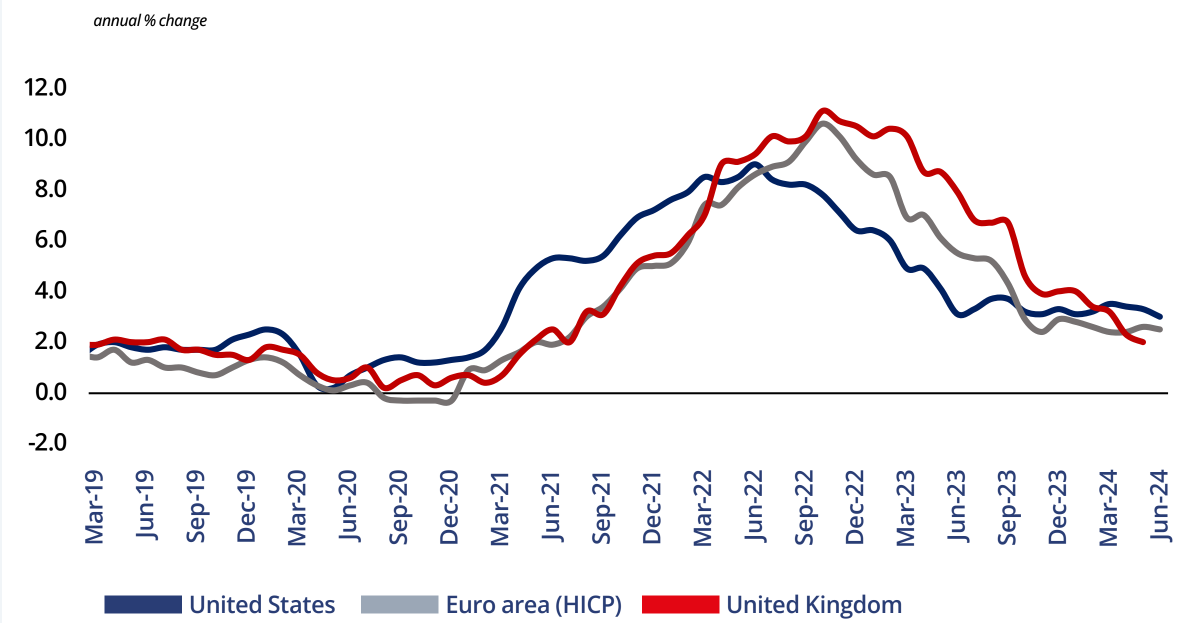
Finally, Romania’s real GDP grew by 2.1%, in 2023, from 4.1%, in 2022, as a result of high inflation and its impact on real disposable income, as well as of lower external demand. According to the European Commission (Spring 2024 Economic Forecast, May 2024), GDP is expected to grow by 3.3%, in 2024, with private consumption growth expected to accelerate, while investments will remain the growth catalyst. Harmonized inflation stood at 9.7%, in 2023, while, according to the European Commission Spring 2024 Economic Forecast, May 2024, it is expected to slow down to 5.9%, in 2024.

Graph 8.
Geopolitical risk and oil prices



Source: Caldara and Iacoviello 2022, Bloomberg

Graph 9.
Inflationary pressures ease



Source: Bloomberg

02

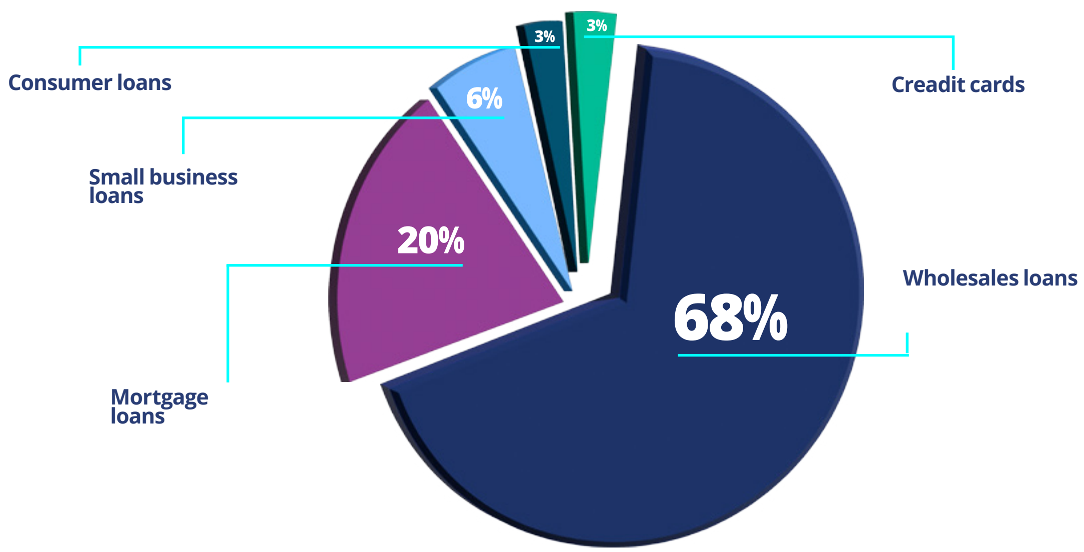
BUSINESS UNITS

The Alpha Bank Group is one of the leading financial Groups in Greece and offers a wide range of quality financial products and services to individuals and businesses in the domestic and international market. On 31.12.2023, the Bank's market share in deposits stood at 21.9%. It is worth noting that the Group also has an extensive loan portfolio that covers all key activity sectors of the Greek Economy. On 31.12.2023, the Bank's market share in domestic business loans stood at 21.0%, thus making the Group one of the market leaders in terms of Greek enterprises' financing.

The Group offers a wide range of financial products and services, encompassing retail banking, medium-sized enterprises' and large corporations' banking, asset management and private banking, the distribution of insurance products, factoring, leasing, investment banking, brokerage and real estate management.

The Retail Banking Business Unit covers all Individuals-Customers of the Group, self-employed professionals and small as well as very small enterprises. The Wholesale Banking Business Unit includes partnering medium-sized enterprises and large corporations, enterprises with multinational activities and shipping companies.

Group Loans Breakdown 31.12.2023



In 2023, Group loans amounted to Euro 37.1 billion, out of which 68% were wholesale loans, 20% mortgage loans, 6% small business loans, 3% consumer loans and 3% credit cards.

New Loan Disbursments (Greece)

Euro million.	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023
Individuals	109	146	118	149	114	112	123	169
Businesses	2.252	1.766	1.861	2.174	1.614	1.887	1.729	2.669
Total	**2.360**	**1.912**	**1.979**	**2.323**	**1.728**	**1.999**	**1.852**	**2.838**

In 2023, new loan disbursements in Greece stood at Euro 8.4 billion, out of which 94% concerned business loans and 6% concerned loans to individuals. New business loan disbursements were mainly allocated to sectors such as trade, tourism, utilities, transportation and manufacturing.

With regard to the entire banking system, the balance of loans to the private sector stood at Euro 118.4 billion at the end of 2023, with a positive annual growth rate of 3.6%. With respect to the total credit to the private sector, 64% concerned corporate loans, 24% mortgage loans, 7% consumer loans and 4% loans to self-employed professionals, farmers and individual businesses.

Specifically, the balance of loans to businesses increased by 6.9%, on an annual basis, and stood at Euro 76.4 billion in December 2023, while credit to non-financial corporations increased by 5.9%, on an annual basis, to Euro 67.5 billion.

With regard to the loans to households, these stood at Euro 37.4 billion and their negative annual growth rate stood at 2.0% in December 2023. In terms of individual categories of credit to households, mortgage loans decreased by 3.5% on an annual basis in December 2023, while consumer loans increased by 3.4% on an annual basis.

Finally, credit to self-employed professionals, farmers and individual businesses amounted to Euro 4.6 billion and their negative annual growth rate stood at 1.3% in December 2023.

Retail Banking

Housing loans and consumer loans

2023 was a year during which the geopolitical uncertainty caused by the continuation of the war in Ukraine maintained inflationary pressures on the economy at national, European and global level.

Some of the consequences that households had to face were the reduction of their disposable income, as a result of rising product prices and energy derivatives, and the increase of interbank rates, which weighed on their debt obligations.

At the same time, technological developments in the field of artificial intelligence and the firm commitment of European countries to sustainable development, create new challenges for the banking sector.

The Greek Mortgage Loans market in 2023 closed with disbursements of Euro 1.3 billion, recording a percentage increase of

7% on annual basis

while Alpha Bank's new disbursements increased accordingly.

Alpha Bank, demonstrating once again its increased social awareness, took a number of actions to actively support the affected households, remaining steadily and consistently on their side. Thus, it continued to offer competitive interest rates, despite the continuing upward rate hike cycle that began in July 2022. The shift of Customers to fixed interest rates, as a means of protection against possible Euribor fluctuations in the future, characterized 2023, with existing Customers predominantly requesting the conversion of their loans' interest rate from floating to fixed, in order to limit the amount of the instalment paid, while the majority of new mortgage loans were disbursed at a fixed rate.

In April 2023, Alpha Bank signed an Operational Agreement with the Greek State for its participation in the State Co-financed Program "Spiti mou", in partnership with the Hellenic Development Bank (HDB), with resources funded by the Public Employment Service (DYPA). The new Program concerned the granting of low-interest housing loans to young people, from twenty-five (25) to thirty-nine (39) years old, with preferential financing terms, in order for them to meet their housing needs by purchasing their first home. In addition, the Program provided the possibility of interest-free housing loans to families with three or more children, with a 100% subsidy of the interest rate by the Greek State. From the beginning of the Program until the end of 2023, approximately 25% of the HDB-approved loans had already been disbursed.

Furthermore, in May 2023, the Bank implemented the Reward Program for Consistent Mortgage Borrowers, by automatically including in the Program updated loan accounts kept at variable rates. The aim of the Program was to reduce the current rates of floating rate mortgage loans and to protect borrowers from possible future increases in benchmark rates.

In addition, in October 2023, actions were announced to support households affected by the extensive natural disasters that hit many areas of the country, involving the suspension of the loan obligations of those affected until 31.12.2023.

Finally, as part of the efforts for automation and digital transformation, the project of redesigning the Mortgage Loan approval process is underway, aimed at improving customer service levels and the overall Customer Experience.

In the Consumer Lending sector, 2023 closed with new market disbursements amounting to Euro 1.2 billion and Alpha Bank maintaining its share at high levels. During the year, the Bank absorbed part of the increase in interbank market rates, continuing to offer highly competitive fixed interest rates to its Customers.

At the same time, the strategy to enhance sales through digital channels, supported by a significant number of promotional activities and combined with technical and other improvements (counter-offer mechanism, etc.), contributed significantly to the increase in the disbursements of the digital consumer loan "My Alpha Quick Loan", which represented c. 70% of all disbursements of consumer loans sold by the Bank's networks.

Moreover, in the context of the European Requirements for Sustainability and Green Growth, the Bank continues to support and strengthen its wide range of green loans, under the "Alpha Green Solutions" umbrella, which aim to meet needs such as the purchase or construction of energy-sustainable new homes, the upgrading of the energy efficiency of existing ones and the purchase of electric or hybrid vehicles, on particularly favorable terms. In this context, during 2023, Alpha Bank actively participated, for yet another year, in state programs such as the "Exoikonomo 2021" program in order to reduce its energy footprint, as well as in the "e-Astypalea" action. As the only bank present on the island of Astypalea, Alpha Bank is a key member of the local community, contributing to the local authorities' initiatives for creating a clean-mobility model island.

Finally, in 2023, the Bank maintained its strong market share in Consumer Loans offered through partnering merchants active in the car sales and in other durable goods sectors, strengthening its sales team with new executives and leveraging and strengthening its existing wide network of partners. In fact, in the perimeter of car loans, Alpha Bank recorded a remarkable increase of 40% in sales, compared to the previous year.

Cards

In 2023, the Greek economy grew at a pace significantly faster than the Eurozone average, supported by the increase in investment, the recovery of private and public consumption, the employment growth as well as the increase of Greek tourism.

Headline inflation slowed down significantly, despite the persistence of food inflation, primarily due to the decline of the prices of energy goods.

In this environment, the ownership and use shares of Alpha Bank cards continued to grow at high rates, maintaining their strong position in the Greek market. In particular, Alpha Bank credit cards maintained their leading position, business cards continued to have a share higher than the share of the corresponding key figures of the Bank, while debit cards also grew, following the growth of the market.

An important contribution to the above results came from the Bank's strategic initiatives for strengthening digital sales, increasing the penetration of digital wallets and placing emphasis on high-value Customer segments through the development of a new operating model.

In the context of developing digital banking Customer service and providing innovative digital services, in September 2023 the Bank introduced the new option for Individuals-Customers to issue a new credit card via "e-Banking". More specifically, Individuals who are e-Banking subscribers can obtain a new credit card easily, quickly and securely, using myAlpha Mobile and myAlpha Web, without having to visit a Branch. This is a new, high-priority channel for the Bank, which contributed significantly to the growth of its cards portfolio in 2023 and will certainly have an even greater contribution to helping the Bank maintain its strong position in the credit cards market.

Maintaining its strong position in the field of innovation and digital payments is an ongoing goal for Alpha Bank, which was the first bank to launch Apple Pay (2020) and Google Pay (2021) in the Greek market. In this direction, Alpha Bank, responding to modern-day needs for contactless transactions, induced its Customers to the ease and security of contactless payments in physical and online stores. Thus, Alpha Bank recorded significant growth in digital payments, maintaining its strong position.

In tandem with the above developments, during 2023, in the context of its strategy to provide innovative products and support the state's initiatives to strengthen the economy, Alpha Bank responded immediately and participated again in all state aid programs announced: Market Pass, Dentist Pass & Youth Pass. The process for obtaining the Market Pass Visa, Dentist Pass Visa & Youth Pass Visa digital cards, through which the above financial aids were paid to the beneficiaries, was implemented using myAlpha Mobile, as the service allows cards to be used for purchases in physical stores, after being added by the user to a digital wallet on their mobile phone, as well as for online purchases.

Moreover, with a view to providing modern-day, competitive products and services to the Customer segment "Families with children", as well as to engaging younger audiences, in October 2023 the Bank introduced myAlpha Vibe – a new app/service available exclusively via myAlpha Mobile. With myAlpha Vibe, Alpha Bank became the first systemic bank to address teenagers aged 15 to 18, offering to Customers the option to issue a digital, prepaid and reloadable Mastercard debit card, so that they can give pocket money to their children as frequently as they wish, without having to visit a Branch. At the same time, they also provide their children with their own app (a simpler version of myAlpha Mobile), which they can manage on their own mobile phones, managing their pocket money according to their needs. The commercial launch of the innovative myAlpha Vibe app was accompanied by a strong advertising campaign. Furthermore, myAlpha Vibe received a Distinction Award in the category "Innovation in Customer Experience" at the National Customer Service Awards 2023.

Responding to the growing needs of modern Greek businesses for higher efficiency, speed in procedures and a smooth transition to the digital age, Alpha Bank presented and strongly promoted, in 2023, bizpay – the only integrated solution for the exclusively digital management of corporate expenses offered by a Greek bank. The bizpay solution consists of reloadable prepaid Visa cards, the bizpay mobile app used by the cardholders, and myAlpha Web for Business. bizpay Cardholders (employees and business partners) use their cards to meet the daily needs of their business, monitor their transactions and the available balance of their card, while they also submit the required supporting documents digitally, as photos, using the bizpay app. The management of bizpay cards and transactions is carried out exclusively by the business, via myAlpha Web for Business. With the combined use of the bizpay app and myAlpha Web for Business, the bizpay solution saves businesses time and helps reduce bureaucracy within each organization. The bizpay solution received a Distinction Award in the category "Best Mobile App in User Experience" at the National Customer Service Awards 2023.

Moreover, during 2023 Alpha Bank carried out significant promotional activities to support sales across its entire cards portfolio.

Finally, an extremely significant development was the announcement of Alpha Bank's partnership with Visa for launching "ecolytiq", a green solution designed to raise consumer awareness of the carbon footprint associated with their transactions and encourage the adoption of more sustainable behaviors.

Bonus Program

During 2023, the **Bonus Program** maintained its momentum, showing a significant increase in the number of redeemers, with approximately 2 million redemption transactions as a result of a comprehensive annual plan of actions, maintaining the balance between redemption offers and promotions for the collection of additional Bonus points, which meet the needs and wishes of the Bank's Customers. Alongside the development of the new **e-Coupons** functionality of the **Bonus App**, this new redemption channel increased its momentum and contributed significantly to the increase of the Customers' engagement, with over 40,000 redemptions. For 2024, the goal is to enrich the categories of participating merchants with even stronger redemption offers. In addition, in collaboration with "The Green City", the largest recycling program in Europe, a new functionality has been added to the Bonus app, using which Customers can earn "The Green City" points by recycling, which they can then convert to Bonus points.

In 2023, the Bonus Program garnered the following important distinctions:

(1) The Bonus App was named "Product of the Year 2023" in the category "Banking Loyalty Programs", for its new option allowing the redemption of Bonus points and the acquisition of e-Coupons;
(2) The Bonus app received the Silver Award in the category "Best CX/Customer Loyalty Initiative", at the Digital Finance Awards 2023; and
(3) The "Bonus Charity" initiative of the Bonus Program received the Gold Award in the category "Responsible Product / Affinity Marketing / Cause-Related Marketing", at the Hellenic Responsible Business Awards 2023.

Customer Experience

In 2023, the development of Customer Experience Management was implemented systematically, aiming for a unified, high-level Customer Experience (CX) based on the following axes:

1. Customer Experience Measurement

We designed and implemented a systematic measurement of Customer Experience at key "moments of truth" and "touchpoints", which provided meaningful insights regarding Customer expectations and needs.

- The structured approach to measuring and tracking Customer Experience underwent enhancements, focusing on the broader Customer relationship with the Bank and their interactions across various touchpoints. This was achieved by leveraging robust international Customer Experience metrics such as Net Promoter Score (NPS), Customer Satisfaction (CSAT), and Customer Effort Score (CES).
  The Relationship Net Promoter Score (rNPS) was introduced as a novel metric to evaluate the overall relationship between Customers and the Bank. This addition offers the advantage of correlating these results with the Bank's Customer data, thereby enhancing the reliability of the insights gained. Additionally, tNPS surveys were implemented to capture Customer experiences at additional touchpoints, enhancing the evaluation of the Bank's offered services and products.
  By integrating NPS with insights from complementary metrics like daily transactional NPS surveys and Customer satisfaction surveys, actionable steps to improve the delivered services were identified and prioritized.
- We conducted an analysis of feedback material, which included:
  - Insights from the experiences of **40,000** Customers obtained through various channels, including satisfaction and daily surveys conducted at critical touchpoints such as Web & Mobile Banking, ATMs, and Cards.
  - In-depth analysis and review of more than **2,500** cases of complaints and comments gathered from all available sources.

2. CX Insights – Interventions

Customer and Employee feedback is given serious consideration, with data analysis aimed at understanding and addressing Customers' needs and expectations to enhance services and experiences. Every three months, Customer insights are presented internally, followed by syndication and workshops, addressing specific issues. Subsequently, employees and departments are tasked with implementing corrective actions aimed at improving these experiences.

The synthesis of data from all available sources generates Customer Insights, which highlight challenges and improvement opportunities across all areas of the Bank. These improvement actions are integral components of the "Voice of the Customer" program, which is crafted to capture Customer perceptions and narrow the gap between expectations and experiences. This program ensures that the Customer's voice is maximally incorporated into the design of every new service or product.

Collaboration within Alpha Bank - Branch Employees Survey

Fostering a Customer-centric approach to designing our internal processes and by conducting an internal survey of all Branch Frontline employees, we evaluated the level of satisfaction regarding the collaboration between Branch Network Employees and their support departments, with a high participation rate of 75%. In total, nearly 30 actionable improvement initiatives with a specific action plan were set based on the Design Thinking methodology.

FCR Budget @ Branch

In collaboration with the Retail Banking Business Unit, we have expanded the "First Contact Resolution Budget" authority to encompass the entire Branch Network. With the implementation of this initiative, each branch now possesses the autonomy to utilize the allocated budget as required to promptly resolve monetary Customer disputes on-site. Over a six-month period**, 50%** of the Branch Network has utilized this approval authority at least once. This has led to notable benefits, including reduced Customer servicing time, prevention of Customer dissatisfaction, and minimized branch effort. These improvements stem from the elimination of the need to route approval requests to the relevant Central Division.

3. Customer Centricity

CX acts as a catalyst for embedding Customer-centricity across the Bank, fostering strong collaboration with all departments. We actively promote initiatives to cultivate a unified culture that prioritizes Customer needs in every decision we make.

To achieve this, we have implemented a plan to cultivate a common understanding and promote connectivity across all departments of the Bank, thereby fostering a culture centered around the Customer.

CX Academy

The focal point of our initiatives is the establishment of the CX Academy, strategically crafted to bolster the Bank's direction and elevate the CX ecosystem. CX Academy is working towards popularizing the CX concept and serve as a hub where we furnish methodologies, tools, and practical insights, all geared towards leveraging

Customer experience enhancing Bank's Staff reskilling and up-skilling efforts.

Servicing Profile Training

Additionally, we have developed customized training programs such as the Servicing Profile Training, tailored specifically for Branch Network staff. This program emphasizes Customer-centric approaches, communication skills, collaboration, and effective Customer management. To ensure the effectiveness of these training endeavors, we have notably intensified our monitoring efforts, as follows:

33 eLearnings in place and

19 Webinars were conducted

62.308 training hours were completed

20 hours of training, on average, each employee underwent

97% of frontline employees participated in at least one CX Academy.

81% successfully finished the basic CX Academy Servicing Profile Training

National Customer Service Week and International CX Day

We actively engaged in commemorating National Customer Service Week and International CX Day, organizing various initiatives to underscore our values, foster teamwork, and enhance collaboration among our teams, with a key emphasis on the human element. Our aim was to spotlight our Customer-centric philosophy and unwavering commitment to delivering an exceptional experience to our Customers. Through these activities, we expressed gratitude to both our Customers and the dedicated individuals within the Bank who serve and support them on a daily basis.

Under the overarching theme **"Walk in my shoes"**, we underscored the importance of servicing for both Customers and partners-colleagues, emphasizing the value of empathy. Through interactive experiences, we shared success stories from our Customers' perspective, emphasizing the crucial role of understanding and empathy in delivering outstanding service.

"Share your positive experience" Customer Initiative

As a token of gratitude, we invited our Customers to share exceptional positive experiences they've had with our service. In return, they were rewarded with 3,000 Bonus points, redeemable at partner companies participating in the Bonus program.

"Walk in my shoes" – Shadowing Program

To cultivate collaboration, Employees serving Customers and their counterparts from Head Office Divisions supporting daily operations, engaged in an exchange program. This initiative aimed to provide firsthand, unfiltered experiences by enabling participants to observe colleagues in authentic interactions with Customers and within their work environments. By immersing themselves in their colleagues' roles, participants gained a deeper understanding of their daily experiences and the challenges they encounter.

The participants in the program were **27 Employees** from 6 Network Branches, 3 Customer Service Sections and 6 Head Office Divisions.

Digital Sales

In 2023, digital sales through the Bank's alternative networks grew significantly. The percentage of all products distributed over digital channels accounted for 23% of all the products distributed to Retail Banking Customers. Particularly noteworthy is the significant increase, compared to 2022, in the online sales of the digital consumer loan myAlpha Quick Loan, available through myAlpha Mobile and myAlpha Web, with the overwhelming majority of the applications for the loans disbursed in 2023 being submitted via mobile phones, representing 68% of all consumer loans and 42% of the total amount (in Euros) disbursed by the Bank.

Similarly, both the percentage of online debit card issuances, which reached 35% of total issuances, and the percentage of online term deposits by Individuals (Alpha Online Term Deposit and Alpha Online Term Deposit with Bonus) were high, with the process for 55% of the new term deposits being completed through the Bank's Digital Networks. Additionally, out of the total number of accounts opened by all Customers who chose to begin their banking relationship with Alpha Bank in 2023, 16% were opened used the Retail Onboarding service available through the myAlpha Mobile app.

Finally, major new digital products that were supported with commercial success were made available on digital channels in 2024. The new myAlpha Benefit transaction program was added to the available online products in early 2023, providing Individuals with the opportunity to reduce their transaction expenses. In October 2023, Customers were offered the option to give digital "pocket money" to their children, using myAlpha Mobile and the specially configured myAlpha Vibe app, exclusively tailored to the product's requirements and the teenagers' management of their digital cards.

Deposit products

2023 was a particularly positive year for the Greek economy, which recorded satisfactory growth rates, significantly higher than the eurozone average, while key indicators such as inflation and unemployment rate declined substantially. A landmark event, which reflects the improvement in the domestic economic climate, was the upgrade of the country's credit rating to investment grade status, by three out of the four international rating agencies recognized by the Eurosystem.

The strong performance of the Greek economy was a major factor in strengthening bank deposits, maintaining the steady upward trend of recent years. In total, inflows of Euro 6 billion were recorded, with Individuals' deposits absorbing the largest part of the increase (Euro 5.3 billion) and deposits from Businesses absorbing Euro 0.7 billion.

Alpha Bank's deposit balances recorded a significant increase during the year. In line with the market trend, the Bank's deposit base steadily strengthened throughout the year, with the best performance being recorded, in equal parts, in the second and last quarter of the year. The notable increase in the Bank's deposit base helped the Bank maintain its share of the market compared to the competition, demonstrating the steady and long-standing trust of its Customers. Key factors of decisive significance for the high level of trust of the Bank's depositors are its strong capital adequacy, its stable presence in the domestic banking system, as well as the high level of service provided by its Branch Network as well as via its digital channels.

Alpha Bank offers to its Customers a comprehensive and up-to-date range of deposit product options, which are constantly expanding and adapting to market trends and conditions in order to cater to all their needs. In 2023, emphasis was placed on term deposit products, providing expanded options in terms of duration and minimum initial deposit amount, through all available service channels. Significant success was achieved by the structured term deposits "Extra Profit" as well as by the "Alpha Plus" products, which combine term deposits with investment in mutual funds. Notable additions to the already comprehensive range of products and services available through digital channels, were introduction of the "Alpha Payroll" account and of the capability to close Individual accounts via the myAlpha Web and myAlpha Mobile services.

During 2023, in line with the trend of Eurosystem interest rates, Alpha Bank proceeded to increase substantially the interest rates of its deposit products, especially of term deposits, thereby meeting the needs of its Customers.

Bancassurance

The Bancassurance industry remained almost stable compared to 2022 (recording a mere 4% growth in GWP), while Alpha Bank increased its market share by 6%, mainly by creating new insurance products and focusing its activities on products that better reflect market conditions and thus have particular potential.

In the General and Health Insurance sectors, Alpha Bank, in collaboration with its strategic partner, Generali Hellas, communicated to the general public the potential of their partnership in a joint advertising campaign, in the form of a narrative film whose story is about breaking free from negative thoughts thanks to the security provided by the two leading companies. This marked the launch of a new bancassurance approach, which focuses on the Customer's needs and how these can be met by modern insurance products. Guided by this approach, activities during 2023 concentrated on the design of new insurance products and the development of digital channels aimed at upgrading the Customer Experience. In terms of product categories, the Property sector was the main priority pillar, for both Individuals and Businesses, mainly driven by the strong climate change phenomena and the increased tax incentives introduced by the government.

In the area of pension-savings programs (unit linked), Alpha Bank, in collaboration with AlphaLife, continued its successful course of the previous years with special editions of limited-duration Unit Linked programs, launching two new editions, Alpha Evolution GTS 112 and EQ 40-100, in May and September, respectively. These are insurance-based investment products with lump-sum payment, which achieve returns by investing the insurance premium in a structured Mutual Fund under management by Alpha Asset Management. In tandem with the establishment of the Unit Linked products, the interest rate adjustments in the classic savings plans, which complete AlphaLife's product range, contributed to the significant increase in sales.

Wholesale Banking

Small business loans

Initiatives for small businesses

In 2023, Alpha Bank implemented an integrated strategic framework to support entrepreneurship and enhance the competitiveness of Small Businesses, promoting modern solutions, focused both on meeting the daily needs of Small Businesses and strengthening their growth prospects.

At the end of 2023, the total balance of loans to Small Businesses (with credit limits up to Euro 1 million) stood at Euro

2.1 billion.

ALPHA BANK GOLD BUSINESS BANKING

In 2023, as Alpha Bank continued to successfully develop the **"Alpha Bank Gold Business Banking"** Service, the number of the Service's Business Members increased by 20% compared to 2022.

The Service ecosystem remained committed to providing an optimal Customer Experience at the Branches, as well as through the available digital channels. The specialized and experienced Gold Business Banking Branch RMs offered value added solutions through advisory support and guidance, contributing to the effective implementation of the Customers' investment plans and to the sustainable development of their businesses.

Business Advisory Banking – myAdvisor

At Alpha Bank, supporting small and medium-sized enterprises and adopting sustainable development principles and practices are core strategic choices. To serve this purpose, while also leveraging the advantages offered by digital technology, the new Business Advisory Banking service "myAdvisor" was developed, enables the specialized Branch Business RMs to thoroughly analyze each business, providing valuable insights and advice. myAdvisor constitutes a diagnostic tool for analyzing business profiles and needs, through a structured methodology (Customer analytics), offering advisory guidance, personalized solutions, and distinguished service.

More specifically, by holding using myAdvisor at the business' premises, each company receives tailored advisory services and technical expertise, aimed at:

- Keeping the business informed about the latest developments regarding the industry it operates in
- Identifying the actual needs of the business, jointly analyzing the transactional business cycle and presenting comparable indicators of operational efficiency that allow evaluation against current and future goals
- Maximizing the use of subsidized development financial tools, for the implementation of value-added investment plans, by confirming eligibility for such programs
- Shaping the appropriate banking solutions for conducting daily transactions, swiftly and easily
- Providing a clear roadmap for the next business steps and for achieving the business objectives.

Financial instruments in cooperation with national and European institutions addressed to small and medium-sized enterprises (SMEs)

Alpha Bank supports Greek entrepreneurship in practice, providing liquidity to Small and Medium-sized Enterprises to enhance their competitiveness in the Greek and international market.

In 2023, as business activity began to gradually recover from the pandemic, Alpha Bank continued to stand on the side of businesses, deploying State and European Financial Instruments, in collaboration with the Hellenic Development Bank (HDB) and the European Investment Fund (EIF), in order to enhance their liquidity and help them smoothly adapt to new challenges after the Covid-19 pandemic.

– Action "Business Funding - Entrepreneurship Fund II" (TEPIX II)

In May 2021, the Bank, in order to further support businesses made available again the Sub-Program (1) of the Action "Business Financing - Entrepreneurship Fund II" and the financing of investment plans in collaboration with the HDB, which continued throughout 2022 and 2023. The Program involves the provision of loan financing for investment purposes to SMEs, for the implementation of new projects, enhancing the country's investment activity, with 40% interest-free financing due to the capital injection of Entrepreneurship Fund II (TEPIX II).

Until 31.12.2022, total disbursements amounted to Euro 71.27 million.

– "HDB-TMEDE Loan Guarantee Fund for Businesses"

In October 2021, a new Support Fund was added to the financial instruments and the Bank's partnerships with the HDB. The HDB-TMEDE Business Guarantee Fund" is addressed to Small and Medium Enterprises of the engineering design and construction sector, which have undertaken the execution of a project and/or a study of a public project. Businesses may receive working capital financing of up to Euro 200 thousand, with an 80% Guarantee from the HDB.

Following relevant amendments to the institutional framework of the Programme, its availability wad extended into 2023, incorporating businesses with eligible NACE codes and those wishing to undertake or having already undertaken the execution of a project and/or study of public interest, regardless of the stage of execution of the project or study, due to force majeure conditions and the energy crisis caused by Russia's invasion of Ukraine.

Until 31.12.2022, total disbursements amounted to Euro 2.49 million, while in 2023 an additional amount of Euro 598 thousand was disbursed, bringing total disbursements until 31.12.2023 up to Euro 3.09 million.

– "Innovation Guarantee Fund"

In September 2022, the Bank's financial tools were enriched with the "Innovation Guarantee Fund" Program, in order to strengthen the competitiveness of innovative newly established and existing Micro, Small and Medium Enterprises (SMEs), through the implementation of innovative investment projects aimed at:

- **Product Innovation:** creation and introduction to the market of a new or significantly improved product (good/service).

- **Process Innovation:** implementation of a new or significantly improved production process, distribution method, etc.
- **Organizational Innovation:** application of a new organizational method in the business practices of the company, in the organization of work or in the company's cooperative relations.
- **Marketing Innovation:** implementation of a new marketing strategy that requires significant changes in the design, packaging, positioning, promoting and/or pricing of the product.

Interested companies that can document their innovative nature by satisfying one of the twelve innovation criteria set by the Program, along with the other Eligibility Criteria, will have the opportunity to:

- Finance fixed and working capital expenses (purely connected to the innovative investment plan) on preferential terms, due to the guarantee provided at a rate of 80% on the loan capital
- Receive a grant of up to 20% on the disbursed loan, provided that they fulfill specific Innovation Criteria and ESG Criteria, in the form of a reduction of the loan capital.

Until 31.12.2023, total disbursements amounted to Euro 1.51 million.

– "EaSI Microfinance Guarantee Facility"

As of November 2020 and throughout 2022 and 2023, the Bank has made available the "EaSI Microfinance Guarantee Facility", addressed to Micro-Enterprises (with a turnover under Euro 2 million and with less than 10 employees), providing financing up to Euro 25 thousand without receiving additional collateral, due to the Guarantee provided by the EIF.

In the context of the EaSI Microfinance Guarantee Facility, which also provides, optionally, specialized advisory guidance, Alpha Bank in collaboration with the "Perrotis College" of the American Agricultural School, offers numerous training programs, professional training and specialized support in agri-food entrepreneurship (process optimization, sales development, production improvement, development of new products and services, processing, standardization, rational resource management, etc.).

Until 31.12.2023, total disbursements amounted to Euro 24.37 million.

– "Pan-European (Capped and Uncapped) Guarantee Funds"

In tandem with providing financing solutions to businesses for dealing with the negative effects of the pandemic, Alpha Bank, in cooperation with the EIF, launched in 2022 two new Guarantee Programs through the "Pan European Guarantee Fund". The new programs focused on key sectors of activity for the Greek economy and aimed to provide liquidity to SMEs that invest in their development through the implementation of new investment plans for the production or development of new, improved products, for adapting substantially differentiated processes or services, for increasing their productivity and competitiveness and, finally, for reducing their energy footprint.

Until 31.12.2023, total disbursements amounted to Euro 506.42 million.

– "Business Growth Portfolio Fund" by the HDB

In May 2023, the Bank, in cooperation with the HDB, signed three new Operational Agreements for supporting the business activity of SMEs and its further growth, in order to counter the effects of the ten-year economic crisis and the Covid-19 pandemic, regarding the lack of access to funding sources and the improvement of financing terms, by deploying the following new financial` tools:

1."Digitalization Co-Financing Loans": This program provides to SMEs new co-financed loans on favorable terms from the Fund, with an additional two-year interest rate subsidy of 3%, for the implementation of investment plans aimed at the digitization and digital upgrading of their operations/ activities, the increase of their productivity, their growth and the creation of new jobs.

2."Liquidity Co-Financing Loans": This program provides new co-financed working capital loans to SMEs, with an additional two-year interest rate subsidy of 3% solely for SMEs that have not yet been financed under a previous HDB Program (former Guarantee Fund for Small and Micro Enterprises (TEMPME), former Hellenic Fund for Entrepreneurship and Development (ETEAN)), for coping with the current conditions prevailing in the market under the combined effects of the pandemic, the war in Ukraine, the rising costs of energy and raw materials, and inflationary pressures.
From the start of the availability of these loans and until 31.12.2023, Alpha Bank had financed eligible SMEs under the Fund with a total amount of Euro 162.93 million.

3."Green Co-Financing Loans": This program provides new co-financed Investment Purpose loans to SMEs, with an additional two-year interest subsidy of 3% for the implementation of investment plans, which will concern investments in one o6r more of the following green transition categories:

(a) Green Mobility Loans

(b) Loans for Energy Upgrade

(c) Loans for Green Renewable Energy.

The provision of the new co-financed loans refers exclusively to investments in green transition projects, which have not already received State-aid funding under another program/fund. The ultimate goal of the funding is to reduce polluting emissions (pollutants or carbon dioxide) and protect the environment.

According to the terms and conditions of the Agreement, the Fund finances 40% of the amount of each Contract, with the funds contributed above this percentage being interest-free. As a result, the borrower benefits from the 40% reduction on the interest rate, while the Bank finances the remaining 60%.

From the start of the availability of these loans and until 31.12.2023, Alpha Bank had financed eligible SMEs under the Fund with a total amount of Euro 3.11 million.

– "Development Law Financial Instrument Guarantee Fund (DeLFI GF)" by the HDB

This Fund was established by the decision dated 04.04.2023 of the Investment Committee of the Entrepreneurship Fund (TEPIX), in order to facilitate access to loans for newly established and existing sustainable businesses, whose investment plan falls under (has received approval) the new Development Law 4887/2022, by providing credit risk protection in the form of a guarantee. "DeLFI GF" provides credit risk protection in the form of an 80% guarantee, while the prerequisite regarding the financing of the investment project is that the participation of the Investor-Beneficiary in the subsidized budget should be at least 25%.

The protection refers to a portfolio with a maximum limit (capped guarantee portfolio), for the purpose of providing guaranteed loans on favorable terms to Greek Small and Medium Enterprises (SMEs) for the implementation of their approved investment plans, both for the medium-to-long term loan part of the financing arrangement of the approved investment, as well as for the part of the subsidy in accordance with the Development Law (L. 4887/2022, Government Gazette A' 16/04.02.2022). The Guarantee can be provided for financing each one of the above two purposes.

The Guarantee Fee for the financed Investment Plan is determined based on the amount of State Aid, as follows:

i. Provision of Guarantee without State Aid (State Aid Free Guarantee),

ii. Provision of Guarantee with State Aid (State Aid Guarantee).

The Bank signed the relevant Operational Agreement with the Hellenic Development Bank (HDB) in August 2023 and has made the Program available as of the end of October 2023.

Through all the above financial instruments, Alpha Bank provides financing to eligible SMEs and contributes to the implementation of their investment and development plans to meet their working capital and credit requirement needs, with preferential pricing conditions. The Bank's objective is to strengthen quality entrepreneurship and enhance the competitiveness and extroversion of businesses, with emphasis on innovation and on the increase of domestic added value.

– Financing under the Recovery and Resilience Facility (RRF) for Small and Medium-Sized Enterprises

Alpha Bank, faithful to its commitment to actively support the National Recovery and Resilience Plan "Greece 2.0" and confirming its leading role in business lending, continued in 2023, for yet another year, to finance development plans with funds of the Recovery and Resilience Facility (RRF).

Financing using funds of the RRF is a milestone both for Alpha Bank and for the economy in general, as it proves in practice that the RRF resources are accessible and available to small businesses, which are the vital fabric of the Greek economy, creating a significant growth multiplier in sectors of crucial importance, such as tourism, and contributing to enhancing extroversion, green transition and digital transformation.

ALPHA AGRICULTURAL ENTREPRENEURSHIP

During 2023, Alpha Bank continued to strongly support the development of the primary sector through the "Alpha Agricultural Entrepreneurship" Product Line and fully responded to challenges and opportunities by vigorously supporting entrepreneurship across the agri-food chain. In 2023, the financing of Small Businesses operating in the agricultural sector (farmers and agricultural businesses) amounted to 2,5% of the total financing provided by the Bank to Small Businesses.

Alpha Bank, throughout the past year, continued to provide valuable assistance to the agri-food sector, supporting the production of agricultural products and the continuous upgrade of the level of food safety and quality, as well as the expansion of the export activity of primary sector companies.

Moreover, joining forces with the "Perrotis College" of the American Farm School, Alpha Bank enhances the competitiveness of agri-food businesses by providing specialized advisory services.

For the 9th consecutive year, the "Flexible Contractual Entrepreneurship Programs" operate successfully and constitute the most integrated banking programs regarding mediation and targeted funding both for individual farmers (farmers and stock breeders) and for processing/export/commercial enterprises associated with primary production. This type of financing constitutes a comprehensive proposal for servicing the agri-food sector and contributes to the creation of partnerships between farmers-producers and businesses-buyers involved in agricultural production, while at the same time it contributes to the rationalization of agricultural production, the modernization of the transaction cycle and the creation of an extended network of agribusiness enterprises etc. thus strengthening the development of local markets.

With the "Flexible Contractual Entrepreneurship Programs", farmers/producers can cover high production costs when they really need to do so, and are also able to negotiate better purchase prices via a direct payback and improve the quality and quantity of the production, ensuring its disposal at a pre-agreed price. Buyers, for their part, secure the liquidity that they need, in order to purchase the required agricultural production and to pay farmers on time, building in this way healthy partnerships with the producers.

At the same time, farmers/producers can expand to new markets by attracting new producers to the above-mentioned scheme.

A clear demonstration of the successful operation of the programs is the increase in the number of partner businesses, farmers and commercial agricultural supply enterprises that participate in the programs from all over the country.

Alpha Bank, in collaboration with the Ministry of Rural Development and Food, promoted for yet another year "Agro-Carta", an additional financing tool that enhanced the liquidity of a considerable number of farmers during the cultivation period of 2023, providing them with the opportunity to make advance payments on part of the agricultural aid (Basic and Green Subsidy) in order to meet their short-term working capital needs.

Farmers can use their cards for the following:

- Purchases of agricultural supplies (seeds, pesticides, feeding stuffs, etc.) and fuels.
- Payment of bills for irrigation fees, agricultural tariff electricity, etc.
- Payment of social security contributions (Greek Agricultural Insurance Organization (ELGA), Unified Social Security Institution (EFKA)), State and issuance of an insurance coupon for land workers.
- Coverage of fees for the submission of Applications for Agricultural Aid.
- Cash withdrawals (up to a specified amount).

Alpha Bank, seeking to meet agricultural needs with the best possible solutions, offers specialized financial solutions for the acquisition and modernization of the fixed assets of modern agricultural enterprises/farms.

In 2023, Alpha Bank, in collaboration with businesses under the responsibility of the Wholesale Banking Business Unit, which are also leaders in the domestic agricultural machinery sector, provided specialized financing solutions that cover requirements in fixed assets (such as tractors, agricultural vehicles, etc.), in connection with the implementation of investments that have been included in Actions of the Rural Development Program or have not been included in any development program.

These financing tools provide suitable repayment terms, considering the farmers' actual needs based on the capacity of their farm holdings, as well as the seasonality of their cash flows depending on the cultivation period. With these programs, Alpha Bank provides support to farmers for the renewal of their agricultural equipment, the modernization of their agricultural and livestock raising farms, as well as for the adoption of the best cultivation practices and infrastructure.

In addition to funding, Alpha Bank supports farmers and agricultural companies in various ways, by offering, as part of the "Alpha Agricultural Entrepreneurship" line of products:

- The deposit account "Alpha Premier Farmers", with a favorable interest rate for farmers who had declared this account as the one to be credited with their agricultural subsidy payments for 2023.

Green solutions for small businesses

In 2023, Alpha Bank adopted actions for environmental protection, social responsibility, and corporate governance. In this context, the Bank developed products focused on the protection of the environment and on tackling climate change, as part of its efforts to integrate the ESG (Environmental, Social and Corporate Governance) criteria in its operations.

In line with the objective "A Clean Planet for all", the Bank offers the green product "Alpha Photovoltaic", addressed to Small Businesses wishing to invest in the construction of Photovoltaic (PV) Stations with a power output up to 1 MW, to support Electric Power generation and sale. Alpha Bank's total funding for investments in small PV installations in 2023 amounted to Euro 1.3 million.

Ecosystem of Partnerships

Alpha Bank also offers a full package of services across all green entrepreneurship sectors, covering sustainable investments, through the Ecosystem of Partnerships (specialist consultants, suppliers and PV Station construction contractors).

Indicative services provided:

- Advice and know-how related to the investment's return
- Design/study of the installation area and equipment
- Economic viability of the project
- Formalities
- Project implementation

Benefits:

- Complete view of the investment and of the Internal Rate of Return (IRR)
- Comprehensive investment planning, from the design/study stage to the implementation of the project
- One-stop-shop solutions, at no extra charge
- Fast and flexible procedures
- Assurance of implementation of profitable investments

OTHER ACTIVITIES

The promotion of the "Alpha in Business" line of financing products to all Business Customers continued during 2023, with the Bank responding effectively to new applications for financing short-term working capital and/or investments in business premises and equipment.

Additionally, the "**Alpha Smart Hospitality"** Service promotes sustainable development, supporting with financial resources the targeted development of Greek entrepreneurship, providing methodical, substantial and integrated planning, in alignment with sustainability, taking into account available resources, goals and emerging trends.

With the “Alpha Smart Hospitality” Service, the Bank provides a complete package of high added value services:

- Banking consulting and technical support at all stages of the investment, through the Bank’s specialized “Ecosystem of Partnerships”
- Smart solutions for energy upgrades and digital transformation, which optimize the financial management of the business
- Choice of the most appropriate development financing tool, depending on the investment plan and the expectations of the entrepreneur.

With the “Alpha Smart Hospitality” Service, the Bank supports effectively the plans of businesses for enhancing the productivity and innovative capacity, for integrating digital technologies and green development practices, and for strengthening their extroversion.

Organization of informative business events (workshops)

During the second half of 2023, Alpha Bank, fully committed to the continuous support of Small and Medium-Sized businesses, held successfully 9 workshops in Heraklion, Crete, Paros, Corfu, Thessaloniki and Athens, attended by 250 entrepreneurs with investment plans at an advanced stage of preparation, from the sectors of tourism, retail trade, agri-food, manufacturing, freight transport and logistics.

In this series of informative workshops, held throughout Greece, interactive discussions with the invited entrepreneurs serve as the vehicle for presenting a range of key topics, such as the macroeconomic prospects of the domestic economy, megatrends in business sectors and key points about the development financing tools and the possibility of combining them, also offering best practices, mentoring and know-how, using which Small Businesses can make the most of the funds available from the Recovery and Resilience Facility or other development financing tools, in order to implement sustainable investment plans that promote their modernization, green transition and digital transformation.

Participants in these events also included Executives from the Coordination and Monitoring Directorate of the Recovery and Resilience Facility Coordination Agency and from the Hellenic Development Bank, as well as specialized Consultants from Alpha Bank’s certified Ecosystem of Partnerships.

Large corporations finance

In 2023, the economy faced consecutive challenges related to the increasingly complex interaction between economic, climate and geopolitical risks. High interest rates, inflation, and uncertainty due to geopolitical tensions in the Middle East as well as natural disasters affected the economic activity.

In this macroeconomic environment, the Bank continued to support to its Customers, by fulfilling their financial needs in a timely and effective manner, in line with the relevant credit criteria. Taking advantage of its available product offering and tools, the Bank submitted proposals to its Customers on a regular basis for the financing of their needs, while, at the same time, it continued to support the businesses’ investment plans under preparation with appropriate structured financial proposals, either on a bilateral or on a syndicated basis, focusing on investments that reduce the environmental footprint of companies and contribute to sustainable development within the framework of the ESG principles.

Moreover, in an environment of increased financial volatility, the Bank presented its Customers with proposals on hedging strategies and products, designed to mitigate increased interest costs.

Furthermore, the Bank actively supported its clients through the provision of advisory services and co-financing loans through the Recovery & Resiliency Facility (RRF) program, thus strengthening their capabilities in implementing
It is noted that the Bank was actively engaged in supporting its corporate Customers with advisory services and co-financing loans under the Recovery and Resiliency Facility (RRF), thus strengthening their capacity for implementing investment plans and developing their business.

At the end of 2023, the total balance of the former Corporate Banking Division’s loans to large corporations amounted to Euro 4.3 billion, whilst the respective balance of letters of guarantee and letters of credit stood at Euro 2.1 billion, signaling its determination to support the growth of the Greek economy through by the Greek enterprises.

As a result of the above, Alpha Bank was able to sustain the high quality of its lending portfolio and its satisfactory profitability. For the Bank, the increase in the income from fees and commissions from ancillary business and in the net interest income from asset-liability management, remain core strategic choices for its growth.

For 2024, the Bank’s main objectives are the following:

- The provision of high-quality services that will consistently improve profitability, in tandem with the effective management of its portfolio and the mitigation of credit and operational risks.
- The selective expansion of its portfolio with Customers with acceptable credit risk profile and strong growth potential, focusing on Customers active in export-oriented sectors, in development projects and in projects which actively contribute to the reduction of their environmental footprint.
- The optimal utilization of the funds under the RRF, as well as under State and other guarantee or co-financing programs (e.g., in cooperation with EIB, EBRD) for financing private investments, which Greek enterprises need in order to proceed with their business transformation and be able to cope with the current and future economic challenges.

Hospitality and island enterprises finance

The tourism sector in 2023 remained on the particularly strong upward trajectory that commenced in 2022, after the end of the COVID-19 pandemic, which was catalytic for the sector's strong performance in the previous year. In the overwhelming majority of cases, the companies' revenues for 2023 are expected to exceed their 2022 levels, partly as a result of the completion of their investment plans, while, despite the adverse effect of increased operating costs (due to labor costs and the increase in raw material prices), operating profitability is expected to remain high.

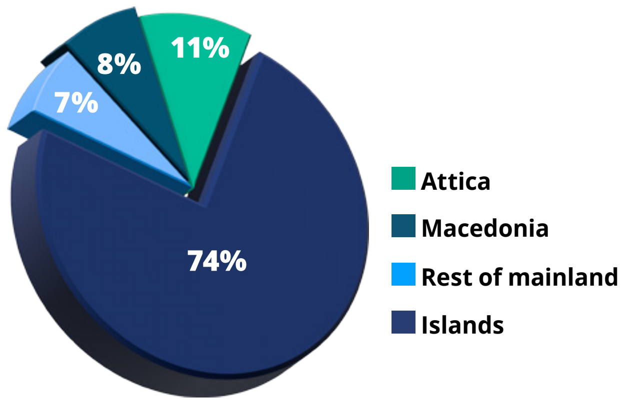
Throughout 2023, particular emphasis was placed on monitoring the Customers' needs, so as to be able to proactively address the emerging investment needs of both new and existing Customers. The continued positive performance of the sector, combined with the steady improvement in economic activity and in the conditions of the Greek economy, rekindled investment interest in the market and in the tourism sector during the year.

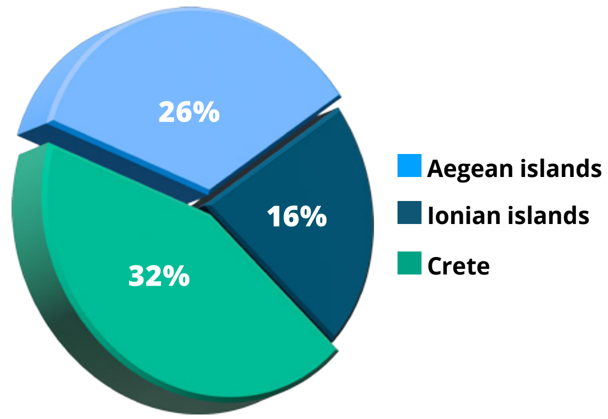
The continued increase in base rates during 2023, coupled with the anchoring of deposit rates at comparatively lower levels, led Customers with increased liquidity to proceed to repayments and thus reduce their bank borrowing levels, while at the same time added pressure was recorded. In response to these conditions and in order to maintain the Bank's high market share in Customers with a good credit profile, strategic reductions were made in the lending rate margins offered.

On 31. 12. 2023, the total credit balances under management by the Hospitality Business Area stood at approximately Euro 2.3 billion, including letters of guarantee, letters of credit and lending to Hospitality Business Area Customers by the Bank's subsidiaries in Greece and abroad, while new loan disbursements during the year amounted to approximately Euro 559 million. It is noted that 2023 witnessed the continuation of the flow of new investment agreements signed under the co-financing framework of the Recovery and Resilience Fund, concerning new investment plans with a total budget of Euro 518 million, out of which Euro 167 million will originate from financing through the Hospitality Business Area. The high annual rates maintained in terms of new agreements and new financings, is proof of the tangible support that the Bank provides to its Customers for strengthening their liquidity requirements and implementing their investment plans, so as to contribute to the further growth of the tourism sector and to enhance its already positive prospects.

The graphs that follow present the geographical distribution of the Customers under management by the Hospitality Business Area:

Breakdown of credit portfolio according to geographical area





According to the latest estimates, 2024 is expected to be an equally important year for tourism. The Hospitality Business Area continues to monitor the needs of the business active in the sector as well as the overall situation in the market, offering targeted solutions that draw on the Bank's existing financing products, as well as on new financing products that combine funding by the RRF, the new Development Law or other initiatives supported by supranational organizations (EIB, EIF, etc.) and/or the Hellenic Development Bank. Moreover, steps are being taken to maintain and increase the deposits of the Hospitality Business Area Customers with the Bank, by offering personalized solutions in collaboration with Private Banking.. Finally, the Hospitality Business Area aims to expand the use of alternative channels for its Customers' banking transactions, by improving service quality in this area.

Shipping finance

Alpha Bank has been successfully involved in shipping finance since 1997, providing also specialized products and services (fund transfers, branch operations, hedging solutions etc.) to Greek-owned ocean-going shipping companies and coastal shipping companies.

The Bank remains one of the main lenders of Greek shipping, as during 2023, approximately Euro 1 billion of new loans were provided to existing and new Customers. On 31.12.2023, the shipping loans portfolio stood at approximately Euro 3.1 billion, out of which approximately 42% concerned financings of bulk carriers, 33% of tankers, 9% of container carriers, 14% of LNG carriers and 2% of coastal shipping.

Despite the fluctuations in the freight markets and the world economy, Greek shipowners continue to demonstrate their commitment and strong position in the shipping industry. Bank lending remains the main means of raising funds and the Bank will continue to aim for the best possible response to its Customers' needs.

Leasing

The total interest income for the Group Company Alpha Leasing stood, in 2023, at Euro 15.6 million, up by 64.2% compared to 2022 (Euro 9.5 million), mainly due to the interest rate increase. Moreover, the production of new contracts stood at Euro 61.8 million, versus Euro 59.7 million at the end of the previous year. The portfolio of accounts receivable from leasing agreements prior to impairment, including receivables recognized as “Held for Sale”, amounted to Euro 516.5 million, versus Euro 531.0 million at the end of 2022.

Maintaining a strong coverage ratio led to a further increase in provisions for the impairment of bad debts by Euro 9.2 million (2022: Euro 53.6 million). Thus, total provisions were further strengthened, standing at the end of 2023 at Euro 280.0 million and accounting for 54.2% of the portfolio, versus 51.0% in 2022 (Euro 270.7 million). The conclusion of new financial leases with high credit rating lessees active in strong business sectors, along with ensuring solid capital adequacy, remain the Company’s primary objectives for growth.

Drawing on the experience gained over the previous years, while at the same time applying a prudent pricing policy, Alpha Leasing supports its Customers by providing credit facilities to sectors of the economy with significant growth prospects in the coming years and by developing solutions to help Customers who experience difficulties in servicing their debts.

Factoring

ABC Factors has been a member of the Factors Chain International (FCI) since 1995 and of the International Trade & Forfaiting Association (ITFA) since 2006, regarding forfaiting services. In addition, in 2009, it became a founding member of the Hellenic Factors Association (HFA).

The main developments that had a major impact on the Company’s activities during 2023 were the following:

- The increased uncertainty about the prospects of the world economy, due to geopolitical developments (continuation of the war in Ukraine and conflict in the Middle East).
- The consequent increase in energy prices, as well as the cost of raw materials.
- The increase in reference interest rates as a result of the inflationary crisis.
- The extension of the strategic cooperation with the European Bank for Reconstruction and Development (EBRD) for a credit line of an additional Euro 10 million, in order to provide liquidity to SMEs.
- The project for the installation of the ABC FACTORS e-services platform, in the context of the Company’s digital transformation as part of the Group’s transformation program:

  - Completion of the project stage concerning the upgrade of the existing core system of the Company (Proxima).
  - Completion of the functionality tests of the ABC FACTORS e-services platform and of the onboarding module.

The Company’s turnover (volume of factored receivables) decreased by 13.68% in 2023 compared to 2022 and stood at Euro 5,787,916,605.39 (87% domestic, 13% international), sustaining however the Company’s dominant position in the Greek factoring services market.

During 2023, the average balance of discounted receivables increased by 5.1% compared to 2022, while the total balance of advances to Customers before impairment as at 31.12.2023 stood at Euro 726,170,455.53, increased by 0.5% compared to 31.12.2022.

The Company maintained its profitability in 2023, with earnings before tax standing at Euro 14,679,338.52, increased by 37.3% compared to 2022.

Non-performing receivables from Customers on 31.12.2023 remained stable, compared to 2022 and stood at Euro 5,413,054.58.

Following the implementation of the Company’s “Impairment Policy for Receivables from Customers“ and the implementation of the new International Financial Reporting Standard (IFRS) 9 “Financial Instruments“ (Regulation 2016/2067/22/22.11.2016), the percentage of impaired advances to Customers stood at 0.74% of the total balance of advances to Customers through receivables discounting, as at 31.12.2023 (Euro 5,371,200.09).

The Company has established a framework of thorough and prudent management of all kinds of risks, in line with the best supervisory practices. This framework is based on the common European legislation and the current system of common banking rules, principles and standards, is improving continuously over the time so as to be applied in a coherent and effective way in the daily conduct of the Company’s activities and is enhancing the effectiveness of its corporate governance.

During 2023, the Company took all necessary and appropriate measures in order to protect itself against all types of financial risks. The main objective of the Company, during 2023, was to maintain the high quality of its internal corporate governance and to ensure its compliance within the regulatory and supervisory provisions on risk management.

Having as its main objective the implementation and continuous improvement of this framework, the Company placed great emphasis on minimizing its exposure to market risk (interest rate risk), credit and operational risk, as well as to liquidity risk and cash flow risk, all of which are monitored by the relevant competent Units.

The capital adequacy of the Company is supervised by the Bank of Greece, in accordance with the Bank of Greece’s Executive Committee’s Acts 193/1&2/27.09.2021, to which the required data are submitted in accordance with the Bank of Greece Governor’s Act 2651/20.01.2012.

The Company offers the following services:

- Domestic Factoring with Recourse
- Domestic Factoring without Recourse
- Reverse Factoring
- Invoice Discounting
- Accounts Receivables Control, Management and Collection
- Import Factoring
- Export Factoring
- Forfaiting

Prospects for the Company

Despite the unstable economic environment, as defined, among others, by geopolitical uncertainty, the persistence of inflationary pressures and the slow de-escalation of interest rates by the main central banks, the Greek economy is expected to remain resilient in 2024, with GDP growth, as forecasted by international and domestic organizations, in the range of 2%-2.9%, compared to 1.2% in the euro area.

The high level of interest rates has an increasing impact on funding costs, while giving rise to pressure for the de-escalation of spreads, mainly from corporate Clients.
However, the positive developments that occurred in 2023, such as the improvement in tourism receipts, the resilience of the labor market, the attraction of investments in Greece by large foreign companies, the upgrade of the credit rating of Greek sovereign bonds and the proportionally high inflow of funds from the Recovery and Resilience Facility (RRF) and the EU Structural Funds, act as safeguards which could help avoid negative macroeconomic scenarios and a recession in the economy.

In this environment, the Company has set the following main objectives in order to strengthen its financial position:

- Upgrading the Customer experience by fully automating the services offered, on the back of the completed and fully operational digital transformations (ABC FACTORS e-services).
- Emphasis on the further promoting tailored Supply Chain Finance services (reverse factoring, non-recourse factoring, forfaiting) through the TESLA\e-services platform, in order to meet the multiple needs of the companies through real-time transactions.
- Expanding to sectors of the economy with prospects of growth, such as telecommunications, energy and sectors dependent on the current crisis (where the Company has developed specialized “products“), to the trade of raw materials and provision of services to industrial and manufacturing units, taking advantage of current opportunities.
- Further growth regarding credit cards’ receivables instalment discounting services.
- Emphasis on the development of cross-border operations and leveraging the Alpha Bank’s partnership with UniCredit in order to expand the existing cooperation.
- Ongoing improvement of the management of all types of risk, utilizing the new digitalized technologies (ABC FACTORS e-services Platform) and procedures, in accordance with the best international practices.
- Achieving economies of scale, as a result of the digitalization of the Company’s internal processes and of its transactions with Customers.

INVESTMENT BANKING AND TREASURY MANAGEMENT

Personal Banking Business Area

The Alpha Bank Gold Personal Banking Service is addressed to Customers with significant available deposits and investments and offers personalized service by exclusive Relationship Managers with investment expertise and certified by the Bank of Greece to respond responsibly to their role. At the same time, the Service offers its Customers a series of high value-added services and exclusive privileges related to available products and services, speed of service, pricing and reward programs.

2023 was a year characterized by geopolitical events such as the ongoing war in Ukraine and its implications for the global economy. Additional events during the year which caused considerable uncertainty in the portfolios of the Service’s Customers, were the crisis in small US banks and the turbulence in the Swiss banking sector. These events highlighted once again the need for information and regular communication with our Customers, to which we responded accordingly.
In an environment affected by the above challenges, as well as by the low returns of deposits, many investors chose to place their capital in more defensive investment products.
Responding to our Customers’ need for regular income combined with the maximum possible capital protection, we expanded our offering of fixed-maturity Mutual Funds with regular cash payments. Accordingly, we adjusted our offering of unit linked products providing high capital protection and potentially high returns. At the same time, for investors looking for access to the markets, we also provided the possibility of direct participation in new corporate bond loan issues using the ATHEX Electronic Book Building (EBB) Service, as well as in Treasury Bill auctions and in Public Offers of companies for their listing on the Athens Stock Exchange.

Finally, we continued to inform our Customers about the most important developments in the financial markets and the economic events affecting investment portfolios, by means of the quarterly and ad hoc reports prepared by the Bank’s team of experienced analysts and portfolio managers.

In 2023, we continued with the implementation of projects for the digital upgrade of Alpha Bank Gold Personal Banking investment services, with a view to providing secure execution of transactions where and when this best serves Customer.
For this purpose, we designed the e-Orders digital functionality, which allows Alpha Bank Gold Personal Banking Service Customers to remotely manage investment transactions in Mutual Funds via their e-Banking subscription.

In addition, focusing on maintaining the high level of service enjoyed by our Customers, we proceeded to the rationalization of our Customer base, based on the Gold Personal Banking Service criteria for membership continuation.

Having as our key concern the provision of high-quality training to our Relationship Managers so as to ensure their ability to actively support the financial planning needs of our Customers, we continue to enrich their training program that we provide to them with new seminars. In cooperation with the responsible Operational Units of the Bank, we designed a new training program on Macroeconomic fundamentals and investment portfolio management, we are continuing the e-learning sessions on effective sales techniques, communication and relationship management, as well as educational presentations on new products and services addressed to high-net-worth Customers. Moreover, with respect to our annual internal training activities, we conducted internal trainings on staff compliance with the regulatory framework, familiarization with ESG, etc., as well as induction seminars for approximately 30 new Gold Relationship Managers. Finally, in cooperation with the Group's subsidiary Alpha Asset Management and with partner Investment Firms abroad, regular meetings and informative presentations were organized on economic developments in the global financial markets, as well as in the domestic market.

As a result of the above, the main profitability drivers for 2023 were commission income from the sales and management of Mutual Funds and Bancassurance products, with loan disbursements to Affluent Customers also making an important contribution. On an annual basis, Alpha Bank succeeded in maintaining a high share in Mutual Funds sales in the domestic market, with the contribution of the Alpha Bank Gold Personal Banking Service being decisive. The above result was achieved thanks to the emphasis placed on Customer-centricity, as evidenced by the high levels of Customer satisfaction during a demanding and challenging year.

In light of the above and maintaining a consistent focus on the achievement of the Bank's Business Plan, the objectives for 2024 are the following:

- Redesigning the framework for providing investment products and services with upgrades to the supporting infrastructure.
- Increasing the use of new functionalities in the digital service channels.
- Acquaintance with all Customers of the assigned Gold Customer portfolio, in order to identify and exploit opportunities.
- Targeting the core Clientele of the Affluent Customer segment, in order to provide them with specialized solutions for wealth portfolio management.
- Provision of innovative investment and bancassurance products, compatible with the current economic environment.
- Increasing extroversion, based on new survey data and on Customer suggestions.
- Implementation of an action plan for the optimization of the Affluent Customers segment, transferring Customers who do not meet the conditions for continued membership of the Alpha Gold Personal Banking service, to the Mass Retail Customer segment.
- Continuous vocational training for Relationship Managers.
- Sustainable and profitable growth model with high levels of Customer satisfaction.

Mutual funds

Assets under management – New Markets

2023 turned out to be a significant year for Alpha Asset Management MFMC, with the Company recording a 44% increase in its assets under management. The total assets of mutual funds and institutional portfolios under management by the Company amounted to Euro 4,286 million on 31.12.2023, increased by 49.2% compared to Euro 2,983 million on 31 December 2022. The overall increase in assets by Euro 1.3 billion compared to the previous year consolidated the Company's leading position among Greek Fund and Asset Managers. The increase in assets was driven mainly by the strong net inflows from the "Alpha Target Maturity" Mutual Funds, which totaled Euro 792 million, with investors recognizing the significant benefits offered by this new line of mutual fund products. In particular, the low risk profile of these products and the high returns of the bonds (in which these mutual funds invest) made the "Alpha Target Maturity" Mutual Funds an ideal choice for investors wishing to generate regular income, while also seeking to preserve their capital. At the same time, the institutional investors' funds under management showed a significant increase of 24.5% and amounted to Euro 836 million on 31.12.2023. The Company also strengthened its presence abroad, thanks to its strategic entry in the Cypriot market with the acquisition of the first Provident Fund account, in a move indicative of its intention to expand its footprint and provide its services in new markets.

Market Share - Sales - Profitability

In 2023, the Company's market share in the mutual funds market grew to 21.84% versus 21.08% in 2022. Excluding net sales in Money Market Funds and the outflow due to the termination of Alpha Bank's Group Savings Plan, the Company recorded net sales of mutual funds of Euro 867 million in 2023, representing 30% of the market's net sales, and was ranked 2nd among its competitors.

The Company's revenues from fees and commissions pertaining to the management of mutual funds and institutional portfolios, excluding over-performance fees, amounted to Euro 36.34 million, increased by 26% compared to 2022 (Euro 29.06 million). Profit before tax amounted to Euro 14.25 million versus Euro 12.12 million in the previous financial year, while operating profit before tax, excluding other provisions and over-performance fees, amounted to Euro 14.95 million, recording an increase by approximately 43% compared to the financial year ended on December 31, 2022 (Euro 10.49 million).

Main activities of the Company

- Five new "Alpha Target Maturity" Bond Funds were established, raising assets of Euro 792 million, representing 26% of the total market sales of Target Maturity Mutual Funds.
- Two new Structured Mutual Funds were introduced, distributed in the form of bancassurance products in cooperation with AlphaLife and raising assets of 128 million in total.
- One new Money Market Fund and one Balanced Fund were established, of which the latter will be investment vehicle of the Institution for Occupational Retirement Provision (IORP) of Alpha Services and Holdings Group Personnel.
- Two Alpha Mutual Funds were merged (the Alpha Income Plus Bond Fund was absorbed by the Alpha Euro Aggregate Classic Bond Fund).
- A new class of shares in the "Alpha Blue Chips Greek Equity Fund" was introduced, addressed exclusively to Customers interested in obtaining a Golden Visa residency permit.
- The ''ALPHA ETF FTSE Athex Large Cap'' Equity Fund was promoted in order to enhance product awareness, in collaboration with the Market Makers and under the auspices of the Athens Exchange.
- Promotional activities were implemented for the Company and for the new "Alpha Target Maturity" Bond Funds in the printed and digital Press.
- Four new clients joined the institutional fund management asset base, of which one signals the Company's strategic entry into the Cypriot institutional market.
- An amendment was made to the Regulations of two Mutual Funds to integrate ESG (Environmental, Social and Governance) criteria. This amendment led to an increase by 21% –the largest increase in the assets of ESG Mutual Funds in the Greek market– with total assets under management by the Company in this category amounting to Euro 284 million.
- The Company obtained the license for the management of Alternative Investment Funds (AIF) and for the evaluation of the necessary infrastructure and resources, which will lead in a new specialized growth sector.
- The Company's staff was strengthened with new Executives in the areas of Portfolio Management, Sales, and Client & Operations.

Alpha Mutual Funds and Returns

The Alpha Mutual Funds recorded returns that confirm their long-standing presence at the top of the performance rankings, as well as the high level of the Company's Executives, recognized internationally. The confidence of investors is evidenced by the fact that in 2023, they contributed net inflows of Euro 120 million in the Greek Equity and Balanced Funds, along with net inflows of Euro 115 million in the category of Structured Funds (i.e., insurance-based investment products). The "Alpha ETF FTSE Athex Large Cap" Equity Fund stood out with an impressive return of 42.11% for the year, marking the Fund's 15th anniversary on the Athens Exchange. This exceptional performance was accompanied by a significant increase in trading volume, which grew by 289% compared to 2022. It should be noted that Alpha Asset Management MFMC secured the top position in the ranking of the Domestic Equity Funds category, with total assets under management standing at Euro 503 million. In the Greek Fixed Income Funds category, the "Alpha Greek Bond Fund" claimed the first position with a double-digit increase (14.08%), maintaining its consistent lead over the past 5-year period with a return of 41.35%, showcasing its sustained superiority. Similarly, the "Alpha Fund of Funds Cosmos Stars USA ESG Equity Fund" maintained its first-place position in its category with a remarkable return of 16.07%, maintaining its leading position over the last 3 and 5-year periods with returns of 33.23% and 88.78%, respectively. Two more of the Company's Funds excelled at the very top of returns over the last 3 years (in the "Institutional" share class): the "Alpha Global Blue Chips Equity Fund", which achieved a return of 40.61%, and the "Alpha Greek Corporate Bond Fund", which achieved a return of 8.04%. Finally, "Alpha Global Allocation Balanced Fund", the largest Mutual Fund in the Greek market with total assets of Euro 623 million, maintained its position among the top funds worldwide according to the Morningstar rating agency, retaining its 5-star rating.

Prospects and objectives for 2024

In 2024, the global economy is showing signs of resilience and appears to be stronger than initially estimated, with an expected growth rate of 2.9% compared to the previously projected 2.7%. This improvement is primarily attributed to the momentum observed in the US economy. The likelihood of a "hard landing" scenario is diminishing, accompanied by a moderation in inflation, strengthening corporate profitability, and anticipated interest rate cuts by central banks later in the year. The easing of interest rates is expected to impact the domestic Mutual Fund market, especially Target Maturity Funds, as their ability to offer the attractive returns witnessed in the previous period diminishes. Conversely, strong corporate profitability bodes well for equity investments and corporate bonds. The prospect of declining interest rates favors high solvency bonds, while the Greek economy's higher-than-average growth rates within Europe provide grounds for optimism. For yet another year, sales targets for Alpha Mutual Funds have been increased across all Alpha Bank distribution networks.

The Company's main objectives are the following:

- Consistent execution of the budget for 2024.
- Regular promotion of Alpha Mutual Funds, with frequent product

presentations and updates on market developments addressed to the sales Personnel of Alpha Bank's network all over Greece.
- Continuous streamlining and enhancement of the product mix, including:
  - Distribution of five new Alpha Target Maturity Bond Funds, three new Structured Funds in collaboration with AlphaLife, and one medium-term horizon Bond Fund.
  - Establishment and operation of the first Alpha Alternative Investment Fund.
  - Further promotion of the Alpha ETF Fund, leveraging international partnerships and implementing promotional activities.
  - Distribution of the "Alpha Blue Chips Greek Equity" Fund to investors interested in obtaining a Golden Visa residency permit.
- Increased promotional activities to raise awareness of the Company's brand, products and services.
- Further amendments to the Funds' Regulations, in order to incorporate ESG (Environmental, Social and Governance) criteria into the investment process, focusing on climate metrics and the UN Sustainable Development Goals.

Evaluation of a holistic approach to the provision of services to institutional clients, focusing on [increasing] the total assets under supervision.

Expansion of the client base in the Cypriot market, focus on Provident/Pension Funds, Semi-Governmental Organizations and Consultants.

Leveraging the experience in managing Alpha Bank's IORP and capitalizing on the opportunities presented by new legislation on Multiemployer IORPs, with a view to promoting the Multiemployer concept to the Bank's corporate Customers.

Private Banking

Alpha Bank was named "Best Private Bank in Greece" for the 6th consecutive year at the "Global Private Banking Awards 2023" by the internationally acclaimed publications "Professional Wealth Management (PWM)" and "The Banker" of the Financial Times Group.

The distinction is a recognition of the high-quality of the Bank's Private Banking (Alpha Private Bank), as they are aligned with the individual and needs of its Customers, establishing Alpha Bank as a Bank that enjoys the trust of its Customers and builds long-term relationships with them. It should be noted that the Bank has been providing comprehensive portfolio management and banking services to high-net-worth Customers (Private Banking) since 1993. These services are provided through Market Areas in Athens, Thessaloniki, Larissa, Patras and Heraklion, Crete, staffed with specialized and certified Private Bankers.

Our Private Banking Customers have at their disposal a flexible framework of services, providing the following forms of cooperation or a combination thereof for the widest possible coverage of investment needs:

In line with the Group's corporate culture and in full compliance with the Markets in Financial Instruments Directive (MiFID), the services are provided after considering the amount to be invested, with a minimum portfolio size of Euro 300,000, as well as the Customer's investment goals (capital protection, maximization of capital gain, normal volatility), time frame, investment experience and known or estimated cash flows, in consideration of the applicable tax framework at the Customer's country of residence.

In addition, the Bank's cooperation with the UK-based Group Company Alpha Bank London Ltd, as well as with Société Générale Private Banking in Luxembourg, has resulted in a contemporary open architecture structure, allowing Customers to also receive Services from their Private Banker in Greece with execution and safekeeping abroad.

GEM Portfolio Management Services: **The Bank assumes discretionary management of the Customer's portfolio.**

Portfolio Advisory Service: **The Bank provides active management advice regarding the entire portfolio, whilst Customers may follow it at their discretion.**

Transactional Advisory Service: **The Bank provides advice regarding specific transactions only, whilst Customers may follow it at their discretion.**

Execution only: **The Bank executes the orders given by Customers wishing to manage their portfolios themselves.**

As part of the specialized investment support, Portfolio Counselors (Executives specializing in wealth management) have been introduced and, in collaboration with Private Bankers, participate in meetings with Customers in order to present personalized solutions fully aligned with their needs.

At the same time, in the context of the efforts to provide an even better service level, Customers have at their disposal the exclusive Alpha Private Bank Phone Service, operated by specially trained Officer, who provide swift and secure banking services for the entire range of products remotely during extended hours.

Achievements in **2023** are summarized as follows:

1 Increasing Assets under Management

2023 presented opportunities to strengthen existing business relationships as well as to develop new ones, leading to capital inflows of Euro 630 million, increased by 117% compared to 2022 and to total assets under management of Euro 5.5 billion, increased by 23% compared to the previous year. Emphasis was placed on Portfolio Advisory Services (Portfolio Advisory, Transactional Advisory) and Portfolio Management Services (Discretionary), retaining an impressive 87% of total assets under management.

2 Income from Fees & Commissions

The regular contacts with the Customers and the promotion of products adapted to the new conditions brought about by the high interest rates, helped increase the trading activity to Euro 2.2 billion (+45% y-o-y) and produced the following results:

- The income of the Private Banking Unit amounted to Euro 34 million, increased by 4% compared to 2022.
- The Return on Assets under Management stood at 0.93% (excluding cash and product costs).

In addition, the part of the grants remained unaffected, responding to the needs of the Customers, with grants that reached the levels of 2022.

3 upgrading the Customer Experience

In the context of upgrading the Customers' experience, digital tools and remote capabilities have been introduced in the service mode, enabling Private Bankers to focus on strengthening the relationship with Customers and increasing efficiency. In particular:

- Three new functionalities (e-Wealth services) have been integrated into e-Banking and are already used by the Customers for the purposes of monitoring their portfolio and manage their investment transactions:
  - e-Consent: Allows the acceptance of investment orders remotely.
  - Upgraded Portfolio Display: Daily briefing on the progress of the portfolio, using a new, dynamic presentation interface.
  - e-Orders: Capability for Customers to enter themselves. their transactions in Mutual Funds and/or SICAVs.

- The Sales Advisory Tool was enhanced with functionalities that ensure compliance with regulations, provide internal controls for monitoring portfolio risk, etc.
- Processes were streamlined and automations were developed, so that tasks can be completed quickly and in paperless mode.
- The Bank's digital channels/communication tools were used to provide timely information to Customers on a regular basis as well as in the event of an emergency.

Alpha Bank's Private Banking constitutes a point of reference in the domestic Advisory Services and Portfolio Management market, remaining strongly focused on innovation and committed to a Customer-centric approach.

In line with the above, the objectives for 2024 are the following:

- Further strengthening of the clientele and increase of the assets under management, continuing the remarkable growth of the last 4 years which led to the doubling of the assets under management and to the Company's establishment of the Company as a leader in the domestic market.
- Attraction of new Customers with portfolios stationed abroad, providing them with investment advice from Alpha Private Bank in Greece and custody abroad.
- Focus on GEM Portfolio Management Services, with the goal for GEM portfolios to account or at least 40% of the assets under management over the next three years.
- Continuation of the rationalization of the Bank's clientele and strengthening of the synergies with all its Divisions, in order to enhance the Customer Experience for existing Private Banking Customers and to recommend the Private Banking Services to eligible Wholesale and Retail Customers of the Bank who currently do not benefit from them.
- Digital transformation and redesign of the products and services offered, focusing on the Customer's experience. The deployment of digital technologies is already in progress, with the intention to put in place in the coming years a new, streamlined and more effective model for the provision of investment services, in full compliance with the MiFID II Regulatory Directive. In this way, we are not only focusing on further improving the level of Customer service but also on improving the efficiency and effectiveness of our operations. Once this program is completed, we will be able to offer our services much faster and in paperless mode, thus leaving our own green footprint.

Investment Banking Business Area

The Investment Banking Business Area brings together three strands of work that focus on: (i) advisory services to private and public sector companies in Capital Markets transactions; (ii) financial advisory services in Mergers & Acquisitions (M&A) in the private sector and provision of financial services in general, as well as in privatizations; and (iii) Real Estate Investment activities for the Bank's repossessed large singular real estate assets, in order to ensure and optimize utilization of its portfolio.

In the Capital Markets sector, the Bank, through the Investment Banking Business Area, provided underwriting advisory services for the issuing and listing of corporate bonds on ATHEX to Mytilineos S.A. (Euro 500 million) and Autohellas Tourist and Trading S.A. (Euro 200 million). It also acted as issue advisor and coordinator for the initial public offering of the shares of Optima bank S.A., in which Euro 151 million were raised, and as coordinator for the initial public offering of the shares of Trade Estates REIC, in which Euro 56 million were raised, as well as of Athens International Airport S.A., in which Euro 785 million were raised. The Bank also acted as sales agent and co-lead manager in the private placement, through accelerated book building, of 33,619,870 shares of HELLENiQ ENERGY Holdings S.A., held by its shareholders Hellenic Republic Asset Development Fund S.A. (HRADF) and Paneuropean Oil & Industrial Holdings S.A., with a total value of Euro 235 million. Finally, the Bank has also undertaken the role of Coordinator for the initial public offering of the shares of Noval Property REIC, a transaction which is expected to be completed within the first semester of 2024. It also acted as advisor to Mr. Georgios Gerardos, in the context of the voluntary public offer which he submitted for the acquisition of the entirety of the shares of PLAISIO COMPUTERS S.A.

During 2023, the Bank continued to provide financial advisory services in complex landmark privatization projects. In particular, the Bank continued to act as exclusive Financial Advisor to HRADF for the concession agreement for Egnatia Motorway, of a total value of c. Euro 1.5 billion, which is expected to be completed in 2024. Furthermore, the Bank provided financial advisory services to HelleniQ Energy S.A. (formerly “Hellenic Petroleum S.A.”) with respect to the privatization of DEPA Commercial S.A. Additionally, the Bank acted as buy-side financial advisor to a consortium participating in the tender process of HRADF for the Attica Ring Road new concession.

The Bank also provided M&A advisory services to large private clients. More specifically, the Bank acted as buy-side financial advisor to a major energy group for two contemplated cross-border transactions in the energy sector, and as buy-side financial advisor to Quest Group, which acted as a prospective buyer for the acquisition of Kotsovolos (Dixons Sout East Europe). In the context of the Skyline transaction, the Investment Banking Business Area continued to advise the Bank (sell-side mandate) in the negotiations with the preferred bidder, namely the Dimand S.A. - Premia Properties REIC consortium, aiming to ensure the completion of the transaction in 2024. In addition, the Bank acted as common financial advisor to the listed companies BriQ Properties REIC (“BriQ”) and Intercontinental International REIC (“ICI”), in connection with transactions between them involving the sale of real estate assets, and in connection with a share deal transaction and the merger via absorption of ICI by BriQ, which is expected to be completed in 2024.

Additionally, the Bank provided financial advisory services to HCAP in connection with its participation in Athens International Airport S.A., while it also continued advising a listed company in relation to a prospect cross border transaction.

During 2023, the Bank also acted as a financial advisor providing valuation services to Prodea REIC and Kloukinas-Lappas S.A., for the purpose of supporting the two companies' Boards of Directors in drafting and releasing their reasoned opinions in connection with the respective submitted public offers.

In addition to the above, the Bank continues to provide advisory services to ATHEX-listed companies for the implementation of capital market transactions, as well as for privatization and private-sector M&A projects, which are expected to be completed in 2024.

As regards Real Estate Investment Services, in 2023, the Investment Banking Business Area continued with the asset management of a number of Special Purpose Vehicles (SPVs) in Romania, Bulgaria and Greece, focusing on maturing their real estate assets.

In 2023, the Investment Banking Business Area continued successfully its activities as the Investment Banking Advisory and Real Estate Management arm of the Bank and expects further improvement of its market positioning in 2024, taking advantage of the prospects emerging in its areas of activity.

Treasury

2023 was a year during which challenges remained, in a volatile geopolitical environment (continuation of the Russia-Ukraine war, escalation of tension in the Middle East), while the year was also marked by the collapse of Credit Suisse. Nevertheless 2023 was also a year of positive prospects, with Greece returning to investment grade status and Alpha Bank entering a strategic partnership with UniCredit

In this environment, the Bank maintained a strong liquidity position. At the end of 2023, funding form the European Central Bank (ECB), through the Eurosystem's program of Targeted Longer-Term Refinancing Operations (TLTRO III), stood at Euro 5 billion, after total repayments of Euro 8 billion throughout the year. The reduction in Eurosystem funding was accompanied by the release of equivalent eligible collateral. The Bank managed the available collateral with exceptional efficiency (through repurchase agreements - repos), contributing to maintaining regulatory liquidity ratios, namely the Liquidity Coverage Ratio

(LCR) and the Net Stable Funding Ratio (NSFR), well above the relevant thresholds and the Management's targets, and to adding to interest income, through the exploitation of special market conditions.

In 2023 the Bank proceeded with four bond issuances, raising c. Euro 1 billion, in a year of increased market volatility, especially after the collapse of Credit Suisse in March 2023.

The first transaction, namely an Additional Tier 1 perpetual Note of Euro 400 million, callable in 5.5 years, with a yield of 11.875%, took place in early February. The transaction was placed with international investors only and contributed to the optimization of the Bank's capital structure.

In June, the Bank successfully completed another wholesale issue, a Euro 500 million Senior Preferred Note, with a 6-year tenor, callable in year 5, and a 6.875% coupon. The order book attracted interest from over 130 investors, while 75% of the issue was placed with international investors, confirming once again the trust of the investors' community in Alpha Bank's prospects and giving a vote of confidence in the Bank's updated Strategic Plan, which had been announced a few days before the transaction's announcement.

The Bank performed two small private placements of totaling amount Euro 120million.

These transactions confirmed the Bank's decisiveness and swift to execute to capitalize conducive market windows, implement the MREL strategy, improve the liability structure, in a demanding economic environment.

During 2023, increased interactions with correspondent banks continued, as also did the Bank's participation in major conferences within the banking industry, with a view to enhancing relationships with counterparty banks, managing efficiently the related costs and increasing fees and commissions from interbank operations. In this context, Alpha Bank Executives participated in the Citibank and UniCredit annual conferences. Furthermore, the Bank was present at the annual event of the SWIFT Organization (SIBOS 2023), during which numerous meetings with correspondent banks took place, in the back of Greece's return to investment grade status as a result of the ratings announced by the international credit rating agencies, with the aim of expanding available credit lines and improve pricing in trade finance operations of interest to the Bank's Customers.

Throughout 2023, the Greek Capital Markets benefited from strong investor demand for the Hellenic Republic Securities. The return of Greece to investment grade (IG) status after 13 years, resulted in a substantial tightening in the spreads of Greeks bond against those of the respective European ones.

In 2023, the Bank remained actively engaged in market making activities for both Greek sovereign and corporate bonds. In the primary market, the Bank participated in all Greek Public Debt Management Agency issuances, with elevated bids stemming from its own portfolio and from its Customers. In terms of transactions in Greek government securities on the secondary market, the Bank continued its strong presence on the Electronic Secondary Securities Market ("HDAT"). At the same time, on the International Capital Markets front, the Bank continued to be present on European government and investment-grade corporate bond markets.

Currency and interest rate markets were significant sources of profitability, with numerous important transactions executed throughout the year. Transactions on derivatives markets are always carried out at predetermined market risk levels and within the limits set and monitored by the responsible Units of the Bank. Overall, increased transaction volumes driven by both Customer and proprietary trading activities, resulted in significant financial gains in 2023.

Structured Finance

Alpha Bank is a leader in the Greek structured finance market, offering financing solutions on a bilateral or syndicated basis, as well as related advisory services in the project finance area, regarding the implementation of large-scale projects in the infrastructure sector (self-financed motorways, airports etc.), energy distribution networks (natural gas, electricity etc.) and in power generation (renewable energy sources, thermal power stations, cogeneration units). It is also active in the Greek, Cypriot and Romanian real estate finance market, specializing in arranging and extending facilities for the acquisition and development of income producing real estate properties such as commercial centers, offices, warehouses, logistic parks, hotels, residential complexes and other special-purpose facilities.

In 2023, the Structured Finance Division was actively involved in arranging new structured financings on a syndicated or bilateral basis, jointly with other commercial banks, in infrastructure, telecommunications and commercial real estate projects, hotels, energy distribution networks and power generation from renewable energy sources, thus affirming the Bank's dominant position in this sector.

The Division's loan book increased by approximately Euro 1.07 billion compared to 2022, rising approximately to Euro 4.81 billion for 2023. Indicatively, the following important transactions were completed within 2023:

Infrastructure Sector:

- Arrangement and underwriting of the construction, design, financing, operation and maintenance of the Southwest Peloponnese Road Axis (Pylia Odos), through a Public-Private Partnership (PPP), for a total amount of c. Euro 240 million.
- Arrangement and underwriting of the PPP regarding the design, financing, construction, operation and maintenance of the Hersonissos - Neapolis section of the Northern Road Axis of Crete (VOAK), for a total amount of c. Euro 225 million.

- Arrangement and underwriting of the construction of the PPC's fiber network, for a total amount of c. Euro 285 million, of which Euro 175 million are investments eligible for financing by the Recovery and Resilience Facility (RRF).

- In 2023, the Bank actively participated in international transactions focused on the telecommunications/ digital infrastructure sector, with its total participation amounting to c. Euro 150 million.

Energy Sector:

- Provision of Euro 453 million of financing (Alpha Bank participation: Euro 151 million or 33.33%) to subsidiaries of the RWE-PPC Renewables consortium for the development of photovoltaic parks with a total installed capacity of 730 MW. Part of the financing (Euro 226 million in total) was covered from RRF funds. Including the financing provided in 2022 to subsidiaries of the aforementioned consortium, the total installed capacity of the photovoltaic parks amounts to 940 MW, representing one the most important RES investment projects in Greece

- Provision of financing ofthe construction, operation and maintenance of two (2) photovoltaic parks with a total installed capacity of 159 MW in the Lignite Center of Western Macedonia, to Solarlab S.A. (100% subsidiary of PPC Renewables Single-Member S.A.), at 100%, with a total financing amount of Euro 97 million. Part of the financing (Euro 49 million) was covered from RRF funds.

- Participation in a long-term syndicated financing of Euro 573 million (Alpha Bank participation: Euro 143.25 million or 25%), intended to partly finance the acquisition of 50% of Principia Energy Generation (former Enel Green Power Hellas) by Macquarie Asset Management and to refinance Principia Energy Generation's existing debt obligations.

- Provision of Euro 708 million of financing to MSCIF Dynami S.A. (100% subsidiary of Macquarie Asset Management) for refinancing of existing debt obligations, in view of the acquisition of a 49% stake in Hellenic Electricity Distribution Network Operator (HEDNO).

- Refinancing of the facility for the acquisition of CEZ Group companies in Romania by Macquarie Group and provision of additional facilities to these companies for capital expenditure (capex) investments. Alpha Bank Group's participation (through Alpha Bank Greece and Alpha Bank Romania) amounted Euro 70 million.

Commercial Real Estate Sector:

- Arrangement and underwriting of Euro 350 million of financing to Astir Palace Vouliagmenis S.A. (owner of Astir Vouliagmenis Four Seasons Astir Palace Hotel and other facilities/ F&B Matsuhisa-Beefbar, etc.), controlled by AGC Equity Partners, in the context of refinancing existing debt obligations.

- Coordination and arrangement, jointly with Alpha Bank Romania, and participation in a syndicated loan of Euro 200 million in total to CTP Group (company based in the Czech Republic – market leader in the Romanian Logistics Market), for the refinancing of a "green" logistics portfolio of 40 real estate assets totaling 564,506 sq.m. of gross leasable area (GLA) in Bucharest (50% Alpha Bank Group, 25% BRD-Société Générale Group and 25% ING Bank N.V. Amsterdam, Bucharest Branch).

- Arrangement and underwriting of Euro 106.44 million of financing with the participation of the RRF (30% Alpha Bank, 40% RRF) for the acquisition of the former facilities of the Athenian Paper Factory in Eleonas, Athens and the development of a modern office complex with a total area of 47.007 sq.m.

In the advisory services sector, the Structured Finance Division acted as financial advisor in one of the most important motorway concession tenders procedures in the Greek market.

In particular, the Division acted as Exclusive Advisor to the Hellenic Republic Asset Development Fund (HRADF) for the privatization of the Egnatia Odos motorway through a concession agreement. During 2021, the preferred bidder for the project was selected. The concession fee offered was the highest fee ever offered in a similar tender launched by HRADF. The transaction was completed in March 2024 with the signing of the Concession Agreement between the Greek State and the Concessionaire.

On the basis of existing mandates for the arrangement of financing for various projects, the volume and the performance of the loan portfolio are expected to increase in the following years, primarily driven by projects in the renewable energy sector, PPPs, concessions and the development of income properties.

Brokerage services

The domestic stock market recorded a significant increase in 2023 compared to the previous year (+39.1% for the ASE General Index and +38.7% for the FTSE-ASE Large Cap Index).

In retrospect, the Greek market outperformed the main international stock market indices in 2023: Germany (DAX 40) +20.3%, the UK (FTSE 100) +3.8%, France (CAC 40) +16.5% and the USA (S&P 500) +24.2%, with all changes in local currency.

The ATHEX General Index recorded its yearly high on July 25, 2023 (1,346 points) and its yearly low on January 2, 2023 (936 points).

According to the Athens Exchange (Monthly Statistical Bulletin, Axia Numbers for December 2023), at the end of December 2023, domestic investors held 35.6% of the total capitalization (compared to 36.4% at the end of December 2022) and foreign investors held 64.5% of the total capitalization (compared to 63.6% at the end of December 2022).

Total market capitalization for 2023 (as of 31 December 2023) stood at Euro 85.1 billion, compared to Euro 65.8

billion for 2022 (as of 31 December 2022). The average daily trading value for 2023 was Euro 111.0, million compared to Euro 73.7 million for 2022.

For 2024, market expectations remain positive as a result of the positive estimates of further growth of the Greek economy and of the reduction in inflationary pressures, coupled with increasing interest in listed companies by foreign investment portfolios stemming from:

(a) the upgrade of Greece's credit rating to investment grade status in H2 2023 and the prospect of upgrade of the Greek equity market from "Developing" to "Developed" status over the next years

(**b)** the strong profitability of banks and energy companies, as well as of the majority of the large-cap and mid-cap listed companies

(c) the investment opportunities arising from liquidity events, such as potential placements in existing companies and new listings in the ATHEX.

The Bank is active in the field of brokerage services through the Group Company Alpha Finance Investment Services S.A. In 2023, the Company was held the fifth position in the ranking of the Athens Exchange Members, with a market share of 6.56%. The Company's revenues from fees and commissions in 2023 amounted to Euro 10.95 million, compared to Euro 9.71 million in the previous year. The Company's profitability improved further in 2023, with net profit before income tax amounting to Euro 2.09 million (2022: Euro 1.39 million). The Company provides the following comprehensive investment services:

- Trading in the joint Athens and Cyprus Stock Exchange equities and Exchange Traded Funds (ETFs) platform, and access to the Athens Exchange Derivatives Market.
- ALPHATRADE: Provision of a complete range of online services accessible via the Company's website at www.alphafinance.gr, the mobile applications for iOS and Android-based devices, and the automated Interactive Voice Response system.
- Trading in the international equities and derivatives markets via agents, as well as via the "Alpha Global Trading" online service.
- Market Making: Alpha Finance provides Market Making services in equities, derivatives and indices (ETFs). Its operational model is based on cutting-edge technology and a high degree of automation.
- Financial Analyses: The Financial Analysis Department provides the Company's institutional and retail Customers with comprehensive information both on a daily basis, covering the most important news affecting companies and the market, as well as on a regular basis, through reports focusing on specific companies or industries and market strategy. As of the end of 2023, the Department had 20 listed companies under coverage, corresponding to over 80% of the total market capitalization and representing the majority of the key domestic business sectors.

- Institutional Sales/Trading: The Department covers Alpha Finance's local and international institutional Customers. It aligns the brokerage services and acts as a point of reference with a main objective to maximize market share and commission revenue. The Department executes institutional customer orders in equity cash, listed corporate bonds and derivatives' markets.
- Trade Clearing and Custody Services: Integrated trade clearing and custody services for the domestic and the international equities and derivatives markets.

For 2024, the main strategic goals for Alpha Finance are to meet its profitability and organic growth targets, focusing on:

further attracting foreign and domestic institutional investors

increasing its market share

expanding the services provided to private Customers

increasing the proprietary trading activity through the Market Making Desk.

SOUTHEASTERN EUROPE

Cyprus

Alpha Bank started operations in Cyprus in 1998 with the acquisition of Lombard Natwest Bank Ltd, a subsidiary of the NatWest Group in Cyprus. Through gradual equity purchases, Alpha Bank acquired full control of the acquired bank, which was later renamed Alpha Bank Cyprus Ltd.

The Bank's profit after tax for 2023 amounted to Euro 64.1 million. The Bank has maintained high capital adequacy ratios, with a Common Equity Tier 1 ratio of 19%, a Tier 1 Capital ratio of 24.7%, and a Total Capital ratio of 24.7%. At the end of the year, deposits stood at Euro 2.9 billion, while total lending stood at Euro 1 billion. With regard to global geopolitical developments, the Bank has no significant direct exposure to Russia, Ukraine and the Middle East, however the Cypriot economy may be adversely affected in the event of an escalation of the current conflict in the Middle East.

In 2023, the Bank has shifted its strategy towards a growth model aimed at increasing profitability, while at the same time strengthening its capital base. The Bank's reorganization and its digitalization plans support the achievement of the abovementioned goals.

The Bank has 3 distinct front-line Business Areas: Retail, Corporate and Wealth & International.

The Retail Business Area has refocused its attention and aims to attract high-value Customers that will be better served, in alignment with the new model implemented by the Bank. Specifically, the introduction of Relationship Managers (RMs) and the use of technology, namely the CRM system, the digitalization of systems and processes, the improvement of the Credit Committees' response times and the implementation of a Call Center, will help achieve these new targets.

In the first quarter of 2023, the Bank introduced a new Housing Loan product that combined a fixed rate for the first 3 years and a variable rate for the remaining loan duration. In addition, the Bank introduced an interest rate discount for new loans for properties with Class A and Class B Energy Efficiency Certificates, which fall under the Bank's ESG Strategy.

During the third quarter of 2023, Alpha Bank Cyprus Ltd implemented the Reward Program for Performing Housing Loan Borrowers, rewarding the consistency of its Customers in fulfilling their housing loan repayment obligations. As far as consumer loans are concerned, the Bank limited its presence in consumer lending, as it focus mainly on housing loans.

Regarding deposit interest rates, the Bank announced an increase in fixed term deposit rates twice in 2023 (May and October) and relaunched the "Alpha Progress" Term Deposit, which offers an escalating interest rate. Term deposits pricing was aggressive, in order to attract deposits, as this is one of the Bank's main strategic goals. The relevant advertising campaigns, designed and executed by the Bank's Marketing Department, contributed to the achievement of this goal.

The Bank's Wholesale Business Area has also been completely revamped and intends to initially focus on significant transactions that will allow for easier and faster market penetration. Leveraging the Group's balance sheet and know-how, the Wholesale Business Area will be able to target large corporates, both local and international, and to offer solutions that will contribute to the growth of the Bank's loan portfolio.

The newly established Wealth & International Business Area aims to offer both Banking and Investment services to its local and international Customers. These services will be offered to individuals, as well as to public and private sector organizations. Its strategic objective is to establish itself as a major player in Wealth Management and Private Banking in the Cypriot market, by offering Alpha Group's complete line of Investment products.

During 2023, the communication strategy of Alpha Bank Cyprus Ltd aimed to strengthen the image and presence of the Bank against the competition. The Bank's products, services and CSR initiatives were promoted through extensive advertising campaigns.

As far as expenses are concerned, following the disposal of the Sky portfolio in 2022 and the voluntary separation scheme of the same year, to which 74 Employees responded positively, in 2023 an additional 54 Employees were transferred to the servicer of the Sky portfolio, further reducing the Bank's highly inelastic personnel cost.

Additionally, the Bank has developed an ESG strategy, which is fully in line with the Group's ESG strategy and aims at reducing the carbon footprint of the Bank and of its business activity. This strategy is also aligned with Paris Agreement and the UN Sustainable Development Goals and is expected to assist the Bank's effort to expand its share of the green transition market and to achieve growth through by also taking account ESG factors and climate change.

Romania

Alpha Bank has been present in Romania since 1994 and is the first foreign bank to operate in the country. During the fourth quarter of 2023, Alpha Bank Group announced the transfer to UniCredit Group of the stake held by the Hellenic Financial Stability Fund (HFSF) in Alpha Bank.

In 2023, the Alpha Bank Romania's gross loans increased by 8.8% on an annual basis to Euro 3,281 million, mainly driven by loans to businesses whose performance outpaces the evolution of the market, in a highly competitive environment.

The quality of the Bank's assets improved in 2023, as reflected by the Non-Performing Exposures (NPE) ratio, which for 2023 stood at 2%, within the EBA's low-risk band (below 3%).

The digital transformation of the Bank continued in 2023. In particular, the platform of the Mortgage Center of Excellence was further developed with the onboarding of all real estate brokers, while progress was also made in the SBB platform for streamlining the SBB lending process. Furthermore, consumer loans were added to the digital onboarding module, thus offering to Customers a fully digital experience when taking out an unsecured consumer loan.

Moreover, in 2023 the Bank completed all the necessary steps for the successful transfer of the business activity of Orange Money Romania IFN (OMY). With the completion of the transfer, the Bank acquired the retail ecosystem of OMY, increasing its Customer base and its credit cards portfolio.

In 2023, the Bank's financing was ensured locally by the growth of its deposit base. At the end of 2023, deposits stood at Euro 3,564 million, recording an increase of 17.8% compared to 2022, driven by deposits from both businesses and individuals.

The Bank profitability in 2023 was improved, with net profits increasing by 44% on an annual basis to Euro 37.7 million. This increase was the result of higher revenues, a well-managed cost base against an inflationary environment, and effective risk management.

At the end of December 2023, the Bank's liquidity, as expressed by the Liquidity Ratio, improved to 32.2% from 31.5% at the end of December 2022.

OTHER ACTIVITIES

REAL ESTATE MANAGEMENT

Alpha Real Estate Services S.A.

Alpha Real Estate Services S.A. (formerly "Alpha Astika Akinita S.A."), as renamed pursuant to the relevant decision of the Extraordinary General Meeting of its Shareholders of January 19, 2024), is an Alpha Bank Group company whose main activity is the management and operation of properties owned by itself or by third parties, the provision of advice on related matters, the provision of real estate and brokerage services, the carrying out of plant and machinery valuations on behalf of the Alpha Bank Group or of third parties, and the participation in businesses having the same or similar purposes.

Alpha Real Estate Services S.A., acting as a real estate consultant, has undertaken the management of the largest part of Alpha Bank Group's real estate portfolio in Greece, as well as the coordination of the Group's real estate activities abroad, while it has created databases for all the real estate properties owned, leased or rented by the Group and located both in Greece and in Southeastern Europe.

During 2023, the Company implemented almost all its announced strategic plans for its transformation into a company with the sole purpose of providing third-party real estate management and operation services. To this end, it had acquired, in June 2022, the real estate management services business of Alpha Real

Estate Management and Investments Single-Member S.A., a company of the Alpha Bank Group, whose operational integration successfully completed in 2023. During the same period, in the context of the Skyline transaction, the Company completed the transfer of 9 wholly-owned real estate properties and the partial transfer of 1 out of a total of 24 real estate properties that it owns. For the same transaction, during the first quarter of 2024, the Company completed the transfer of an additional 3 of its real estate properties, while the transfer of the remaining properties held for sale is expected to be completed in stages, up to and including the third quarter of 2024, once the statutory formalities have been completed. Moreover, in 2023 and following the dividend distributed to its shareholders in 2022, the Company adjusted its capital structure in terms of equity and proceeded to distribute to its shareholders, for the second consecutive year, a dividend in the amount of Euro 3,640,000, i.e. Euro 0.26 (gross) per share. Finally, following a motion by the Company's Board of Directors, the Extraordinary General Meeting of the Company's Shareholders, held on January 29, 2024, approved the reduction of the Company's capital by Euro 30.8 million and its reimbursement to the Shareholders, in the form of a payment of Euro 2.2 per share.

Alpha Real Estate Services S.A., after several years of remarkable growth and increase in its productive turnover and profitability, and as a result of the successful integration of the services segment of Alpha Real Estate Management and Investment Single-Member S.A., which was acquired and which contributed significantly to its strengthening both in the property management sector as well as in the field of asset underwriting, in addition to the significant amount of capital available, demonstrates a well-trained specialized staff with many years of expertise.

In relations to its holdings, in 2023 the Company held a 100% stake in the Group Companies Alpha Real Estate Bulgaria E.O.O.D., Alpha Real Estate Services S.R.L. and Alpha Real Estate Services L.L.C.

The total consolidated assets of Alpha Real Estate Services S.A. stood at Euro 107.2 million for 2023, compared to Euro 104.4 million in 2022, increased by 2.68%.

The Company's cash and cash equivalents amounted to Euro 49.8 million in 2023, versus Euro 50.7 million in 2022.

Consolidated earnings before tax amounted to Euro 5.5 million in 2023, against Euro 6.3 million in 2022, while operating revenues stood at Euro 18.4 in 2023, compared to Euro 16.1 million in 2022.

These figures, combined with the Company's zero borrowing, allow the Group to successfully face the challenges of the market by expanding the range of its real estate advisory and management services, as well as to intensify its active involvement in major real estate projects, aiming at the significant, continuous and healthy expansion of its operations in the relevant real estate services market.

It is estimated that in 2024, the Company will complete the transfer of its owned properties under the Skyline transaction as well as its business transformation into a company with the sole purpose of providing third-party real estate management and operation services, concentrating its activity business in one of its existing lines of business, namely:

- the management and operation of its Customers' real estate assets
- the provision of services including real estate brokerage and management of the purchase/sale and rental/leasing of real estate
- the tax and insurance aspects of its Customers' real estate assets
- organization and control of valuations and certifications
- project management of major projects
- provision of consultancy services on the above issues.

Venture Capital

For the fiscal year ended December 31, 2023, Alpha Ventures and Alpha Ventures Capital Management presented the following results:

- Alpha Ventures reported pre-tax losses of Euro 0.88 million, which mainly concern non-recuring operating expenses (employee departures under Voluntary Separation Schemes), since for the year ended the main investment activity of the company was carried out through its subsidiary Ionian Equity Participation.
- Alpha Ventures Capital Management reported losses of Euro 0.02 million, mainly due to the expenses incurred for the management of the ALPHA TANEO AKES mutual fund, which is in the stage of liquidating its investments.

During 2023, the investment activity of Alpha Ventures and Alpha Ventures Capital Management focused on the effective management and liquidation of their investment portfolio under direct or indirect management. Despite the difficult macroeconomic environment, disinvestments continued, with inflows from investment liquidations and dividends, in 2023, amounting to Euro 1.3 million, while capital payments were made to companies in the direct or indirect management portfolio totaling Euro 5.0 million. It is noted that the new investments are made based on the new investment strategy concerning the Group's Private Equity, which is supervised by the Strategy and Investments Division

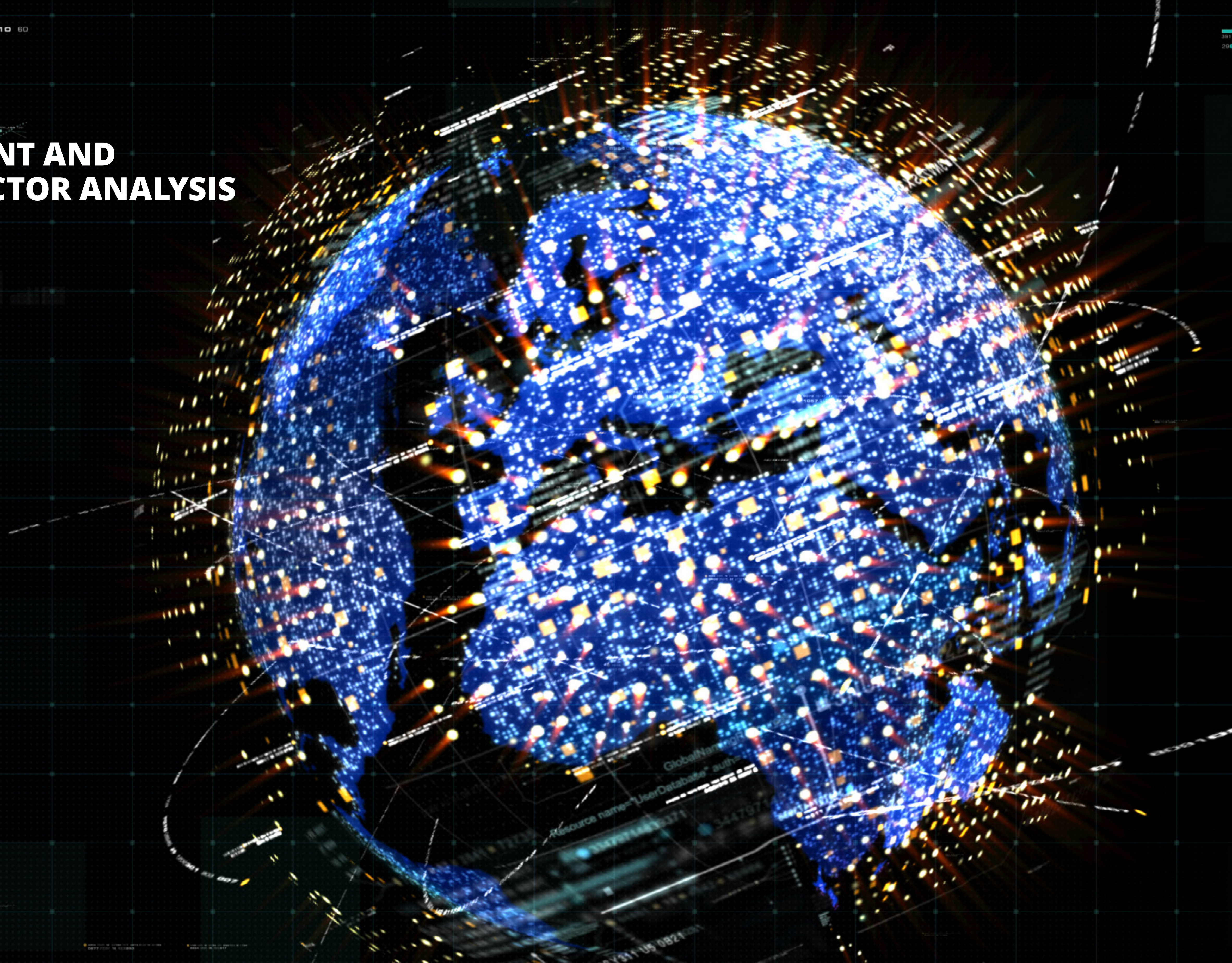
Based on the new strategy, for 2024 our investment policy will focus on the following axes:

- Continuation of efforts for smooth liquidation of the historical portfolio. Due to the current economic environment, delays may occur in the implementation of the original planning.

- Search for new investments, mainly in third-party Venture Capital Mutual Funds (AKES) in the context of the implementation of the new strategy.

03

OPERATING SEGMENT AND GEOGRAPHICAL SECTOR ANALYSIS



a. Analysis by operating segment

(Amounts in Euro million)

	1.1 – 31.12.2023						
	Retail	**Wholesale**	**Wealth Management**	**International Activities**	**Non-Performing Exposures**	**Corporate Center/ Elimination Center**	**Group**
Net interest income	635.5	700.6	19.6	121.5	64.1	112.2	1,653.4
Net fee and commission income	134.6	125.5	83.1	19.2	10.1		372.5
Other income	15.1	53.4	3.4	11.6	13.6	(0.5)	96.7
Total income	**785.2**	**879.5**	**106.1**	**152.3**	**87.8**	**111.7**	**2,122.6**
Of which income between operating segment	17.0	89.3		12.7	(14.0)	(105.1)	-
Total expenses	**(395.1)**	**(161.6)**	**(47.0)**	**(66.7)**	**(79.9)**	**(66.7)**	**(817.1)**
Impairment losses and provisions to cover credit risk and other related expenses	(42.5)	(41.9)		(10.1)	(377.8)	2.0	(470.1)
Impairment losses on other financial instruments				0.1		2.6	2.7
Impairment losses on fixed assets and equity investments					(8.6)	(10.3)	(18.9)
Gains/(Losses) on disposal of fixed assets and equity investments		0.2		(1.2)	0.8	3.1	3.0
Provisions and transformation costs	(42.3)	(20.7)	(7.1)	(1.7)	24.2	(2.2)	(49.9)
Share of profit/(loss) of associates and joint ventures						0.9	0.9
Profit/(loss) before income tax	**305.3**	**655.6**	**51.9**	**72.7**	**(353.5)**	**41.1**	**773.1**
Income tax							(233.0)
Net profit/(loss) after income tax from continuing operations for the year							**540.1**
Net profit/(loss) after income tax from discontinued operations	14.5			56.8			71.2
Net profit/(loss) for the year							**611.3**
Assets 31.12.2023	13,196.2	29,278.8	221.7	8,333.6	3,602.2	19,030.3	73,662.8
Liabilities 31.12.2023	34,734.8	9,439.4	1,907.9	7,362.9	478.2	12,416.2	66,339.5
Capital expenditure	81.1	24.7	4.4	10.4	16.5	22.3	159.4
Depreciation and Amortization	(86.9)	(34.1)	(8.4)	(5.8)	(13.2)	(9.0)	(157.4)
Investments in associates and joint ventures						99.8	99.8

(Amounts in Euro million)

	1.1 – 31.12.2022 as restated						
	Retail	**Wholesale**	**Wealth Management**	**International Activities**	**Non-Performing Exposures**	**Corporate Center/ Elimination Center**	**Group**
Net interest income	419.1	568.6	10.1	55.5	108.6	11.9	1,173.8
Net fee and commission income	127.6	136.2	76.6	16.5	9.8	0.5	367.1
Other income	15.7	44.4	4.5	11.2	(14.4)	148.5	210.0
Total income	**562.3**	**749.3**	**91.1**	**83.2**	**103.9**	**161.0**	**1,750.8**
Of which income between operating segment	18.4	68.5		5.9	(19.2)	(73.6)	
Total expenses	**(424.4)**	**(165.6)**	**(49.0)**	**(64.7)**	**(92.3)**	**(60.7)**	**(856.7)**
Impairment losses and provisions to cover credit risk and other related expenses	(75.0)	(9.7)		2.7	(483.3)	(0.1)	(565.5)
Impairment losses on other financial instruments				0.2		3.7	3.9
Impairment losses on fixed assets and equity investments	0.4	0.1	(0.4)	(0.3)	(72.8)	5.9	(67.0)
Gains/(Losses) on disposal of fixed assets and equity investments	157.9	140.0		(0.1)	10.9	7.9	316.6
Provisions and transformation costs	(6.9)	(4.4)			(25.0)	(5.2)	(41.4)
Share of profit/(loss) of associates and joint ventures						3.0	3.0
Profit/(loss) before income tax	**214.3**	**709.8**	**41.8**	**21.0**	**(558.6)**	**115.7**	**543.9**
Income tax							(238.9)
Net profit/(loss) after income tax from continuing operations for the year							**304.9**
Net profit/(loss) after income tax from discontinued operations	(4.8)			68.3			63.5
Net profit/(loss) for the year							**368.4**
Assets 31.12.2022	13,005.2	28,402.1	201.6	7,563.3	5,302.6	23,536.6	78,011.4
Liabilities 31.12.2022	32,865.0	9,759.8	2,181.3	7,023.4	1,092.2	18,826.5	71,748.1
Capital expenditure	59.3	20.7	3.8	31.3	34.7	7.8	157.4
Depreciation and Amortization	(74.5)	(30.0)	(7.5)	(5.4)	(13.2)	(12.0)	(142.7)
Investments in associates and joint ventures						98.7	98.7

b. Analysis by geographical sector

(Amounts in Euro million)

	1.1 - 31.12.2023		
	Greece	**Other countries**	**Group**
Net interest income	1,526	127	1,653
Net fee and commission income	353	19	372
Other income	78	18	97
Total income	**1,958**	**164**	**2,123**
Total expenses	**(729)**	**(88)**	**(817)**
Impairment losses and provisions to cover credit risk and related expenses	(407)	(63)	(470)
Impairment losses on other financial instruments	3		3
Impairment losses on fixed assets and equity investments	(11)	(8)	(19)
Gains/(Losses) on disposal of fixed assets and equity investments	8	(5)	3
Provisions and transformation costs	(73)	23	(50)
Share of profit/(loss) of associates and joint ventures	1		1
Profit/(loss) before income tax	**750**	**23**	**773**
Income tax			(233)
Net profit/(loss) after income tax from continuing operations			**540**
Net profit/(loss) after income tax from discontinued operations	14	57	71
Net profit/(loss) for the year			**611**
Non-current assets 31.12.2023	1,123	145	1,269

(Amounts in Euro million

	1.1 - 31.12.2022 as restated		
	Greece	**Other countries**	**Group**
Net interest income	1,096	78	1,174
Net fee and commission income	351	16	367
Other income	210		210
Total income	**1,657**	**94**	**1,751**
Total expenses	**(771)**	**(86)**	**(857)**
Impairment losses and provisions to cover credit risk and related expenses	(549)	(17)	(565)
Impairment losses on other financial instruments	4		4
Impairment losses on fixed assets and equity investments	(54)	(13)	(67)
Gains/(Losses) on disposal of fixed assets and equity investments	316		317
Provisions and transformation costs	(16)	(25)	(41)
Share of profit/(loss) of associates and joint ventures	3		3
Profit/(loss) before income tax	**589**	**(45)**	**544**
Income tax			(239)
Net profit/(loss) after income tax from continuing operations			**305**
Net profit/(loss) after income tax from discontinued operations	(5)	68	63
Net profit/(loss) for the period			**368**
Non-current assets 31.12.2022	1,049	200	1,249

04

DIGITAL NETWORKS, DIGITAL TRANSFORMATION AND INNOVATION ACTIVITIES

In line with its Strategic Plan 2023-2025, Alpha Bank continues to focus on the constantly evolving needs of its Customers, designing digital solutions that aim to improve their overall banking experience.

Through digital channels, such as e-Banking for Individuals and Businesses, the ATM Network and our Automated Payment Systems (APS), the Bank is developing new capabilities and online products that not only serve the daily transactional needs of Customers but aim to provide a comprehensive online banking service

Digital networks

In 2023, Customers continued to choose Alpha Bank's digital channels for their banking transactions, as 97% of transactions were carried out digitally and only 3% at the Tellers of the Bank's Branch Network. Both the number and value of transactions via digital channels recorded an increase of 11% and 10%, respectively, compared to 2022. Additionally, new Customers continued to register in the e-Banking service, with 1 in 3 new subscribers completing their registration exclusively remotely, via myAlpha Mobile.

During the year, further functionalities, improvements and management capabilities, as well as products, became available in the myAlpha Web platform for retail customers.

The new transaction program, myAlpha Benefit, was added to the products available online in early 2023, offering Retail Customers the opportunity to reduce transaction costs for bill payments, transfers and cash withdrawals from other bank ATMs, for a monthly fee of Euro 2 and the potential for savings of up to Euro 4.25 per month.

Another notable addition was the option to open a payroll/pension account via myAlpha Web and myAlpha Mobile, introduced for existing e-Banking subscribers and expected to significantly alleviate the corresponding Branch-level workload.

In October 2023, Customers were given the capability to provide digital pocket money to their children via myAlpha Mobile and the specially designed myAlpha Vibe app, which enables teenagers to manage their card and spending.

Using the new app, teenagers can view their available pocket money, make online purchases and add the card to their digital wallet for POS transactions, while parents are notified of each transaction made.

Additionally, the option to obtain e-Banking credentials online, previously available only via myAlpha Mobile and the Branch Network, became also available via myAlpha Web, facilitating the registration of new subscribers less familiar with mobile applications.

Moreover, in the second half of 2023, the myAlpha Rendez-vous service, using which Customers can schedule appointments at Alpha Bank Branches, was added to myAlpha Web for Individuals, significantly expanding the platforms capabilities.

With a view to enhancing e-Banking security, the feature for managing connected devices became also available in myAlpha Mobile app, enabling Customers to directly monitor and manage their connected devices. Moreover, strong Customer Authentication was strengthened for transactions exceeding Euro 1,000 daily via e-Banking for retail customers, with the additional sending of a one-time password (OTP) using channel other than the one used for sending the initial OTP. Finally, strong Customer Authentication was also applied for the addition of Alpha Bank-issued cards to the digital wallets offered by the Bank.

During the year, the tools available in e-Banking for Individuals were expanded with the addition of myAlpha Documents, using which Customers and the Bank can exchange, manage and digitally sign, entirely online, banking documents necessary for completing various requests, without the need for Customers to visit a Branch in person.

Towards the end of the year, the ability to acquire a credit card was offered through e-Banking for retail customers, with four available cards that Customers can obtain using their mobile phone or computer.

myAlpha Quick Loan, available via myAlpha Web for Individuals and myAlpha Mobile, continued its upward trajectory with the addition of the counteroffer option for Customers.

In 2023, Customers showed a clear preference for myAlpha Mobile, with subscribers carrying out transactions via their mobile phone and myAlpha Mobile outnumbering those carrying them out using myAlpha Web. In fact, 8 out of 10 active Customers with e-Banking credentials used myAlpha Mobile on a monthly basis, while the number and the value of transactions via the app recorded an increase of 31% and 24%, respectively.

myAlpha Web for Business was also enriched with new features, such as Imports, where subscribers are now able to carry out simple

International Transfers in Euro or in Foreign Currency, without currency conversion, up to the equivalent of Euro 500,000, while they are also provided with the option to choose between SHA/OUR expense types.

Moreover, during the first semester of 2023, the ability to issue two types of Certificates for deposit accounts was added to myAlpha Web for Business. More specifically, subscribers were given the ability to issue an Account Balance Certificate and a Certificate of Deposit Account Maintenance.

In addition, in June 2023, the Multiple Deposit feature was made available in myAlpha Web for Business, allowing Customers to prepare cash deposit transactions they intend to make into their company's account, before the arrival of the company's legal representative at the Branch for completing these transactions.

The bizpay app, a modern and innovative application that allows submission and tracking of the business expenses of a company's executives, continued to contribute to reducing bureaucracy, with more than 500 Businesses trusting and using the service.

As far as the Bank's ATM network is concerned, the number of cash transactions (withdrawals, deposits and cash payments) of Alpha Bank Customers stabilized compared to 2022, while the value of cash transactions recorded a slight increase of 3.4%.

In 2023, the replacement of the remaining 25% of the Bank's total number of ATMs with newer technology machines was completed.

At the same time, the use of the voice guidance service increased by 6% compared to 2022, allowing people with vision impairments to draw out cash and make balance enquiries using cards issued by Alpha Bank or by other Greek banks, by simply connecting their headphones to the corresponding ATM jack.

Regarding the network of Automated Payment Systems (APS), at the end of 2023, 98% of the Branches in the Network had at least one APS available, used for carrying out deposit and payment transactions both in cash and by debiting an Alpha Bank card.

Other Digital Solutions and Services

Existing Alpha Bank Customers, as well as a significant part of new Customers, chose the Bank to benefit from state financial support programs such as Market Pass, Tourism Pass II, Dentist Pass, and Youth Pass. These programs were launched by the Greek government in order to address the rise in household costs due to significant increases in the consumer price index, as well as in order to strengthen domestic tourism, support Greek households against inflation, provide financial support for preventive dental care for children and bolster purchases of products or services from tourism, transportation and cultural businesses by young people aged 18-19. As payment of the aid to the beneficiaries of these programs was in the form of digital debit cards, this contributed to the increase in new e-Banking subscriptions compared to 2022.

In terms of remote Customer registration, the Retail Onboarding service for Individuals has continued to provide prospective Customers with the convenience of opening an account, obtaining a debit card and receiving their e-Banking credentials directly via their mobile phones, without having to visit a Branch of the Bank's Network.
Additionally, out of the total number of accounts opened by all Customers who chose to begin their banking relationship with Alpha Bank in 2023, 15% were opened using the Retail Onboarding service available via myAlpha Mobile.

Similarly, the Digital Business Onboarding service, which was introduced in August 2020 and further enriched in February 2021, has enabled prospective corporate Customers to open a current account and subscribe to `e-Banking for Businesses, without having to visit a Branch of the Bank's Network. In 2023, over 60% of the new corporate Customers chose to initiate their banking relationship with Alpha Bank by accessing the webpage of the Digital Business Onboarding service on the Bank's website.

Digital Transformation and Innovation

In 2023, Alpha Bank actively continued to pursue the development of an open innovation ecosystem. The fourth edition of its internal digital innovation competition (i3), open exclusively to Bank staff, was launched in May 2023, aiming at soliciting innovative Employee ideas to improve Customer and Employee experiences through digital technology.

A total of 89 innovative proposals were submitted by 136 Employees. Out of this total number of participants, 52% were women and 25% were working in Regional Branches/Offices of the Bank, while 60% of the ideas submitted were developed by teams. A total of 22 experienced colleagues from various Bank Divisions helped evaluate and shortlist the 10 finalists who qualified for the competition's Accelerator stage.

During this phase of the competition, 2 full-day workshops were held for the participants, covering topics around Customer Experience and Innovation, with speakers including Executives of the Bank as well as 6 distinguished guest speakers. In addition, 20 colleagues took on the role of mentors for the teams, holding a total of over 100 mentoring sessions, while the Bank's Innovation Team and one IT expert from the Bank adding over 50 additional coaching and support sessions for the finalists.

The final event, during which the finalists presented their ideas and the winners of the competition were announced, took place in February 2024.

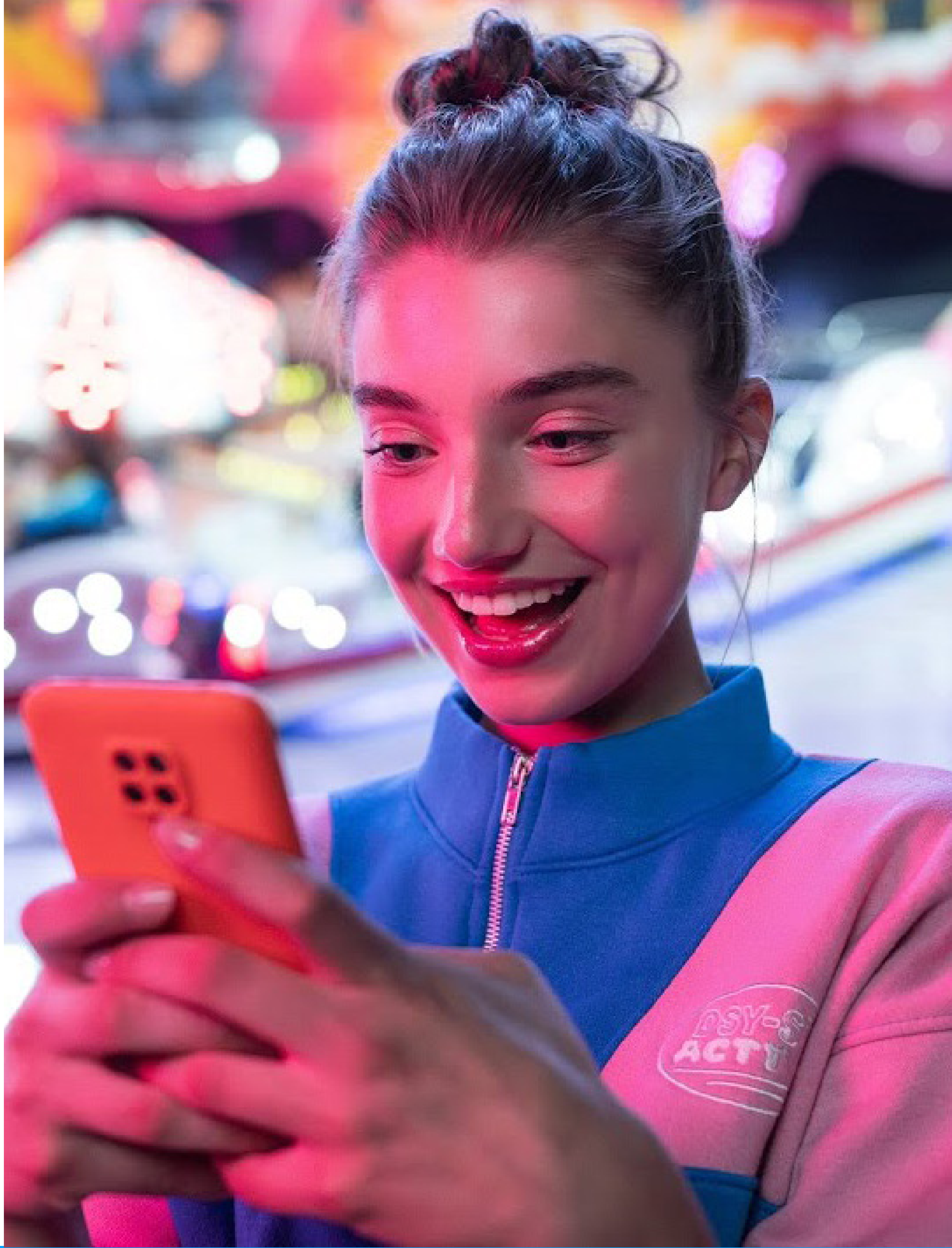
Distinctions

In the first half of 2023, Alpha Bank was honored with an award at the annual "Product of the Year Awards" ceremony. In particular, the Bank received the "**Product of the Year Award**" in the Services Category for the Bonus app, which provides easy access and personalized information about Bonus point redemption and collection offers and, more specifically, for the Bonus e-coupons – the new feature offered by the Bonus app since November 2021. The e-coupons are unique, exclusive discount offers by selected Bonus affiliated merchants, that users can redeem at the merchants' physical stores or online shops (e-shops).

In the second half of 2023, the Bank garnered three distinctions at the **National Customer Service Awards**, in recognition of its digital innovations which constantly enhance Customer service.

Specifically, the Bank received a Distinction Award in each one of the following 3 categories:

- "Best Use of Innovation in Customer Experience", for **myAlpha Vibe**
- "Best omni-channel Customer service", for its **Remote Customer Collaboration Platform** (myAlpha Rendez-vous & myAlpha Documents)
- "Best Mobile App in User Experience", for the **bizpay app.**



05

OPERATIONAL SYSTEMS AND DISTRIBUTION CHANNELS

Operational systems and IT projects

A. Summary

The Executive General Manager - Chief Information Officer (CIO) reports to the General Manager - Chief Operating Officer (COO) and supervises the following Units according to the IT Operating Model in force since as of March 1, 2023:

- IT Governance Division
- IT Core Banking Services Division
- IT Digital Services and Data Analytics Division
- IT Infrastructure and Operations Division
- Business Data Division (*)
- Alpha Supporting Services (Subsidiary)

(*) According to the Organizational chart published on December 20, 2023, and in force since January 1, 2024, the Business Data Division was renamed Data Governance and Quality Division and its Director reports to the Group Data Officer, who reports to the General Manager - Chief Operating Officer (COO).

The IT Units are responsible for the design, implementation, development, maintenance and support of the IT Infrastructure, Data and S/W solutions at Group Level, in line with the Bank's Business Plan, Operational Model and IT Strategy, as well as with the Supervisory Framework.

The new IT Operating Model has been implemented in March 2023 and categorizes the IT function in four Units, organized in functional areas called "Domains". The "Domains" contain all the necessary capabilities to fulfill their purpose, maximizing autonomy and homogeneity. A "Domain" is self-contained and embodies the common objectives of a team.

Depending on their role, "Domains" are classified as Functional (e.g., Deposits), Operational (e.g., Virtualization Technologies) or Governance (e.g., IT Account Management). Each Domain is staffed with the appropriate roles and expertise such as Systems Engineers, DevOps Engineers, Analysts, Solution Architects, Software Engineers, and Project Managers.

The four IT Units (Divisions) have the following characteristics:

- The IT Governance Division focuses on the capabilities required for the overall IT governance, stripping out delivery-oriented functions which are now part of the services Domains. Account management, Service Management, Enterprise Architecture are samples of such capabilities that traverse the entire IT.
- The IT Infrastructure & Operations Division consists of the systems-oriented and technology focused Domains that include Networks, Virtualization, Mainframes or Cloud.
- The IT Core Banking Services Division offers an inwards perspective to the more fundamental services that constitute the basics of banking (i.e., Deposits, Customer, Lending, Wealth Management, etc.)
- The IT Digital Services & Data Analytics Division has a more outwards perspective and focuses on areas such as Digital Banking as well as Data warehouse, Business Intelligence Services, Business process automation and Risk management.

For the reference year, the IT Units:

- Were engaged in 69 critical projects and delivered 19 critical Projects (of which 7 were initiated in 2023).
- Managed and fulfilled 54.465 IT Demands, submitted within 2023 in various categories.

The IT Units supported the Bank's Strategic goals and needs through projects in different stages (from gathering and analyzing business requirements to production rollout), in areas such as:

- The Bank's Corporate and Digital Transformation Programs, as well as the Branch Network Operational Efficiency Program, aiming to:
  - Increase the availability of Branch transactions via digital channels
  - Increase sales of new and existing Products via the Bank's digital channels
  - Further automation of Credit Underwriting operations
  - New digital applications available to business Customers
  - Automation of several tasks performed by Relationship Managers of the Branch Network

- Advanced analytics
- ESG, supporting related projects for value creation
- Risk Management, Regulatory Compliance as well as BAU/Run Bank Activities
- Initiatives related to the IT Strategic Plan under the organizational efficiency & financial rationalization/ technological innovation pillars in the areas of digital transformation, Cloud adoption, Cloud-native technologies as well as replacement of legacy systems
  - IT capitalizes on the Bank's Private Cloud Architecture and microservices approach; in the current project portfolio, additional applications (e.g. CRM, Customer Information System) are aligned with this architecture
  - Reusable solutions such as myAlpha Documents continue to evolve by looking to more business solutions
  - Digital services have undergone architectural redesign to embrace microservices and cloud-based architecture; furthermore, a public cloud platform is being evaluated in order to utilize pure cloud native resources, that will host all the digital services.

- Implementation of cloud SaaS Models (Alpha Bank's new Procurement Platform and HRMS).

The IT Units, in collaboration with the Training Unit, scheduled 683 programs with a total of 10.827 hours of IT staff training.

In terms of Regulatory, Certification and Audit needs, the IT Units supported the following:

- Internal IT Audit Missions and External Audit Missions, such as the Annual CPA
- Supervisory Engagements such as SREP, SSM BCBS 239, ITRQ, OSIs, BoG Act 2651 & BoG Act 2577
- ISO Certifications (e.g. 9001, 20000, 27001, 22301).

B. IT Domains sample activities for the reference year

The IT Units are Organized in Functional /Technical Domains and support IT Project Delivery (Functional, Software, Infrastructure-wise), as per below:

- ENTERPRISE ARCHITECTURE
- IT COMPLIANCE MANAGEMENT
- IT PORTFOLIO & PROJECT MANAGEMENT
- IT SERVICE DESK
- IT SERVICE MANAGEMENT
- APPLICATION SERVICES
- CUSTOMER DATA
- DEPOSITS
- FINANCIAL SERVICES
- INVESTMENT PRODUCTS
- LENDING
- PAYMENTS & FUND TRANSFER SYSTEMS
- SPECIAL LENDING INSTRUMENTS
- BUSINESS INTELLIGENCE & REPORTING
- CRM
- DATA MANAGEMENT & DATA QUALITY MANAGEMENT
- DIGITAL PLATFORMS
- ENTERPRISE SERVICES
- OPEN BANKING
- RISK MANAGEMENT
- WORKFLOW, RPA & DOCUMENT MANAGEMENT
- CLOUD & SHARED INFRASTRUCTURE
- DATABASES
- END-USER COMPUTING
- MAINFRAME & ISERIES
- NETWORKS & TELCOS
- OPERATIONS
- TECHNOLOGY SERVICES
- UNIX ADMINISTRATION
- VIRTUALIZATION
- WINDOWS ADMINISTRATION
- DATA GOVERNANCE AND QUALITY – DATA ARCHITECTURE
- DATA GOVERNANCE AND QUALITY – DATA QUALITY MANAGEMENT
- DATA GOVERNANCE AND QUALITY – DATA GOVERNANCE FRAMEWORK ADMINISTRATION

C. IT Service Management

Alpha Bank IT operates under certified Management Systems for IT Service Management (ISO20000), Quality Management (ISO9001 for all IT Divisions), Business Continuity (ISO22301) and Information Security (ISO27001). All Management Systems include Policies, Procedures, Role and Responsibility matrices and are subject to internal and/or external audits, at least annually. The continuous improvement process utilizes internal reviews, industry best practices and changes to the regulatory and legal environment, in order to adjust policies, guidelines, standards, and procedures.

In line with the adoption of the IT Service Management System processes, the Service Demands of the Business Units and of the Branch Network are directly supported by the Microfocus Service Management tool that is used by all IT Divisions. In addition, the Project Management Division has installed and configured the Microfocus Project & Portfolio Management (PPM) tool for managing major IT projects.

In 2023, the IT Divisions processed 54.465 requests submitted by the Bank's Business Units concerning system improvements, troubleshooting, and requests of information and initiated and/or completed 69 major projects.

Regarding the Group Companies, a total of 3.461 requests concerning changes, improvements and troubleshooting were submitted and 37 major projects were completed.

D. Main IT projects during 2023

New e-Banking infrastructure (In progress)
Web banking was redesigned in a cloud native microservices approach. The common architectural elements, introduced by the Core Banking System and the transition to the Private Cloud are being utilized, thus becoming aligned in a uniform IT landscape for both Core Banking and Web Banking. The new Core Platform was delivered to production along with several microservices, such as Customers, Cards, Users Profile, Transfer Limits, Accounts & Notification services.

Legacy Revamp - Batch Programs Redesign
Batch Programs Redesign for the Unisys Mainframe in line with the new Architecture & Technologies used in CBS.

Odissy Decommission
In the context of the CBS transformation project and of the modernization of the architecture, the Replacement (migration to CBS ESB) of the Legacy Enterprise Service Bus was scheduled (2021-2023). Redhat Fuse has been implemented servicing the Core Banking main architecture (Branches, etc.). Redhat Fuse forms a foundation and serves as a main integration tool, as new applications and services are deployed using of this standard tool.

WS1 - Family Product – Stage 1
The main objectives of the new

service / My Alpha Vibe are: (a) the gradual enhancement of the banking relationship and experience between the members of a family in matters of payments (in the sense of "pocket money" and its use through card / digital wallet by children / young people) and savings (incorporating both the reward by the Bank and elements of goals and rewards by the parent to the child); (b) attracting younger audiences and shaping a future Customer base. The service is available through the Bank's digital channels and will include individual products and implementations that will enter production in various phases.

ELECTRONIC BOOKS-Creation of documents for Legal Entities
Developing a solution to support Tax Authorities' requirements for uploading information about legal entities (VAT details, expenses, income, etc.) to the myData platform.

WS3 - Digitalization of Credit Decisioning (FICO Blaze Advisor)
Implementation of a new application (FICO Blaze Advisor) that accommodates the requirement for an automated credit decisioning process, according to the specifications of the Bank's Credit Decisioning Framework redesign project. In 2022 venues for Cards, Consumer, Housing products were implemented, with planned implementation for SBL in 2023.

Advanced Analytics Infrastructure
The development of the Advanced Analytics infrastructure will contribute substantially to meeting the growing business needs in Analytics for the entire Bank, offering an integrated (cloud-ready) platform that allows the development of Advanced Analytics models employing AI techniques and utilizing advanced libraries, as well as increased capabilities for analyzing and interpreting AI models.

WS2 - Remote Customer Collaboration Platform
The goal of the project was the development of a solution allowing remote servicing of Customers (initially focusing on high value SB and Private Banking Customers). Using the implemented solution, the Bank's Relationship Managers can perform remotely several activities, such as appointment booking, sales and administration tasks.

WS1 - Customer Special Terms Packaging & infrastructure
Developing a Grouping Function (Products & Services) to be provided to Retail Customers as a service under a subscription scheme, which will be available via all the Bank's channels.

WS6 - AWBB Imports Transaction Suite
Upgrading myAlpha Web Corporate functionality for imports in Euro & FX.

SAP Successfactors
The project aims to replace the existing Personnel Management Information System (HRMS) with SAP SuccessFactors HRMS. The new cloud-based HCM Platform solution will help modernize all Human Resources functions and support all core functions: payroll, talent management, HR analytics, workforce planning and employee experience management.

WS6 - AWBB eLG
The project deliverable is a new service in myAlpha Web for the issuing and management of letters of Guarantee for Corporates in a fully digital way.

WS1 - CRM Campaign Connectivity to Mobile apps and e-Banking
Enhancements to the Real-Time Contextual Marketing system and interconnection of the Unica & Real-Time Campaign with the Bank's mobile apps, for in-app messaging functionality in the myAlpha Mobile app, Push Notifications in the Bonus app and banner-type functionality in Web Banking. Effective upgrading of digital capabilities for campaigns addressed to the Bank's Customers.

WS5 - Wholesale Common Platform
Development of an application for supporting Relationship Managers in developing their collaboration with the Customers and thus enhance profitability. The application will include three modules: Share of Wallet (establishing the market share of the Bank's products), Opportunity Identification (grouping of debtors) and Account Planning (detailing of action plan and monitoring the achievement of objectives).

KTP Upgrade
Concerns the upgrade of the Treasury Back Office 3rd Party application (KTP) and the migration of the system infrastructure from Solaris to Linux.

Actimize Upgrade
The project concerns the upgrade of the third-party application Actimize on a like for like approach from a functional point of view.

WS10 - SIGLO Automation / Integration with Workflow
Back Office automation via the Integration of Loans Platform (Siglo) with the Bank's Workflow System for loan origination and collateral management for the RB Portfolios (SB, ML).

WS10 - Workflow Digitization - Automation to Manage AAA and Legal Activities
Document Digitalization for supporting the Technical and Legal Activities and Reviews for Real Estate.

WS8 - My Alpha Advisor SB
Implementation of an Interactive tool (wizard - MyAlpha Advisor) for Business RMs aiming to help them provide solid financial advice to Customers.

SRB Valuation data set
The request concerns the Bank's compliance with a regulatory requirement from the Single Resolution Board (SRB). In the context of the resolution, the ability of the Bank's Management Information Systems (MIS) to provide

accurate and timely information on the valuation of its assets is required and will be assessed. Based on the SRB valuation data set, banks are required to assess data availability, identify potential deficiencies and define appropriate corrective actions to improve the readiness of MIS to provide complete and accurate asset valuation data in the event of resolution. The SRB valuation dataset includes a predefined set of information that a valuer would need to perform a valuation. The required information is grouped by asset class (legal entities, natural persons, off-balance sheet, derivatives, etc.) and by type of information (e.g., counterparty, protection received).

WS6 - Initiative Swift services
The project capitalizes on SWIFTnet FileAct functionality to support file exchanges between the Bank and Corporate Customers. In addition, a Back Service is to be implemented for supporting subscription-based cash management services.

WS6 - AWBB connection to e-Factoring - ABC Factors
e-Factoring: Connection of the e-factoring service of ABC Factors to myAlpha Web for Business

WS6 - myAlpha Documents Phase C
New functionality is added in the solution, allowing Customers to initiate the process for digitally signing documents and to also sign the documents concerned.

WS7 - Checkbooks Issuance Applications Management
The aim of the project is to achieve centralized issuance and dispatch of checkbooks, automation of checks for the approval of the issuance of a checkbook, activation of the possibility of pre-authorization of checkbooks, the development of functionality - platform (LCNC platform) that supports the completion of online card applications (via corporate web banking) in a central unit. Applications for the issuance of a checkbook that took place at a branch will also end up at the central unit for approval. Moreover, another objective of the project is to send the Customer's checkbook after approval to his/her declared address.

WS3 - Retail Credit Customer Journey (RICO)
Redesign of the Retail Credit Customer Journey; Implemented for Consumer Loans (2022) and is to be implemented for Cards (2023). Entails the Implementation of a fileNet platform to support the submission of applications for personal loans and credit cards from digital channels, such as the Customer's mobile phone. The project included:

- Interfaces (web services) with the Digital platform, to receive applications and reply with the approval status (Approve/Reject). In addition, services were developed to receive the Customer's request for disbursement and to receive the digitally signed contract
- Interfaces (web services) with the Hraklis/ SIA platform, to submit applications for approval, and receive the approval decision
- Interface with the myAlpha Documents platform, to file the contracts that are digitally signed by the Customer
- Changes in the Workflow System, to support applications submitted via the Digital Channels

Upgrade Hortonworks to Cloudera CDP
The Hadoop Hortonworks software, was at an End-Of-Life status at the end of 2021. Therefore, there is a need to transition it from the current Hortonworks version to the Cloudera CDP version, to ensure it remains within a supported software release.

WS7 - Average Account Balance Certificate
The purpose of the Project is to add the functionality for issuance of an average account balance certificate from myAlpha Web for Business. In particular, users of my Alpha Web for Business will be able to request from this channel the issuance of a certificate of average balances for the accounts they hold at our Bank. This service is requested by Customers mainly for participation in public tenders, by professional drivers for license renewals as well as for participation in ESPA programs. The specific implementation aims to improve the user experience of the business Customer, the automation of a quite useful process for him, the reduction of the time spent by the Branch operators for similar bureaucratic procedures and also the assurance of the automatic billing and collection of the corresponding expenses.

Upgrade SQL Server 2012
Upgrade of the SQL Server 2012 release databases, the support of which expires on 12/7/2022. The project concerns the provision of infrastructure for the SPSS application databases. The upgrades will be implemented using internal and external FTEs.

Upgrade APX and MOXY version of 22.1
The project concerns the upgrade of the existing APX and MOXY applications.
Versions 18.2 of the APX and MOXY applications are characterized by the vendor in a "sunset" phase after the end of the year 2022.

The upgrade to version 22.1 includes:

- Installation of APX and MOXY applications on new servers.
- Transferring the data of the existing version (portfolios, products, prices, transactions, etc.) to the new servers.
- User training.
- Upgrade existing custom items of applications.

WS7 – myAlpha Web Multiple Deposit Transaction
Upgrading the functionality of MyAlpha Web for Corporates by implementing the capability for Multiple Deposits.

WS7 - Letters to chartered accountants
Automation of the collection of necessary data (Customer financial data needed for accounting audit of the company) and submission of the letter to the Charteted accountant.

Solar Securitization & NPE Portfolio Sale
In the context of the implementation of the Bank's business plan for the reduction of NPEs, the Bank carried out a sale transaction through securitization under Law 3156/2003 of a portfolio of secured business credit loans, totaling GBV of Euro 392 million on 30.9.2021 (Solar transaction).

The perimeter consists of Letters of Guarantee and SIGLO loans mainly owned by the Bank.
The Solar portfolio consists of non-performing business loans in which the four systemic banks (Alpha Bank, Eurobank, National Bank of Greece and Piraeus) jointly participate, amounting to Euro 1.2 billion. For this portfolio, joint securitization, bond issuance and migration are planned, with expected completion in Q1 2024.

ACCS Subscription Management system's connection with CDI
This project focuses on the interconnection between ACCS Business Subscription Management system and CDI. It provides the functionality of retrieving all relevant information of a company's associated legal representatives which have a subscription to ACCS.

Digital Retailers - Consumer Credit for e-Shops
Redesign Retail Credit Customer Journeys related to consumer loans to support e-shops, with Skroutz to be the first pilot e-shop.

"Bancapp" (ex "myHands2") Property Increase Control System by the Independent Authority for Public Revenue (ΑΑΔΕ)
The project concerns the implementation by the General Secretariat of Public Revenue (AADE) of the Information system "Bancapp" (ex.MyHands2), as a continuation of the system implemented in the past under the framework of AYO 4105/2015, aiming to control cases of unjustified increase in property.

Upgrade Audit Management Tool
The existing Internal Audit Group's system (Teammate AM) no longer aligns with the Management's requirements. Furthermore, the system's support is set to expire in December 2023. In light of this, an upgrade to the new version (Teammate+) will be implemented to address and encompass the audit processes.

My Home - State co-funded loan
The project concerns the implementation of a low-interest mortgage loan program for the purchase of a first home with specific eligibility criteria.

Analytical Credit Datasets for individuals and companies
The request concerns the implementation of the mechanism for sending detailed data of individuals and legal entities to the Bank of Greece in accordance with the Law 4972, the articles of which include the provisions for the Establishment and Operation of a Central Credit Registry. This implementation will require the enrichment of the existing implementation A8 - AnaCredit concerning the analytical data transmission flow for legal entities and a new implementation of the flow for the analytical data of individuals, creditors and guarantors. In addition, it will be required to implement a quality control mechanism for the data before their submission to extend the current perimeter. The testing for sending the data is expected to begin in Q3 - 2023 and in 2024 there will be submissions in a production environment.

WS7 - Securities management
This project is part of the Bank's Transformation Program, which aims mainly at Branch decongestion, by minimizing transactions and business operations through cashiers, and at promoting the use of digital channels by corporate clients.

It concerns the creation of a new process of securities management (promissory notes / bills of exchange), which adjusts the entire existing promissory note cycle since the initial stage of receival of the securities from the clients – lenders, with the mediation of a provider (outsourcing), with the objective to offer Customers the ability to perform transactions through digital channels.

Migrate CDI on CBS
Migrate the CDI application on CBS

Cards - Personal Loans Applications Workflow
The solution assess the ability of the Bank's Management Information Systems (MIS) to provide accurate and timely information on the write-down and conversion of capital instruments and eligible liabilities as well as the execution of the bail-in tool.

Business Mobile Banking
Creation of a new Business Mobile Banking Application for iOS & Android

IDM Upgrade
Upgrade IDM system to the latest version with OutOfTheBox UI

CBS cloud native re-engineering of CBS Lending applications
CBS MW applications are based on Redhat JBoss FUSE on EAP. This particular platform was chosen in the initial design of CBS because it offered flexibility in implementations and a reliable transactional framework for core banking services. While this platform was suitable for the old traditional VM infrastructure of CBS, it is not the optimal solution for the new containerized infrastructure, as its large demands on resources lead to a waste of resources and deprive resource elasticity, which is one

of the most important benefits offered by container technology. To overcome this issue, the CBS applications must be implemented in cloud native frameworks (Quarkus, SpringBoot etc.). The project concerns the application of cloud native development technologies in CBS Lending middleware implementations. The transition of CBS to a private cloud infrastructure offered significant improvements in terms of better exploitation of infrastructure resources and flexibility in deployments.

However, in order to take full advantage of the benefits offered by the private cloud infrastructure, CBS applications should now be written in cloud native technologies. In this way, the optimal use of infrastructure resources will be achieved, which entails economy in infrastructure and software licenses. In addition, the supplier company (Redhat) has already announced the end of life of JBoss Fuse. This maintenance support will last until June 30, 2024. Thereafter JBoss Fuse 7 moves out of support, with the exception of an additional two more years of Extended Lifetime Support (ELS) that requires an extra ELS subscription. ELS support for Fuse 7 is available from July 1, 2024 until June 30, 2026. The product will be replaced by a new platform based on cloud native technology.

Siron Platform Upgrade
Upgrade of the Siron platform to new release (Risk Management Domain).

Cell migration
This project (Cell transaction) concerns the disposal of a retail portfolio (mainly unsecured receivables) through direct sale with the following characteristics:

- Estimated size: c. EUR 1.6bn total debt, c. 150k accounts
- Estimated migration completion time: up to Q3 23,
- Migration parties: AB (CMS & Siglo), Cepal & Nexi

The sale will require a) production of information (data tape, payment records, other data), b) coordination of operations and production of required data for the following actions: offer letters, deletions/letters of receipt, sending GDPR letters, Gemini desecuritization and file production for submitting to the Pledge Registry, as well as c) portfolio migration to Cepal's systems.

Individual Companies - Onboarding and Servicing via Retail e-Banking
The aim of the project is to serve professionals via retail e-banking (currently served by business e-banking).

Upload Supporting Documents for CBS Transactions
The project deals with new functionality for the mandatory uploading of electronic documents for certain CBS transactions. The new functionality will be available to all CBS transactions for uploading non-mandatory documents.

PPM enhancements - Portfolio Management revamp & PPM Sandbox installation
This Project concerns the upgrade of the current PPM application and the implementation of improvements in the Portfolio Management Module, as well as the installation of the PPM Sandbox add-on to the existing application through which the What-If analysis process will be carried out in order to optimize IT Projects Portfolios.

ESG Obligor Assessment
The project concerns the reception of detailed answers to questionnaires with ESG content from Teiresias for cross-bank corresponding questionnaires, regarding clients who have received financing, their utilization by assigning ESG Scoring to the financed client and utilizing this Scoring in the Bank's systems.

More specifically, the answers of the questionnaires will be sent to the Bank's Credit Risk infrastructure where the scoring mechanism will run and the result of this (Obligor Assessment) will be forwarded to Workflows and Credit Decisioning for participation in the evaluation of applications and to DWH for analysis purposes & reporting. Also, individual components of the questionnaires could be made available for use in other systems.

ESG Energy Performance Certificate (EPC) Integration in Bank Systems
The project concerns the creation of an infrastructure for the recording of energy performance certificates (EPC) for the properties that cover financing. By type of portfolio, relevant modifications are required in the workflows (ML, SB & SME), in order to include the relevant data in the financing application (with enrichment of the relevant interface by Alpha Astika Akinita), while for portfolios outside of workflows, implementations are required directly in Siglo, which in any case will add the extra information to the property structure that it holds.
For those pre-marked properties where there is no EPC, the energy characteristics of the property will be methodically calculated by Alpha Astika Akinita and this information will be registered in the system.
The EPC data will be sent from Siglo's property register to DWH with relevant enrichment of the existing flow.

[RD83] MORTGAGE DIGITAL PRE-APPROVAL WIZARD
Fully automated process of submitting an application and receiving financial pre-approval and pre-contractual mortgage loan information via Web Banking without the Customer visiting a branch. The Customer will register the necessary data and supporting documents required and will submit his request for evaluation.

DIAS New Versions DCT v.5.2 - DDD v.4R1
The project aims to harmonize the Bank's systems with the new DCT/DDD versions of DIAS, which will

ensure operational consistency, adapting payment processes and incorporating the necessary changes to improve the performance and accuracy of messages sent to Customers.

SRB Bail in Data Set
Based on a regulatory requirement from the Single Resolution Board (SRB):

1. Resolution requires and will assess the ability of the Bank's Management Information Systems (MIS) to provide accurate and timely information on the write-down and conversion of capital instruments and eligible liabilities as well as the execution of the bail-in tool.
2 In order to harmonize and ensure consistency and quality in the application of damping and conversion forces and in the use of the bail-in tool, the SRB developed a standardized dataset, creating clear expectations in relation to bail-in data needs.
3. Based on the SRB bail-in dataset, banks are required to extract the liability data for the bail-in application, assess the availability of the data.
4. The information required in the SRB bail-in dataset shall meet the following conditions:

   - The dataset does not cover needs related to the Bank's assets, as the latter are covered by the Valuation dataset.
   - The SRB bail-in dataset includes a predefined set of liability information that the resolution authority would need to carry out the bail-in.

Open Banking Auth Server V2
Expansion of the Open Banking Auth Server with the integration of the OpenID Connect standard, replacement of the implementation technology and alignment with the Bank's technical choices for the use of Private Cloud and Containers. The result of the implementation will also replace the authorization server currently used by the CBS as it is no longer supported.

CBS RefData & ER Migration
The Customer will be prompted to link his new account to an existing card or issue a new one from existing flows in myAlpha Web/mobile.

Account Opening Payroll
Creation of a payroll account.
E-banking Customers will be able to digitally obtain a payroll account via myAlpha Web / Mobile

- The account will be instantly available for use in transactions.
- The Customer will be prompted to link his new account to an existing card or issue a new one from existing flows in myAlpha Web/ mobile.
- There will be a promotion of transaction packages.
- The product will be delivered in both languages, with 3 out of 5 documents available only in Greek

SME Position
Automation of Customer Credit Checks.

Account Closure functionality
The specific project is related to the project "Account Fees for individuals". When fees are going to be introduced, a part of our clientele will decide to close their accounts and will have this option via web/mobile.

- The web/ mobile user will have the option to send a request for account closure and for crediting another Alpha Bank account with the interest that may arise.
- Several checks will be performed through the CBS system for the availability of the account's immediate closing and if specific stopper reasons exist, the request will be declined.
- The user will be informed by email for status of submission, rejection, or success of his request.
- In the case of successful account closure request, all beneficiaries will be informed via email.
- The user will be able to view all his submitted requests and their status, in the History menu.

- In case of unsuccessful account closure request, the user will be able to view in the History menu all the stopper reasons that occurred and the way of handling them.
- In case of successful account closure request if informative reasons exist, the user will be able to view them in the History menu.

CBS UFE micro front-end re-engineering
"CBS UFE is a monolithic, developed with Angular, front-end application that is supported from the Alpha Production Support Team and gets new features implementations from other domain teams like Deposits, Loans etc. Although its monolithic characteristics provided benefits at the beginning (single point of truth, only few domains at the start -loans/deposits, same release dates, small volume), as time passes and more features have to be included (RCCS, Wholesale Common Platform, My Alpha Advisor etc.) the need to provide at each feature a more versatile, flexible, secure and independent environment grows.
To avoid time-consuming procedures and mainly to provide a development and supporting environment, easier to organize and manage for and from each domain, micro front-ends (or microservices) should be used.
A core-based project, where micro front ends will be connected to form the CBS UFE, has to be the start.
The main concepts of CBS UFE (core and shared features) will be turned into libraries, so they can be shared to each micro front-end, securing a better monitoring of changes at core/shared features.

Also, crucial Angular updates (version upgrades, kendo upgrades) will not have to take place to the whole project at once. The proposed solution allows each domain to make any upgrades in time needed, in collaboration with its testing team. Cleaner, safer development, faster and more responsible production support are the keys that micro front ends have to offer to us, in addition to efficient resource management. «

AEKY Redesign
The project concerns the technological upgrade of the AEKY application with the implementation of the following deliverables:

- Technological upgrade of the AEKY application with the installation of Application Server and the development of suitable software for the management (recovery from File system, conversion to PDF doc) of the reports.
- Creation of services in the CBS architecture for the recovery of the reports kept in AEKY and their presentation in the single application of the Branch Network (CBS)
- Technological upgrade of the software for the management/ breakdown of primary data/reports

WS6 - AMP integration with AWEB
The aim of the project is for mass payment services to be offered within a single environment and not to have a separate AMP platform in order to deal with the time-consuming and complex Customer registration processes on the AMP platform. In addition, today the corporate user can execute mass payments both through the myAlpha web platform for Business and through the Alpha Mass Payments platform, but with different capabilities in each case. The project concerns the development of the ability to carry out multiple transactions (transfers, imports, payments, charges) with a file, with enriched capabilities through myAlpha Web for Business (AWBB). In addition, the project will carry out the migration of the users of Alpha Mass Payments (AMP) service on AWBB. The integration of all file payments in myAlpha web for Business will provide a single experience as the remittance execution and invoicing capabilities provided by myAlpha web for Business in individual transactions and currently not provided by AMP will be harmonized.

ITIOD M1 Unisystems MainFrame (ClearPath Dorado 8590)
Replacement of Production/Disaster Dorado 8390 (installed in 2015) with Dorado 8590.

ITIOD M2 Unisystems MainFrame (Switches)
Network equipment for mainframe partitions.

ITIOD M3 Unisystems MainFrame (Poweredge RXX servers)
Replacement of Dorado 4390 (installed in 2015) Nonproduction mainframe partitions with Software Series partitions running on Poweredge servers, plus new Operations Servers (Mainframe Management servers).

Pipelines Introduction for Delivery Domains
Service provision by specialized DevOps Engineers in order to prepare the pipelines of the Delivery Domains and to transfer knowledge to the existing resources.
Then the specialized engineers will prepare the Azure DevOps Pipelines and during the process they will transfer knowledge to the respective domains they serve. They will then move to subsequent domains to perform the same task. In scope are applications that are developed by IT but also applications that the IT receives for deployment.

KQIs Treasury
Key Quality Indicators (KQIs) implementation for Treasury Critical Data.

Inventory actions regarding the correction of current blocking in Host and Siglo
Inventory actions regarding the correction of current blocking in Host and Siglo

Integration of Finance IFRS9 Critical Areas to Data Gov Framework
Incorporation of Finance/IFRS9 Critical Data in the Data Governance Framework - Data Lineage Documentation

Business continuity

A. Certification of Critical Business Sectors

Constant upgrade is key for Business Continuity Management. In 2023, Alpha Bank S.A. and the following Group Companies renewed their existing ISO 22301 (Business Continuity Management System) certification:

- Alpha Bank S.A. (Sectors/ Activities certified: Information Technology and Back Office Operations, Treasury Management, Cybersecurity & Information Security, Organization)
- Alpha Bank Romania S.A. (Sectors/ Activities certified: Information Technology and Back Office Operations, Treasury Management, Organization, Cards, Alternative Networks)
- Alpha Leasing S.A. (all activities)
- Alpha Supporting Services S.A. (all activities)

The audit carried out by the TÜV Austria Certification Body confirmed the full compliance with the said Standard and the high level of awareness and training of the Personnel, with regard to business continuity procedures.

It should be noted that, in line with best practices and methodologies, Alpha Bank has developed a uniform Business Continuity Management Framework, which applies to the entire Group and has obtained the ISO 22301 Group Certificate. The Framework is reviewed and updated annually in order to remain valid and efficient, and every year extensive functional tests and tabletop exercises take place.

B. ISO 22316

Furthermore, Alpha Bank renewed its ISO 22316 Organizational Resilience confirmation. The ISO 22316 confirms that the Bank is fully prepared and has established the necessary procedures that enhance its governance structure, so as to be able to foresee and respond effectively to threats and opportunities arising from sudden or gradual changes in the internal and external business environment, ensuring its continuous operation.

C. Functional Tests and Exercises

To ensure the effective implementation of the Business Continuity Plan (BCP), 42 Functional Tests and 63 Exercises (Orientation and Tabletop) have been conducted by Alpha Bank Group (Alpha Bank S.A. and the Group Companies) during 2023. The purpose of the BCP Tests and Exercises is to inform and familiarize Personnel with recovery procedures, to validate recovery infrastructure, as well as to develop skills, knowledge and team spirit, all of which are essential to the effective invocation of the Plan in the event of an emergency. A total of three (3) 3 extensive crisis management exercises were also conducted.

D. Training

Business Continuity Management (BCM) Training Programs were carried out, attended by 40 Officers from 20 Business Units of Alpha Bank S.A. and leading to the acquisition of the BCM Effectiveness certification from TÜV AUSTRIA - Business Continuity Management Foundation.

Branch Network

Alpha Bank is active in the Greek and the international banking markets with a total of 410 Branches and Customer Service Units. At the end of 2023, the Alpha Bank Branch Network in Greece numbered 251 Branches. In addition, 14 Customer Service Units were in operation in Greece at the end of 2023, consisting of seven Business Centers and seven Market Areas (former Alpha Private Bank Centers).

Correspondingly, the Alpha Group's International Network numbered 145 Branches, at the end of 2023, being present in Cyprus (Alpha Bank Cyprus Ltd: 12), Romania (Alpha Bank Romania S.A.: 131) and Luxembourg (Luxembourg Branch), as well as in London, through Alpha Bank London.

With a strong presence in both urban areas and the wider region, the Group's extensive Network allows the Bank to adapt to the ever-changing market conditions, to improve its Customer reach and to cater to Customer needs.

06

RISK MANAGEMENT

The Alpha Bank Group is committed to applying the best practices and standards of Corporate Governance in every aspect of its business, including Risk Management.

Risk Management is essential to to the promotion of the Group's strategic, business and financial objectives, and forms an integral part of the business strategy-setting process, including the business planning process and the risk appetite policy, as it defines the maximum acceptable risk appetite regarding each type of risk. In the pursuit of its strategic business goals, the Alpha Bank Group adjusts the Risk Management framework regularly, to take into account new regulatory requirements, to improve the efficiency of its business activities and to ensure that Risk Management and the corresponding regulatory risk reports always comply with the relevant regulatory guidelines as well as with the principles of corporate governance.

The key risk categories for Alpha Bank include the following:

- Credit Risk
- Market Risk
- Liquidity Risk
- Counterparty and Country Risk
- Interest Rate Risk in the Banking Book (IRRBB)
- Climate-related, Environmental, Social and Governance (ESG) Risks
- Business and Strategic Risk
- Reputational Risk
- Non-Financial Risks.

To ensure that the impact of the aforementioned risks on the Bank's and the Group's financial results, long-term strategic goals and reputation is minimized, the Group has developed mechanisms and procedures for the timely identification, measurement, monitoring and mitigation of risks as well as for the assessment of their potential impact on the achievement of the objectives set.

Throughout 2023, the main objective of the Risk Management Unit was to adapt the Group's risk profile to its risk strategy, while maintaining a solid capital and liquidity position, against the backdrop of changing economic conditions and of the continuously evolving regulatory environment.

The Bank regularly monitors the concentration of its exposure in climate-sensitive sectors and areas of its loan portfolio. In this context, it conducted a top-down Credit Risk materiality assessment to identify the industries and regions where its exposures are most sensitive to climate-related risks.

The Group has developed a comprehensive action plan, submitted to the European Central Bank (ECB) in May 2021, in which it presented how the climate risk assessment would be incorporated in its operations and in the risk management process. The implementation of the plan began in June 2021, continued throughout 2022 and was enhanced, taking into consideration the feedback provided by the Single Supervisory Mechanism (SSM) in the context of the Climate Stress Test, conducted in January 2022, and the Thematic Review of Climate-related and Environmental Risk Strategies, Governance and Risk Management Frameworks, conducted in June 2022. Leveraging on the work already performed in 2022, the Bank has proceeded with targeted implementations during 2023, in accordance with the Group's ESG plan commitments.

The Bank's and the Group's business model and operations are regulated and supervised by the relevant authorities in each of the countries where they conduct business. The European Central Bank and the Bank of Greece, as the Greek authority in charge that participates in the Single Supervisory Mechanism (SSM), act as the Bank's and the Group's primary supervisors, to monitor the latter's compliance with the Greek and the European banking legislations, with the supervisory regulations as well as with the Basel III (CRR/CRD) regulatory framework.

Risk Appetite Framework

The Group's strategy for risk management and risk undertaking, applied to all of the Bank Units' and Group Companies' activities, is aligned with international practices as well as with the current legislation and the regulatory and supervisory rules, while it continuously evolves through the development of a single risk management culture, which is shared across the Bank and the Group.

The Group defines its risk management strategy through: (a) the determination of the extent to which the Bank is willing to undertake risks (risk appetite), (b) the assessment of potential impacts of activities in the development strategy by defining the risk management limits, so that the relevant decisions combine the anticipated profitability with the potential losses, and (c) the development of appropriate procedures for the implementation of this strategy through a mechanism which allocates risk management responsibilities and accountability between the Bank Units.

The Group's risk strategy and risk management framework are organized according to the principles of three lines of defense, which have a decisive role in its effective operation.

In particular:

- 1st line of defense Units (process owners) have the primary responsibility to own and manage risks associated with day-to-day operational activities.
- 2nd line of defense Units, comprising the areas of the Chief Risk Control Officer, the Chief

Compliance Officer, the Chief Credit Officer, as well as the Risk Models & Data Validation functional area. These are independent from each other and from the other lines of defense. These areas report to the Chief Risk Officer, which reports to the Risk Management Committee of the Group. Their functioning is complementary to the conduct of banking business by the first line of defense and its purpose is to ensure the objectivity in the decision-making process, to measure the effectiveness of these decisions in terms of risk undertaking, to ensure compliance with the applicable legislative and institutional framework, by monitoring the internal regulations and ethical standards as well as to assessment of the Bank's and the Group's total exposure to risk, based on established guidelines.

- The Internal Audit constitutes the third line of defense. As an independent function, it reports to the Audit Committee of the Board of Directors and audits the activities of the Bank and the Group, including the Risk Management function.

Risk Management Governance

The Board of Directors (BoD) supervises the overall operations of the Risk Management Unit. The BoD has established a Board Risk Management Committee (RMC), which convenes on a monthly basis and reports to the Board of Directors. The Committee recommends to the Board of Directors the risk undertaking and capital management strategy, checks its implementation and evaluates its effectiveness.

The risk management framework and its effectiveness are reassessed on a regular basis in order to ensure compliance with supervisory and regulatory requirements.

For a more comprehensive and effective identification and monitoring of all types of risks, Management Committees have been established (Assets and Liabilities Committee, Operational Risk and Internal Control Committee and Credit Risk Committee).

The Chief Risk Officer supervises the Group's Risk Management Business Unit and participates in the Assets-Liabilities Management Committee (ALCo), in the Credit Risk Committee, in the Non-Financial Risks and Internal Control Committee, in the Executive Committee (ExCo)and reports functionally through the Risk Management Committee.

Organizational Structure

The following Risk Management Business Areas operate within the Group, under the supervision of the Group Chief Risk Officer, with the responsibility of implementing and monitoring the risk management framework, according to the directions of the Risk Management Committee:

- Chief Risk Control Officer
  - Credit Risk and Enterprise Risk Modelling
  - Credit Control
  - Climate, ESG and Enterprise Risk Management
  - Non-Financial Risks Control
  - Market Risk Control
- Chief Credit Officer
  - Wholesale Credit
  - Retail Credit
- Risk Models and Data Validation

In addition, the Group has appointed Risk and Credit Managers in the countries where it operates, who are responsible for ensuring compliance with the local supervisory rules and regulations.

Credit Risk

Credit Risk arises from a borrower's or counterparty's potential inability to fulfil their obligations to the Group due to the worsening of their creditworthiness, particularly within a deteriorating credit and macroeconomic environment. Credit Risk management is conducted under the supervision of the Group's Chief Risk Officer, by the Business Areas that are responsible for setting the Group-wide credit risk appetite and policies, reviewing the approval and follow-up processes in the Business Areas, conducting the quarterly process of calculating the impairment of credit exposures and monitoring and submitting regulatory and internal reports on the Group's consolidated credit portfolio, including the determination of portfolio limits for specific industries and countries. Dedicated Sections develop credit rating and evaluation models ensuring that they are available for day-to-day credit processing by the Business Areas and that they meet all regulatory and institutional requirements. The independent Risk Models and Data Validation Business Area is responsible for the independent validation of the reliability of the models, their appropriateness as well as the compliance with the regulatory guidelines. In addition, the Risk Models and Data Validation Business Area assesses, as a second line of defense, the effectiveness of the design of the data governance framework in accordance with supervisory guidelines and procedures.

Credit Risk Management Framework

The Alpha Bank Group has set a clear Credit Risk undertaking and management strategy that, in line with its business goals, reflects the risk tolerance and the profitability levels the Group expects to achieve with regard to the risks undertaken.

The Credit Risk Management Framework evolves according to the following objectives:

- The independence of the Credit Risk Management operations from the risk undertaking activities and from the Officers in charge.
- The complete and timely support of Business Areas during the decision-making process.
- The continuous and regular monitoring of the loan portfolio, in accordance with the Group's policies and procedures that ensure a sound credit approval process.
- The monitoring of the Credit Risk profile in accordance with the credit risk appetite, which encompasses credit quality (expected loss) and credit risk concentration (limits on single names, industries and geographical regions).
- The enforcement of a controls framework that ensures that Credit Risk undertaking is based on sound Credit Risk Management principles and well-defined, rigid credit standards.
- The accurate identification, assessment and measurement of the Credit Risk undertaken across the Bank and the Group, at both individual credit and lending portfolio levels.
- The approval of every new credit facility and every material change of an existing credit facility (such as its tenor, collateral structure or major covenants) by the appropriate authority level which is well-defined.
- The assignment of the credit approval authority to the Credit Committees in charge, which consist of Executives from both Business Units and Credit Units, with sufficient knowledge and experience in the application of the Bank's internal policies and procedures.
- The measurement and assessment of the risks from all credit exposures of the Bank and the Group Companies to businesses or consolidated business groups, as well as to their proprietors, in line with regulatory requirements.

The aforementioned objectives are achieved through a continuously evolving framework of methodologies and systems that measure and monitor Credit Risk, using a series of Credit Risk approval, Credit Risk concentration analysis and review, early warning for excessive risk undertaking and problem debt management processes. This framework is readjusted regularly to the challenges of the prevailing economic circumstances and to the nature and scope of the Group's business activities.

Main actions for reinforcing the Risk Management Framework

In particular, to further reinforce and improve the Risk Management Framework the following actions have been implemented during 2023:

Actions addressing Climate and ESG Risk-Related issues

The Bank, acknowledging the relevance and potential impact of the risks stemming from climate and environmental related factors, and especially climate change, and as part of its plan and in alignment with the respective external guidelines, has elaborated further on the ESG incorporation into the risk identification and materiality assessment processes and in the overall risk management framework, and is committed to monitoring, assessing, and managing these risks going forward. More specifically, in 2023 the following activities have been performed:

- The Bank has enhanced its credit policy to incorporate the ESG obligor, transaction and overall per transaction (combination of obligor and transaction) assessment, into its credit approval process.
- The Bank has updated its Risk Inventory in order to include the dimension of climate-related risks in its Risk Register. The main climate-risk transmission channels in the area of risk management include (a) the transition risk, (b) the physical risk and (c) the environmental risk.
- The Bank conducted a materiality assessment to identify the sectors that are most vulnerable to climate and environmental related risks. In alignment with the guidance across different sources [e.g. ECB, European Banking Authority (EBA), European Commission], the Bank considers Climate and Environmental risks as a theme, i.e. as a transversal risk, incorporating such factors as drivers of existing financial and non-financial risk categories in its risk management framework.

More specifically, the outcome of the materiality assessment for each risk category is outlined as follows:

- Credit risk: Significantly impacted by transition risks, both in the Non-Financial Corporate (NFC) portfolio and the Retail portfolio secured by Real Estate. It is, also, considered to be materially affected by some individual physical risk factors.
- Operational risk: Based on historical data, operational risk is immaterial to ESG-related events. The Bank will closely monitor ESG-related risks, as there are potentially material ESG factors that can lead to operational risk in the future.
- Market risk: Currently assessed as immaterial to both transition and physical risks.
- Liquidity risk: There is no material effect from climate related and other ESG factors.
- Reputational risk: A separate evaluation is not required as it arises because of other risk types (i.e., a second-order impact). The materiality assessment of these

types is sufficient to cover one-off (acute) events with reputational repercussions and longer-term brand value impacts in the context of Strategic risk. Therefore, reputational risk is considered to be materially affected by ESG factors. Especially regarding legal risk, the Bank has introduced enhancements to better identify, manage, mitigate and monitor legal risk driven by ESG-related factors.

- Business & Strategic risk: Currently assessed as materially affected by ESG factors, with manifestations through several drivers (e.g., the Bank's inability to properly execute its strategy, changes in the Customers' demand of various products of the Bank, etc.).
- Other environmental and Social factors: The Bank considers these risks to be material, due to the size and sectoral allocation of its Non-Financial Corporate Loans portfolio. To identify and mitigate risks associated with other environmental and social factors during credit origination, the Bank has established dedicated processes (e.g., Exclusion list, ESG Obligor Assessment Questionnaires, Transaction Assessment & Due Diligence process, Controversy Risk Assessment). These processes have been developed in alignment with international standards and enable the Bank to mitigate ex ante environmental and/or social risks within its portfolio. Considering the effect of those processes, the residual risks associated with those environmental and social risk factors are considered to be immaterial on a portfolio basis.
- Furthermore, the Bank in 2023 has updated its Risk and Capital Strategy (RCS) document by incorporating additional quantitative monitoring ESG indicators covering business planning and green financing, collateral vulnerability to physical and transition risk, financial activity vulnerability to physical risk, sustainable investing and social related risks.
- The Group has enhanced its due diligence process with respect to the assessment of its Customers' ESG/climate risk profile, through the collection of relevant information. In this context, the Bank will undertake initiatives to encourage its Customers to clearly identify and communicate their commitments and to develop and implement effective climate risk mitigation strategies. For "High-Risk" Obligors according to the ESG Obligor assessment outcome, the Bank collaborates with Obligors to develop an action plan, outlining a timeframe and appropriate mitigation measures. This collaborative effort aims to ensure obligors' compliance with the Bank's Environmental and Social (E&S) requirements.
- The Group has integrated information on the Energy Performance Certificate (EPC) of relevant real estate properties in its credit decision making process and in each collateral valuation subject to EPC eligibility.
- The Group has developed the Reputational Risk Policy to effectively manage its reputational risk exposures, including reputational risk exposures stemming from ESG factors. To mitigate reputational risk, the Group has designed a robust process that involves identifying and assessing the potential participation of its Obligors in controversial activities.
- Additionally, the Bank has developed innovative scorecards, simplified and advanced (cross sector and sectorial), for environmental risks, providing differentiation by industry and depending on company size (e.g. turnover) as well as scorecards for governance and social risks. These scorecards have been developed and calibrated during 2023.
- In alignment with the European Central Bank's expectations and in the context of the Action Plan submitted to the European Central Bank in May 2021, the Group has integrated into its Risk Appetite Framework the following:

  - Has integrated Climate Risks into its overall Risk Management Framework.
  - Has enhanced its due diligence process with respect to the assessment of its Customers' ESG/climate risk profile, through the collection of relevant information.
  - Finances the green/sustainable transition of its counterparties, both in the short term and in the long term.
  - To the extent possible, it has started collecting EPC rating certificates from its Customers, in order to monitor the energy efficiency class of its exposures secured by real estate.

In addition to the qualitative statements, the Bank has introduced additional quantitative indicators within the E&S category, which are slated to be monitored from 2024 onward. The bank has also established appropriate limits or thresholds for some existing indicators associated with Bank's strategy and business planning.

Moreover, during 2023, the following actions have been implemented:

- Incorporation of the Environmental, Social and Governance (ESG) risk assessment in the credit approval process, at obligor, transaction and overall level.
- Development of Reputational Risk Policy to effectively manage reputational risk exposures, including reputational risk exposures stemming from ESG factors.
- Update of the Credit Policy Manuals for Wholesale Banking and Retail Banking, taking into account the regulatory guidelines on credit risk management issues and the Group's business strategy.
- Update of the Group Credit Control Framework in order to ensure compliance with Credit

Risk Policies at Bank and Group level.
- Ongoing validation of the Risk Models in order to ensure their accuracy, reliability, stability and predictive power.
- Update of the Group Credit Risk Validation Framework to ensure alignment with the recent regulatory guidelines and best practices.
- Development of a framework to validate the criteria and thresholds of significant increase in credit risk (SICR) after initial recognition.
- Updates of the validation policies on Liquidity Risk as well as on the Interest Rate Risk in the Banking Boom (IRRBB) and the Credit Spread Risk in the Banking Book (CSRBB).
- Validation of the model used to assess the Customer in terms of environmental, social and corporate governance. (ESG Obligor assessment model).
- Validation of the models used for the approval of new financings in the automatic decision-making mechanism for Retail Banking (THALIS).
- Benchmarking analysis using external sources to confirm the reliability of the internal models.
- Update of the Retail Banking, Wholesale Banking and International Network Arrears and Forbearance Policies in order to reflect the current business practice.
- Update of the "Concentration Risk and Credit Threshold Policy" regarding the maximum acceptable credit limits for large business groups.
- Update of the Group's Loan Collateral Policy regarding the process of annual revaluations of collaterals covering loan exposures and the identification and consideration of climate-related information in collateral valuations.
- Update of the Credit Risk Early Warning Policy regarding the procedure to be followed when specific early warning triggers are activated as well as enrichment of the early warning triggers for the Commercial Real Estate financing portfolio.
- Update of the Credit Risk Model Management Policy in order to incorporate the latest Regulatory Guidelines and to ensure alignment with the Group's Model Risk Management Framework.
- Update of the Climate Related, Environmental, Social and Governance Risk Management Policy on Group's Business Lending as regards the ESG assessment carried out at Obligor, Transaction and Overall Level, the expansion of the List of Excluded Activities (Exclusion List) and the integration of the Referral List.
- Periodic conduct of stress test exercises as a tool for assessing the impact of various macroeconomic scenarios on the business strategy formulation, the business decision-making and the Group's capital position. The stress tests are conducted in accordance with the requirements of the regulatory framework and constitute a key component of the Group's credit risk management strategy.

Finally, in order to enhance and develop the internal Credit Risk Management system, the following actions are in progress:

- Continuous upgrading of the Credit Risk Datamarts, with the aim of improving data quality, resolving operational issues that are identified, creating/introducing new fields and algorithms.
- Continuous strengthening of the control and monitoring mechanism of new financings for the entire Retail Banking and Wholesale Banking portfolios and, in particular, of the automatic decision-making mechanism for Retail Banking (THALIS).
- Continuous reconfiguration of databases for performing statistical tests of the Group Credit Risk rating models.
- Upgrade and automation of the aforementioned process in relation to the Wholesale and Retail Banking Credit, using specialized statistical software.
- Continuous strengthening and update of the Bank's Credit Risk models so that they remain up to date with regard to latest economic/financial conditions, regulatory guidelines and stress test exercises.
- Reinforcing the mechanism for completeness and quality control of crucial fields in Wholesale and Retail Credit for the purposes of monitoring, measuring and controlling credit risk.
- Project for the replacement of the Group Companies' current Credit Rating Systems.

Loans and advances to Customers

At the end of 2023, the Non-Performing Exposures (NPEs) of the Group reached Euro 2.2 billion and the NPEs Ratio stood at 6.0%, compared to Euro 3.1 billion and 7.8%, respectively, at the end of 2022.

At the end of 2023, the Non-Performing Loans (i.e. loans past due for more than 90 days) of the Group reached Euro 1.1 billion and Non-Performing Loans Ratio stood at 3.1%, compared to Euro 1.7 billion and 4.1% respectively at the end of 2022.

The Non-Performing Loans Coverage Ratio stood at 87.1%, while the cash coverage for NPEs stood at 44.6% in 2023.

On 31.12.2023, the Group's forborne outstanding loans stood at Euro 3.9 billion, with a total collateral value of Euro 3.1 billion.

The tables that follow present the Bank's loans and advances to Customers by asset quality and the ageing analysis of loans and advances to Customers by product line on a consolidated basis.

TABLE 1

LOANS BY IFRS 9 STAGE (PAST DUE AND NOT PAST DUE)

Amounts in Euro thousand

31.12.2023 Loans measured at fair value through profit or loss (FVPL)

	Not past due	Past due	Net carrying amount	Value of collateral
Retail lending	0	0	0	0
Mortgage	0	0	0	0
Consumer	0	0	0	0
Credit cards	0	0	0	0
Small business	0	0	0	0
Corporate lending	372.763	0	372.763	364.764
Large	372.763	0	372.763	364.764
SME's	0	0	0	0
Public sector	0	0	0	0
Greece	0	0	0	0
Other Countries	0	0	0	0
Total	372.763	0	372.763	364.764

31.12.2023 Loans measured at amortized cost

Stage 1

	Not past due	Past due	Carrying amount (before provision for impairment losses)	Expected credit losses	Net carrying amount
Retail lending	6.009.997	22.341	6.032.338	13.078	6.019.260
Mortgage	3.894.021	1.336	3.895.357	3.289	3.892.068
Consumer	564.638	11.753	576.391	3.446	572.945
Credit cards	716.362	2.635	718.997	3.803	715.194
Small business	834.976	6.617	841.593	2.540	839.053
Corporate lending	22.781.234	348.990	23.130.223	4.935	23.125.288
Large	16.915.324	176.553	17.091.877	2.654	17.089.223
SME's	5.865.910	172.437	6.038.346	2.281	6.036.065
Public sector	35.614	37	35.651	49	35.602
Greece	20.371	37	20.408	40	20.368
Other Countries	15.243	0	15.243	9	15.234
Total	28.826.845	371.368	29.198.212	18.062	29.180.150

31.12.2023 Loans measured at amortized cost

Stage 2

	Not past due	Past due	Carrying amount (before provision for impairment losses)	Expected credit losses	Net carrying amount
Retail lending	2.761.783	253.541	3.015.324	129.920	2.885.404
Mortgage	1.822.101	145.848	1.967.949	57.784	1.910.165
Consumer	204.923	40.610	245.533	26.322	219.211
Credit cards	90.102	13.654	103.756	12.973	90.783
Small business	644.657	53.429	698.086	32.841	665.245
Corporate lending	708.644	40.738	749.382	5.438	743.944
Large	417.976	0	417.976	4.512	413.464
SME's	290.668	40.738	331.406	926	330.480
Public sector	805	0	805	52	753
Greece	805	0	805	52	753
Other Countries	0	0	0	0	0
Total	3.471.232	294.279	3.765.511	135.410	3.630.101

31.12.2023 Loans measured at amortized cost

Stage 3

	Not past due	Past due	Carrying amount (before provision for impairment losses)	Expected credit losses	Net carrying amount
Retail lending	604.205	852.924	1.457.129	405.890	1.051.239
Mortgage	379.410	402.854	782.264	148.068	634.196
Consumer	64.015	148.108	212.123	90.003	122.120
Credit cards	2.225	35.611	37.836	25.347	12.489
Small business	158.555	266.351	424.906	142.472	282.434
Corporate lending	133.839	206.450	340.289	132.554	207.735
Large	59.482	33.218	92.700	33.707	58.993
SME's	74.357	173.232	247.589	98.847	148.742
Public sector	0	600	600	519	81
Greece	0	600	600	519	81
Other Countries	0	0	0	0	0
Total	738.044	1.059.974	1.798.018	538.963	1.259.055

31.12.2023 Loans measured at amortized cost

	Purchased or originated credit impaired loans (POCI)					Total net carrying amount at amortized cost	Value of collateral
	Not past due	Past due	Carrying amount (before provision for impairment losses)	Expected credit losses	Net carrying amount		
Retail lending	837.352	254.670	1.092.021	144.965	947.056	10.902.959	8.792.011
Mortgage	591.499	97.461	688.960	46.717	642.243	7.078.672	6.921.033
Consumer	160.070	58.496	218.565	38.083	180.482	1.094.758	406.893
Credit cards	477	1.575	2.052	1.527	525	818.991	3.505
Small business	85.306	97.138	182.444	58.638	123.806	1.910.538	1.460.580
Corporate lending	47.154	36.868	84.021	27.637	56.384	24.133.351	18.050.677
Large	38.245	2.398	40.643	5.987	34.656	17.596.336	13.716.854
SME's	8.909	34.470	43.378	21.650	21.728	6.537.015	4.333.823
Public sector	0	0	0	0	0	36.436	21.135
Greece	0	0	0	0	0	21.202	21.135
Other Countries	0	0	0	0	0	15.234	0
Total	884.506	291.538	1.176.042	172.602	1.003.440	35.072.746	26.863.823

TABLE 2

AGEING ANALYSIS OF LOANS BY IFRS 9 STAGE AND PRODUCT LINE OF LOANS

Amounts in Euro thousand

31.12.2023 Loans measured at fair value through profit or loss (FVPL)

	Retail lending				Corporate lending		Public sector		Total
	Mortgage loans	Consumer	Credit cards	Small business	Large corporate	SME's	Greece	Other countries	
Current	0	0	0	0	372.763	0	0	0	372.763
1 - 30 days	0	0	0	0	0	0	0	0	0
31 - 60 days	0	0	0	0	0	0	0	0	0
61 - 90 days	0	0	0	0	0	0	0	0	0
91 - 180 days	0	0	0	0	0	0	0	0	0
181 - 360 days	0	0	0	0	0	0	0	0	0
> 360 days	0	0	0	0	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**372.763**	**0**	**0**	**0**	**372.763**
Value of collaterals	0	0	0	0	364.764	0	0	0	364.764

31.12.2023 Loans measured at amortized cost

	Retail lending									
	Mortgage loans					Consumer				
	Stage 1	Stage 2	Stage 3	Purchased or originated credit impaired loans (POCI)	Total	Stage 1	Stage 2	Stage 3	Purchased or originated credit impaired loans (POCI)	Total
Current	3.890.737	1.769.197	335.566	560.831	6.556.331	561.370	183.821	47.001	144.606	936.798
1 - 30 days	1.331	98.605	18.080	17.970	135.986	11.575	25.518	6.262	9.101	52.456
31 - 60 days	0	27.624	21.442	7.689	56.755	0	6.701	4.134	3.022	13.857
61 - 90 days	0	14.739	16.285	6.248	37.272	0	3.171	2.981	2.210	8.362
91 - 180 days	0	0	58.749	9.706	68.455	0	0	12.753	3.722	16.475
181 - 360 days	0	0	51.051	9.490	60.541	0	0	12.889	4.511	17.400
> 360 days	0	0	133.023	30.309	163.332	0	0	36.100	13.310	49.410
Total	**3.892.068**	**1.910.165**	**634.196**	**642.243**	**7.078.672**	**572.945**	**219.211**	**122.120**	**180.482**	**1.094.758**
Value of collaterals	3.780.096	1.819.258	695.729	625.950	6.921.033	179.437	64.200	47.583	115.673	406.893

31.12.2023 Loans measured at amortized cost

	Retail lending									
	Credit cards					Small business				
	Stage 1	Stage 2	Stage 3	Purchased or originated credit impaired loans (POCI)	Total	Stage 1	Stage 2	Stage 3	Purchased or originated credit impaired loans (POCI)	Total
Current	712.584	79.457	1.225	420	793.686	832.627	615.765	135.623	77.394	1.661.409
1 - 30 days	2.610	7.175	326	21	10.132	6.426	38.360	7.467	3.712	55.965
31 - 60 days	0	2.633	199	7	2.839	0	6.944	7.564	2.012	16.520
61 - 90 days	0	1.518	107	1	1.626	0	4.176	5.346	1.497	11.019
91 - 180 days	0	0	2.370	11	2.381	0	0	15.858	2.745	18.603
181 - 360 days	0	0	2.873	9	2.882	0	0	22.168	3.034	25.202
> 360 days	0	0	5.389	56	5.445	0	0	88.408	33.412	121.820
Total	**715.194**	**90.783**	**12.489**	**525**	**818.991**	**839.053**	**665.245**	**282.434**	**123.806**	**1.910.538**
Value of collaterals	1.754	59	1.668	24	3.505	597.678	488.319	268.118	106.465	1.460.580

31.12.2023 Loans measured at amortized cost

	Corporate lending									
	Large corporate					SME's				
	Stage 1	Stage 2	Stage 3	Purchased or originated credit impaired loans (POCI)	Total	Stage 1	Stage 2	Stage 3	Purchased or originated credit impaired loans (POCI)	Total
Current	16.912.671	413.464	40.979	34.656	17.401.770	5.863.755	289.908	63.593	6.228	6.223.484
1 - 30 days	176.552	0	0	0	176.552	172.310	16.793	6.631	0	195.734
31 - 60 days	0	0	0	0	0	0	19.382	747	2.514	22.643
61 - 90 days	0	0	17.040	0	17.040	0	4.397	492	0	4.889
91 - 180 days	0	0	0	0	0	0	0	5.485	3.698	9.183
181 - 360 days	0	0	0	0	0	0	0	10.626	0	10.626
> 360 days	0	0	974	0	974	0	0	61.168	9.288	70.456
Total	**17.089.223**	**413.464**	**58.993**	**34.656**	**17.596.336**	**6.036.065**	**330.480**	**148.742**	**21.728**	**6.537.015**
Value of collaterals	13.230.292	385.489	64.346	36.727	13.716.854	3.851.602	268.989	190.750	22.482	4.333.823

31.12.2023 Loans measured at amortized cost

	Public sector									
	Greece					Other countries				
	Stage 1	Stage 2	Stage 3	Purchased or originated credit impaired loans (POCI)	Total	Stage 1	Stage 2	Stage 3	Purchased or originated credit impaired loans (POCI)	Total
Current	20.331	753	0	0	21084	15.234	0	0	0	15.234
1 - 30 days	37	0	0	0	37	0	0	0	0	0
31 - 60 days	0	0	0	0	0	0	0	0	0	0
61 - 90 days	0	0	0	0	0	0	0	0	0	0
91 - 180 days	0	0	0	0	0	0	0	0	0	0
181 - 360 days	0	0	0	0	0	0	0	0	0	0
> 360 days	0	0	81	0	81	0	0	0	0	0
Total	**20.368**	**753**	**81**	**0**	**21.202**	**15.234**	**0**	**0**	**0**	**15.234**
Value of collaterals	20.364	502	269	0	21.135	0	0	0	0	0

Market Risk

Market risk is the risk of a reduction in economic value arising from unfavorable changes in the value or volatility of interest rates, foreign exchange rates, equities and commodities markets. Market risk may arise from either the trading book or the Assets and Liabilities management.

1. Trading Book

There is a dedicated Group Policy place which sets out how market risk is managed within the Group, describing in detail the identification, measurement, monitoring and control of market risk inherent in Treasury assets and liabilities transacted by the Group and the country local Treasury Management Units, as well as the steps taken to ensure that adequate capital is held against this type of risk. The ultimate objective of the Policy is to provide the framework and principles for the effective management of Market Risk, in order to:

- maintain Market Risk within the limits set, in line with the Group's risk appetite;
- reduce the risk of fraud or regulatory non-compliance by prescribing sound methodologies;
- ensure adequate controls to prevent significant losses;

- facilitate efficient decision-making by quantifying where possible the probabilities of failing to achieve earnings or other targets.

All competent Group and country local Units apply the Policy by developing and applying corresponding processes.

Market Risk for the trading book is measured by calculating Value at Risk (VaR), using a dedicated system. The methodology applied to calculate VaR is historical simulation. The Bank uses a one-day and a ten-day holding period, depending on the time required to liquidate the portfolio. Hypothetical and actual back-testing for the trading book VaR is performed on a daily basis, in order to validate the VaR model. Furthermore according to best practices, an independent Unit conducts validation of the internal model at a minimum on an annual basis.

In order to calculate the one-day VaR for the Bank's trading book, historical data of two years and a 99% confidence level are used. Table 3 shows the VaR calculated for the Bank's trading book during 2023. The Group Companies have very low exposure and limits for the trading book and, consequently, market risk exposure is immaterial.

In addition to applying the VaR methodology for the measurement of the trading book's market risk, the book's behavior is also tested against hypothetical changes in market parameters (scenarios) and extreme parameter changes noted in the past (stress-testing).

In 2008, the Bank of Greece validated the internal model used and further approved its application to calculate the trading book capital requirements. Since 31.12.2011, stressed VaR has been calculated

TABLE 3

Trading Book VAR

(in Euro)

	2023						2022
	Foreign Exchange Risk	Interest Rate Risk	Price Risk	Commodity Risk	Covariance	Total	Total
31 December	711.842	662.596	0	526	-312.520	1.062.444	857.560
Average daily value (annual)	742.208	363.615	1.680	1.652	-310.269	798.887	1.729.963
Maximum daily value (annual)	845.683	693.272	0	1.204	-385.349	1.154.810	4.011.456
Minimum daily value (annual)	558.305	357.506	0	723	-400.590	515.944	486.614

along with VaR, in order to estimate capital requirements for general market risk.

As part of the financial risk management policy implemented by the Assets-Liabilities Management Committee (ALCo), maximum exposure stop-loss and VaR limits have been set for products comprising trading and investment positions, taking into account the current Group needs and market conditions.

The Bank uses a dedicated system to monitor and examine in real time the exposure and stop-loss limits of the Athens trading and investment positions regarding the corresponding limit utilization and limit excess. The local Risk Management Units monitor the investment limits set for the corresponding Units abroad, on a daily and intra-day basis. The relevant results are consolidated on a daily basis in order to examine the utilization and excess of the Group investment limits. The corresponding VaR limits are monitored and examined on a daily basis as well.

The Bank uses a dedicated system to provide the risk and return analysis in scope of the Bank's compliance with Regulation (EU) 2017/653 on Key Information Documents for Packaged Retail and Insurance-based Investment Products (PRIIPs KIDs).

During 2023, the Group risk appetite for banking book bond portfolios was reviewed, taking into consideration the bond reclassification performed from the portfolio of debt securities measured at Fair Value through Other Comprehensive Income (FVOCI) to the Amortized Cost portfolio. It should be noted that bond yields increased during the year, with a limited impact on the FVOCI bond portfolio due to the bond reclassification. Furthermore, reviews were caried out of the Group risk appetite for the trading book, in order to accommodate business needs, as well as of the Group Trading Book policy, in order to accommodate the provisions and requirements of the new FRTB framework to apply as of January 1, 2025.

2. Banking Book Financial Risks

The banking book Financial Risks arise from the structure of the Assets and Liabilities and mostly the Group's loan and deposit portfolios. The banking book Financial Risks are the Exchange Rate Risk, the Interest Rate Risk and the Liquidity Risk.

a. Exchange Rate Risk

The General Management sets limits on the open foreign exchange position for the total position as well as for each currency. The total position is calculated by adding the current position for the balance sheet items to the forward position held on derivatives (Table 4).

TABLE 4

Alpha Bank Group 31.12.2023 Foreign Exchange Position

(in Euro million)

	USD	GBP	CHF	JPY	RON	RSD	Other FC	EUR	Total
Assets	3.598,7	724,5	175,0	2,9	4.871,5	0,1	50,6	64.239,6	73.662,8
Liabilities	3.191,7	433,0	36,2	2,9	4.296,3	0,0	176,6	58.202,8	66.339,5
Net Balance Sheet Position	407,0	291,5	138,8	0,0	575,1	0,1	-126,0	6.036,9	7.323,3
Derivatives Forward Foreign Exchange Position	-358,1	-262,9	-100,1	0,0	-588,3	0,0	156,8	1.153,3	0,7
Total Foreign Exchange Position	48,9	28,6	38,7	0,0	-13,2	0,1	30,8	7.190,1	7.324,0

The exchange rate risk undertaken by the Group derives mainly from banking book assets and liabilities and the goal is to offset this risk, provided that the corresponding instruments in the said currencies are available.

b. Interest Rate Risk

Interest Rate Risk in the Banking Book (IRRBB) refers to the risk to the Bank's capital and earnings arising from adverse movements in interest rates. There are three main sub-types of IRRBB:

- Gap risk arises from the term structure of banking book instruments and describes the risk arising from the timing of the instruments' rate changes.
- Basis risk describes the impact of relative changes in interest rates for financial instruments that have similar tenors but are priced using different interest rates indices (bases).
- Option risk arises from positions in derivative products (options) or from the Customer's right (option to change the level and timing of the cash flows). For example, the change in interest rates may cause a change in a Customer's transaction behavior, if that Customer has been granted the option to fully repay his/her loan or withdraw his/her deposit without penalty.

According to the new Guidelines on Interest Rate Risk in the Banking Book (IRRBB), released in October 2022 and applied in 2023, IRRBB should be treated as an important risk and IRRBB exposure needs to be identified and managed since it affects both economic value and net interest income plus market value changes. Moreover, CSRBB exposures should be assessed, monitored and controlled, both under economic value and net interest income measures plus market value changes.

The new Guidelines also incorporate specific chapters on the identification, assessment and monitoring of the Credit Spread Risk from non-trading book activities (CSRBB), which is the risk driven by changes in the market price for credit risk, for liquidity and for potentially other characteristics, which are not covered by the existing supervisory framework on IRRBB or on credit risk. CSRBB captures the risk of a change in an instrument's credit spread without a change in the credit rating.

Interest rate risk management for the banking book is performed on a monthly basis, according to the Policies and Procedures for Assets and Liabilities Management that have been developed and adopted by all Group Units.

For the interest rate risk assessment and monitoring for the Group's banking book, the following estimation techniques, in line with the European Banking Authority (EBA) guidelines, are used on a regular basis:

- Gap analysis for each currency.
- Stress Scenario analysis for each currency.

When performing an Interest Rate Gap Analysis, the Group assets and liabilities are allocated into time buckets, according to their repricing date for variable interest rate instruments or according to their maturity date for fixed rate instruments. Assets or Liabilities with no specific re-pricing schedule (savings and sight deposits) are allocated into time buckets according to a statistical model that takes into consideration the behavioral analysis of the respective accounts.

Table 5 presents the Interest Rate Gap Analysis of the Group balance sheet as of 31.12.2023.

TABLE 5

Interest Rate Gap Analysis

(in Euro million)

	< 1 Month	1 to 3 Months	3 to 6 months	6 to 12 months	1 to 5 Years	> 5 Years	Non-Interest bearing	Total
Assets	18.808,3	14.409,4	4.662,2	2.064,9	9.253,3	10.285,6	14.179,1	73.662,8
Liabilities	23.244,3	4.051,0	3.502,4	5.320,4	19.108,9	5.238,6	5.873,9	66.339,5
Equity							7.323,3	7.323,3
Total Liabilities and Equity	23.244,3	4.051,0	3.502,4	5.320,4	19.108,9	5.238,6	13.197,2	73.662,8
Gap	-4.436,0	10.358,5	1.159,7	-3.255,6	-9.855,5	5.046,9	981,9	0,0
Cumulative Gap	-4.436,0	5.922,5	7.082,3	3.826,7	-6.028,9	-981,9	0,0	0,0

The Stress Scenario analysis is employed in order to calculate the impact of extreme movements of interest rates on the Net Interest Income (NII) as well as on the Economic Value of Equity (EVE) of the Bank and the Group. The stress scenarios imply the parallel movement and the non-parallel movement of the yield curve, to meet both regulatory requirements and internal needs of the Bank. Specifically, IRRBB is measured under the following regulatory scenarios:

- Parallel shock up (+200 basis points)
- Parallel shock down (-200 basis points)
- Steepener shock (short rates down and long rates up)
- Flattener shock (short rates up and long rates down)
- Short rates shock up
- Short rates shock down

Table 6 presents the change on both the NII and EVE for the Group, following the implementation of the stress scenarios on the market yield curves, as of 31.12.2023.

Alpha Bank has adopted a strategic and holistic approach to the management of the overall Interest Rate gap risk. The Bank is well within the ΔEVE (Change in the Economic Value of Equity) to Tier 1 limits across all different interest rate stress scenarios. With portfolio of a floating rate performing loans (c. 90%) and a low concentration, well diversified deposit base, interest rate increases have significantly benefited balance sheet profitability.

During 2023, uncertainty and adverse geopolitical developments in the international environment, including the war in Ukraine and the Middle East, weighed on economic growth. Interest rate hikes by central banks have continued throughout the year. The European Central Bank raised its key interest rates by 200 basis points, bringing up the deposit facility rate to 4% and the rate on the main refinancing operations to 4.5%, while the Fed raised its key interest rate to 5.50%.

TABLE 6

Net Interest Income & Equity Sensitivity

(in Euro million)

"Interest rate changes scenarios (parallel yield curve shift)"	"Net Interest Income Sensitivity (for one year period)"	Equitiy Sensitivity
Parallel shift of +200bps	-341	-10
Parallel shift of -200bps	212	-273
Stepening	-184	
Flatening	80	
Short Rates Up	-48	
Short Rates Down	-127	

The higher interest rates led to an increase in interest income resulting in an improvement in the Net Interest Margin. According to the new Guidelines, a new regulatory limit for ΔNII (Change in Net Interest Income) as a percentage of Tier 1 equity was introduced. Moreover, Credit Spread Risk from non-trading book activities (CSRBB), which captures the risk of a change in an instrument's credit spread without a change in the credit rating, was introduced as of 31.12.2023.

During 2023, the Group Risk Appetite for Amortized Cost and FVOCI bond portfolios was further enriched with the incorporation of additional dimensions such as duration, residual maturity, concentration by sector, and liquidity of bonds.

Liquidity Risk

The liquidity risk refers to the Group's ability to maintain adequate liquidity to fulfill its transactional obligations, either regular or extraordinary. The most significant part of the Group's Assets is financed through Customer deposits and wholesale funding.

During 2023, the Bank's dynamic offering of new deposit products led to an increase of Customer deposits both at both Bank and Group level. Thus, on 31.12.2023, the Bank's deposits were increased by Euro 0.8 billion, nearly 2% compared to 31.12.2022. Correspondingly, the Group's deposits increased by 3% (Euro 1.7 billion).The above amounts also include Greek government deposits, which remained stable at null throughout 2022.

In 2023, the credit rating agencies Fitch, Standard & Poor's and DBRS upgraded the Greek government's bonds to investment grade status, a development which was of crucial importance in terms of how the country and its assets are regarded by the international markets. On 31.12.2023, the Bank's financing from the Eurosystem stood at Euro 5.0 billion. Financing from the Emergency Liquidity Assistance (ELA) mechanism, available through the Bank of Greece, had been completely eliminated since February 2019.

On 13.02.2023, Alpha Bank issued a Euro 70 million Senior Preferred Bond with a tenor of 6 years, callable in year 5, with a 6.75% coupon rate and a yield of 7%. Additionally, on 21.06.2023 the Bank issued a Euro 500 million Senior Preferred Bond, maturing in 6 years and callable in the fifth year, with a coupon rate of 6.875% and a yield of 7%. Finally, on 22.11.2023 Alpha Bank issued a Euro 50 million Senior Preferred Bond issuance with a 6-year tenor, callable in year 5, with a 6.5% coupon rate and a yield of 7%.

Stress tests for liquidity purposes are conducted on a regular basis, in order to assess potential outflows (contractual or contingent), so that the level of the liquidity that is immediately available to cover the Bank's needs can be determined. These Stress Tests are carried out in accordance with the approved Group Liquidity Risk Policy. It should be noted that, according to the results of the liquidity stress tests conducted during the first half of 2023, the Bank remained solvent across all scenarios.

During 2023, the Contingency Funding Plan and the Recovery Plan were updated to incorporate an increased liquidity buffer. The purpose of the Contingency Funding Plan is to facilitate efficient management in the early stages of a possible liquidity crisis, in order for corrective steps to be taken, in a timely manner, for mitigating the reduction in the liquidity buffer.

Finally, in the context of the review of the Internal Liquidity Adequacy Assessment Process, the Bank updated the liquidity stress test scenarios.

Table 7 presents the Liquidity Gap Analysis at Group level as of 31.12.2023.

TABLE 7

Liquidity Gap Analysis

(in Euro million)

	< 1 Month	1 to 3 Months	3 to 6 months	6 to 12 months	> 1 Year	Total
Assets	10.138,2	1.789,7	1.700,6	9.654,4	50.380,0	73.662,8
Liabilities	9.960,8	5.180,7	3.883,5	15.479,6	31.834,9	66.339,5
Equity	0,0	0,0	0,0	0,0	7.323,3	7.323,3
Total Liabilities and Equity	9.960,8	5.180,7	3.883,5	15.479,6	39.158,2	73.662,8
Gap	177,4	-3.391,0	-2.182,9	-5.825,2	11.221,8	0,0
Cumulative Gap	177,4	-3.213,7	-5.396,6	-11.221,8	0,0	0,0

Counterparty and Country Risk

Counterparty risk is the risk of a counterparty defaulting before the final settlement of all their existing transactions' cash flows against the Group. Economic loss would occur if the portfolio of transactions with the counterparty had a positive economic value to the Group at the time of the counterparty's default.

Country risk is the collection of risks associated with investing in a country. Risk per country may either be direct (including exposure to the Central Government, public utility companies, local authorities and the Central Bank), indirect (referring to funding Group Units' operations in the country) or related to the country's banking and private sector.

Monitoring and examination of counterparty limit utilization and limit excess are carried out in real time using a dedicated system for the Bank, Alpha Bank London Ltd and Alpha Bank Romania S.A. As far as the other Group Companies are concerned, they are carried out on a daily basis. Country risk is monitored across all countries where the Group operates, irrespective of whether it has an actual presence. Furthermore, according to the relevant policies and procedures, certain interbank counterparty and country factors, e.g., credit rating, bond credit spread, etc., are monitored on a regular basis, since their change may trigger the review of the corresponding limits.

Derivatives transactions with Customers are taken into account when considering the total exposure to them and the establishment of credit limits per Customer. The corresponding limits for derivatives transactions are monitored and examined on a regular basis for limit utilization and any limit excess.

The Bank uses a dedicated system to quantify the credit valuation adjustment for the derivatives portfolio (Bilateral Credit Valuation Adjustment - BCVA). The methodology applied is Monte Carlo simulation, which takes into consideration market observable data, such as Credit Default Swap (CDS) spreads or the output of the Bank's internal models. The credit valuation adjustment for the derivatives portfolio is performed on a monthly basis and affects the fair value of the transactions. According to best practices, the BCVA model is validated by an independent Bank Unit.

The system used for the BCVA calculation is also used to calculate the Potential Future Exposure for Customer derivatives, which depends on the derivative's type, their nominal value and the remaining time to maturity.

The Bank uses a dedicated system

to measure the Expected Credit Loss (ECL) for Treasury Products on a daily basis.

In 2023, new investment limits were established regarding Amortized Cost and FVOCI portfolios, incorporating factors such as residual maturity, issuer and sector concentration, seniority level and bond credit quality.

Non-Financial Risks Control

Non-Financial Risks are defined as the risk of financial or qualitative effects occurring as a result of inadequate or failed internal processes, IT systems, people (intentionally or unintentionally) and external events. The Group acknowledges that there are certain non-financial risk sub-categories which due to their nature and relevance are considered an integral part of non-financial risk management. Such risk sub-categories are the following:

1. Legal Risk
2. Information and Communication Technology (ICT) Risk
3. Fraud Risk
4. Conduct Risk
5. Model Risk
6. Compliance Risk
7. Outsourcing Risk
8. Reputational Risk

The calculation of capital requirements for non-financial risk is performed in accordance with the Standardized Approach of the Capital Requirements Regulation 575/2013.

The Group complies with the qualitative criteria required for this approach. Within this context and in order to achieve effective non-financial risk management, the Group has adopted and implemented the Non-Financial Risk Framework, which focuses on the following areas:

- Non-Financial Risk Events: Management of non-financial risk events occurring across the Group.

- Risk Assessments and Scenario Analysis: Specialized non-financial risk assessments are performed (e.g. Risk & Controls Self-Assessment, Outsourcing Risk Assessment) and scenarios are developed to proactively identify and mitigate potential non-financial risk exposure.

- Indicators: Key Risk Indicators have been developed in most Group Entities (at both Risk Appetite Framework and Operational level) to monitor non-financial risk exposure.

- Risk Mitigation Actions: Corrective actions are deployed and monitored to mitigate non-financial risk exposure.

- Risk Transfer: The partial transfer of certain types of Non-Financial Risk through the purchase and activation of certain Insurance Policies, i.e., Bankers Blanket Bond, Civil Liability, Directors and Officers Liability, Cyber Crime Bond.

- Reporting: Internal and regulatory reports are generated and disseminated to various stakeholders across the Group.

The Framework is reviewed on a regular basis and updated when deemed necessary, in order to continuously enhance it. It is supported by an appropriate organizational structure with clear roles and responsibilities under the core assumption that the prime responsibility for non-financial risk management remains with the Operational Units throughout the Group. The non-financial risk organizational structure complies with all regulatory requirements and is aligned with the Group's risk culture. This structure includes three lines of defense, ensuring coverage of all non-financial risks and the involvement of the Group's Senior Management in managing them.

Recent Developments and New Initiatives

The following initiatives have been completed during 2023:

- 2024 ECB Cyber Resilience Stress Test: The Bank participated in the ECB's annual supervisory stress test, which consisted of a thematic exercise assessing the digital operational resilience of Supervised Institutions to withstand a severe but plausible cybersecurity event. In this context, a scenario was developed to assess the Bank's ability to withstand a severe but plausible operational disruption caused by a cybersecurity event. The scenario estimates were included in the capital calculation model.

- Reputational Risk: The Reputational Risk Policy was developed and issued. The Policy defines the governance structure and the risk management practices adopted by the Group for effectively managing its exposure to Reputational Risk.

- Amendments to existing Policies:
  – Operational Risk Management Policy – The main amendments refer to the following:
    - Introduction of new Risk Categories – ESG Risk, Emerging Risks
    - Introduction of new Risk Assessment Methodology – Operational Risk Profile (generation of an annual risk profile at Entity level)
    - Introduction of the latest Framework Component – Internal Control Validation: Framework Component:
      - Methodology for monitoring the effectiveness of internal controls.
  – Fraud Risk Management Policy – The main enhancements refer to the following:
    - Governance: Creation of the centralized fraud unit to manage fraud events in web banking and other digital channels
    - Fraud Detection: Monitoring of transactions via web banking and other digital channels, leveraging on predefined anti-fraud tools.

The Group will continue its initiatives for reinforcing its Risk Management Framework in 2024, the main objectives of which are as follows:

- Non-Financial Risks Management - New Target Operating Model: The Group is in the process of introducing a new Operating Model regarding the management of Non-Financial Risks. The new Operating Model aims to further strengthen the existing governance structure, to further promote non-financial risk control culture and awareness as well as to increase the effectiveness of non-financial risk management procedures. The new Operating Model introduces the role of Non-Financial Risk Partner across all Business Areas, who will have an enhanced role in managing non-financial risks within their Business Area. The expected benefits of the new model are the following: minimization of losses due to non-financial risk, proactive risk management, effective control performance, enhanced risk culture and facilitation of decision making.

- Improvements to the Archer non-financial risk platform.

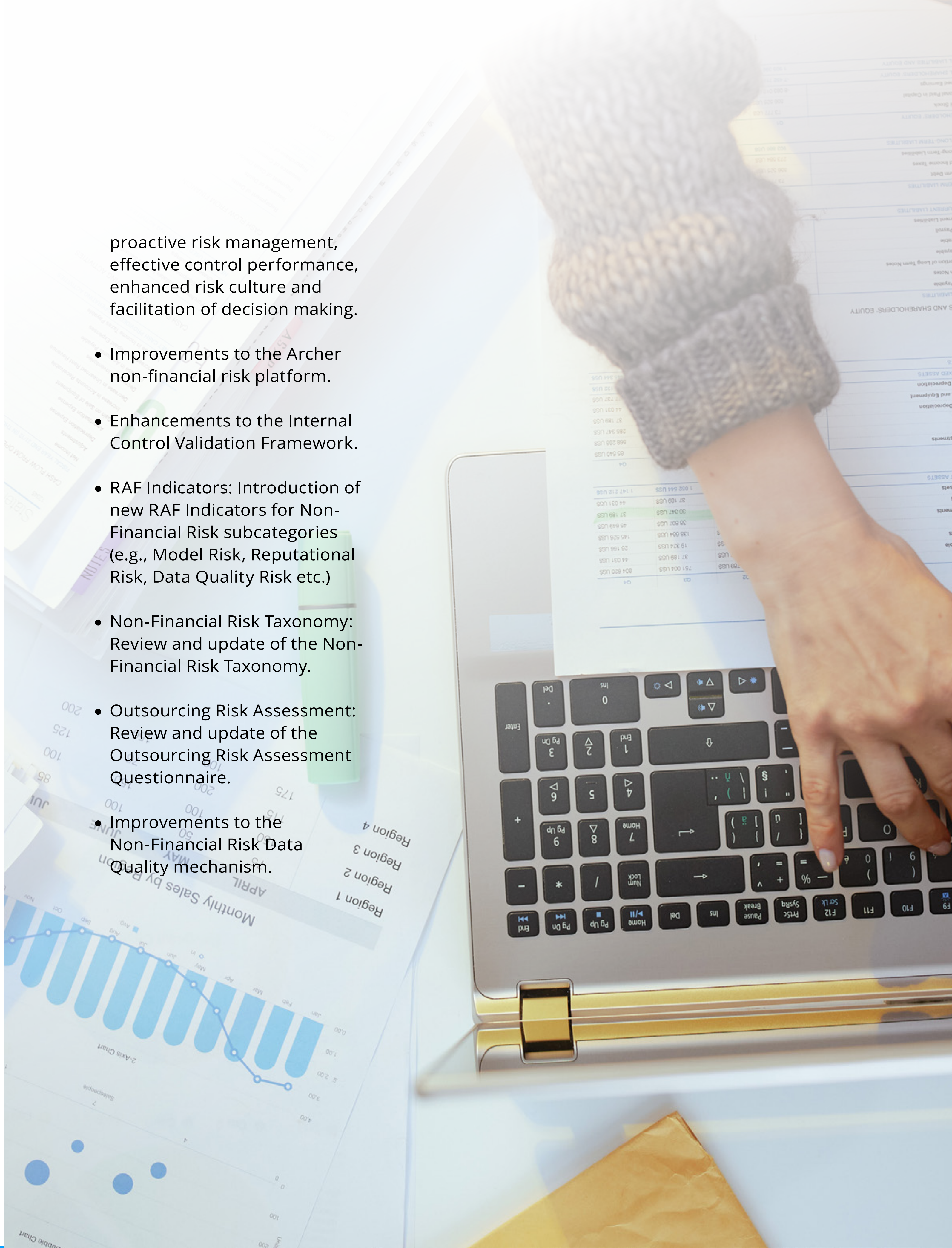
- Enhancements to the Internal Control Validation Framework.

- RAF Indicators: Introduction of new RAF Indicators for Non-Financial Risk subcategories (e.g., Model Risk, Reputational Risk, Data Quality Risk etc.)

- Non-Financial Risk Taxonomy: Review and update of the Non-Financial Risk Taxonomy.

- Outsourcing Risk Assessment: Review and update of the Outsourcing Risk Assessment Questionnaire.

- Improvements to the Non-Financial Risk Data Quality mechanism.



07

CAPITAL ADEQUACY

Capital Adequacy Ratios

The policy of the Group is to maintain strong capital ratios and capital buffers over the minimum regulatory requirements, in order to ensure the achievement of its business plan and the development and trust of depositors, Shareholders, markets and business partners. Share capital increases are conducted pursuant to resolutions of the General Meeting of Shareholders or the Board of Directors, in accordance with the Articles of Incorpartion and the relevant laws. Alpha Bank S.A, as a systemic bank, and consequently its Parent company Alpha Services and Holdings S.A. on a consolidated basis, are supervised by the Single Supervisory Mechanism (SSM) of the European Central Bank (ECB), to which reports are submitted -on a quarterly basis. The supervision is conducted in accordance with Regulation 575/2013 (CRR) as amended, inter alia, by Regulation (EU) 876/2019 (CRR 2), and Directive 2013/36/EU (CRD IV), as transposed into Greek law by Law 4261/2014 and amended, by Directive (EU) 2019/878 (CRD V) and transposed into Greek law by Law 4799/2021.

The framework is widely known as Basel III and consists of three fundamental pillars:

- Pillar I, which specifies the calculation of minimum capital requirements. The Bank submits to the SSM, through the Bank of Greece, the reports pertaining to its capital requirements on a solo and a consolidated basis, in accordance with the Implementing Technical Standards developed by the European Banking Authority (EBA).
- Pillar II, which sets the principles, criteria and processes required to assess capital adequacy and the risk management systems of credit institutions.
- Pillar III, which aims at increasing transparency and market discipline and sets the requirements concerning the disclosure of key information regarding the exposure of financial institutions to fundamental risks as well as the disclosure of the processes applied to manage the said risks.

Apart from the above, this framework defines the regulatory capital of credit institutions and addresses a series of other regulatory issues, such as monitoring and control of large exposures, open foreign exchange position, concentration risk, liquidity ratios, the internal control system, including the risk management system, as well as the regulatory reporting and disclosures framework.

The Capital Adequacy Ratio compares the Group's regulatory capital with the risks assumed by the Group (Risk Weighted Assets -RWAs). Regulatory capital includes Common Equity Tier 1 (CET1) capital (share capital, reserves, minority interests), additional supplementary Tier 1 capital (hybrid securities) and supplementary Tier 2 (subordinated debt). Risk Weighted Assets include the credit risk of the investment portfolio [including also counterparty credit risk and credit valuation adjustment (CVA) risk], the market risk of the trading book and the operational risk.

For the calculation of capital adequacy ratio. the above regulatory framework is followed. In addition:

- Besides the 8% capital adequacy limit, there are applicable limits of 4.5% for CET 1 ratio and 6% for Tier 1 ratio.
- The maintenance of capital buffers additional to the CET1 capital are required. In particular the Combined Buffer Requirement (CBR) consists of:
- The Capital Conservation Buffer (CCB), which stands at 2.5%.
- The following capital buffers set by the Bank of Greece through its Executive Committee Acts:
  - Countercyclical Capital Buffer (CCyB), equal to "zero percent" (0%) for 2023
  - Other Systemically Important Institutions (O-SII) buffer, which will gradually rise to "one percent" (1%) from 1.1.2019 to 1.1.2023. For 2023, the O-SII buffer stands at 1.00%.

These limits should be met on a consolidated basis.

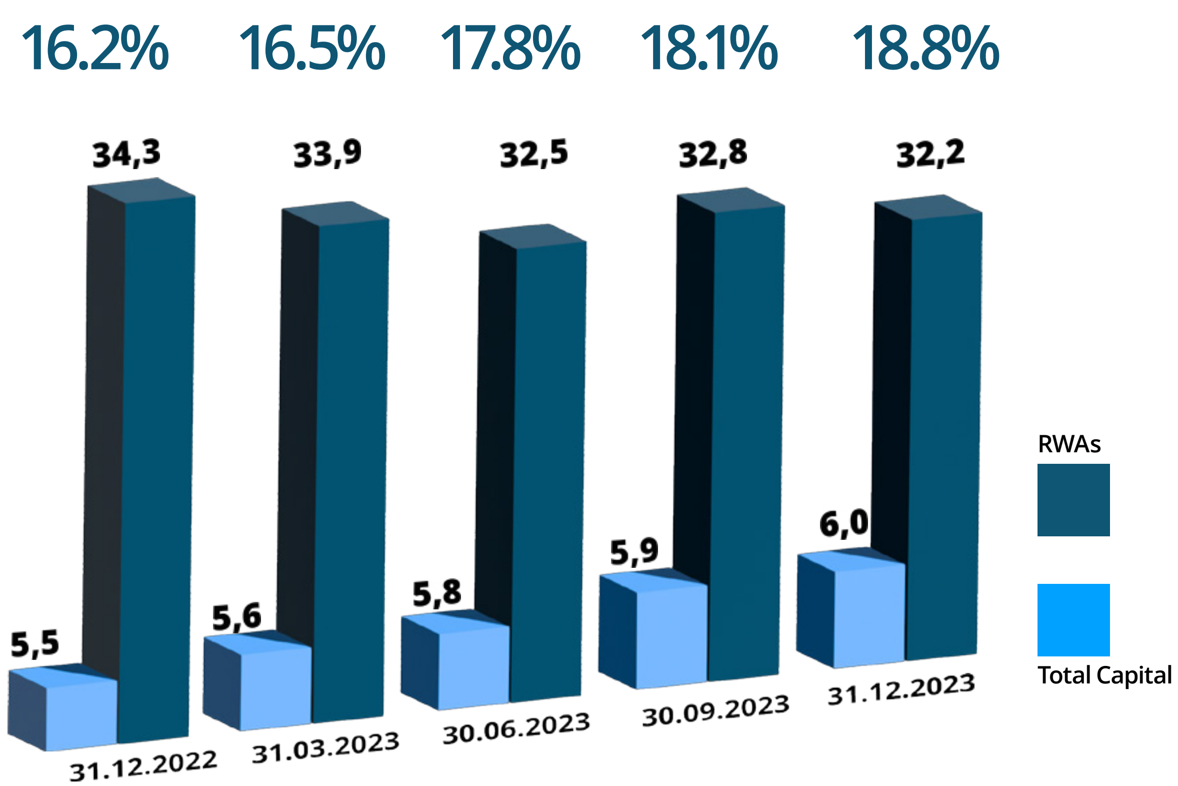
The following table presents the capital adequacy ratios of the Group:

Alpha Services and Holdings SA Ratios

	31.12.2023	31.12.2022
Common Equity Tier I Ratio	14.4%	13.2 %
Tier I Ratio	15.6%	13.2 %
Total Capital Adequacy Ratio	18.8%	16.2%

The above capital adequacy ratios include period profits post a provision for dividend payout according to the dividend policy. Excluding the provision for the distribution of dividend in FY 2023, the capital ratios increase by c. 40 bps and the Total Capital Adequacy ratio would stand at 19.2%.

The following graph presents the evolution of the regulatory own funds, risk weighted assets and Total Capital Adequacy Ratio of the Group.



Taking into consideration the 2023 Supervisory Review and Evaluation Process (SREP) decision, ECB notified Alpha Services and Holdings S.A. that for Q4 2023 it is required to meet the minimum limit for consolidated Overall Capital Requirements (OCR) of at least 14.69% (the OCR for Q4 2023 includes the CCB of 2.5%, the O-SII buffer of 1.00% and the CCyB of 0.19% which is mainly derived from the contribution of subsidiaries). The OCR consists of the minimum limit of the total Capital adequacy Ratio (8%), in accordance with art. 92(1) of the CRR, the additional regulatory requirements of Pillar 2 (P2R) in accordance with article 16(2)(a) of Council Regulation (EU) 1024/2013 (3%), and the combined buffers' requirements (e.g. CCB, OSII, CCyB), in accordance with Article 128 (6) of Directive 2013/36/EU. The minimum rate should be kept on an on-going basis, considering the CRR /CRD Transitional Provisions.

During 2023, in line with the Strategic Plan, Alpha Services and Holdings proceeded to the following:

- The completion, on 8.2.2023, of the issuance of the Euro 400 million Perpetual Fixed Rate Reset Additional Tier 1 Notes (the "AT1 Notes"). The AT1 Notes are non-call notes with a tenor of 5.5 years, issued with a yield of 11.875%. Dividend payment is on a semi-annual basis and is subject to the approval of the Bank's Board of Directors.
- The completion of the Hermes and Sky transactions and the reclassification of the NPE portfolio for the Gaia perimeter "Available for Sale".
- The successful completion of the Synthetic Securitization of a Shipping portfolio (Project Compass) and the Synthetic Securitization of a Wholesale portfolio (Project Blue).
- The announcement, on 23.10.2023, of a strategic agreement with Unicredit S.p.A.

Following the above, the capital adequacy ratios are well above all the regulatory capital requirements and are expected to be further enhanced due to the completion of the other scheduled transactions (e.g., Skyline) as well as the completion of a new Synthetic Securitization of a Housing Loans portfolio (Project Mortgage), scheduled for H2 2024.

EBA Stress Test

The EU-wide Stress Test is a biannual exercise conducted by EBA for the largest European banks and by ECB for the banks not included in the first group. The EU-wide Stress Test 2023 includes 26 more banks, which have been added to the Stress Test sample compared to the 2021 exercise, while further proportionality has been introduced in the methodology. Alpha Bank was part of the EBA sample for the 2023 Stress Test exercise.

The 2023 EU-wide stress test used a constrained bottom-up approach with some top-down elements. The focus was on the assessment of the impact of adverse shocks on banks' solvency. The participating banks were required to estimate the evolution of a common set of risks (credit, market, counterparty, and operational risk) under a baseline and an adverse scenario.

The Stress Test was conducted based on a static (unchanged) balance sheet approach under a baseline and an adverse macroeconomic scenario, with a 3-year forecasting horizon (2023-2025).

Alpha Services and Holdings concluded successfully the 2023 EU-wide Stress Test, whose results were published by EBA on 28.7.2023.

The results of Alpha Services and Holdings (IFRS 9 - fully loaded basis) are presented in the ollowing table:

Stress Test Results

	31.12.2022	31.12.2025	31.12.2025
	Starting point	**Baseline**	**Adverse**
CE=-T1 fully loaded (%)	11.9%	14.1%	8.9%
Tier 1 fully loaded (%)	11.9%	14.1%	8.9%
Total Capital fully loaded (%)	14.9%	16.9%	11.7%

It is noted that the Stress Test methodology did not incorporate the Bank's H1 2023 capital strengthening actions. These include, among others, NPE deleveraging through the "Sky" and "Hermes" transactions, the shipping synthetic securitization, Additional Tier 1 issuance and organic capital accretion. The CET 1, Tier 1 and Total capital ratios of December 2022 pro-forma for the above actions are enhanced by c. 1.3%, 2.5% and 2.6%, respectively.

In the baseline scenario there is a capital accretion with an increase in the Common Equity Tier I (FL) by 2.2 pp in the 3 years horizon including also a dividend payout of 30%.

Since the previous EU-wide Stress Test (2021), Alpha Services and Holdings has transformed itself, significantly strengthening its balance sheet, decisively reducing its NPEs, restoring its organic profitability and successfully building a track record in the capital markets through the issuance of capital and MREL instruments, while also further enhancing its capital and liquidity buffers. The capital depletion in the Common Equity Tier 1 (IFRS9-fully loaded basis) over the three years horizon in the adverse scenario (ignoring any post year-end events) was 3.1 pp, compared to an average of 4.6 pp for the European banks.

Minimum Requirements for Eligible Own Funds and Eligible Liabilities (MREL)

On March 21 2023, Alpha Bank received a communication from the European Single Resolution Board (SRB) regarding the Bank's obligation to fulfil the minimum requirements for own funds and eligible liabilities (MREL). The requirements are based on the Recovery and Resolution Directive ("BRRD2"), which was transposed into Greek law by Law 4799/2021 on 18.5.2021. At the same time, by the same decision, the Resolution Authority defined the single point of entry (SPE) resolution strategy. According to the decision, as of January 1, 2026 Alpha Bank S.A. is required to meet, on a consolidated basis, minimum MREL of 23.60% of the Total Risk Exposure Amount (TREA)

and 5.91% of Leverage Exposure (LRE). The communication also sets out the interim MREL targets to be satisified as of January 1, 2023, namely 16,36% of TREA and 5.91% of LRE. The MREL ratio, expressed as a percentage of risk-weighted assets, does not include the Combined Buffer Requirement (CBR), which stood at 3.69% as at 31.12.2023.

Regarding the requirement for a minimum amount of own funds and subordinated eligible liabilities ("MREL subordinated liabilities requirement"), the SRB has decided that no such requirement applies to Alpha Bank S.A. The MREL requirements, including the multi-annual transitional compliance period, are aligned with the expectations of Alpha Bank S.A.

On 31.12.2023, the Bank's MREL ratio stood, on a consolidated basis, at 25.4%. The ratio includes the profit for the period ended on December 31, 2023, post a provision for dividend payout. The final targeted MREL ratio is updated annually by the SRB.

Liquidity

The Group calculates the Liquidity Coverage Ratio and Net Stable Funding Ratio on a monthly and quarterly basis, respectively, as defined by Regulation (EU) 575/2013. Both ratios (LCR and NSFR) exceeded the minimum acceptable supervisory threshold (100%) with the Liquidity Coverage Ratio reaching 193%, compared to 149% in 2022 and the Net Stable Funding Ratio 130%, compared to 124%. The Group's enhanced liquidity profile is mainly attributed to the increase in Customer deposits, the TLTRO repayment by 8 billion (from 13 billion at 31.12.22 to 5 billion at 31.12.23) and the issuance of new senior preferred bonds with a total nominal value of Euro 620 million. It is noted that an additional issuance of 400 million took place in February 2024.

08

CYBERSECURITY AND INFORMATION SECURITY – PERSONAL DATA PROTECTION

CYBERSECURITY AND INFORMATION SECURITY - PERSONAL DATA PROTECTION

The Cybersecurity and Information Security Business Area is responsible for the development, implementation, maintenance and oversight of the Cybersecurity and Information Security principles, policy, procedures and mechanisms, as well as for the management of Cybersecurity at Group level, in accordance with the Business Objectives and the respective regulatory requirements.

In this context, the Business Area manages the organization, projects and infrastructure required for the efficient and effective management of Cybersecurity issues within the Group, aiming at:

- ensuring compliance with the current legislative and regulatory framework,
- ensuring compliance with the Bank 's/Group's strategic goals
- maintaining and optimizing the ISO/IEC 27001:2013 Information Security Management System
- ensuring the protection of the Confidentiality, Integrity and Availability of the Bank's/Group's information.

1. Major projects in 2023

In 2023, Cybersecurity and Information Security completed the final stage of its 2021-2023 Strategic Plan, which was based on the new Cybersecurity Maturity Assessment model. This was the final cycle, following the successful first and second cycles and the completion of the corresponding Strategic Plan for 2018-2020.

The Cybersecurity maturity status was assessed based on the study of cyber capabilities in 32 technical and organizational domains/areas and more than 2,400 checkpoints (criteria).

This process is the main driver and foundation for the strategic projects and initiatives that formed the three-year Strategic Plan for 2021-2023 and constitutes the basis upon which the new Strategic Plan and Cybersecurity Maturity Assessment for 2024-2026 will be grounded.

The projects/initiatives are designed to introduce new, functions, processes and technologies and to adapt or improve existing ones, in order to mitigate or minimize relevant risks and improve the overall maturity and Cybersecurity posture, while achieving alignment with the Business Strategy. The plan covers the Governance, Organization and Technical areas and the progress of implementation is regularly monitored and reported to the Audit Committee, Risk Management Committee and Executive Committee.

The methodology for assessing the Cybersecurity maturity includes ongoing updates to assess the benchmarks, as well as the current status of the threat landscape.

In 2023, Cybersecurity and Information Security managed projects under the Strategic Plan, serviced security infrastructure operations requests, responded to 103,696 user management requests and conducted 94 Risk Assessments, Penetration Tests and Vulnerability Assessments.

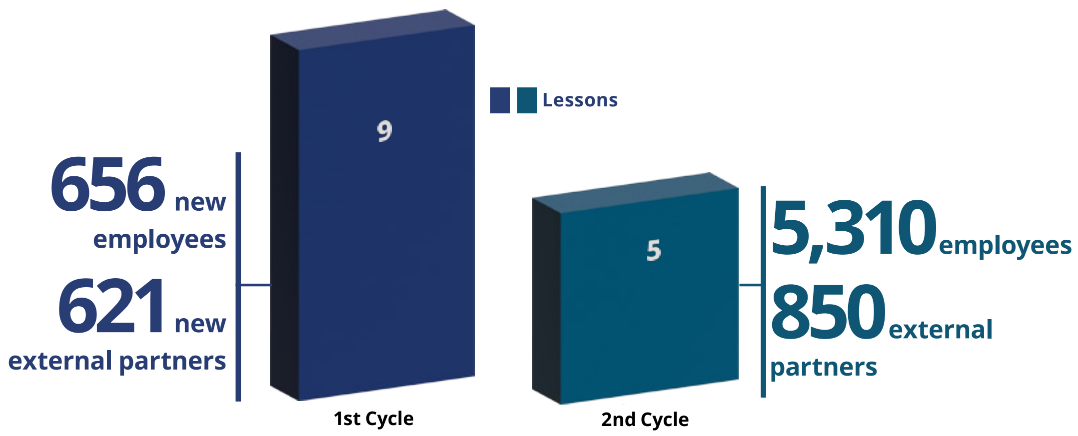
In addition, the Business Area participated in strategic IT projects and adaptations required to meet the requirements of the Regulatory Framework and the Supervisory Authorities, as well as business requirements.

1.1 Governance, Regulatory Compliance and Strategy

The main actions/projects undertaken in 2023 were the following:

- Targeted updates to the Group's Cybersecurity Framework policies, procedures and technology standards to adjust to regulatory, operational and technological changes.
- Re-certifications of Cybersecurity and Information Security and IT Business Areas according to the ISO 27001 security standard (including ISO 27701, ISO 27017 and ISO 27018) and the ISO 22301 business continuity standard.
- Evaluation of outsourcing contracts as regards to information security requirements, as well as to technical and organizational measures provided for by the General Data Protection Regulation (GDPR).
- Personnel awareness and training in cybersecurity and information security topics.

Lesson Cycles 2023



Personnel awareness and training is a vital and ongoing activity for achieving a high level of familiarization with best practices and for identifing and addressing cybersecurity risks. Awareness and training activities have been intensified as part of the strategy and continuous improvement efforts to reinforce a sound cybersecurity culture. During 2023, the annual cyber awareness program was successfully completed. New cybersecurity training modules were introduced and several face-to-face and online training sessions on control and risk culture were conducted across the Branch Network. The training program is developed considering the main training objectives and strategy, while its content is updated and adapted to each role within the Bank, so as to achieve the necessary growth and development. In addition, the training program is reviewed during the year for introducing modifications according to new needs that arise and for including specialized training and certifications for Managerial/ Administrative and Technical functions.

Due attention is also given to the updating, training and certification of all Cybersecurity and Information Security and IT staff. Thus, in 2023, 34 members of the Cybersecurity and Information Security and IT Business Areas were trained and certified in Cybersecurity-related activities including Network Security, Cloud Service, Secure Coding, Incident Response, Penetration Testing and Ethical Hacking.

1.2 Cybersecurity Risk Management

The development and evolution of the Cybersecurity Risk Assessment Methodology was carried out internally, taking into account international standards and frameworks (ISO 27001-27005, ISF, PCI-DSS, CobIT, NIST) and in alignment with the Group's Operational Risk Policy.

The assessments were further enriched with data derived from information classification and security audits, including penetration tests and vulnerability assessments. In addition, the assessment methodologies for Cybersecurity Architecture and Risk were enriched to support the requirements for Cloud services.

Cybersecurity Risk Management directly supports the Group's Business Units and Companies in conducting information classification, information security risk assessment (CISRA) and coordination for the recording of deviations and monitoring of the implementation of security improvements to critical systems, infrastructures and processes.

Continuous and real-time monitoring to identify vulnerabilities in the Bank's critical systems is carried out via the deployment and configuration of dedicated software.

1.3 Cybersecurity Architecture

The Cybersecurity Architecture area assessed 50 IT projects (new projects and major changes to existing projects) for security issues by design and by default, compliance with the Group Cybersecurity and Information Security Framework and adherence to Information Security standards and best practices.

The Cybersecurity Architecture area also participated in projects regarding the "Azure SQL Database Service" and "Azure SQL Managed Instance" technologies and actively participated in all technical workshops held on the evaluation of cloud technologies in terms of their proposed design, in order to be used in the Bank's projects.

Finally, regarding issues related to the optimization of internal processes and practices, the revision-update of the questionnaire used during the evaluation of a proposed solution's architecture (Secure by Design Evaluation Questionnaire) was initiated, so as to keep up with the latest technological developments and to enhance the efficiency and effectiveness of the proposed solution.

1.4 Threat and Incident Management

Alpha Bank's Cybersecurity Incident Response Team (AB-CSIRT) continued, for yet another year, to effectively identify, analyze, mitigate and/or reduce threats, while also monitoring the overall attack surface.

The Team is certified as a full member of the Global Forum of Threat and Incident Response Teams (FIRST) and the Financial Services Information Sharing and Analysis Center (FS-ISAC), working closely and sharing critical information on current threats with the National CSIRT (Ministry of National Defense) and the General Directorate of Cybersecurity of the Ministry of Digital Government.

Utilizing these sources as well as the Threat Intelligence services provided by specialized partner companies, the Team has developed intelligence gathering and analysis processes that provide early warning of current and future threats and trends, thus contributing to the effective development of security measures.

During 2023, Alpha Bank's Cybersecurity Incident Response Team (AB CSIRT) dedicated significant time and effort to drive development in various critical threat management areas. The Cyber Threat Intelligence Framework has been formalized and included in the Group's Cybersecurity and Information Security Framework.

During 2023, the AB-CSIRT:

- expanded the monitoring capabilities of the services and infrastructure hosted at the Bank and in the Cloud environment, and developed early threat detection techniques for creating relevant procedures
- initiated the creation of playbooks for the documentation and wider alignment of security incident response actions, as part of the Cybersecurity Incident Response procedures
- expanded the integration of Cloud infrastructure-related products and services into threat monitoring, incident analysis and response processes through contemporary tools
- carried out an extensive assessment of companies for monitoring and security incident response services (MSS-MDR)
- completed the configuration of an application for continuous and automated security audits for gaps and areas for improvement in critical infrastructure.

Operations-wise, in 2023 the AB-CSIRT disabled 235 illegal phishing websites, investigated 671 cases of potential cybersecurity incidents and recovered login and card credentials of 671 e-banking subscribers.

1.5 Cybersecurity Infrastructure

The Cybersecurity Infrastructure sector is a critical part of the Business Area, covering important activities and projects to achieve the appropriate posture of Cybersecurity.

Regarding Cybersecurity infrastructure and operations, significant improvements and upgrades were implemented to central and critical Cybersecurity infrastructure and additional Cloud Security mechanisms were installed.

Moreover, the sector actively participated in the design and implementation of new solutions/services for the Bank and the Group to meet increased security requirements, while it also implemented the necessary protection measures to evaluate solutions in Cloud and Container environments.

1.6 Identity and Access Management (IAM)

As part of the continuous improvement activities, adjustments have been made to the IAM Governance in terms of access management.

In 2023, among other things, the following took place:

- The IAM Governance sector carried out the analysis and planning tasks for the creation of a centralized system for the recertification of user accesses.
- At the same time, the documentation of the existing access recertification process was improved, and training seminars were held on the correct execution of the process and its importance.
- Adaptations to the operating framework were implemented, enhancing the user termination process.
- Response times and the overall user experience during the access management process have been significantly improved, through automation and operational interventions.

The IAM Governance sector managed a total of 103,696 requests through the IDM platform, sent 3,503 resource awareness e-mails and evaluated 3,500 requests for changes and actions.

2. Focus Areas of Activities and Projects for 2024

2.1 Cybersecurity focus areas

On the basis of the target-setting and project planning for 2024, the focus areas are as follows:

- Implementation of planned projects, which will be defined in the new Cybersecurity Strategic Plan for 2024-2026.
- Redesign of the network security perimeter to enhance the level of security, optimize operational performance and effectively support new projects.
- Adjustments to ensure alignment with the Bank's Business Strategy and with the corresponding IT and Digital Transformation projects.
- Adaptation of processes, practices and technologies to ensure compliance with regulatory and legal requirements.
- Evaluation, optimization and adaptation of control mechanisms and processes, including those related to new technologies such as Cloud and Containers.
- Optimization of vulnerability management (enhanced risk detection, timely and effective rectification of identified vulnerabilities).
- Enhancement of email security (improved phishing detection mechanisms, increased user awareness and improved reporting process, integration with cloud infrastructure).
- Quantification of Cybersecurity Risks.

The continuous assessment of the maturity level (for the Bank and the Group Companies) is critical for the effective operation of Cybersecurity in the Group.

In terms of Organization and processes, planned Cybersecurity projects include:

- Inspection and recertification against the revised ISO 27001:2022 (including the requirements of ISO 27701, ISO 27017 and ISO 27018) and ISO 20000 for Cybersecurity and IT processes and operations.
- Annual inspection and recertification against the international standard ISO 22301 BCM.
- Annual certification of the Bank against the PCI-DSS standard.
- Annual inspection and certification of the SWIFT CSP.
- Conducting TIBER cybersecurity exercises.
- Development, in collaboration with IT, of the new Secure Software Development Lifecycle (SDLC) model, which includes activities to integrate common processes and tools to support SDLC within the DevSecOps framework.

2.2 Main Projects and Activities

I. Cybersecurity Governance

Strengthening of Governance activities to centralize overall progress monitoring and management for the Bank and the Group Companies, including the following:

- Collection of information and aggregated progress reporting, regarding the Strategic Cybersecurity Planning Projects.
- Coordination and collection of evidence for internal and external audits, including Reporting to Regulatory Authorities.

Targeted updates to the Group Cybersecurity and Information Security Framework Policies, Procedures and Guidelines for their adaptation to regulatory, operational and technological changes, including the following:

- General and Basic Information Security Guidelines.
- Vendor and Cloud Services Evaluation Methodology.
- Critical Supplier Resilience Assessment Methodology.
- Implementation and optimization of the measurement model used to assess the degree of adoption and the effectiveness of the implementation of the Group Cybersecurity and Information Security Framework.

II. Cybersecurity awareness

Annual update of the Cybersecurity Training and Awareness Program for Employees and external partners and introduction of new thematic modules to the existing training material.

The Training and Awareness Program is continuously evolving, by role, with regular content updates and is supported by a web-based platform which also provides videos, individual and overall training results, and analytical/statistical data.

The Training and Awareness program also includes simulated Phishing campaigns on a periodic basis for a large, randomly selected, sample of users. In this context, reports containing detailed information about types and techniques used in the simulated cyber attack, as well as statistics results of each campaign, are prepared and shared with Cybersecurity and Information Security members and with Senior Executives.

In the context of Employee awareness and updates regarding Cybersecurity and Information Security issues, a project to redesign the InfoSec Portal is underway.

III. Cybersecurity Risk Management

Further development of the Cybersecurity Risk Assessment methodology, in order to improve the calculation of the overall level of Cybersecurity Risk (Cyber Risk posture) and to harmonize Cybersecurity Risk Management actions with the Bank's acceptable risk threshold through the quantification of economic value risks. Quantifying Cybersecurity Risks will provide more accurate predictions for risk reduction, efficient technological investments and the rationalization of related costs.

Special attention is paid to emerging technologies and risks related to artificial intelligence. Existing risk management practices will be enriched to address evolving technology risks and support the Bank's efforts towards adopting innovative technology tools and strengthening its digital character.

Expansion and optimization of the continuous and real-time identification of Cybersecurity vulnerabilities:
In addition to the management of Cybersecurity vulnerabilities, a compliance monitoring subsystem is implemented in order to detect any deviations from the Technical Guidelines. Procurement of new tools to identify vulnerabilities in DevSecOps and container infrastructures. KPI list as a tool, through the vulnerability management and security vulnerability compliance detection infrastructure, so as to enable the quantification of the respective risks.

IV. Managing Threats and Security Incidents

Completion of the project for the replacement of the existing SIEM platform with a new, more sophisticated one and for the deployment of automatic detection and response functions to incidents/threats to the Bank's infrastructure (XDR). This project is already being implemented and complements the replacement of the security incident monitoring and response service provider (MSS-MDR).

Development of a Malware Information Sharing Platform (MISP), which will increase the effectiveness and efficiency of the information used by the security systems and the SIEM platform, in conjunction with the management of information feeds (threat intelligence feeds).

Annual TIBER (Threat Intelligence-Based Ethical Red-teaming) exercise will be conducted.

Cybersecurity Incident Management will continue to further develop new processes and functions and/or adapt existing ones, as well as to create and improve playbooks. Progress in this area is critical for further skills development, especially in the field of Incident Management, Digital Forensics (both on premises and on the Cloud) and, finally, in the field of Threat Hunting.

V. Cybersecurity Architecture

The Cybersecurity Architecture Framework will be further enhanced, with regular activities for mapping the existing Cybersecurity and IT landscape, identifying areas for improvement and planning for further improvements.

As part of this work, the Secure by Design Assessment Questionnaire is being updated. The project was initiated in Q4 2023 and is expected to be completed in 2024. The need to develop a distinct, specialized questionnaire for the assessment of cloud solutions offered in the Software-As-A-Service (SaaS) or Platform-As-A-Service (PaaS) model was identified.

In addition to the above, having recognized the need to modernize the Group's general security architecture (network security architecture), due to the increasing use of cloud services, a call for an RFP is planned. The scope of the RFP will be the complete redesign of the Group's security architecture, with emphasis on the adoption of modern technologies and practices (SASE, identity-based access control, partnership with SDN technologies). In addition to the purely technological benefits expected from this project, there should be equally important benefits in terms of the day-to-day workload related to the management of the security infrastructure, by adopting automated practices.

VI. Cybersecurity infrastructure

Continuous improvements to the existing security infrastructure as well as designing and implementing upgrades and adding new services. Design and implementation activities in Cloud environments as well as adopting new, Agile methodologies for day-to-day operations/functions.

Implementation of new solutions to improve network monitoring and perimeter security, with parallel improvements in the design of the configuration of security mechanisms to enhance action automation.

Strengthening of the security mechanisms that protect the Bank's Web Services on the Internet, using modern techniques to counter attacks.

Implementation of horizontal security measures for Cloud environments, enhancements and strengthening of terminal device protection.

VII. Identity and Access Management (IAM)

The Identity and Access Management strategic planning includes a holistic approach to creating a centralized Identity Lifecycle process. In particular, the action plan includes:

- Further optimization of the IDM platform, by upgrading the existing environment to the latest version, as well as by managing access to additional applications.
- Analysis of options to extend the functionality of the system, in order to effectively manage network accesses, access to resources, system account management and enhancement of the user exit process.
- Improvement of Privileged Account Management (PAM) processes and mechanisms.
- Installation and activation of the access recertification function in the access management system (IDM), to ensure its holistic implementation by the Business Application Owners.

Personal Data Protection

Alpha Bank applies the General Data Protection Regulation (Regulation (EU) 2016/679 of the European Parliament and of the Council), more commonly known as GDPR, which concerns the protection of Individuals regarding the processing of their Personal Data. Fully respecting the rights and freedoms of Data Subjects, the Bank collects, records, uses, notifies and, in general, processes personal data of Individuals in the context of its business activity, in full compliance with the applicable laws, to ensure their protection. Additionally, it has appointed a Group Data Protection Officer, who informs the Management and the Audit Committee of the Board of Directors about the Group's level of compliance with the applicable legislation, and has also established a Committee for the evaluation and management of Data Breach Incidents.

To inform the Data Subjects about the processing of Personal Data carried out, as the case may be, by the competent Units of the Bank or by external third parties processing data on its behalf, the Bank has prepared the document titled "Notification on the Processing of Personal Data", which is provided upon collection of their Personal Data. This document is posted on a central location on the Bank's website and serves as a set point of information for all relevant details that Individuals need to know as regards the processing of personal data, such as the purpose of such processing, the sources and recipients of data, the storage period, the rights of the Data Subjects and how these may be exercised, and the contact details for the Bank's competent Services.

In addition to the above general information, Individuals are also provided with special privacy notices on personal data processing, as well as on products and services that are available via alternative Digital Networks in the context of the Bank's digital transformation.

The Bank takes a series of coordinated steps deriving from its related Policy and Procedures, in order to ensure the protection of personal data. These include, but are not limited, to:

- Update of the Record of Processing Activities kept by the Bank with the new processing flows of Personal Data.
- Effective management of the Data Subject Rights requests and Data Breach Incidents.
- Obtaining the consent of Individuals, where necessary, as to the processing of their data and allowing management and withdrawal by appropriate infrastructure.
- Assessment of the impact on Personal Data processing flows of any potential high risk for the freedoms and rights of Individuals and developing action plans for applying technical and organizational measures, in order to mitigate risks.
- Application of the data protection legislation for all newly released or amended products, services and processes following the "Privacy by Design and by Default" rule.
- Evaluation of third parties, suppliers or partnering Companies as regards their compliance with all requirements provided under the GDPR and asessment of the risk of assigning Personal Data processing to third parties, on behalf of the Bank.

In order to effectively support basic Data Protection processes, the Bank has integrated the Record of Processing Activities, Data Breach Management and Data Protection Impact Assessment applications in its Governance Risk and Compliance (GRC) Platform.

Additionally, Alpha Bank uses Key Risk Indicators (KRIs) and Key Performance Indicators (KPIs) for assessing, monitoring and measuring the effectiveness of the Personal Data Protection Framework.

The Employees' Data Protection awareness and the provision to them of related training remain a priority for the Bank. In this context it carried out a broad training program which comprised:

- 10 days of training for approximately 1,800 Branch Network Employees
- 19 workshops with the participation of approximately 250 Employees from 53 Business Areas.

The aforementioned actions aimed to a) further increase data protection awareness, b) highlight the basic principles of the GDPR and c) review of the Record of Processing Activities with the assistance of the Group Data Protection Officer team.

In compliance with the General Data Protection Regulation, the Bank also informs its Employees and candidates who apply for employment to the Bank or to any of its Group companies, via any channel (LinkedIn, email, etc.), about the processing of their data, by means of the following Notices, respectively:

- "Notice to Employees about the Processing of their Personal Data" available on the Alpha Bank Intranet,
- "Notice to Candidates for Employment about the Processing of their Personal Data",

and, in the case of Individuals-suppliers cooperating with the Bank, by means of the following Notice:

- "Notice to Suppliers of the Bank on the Processing of their Personal Data".

All of the above demonstrate the strong commitment of the Organization to the continuous and effective protection of the Personal Data entrusted to it by Individuals-Customers and by its Staff.

09

CORPORATE GOVERNANCE

CORPORATE GOVERNANCE CODE

The Bank, following a resolution of the Board of Directors, adopted the Hellenic Corporate Governance Code of the Hellenic Corporate Governance Council (the "Code").

The Bank adheres to the Code, which is posted on its website.

CORPORATE GOVERNANCE DOCUMENTS

During 2023, the Bank revised/updated:

- the Charter of the Executive Committee
- the Board of Directors Charter
- the Risk Management Committee Charter as well as
- policies pertaining to corporate governance and in particular:
  - the Policy and Process for the Succession Planning of Non-Executive and Independent Non-Executive Members of the Board of Directors,
  - the Policy for the Succession Planning of Senior Executives and Key Function Holders,
  - the Induction and Training Policy and Procedure for the Members of the Board of Directors,
  - the Group Benefits and Corporate Expenses Policy,
  - the Senior Executives Severance Payment Policy,
  - the Expenses Policy for the Non-Executive Members of the Board of Directors

in order for them to be fully aligned with the current regulatory framework and with the most recent best practices of corporate governance.

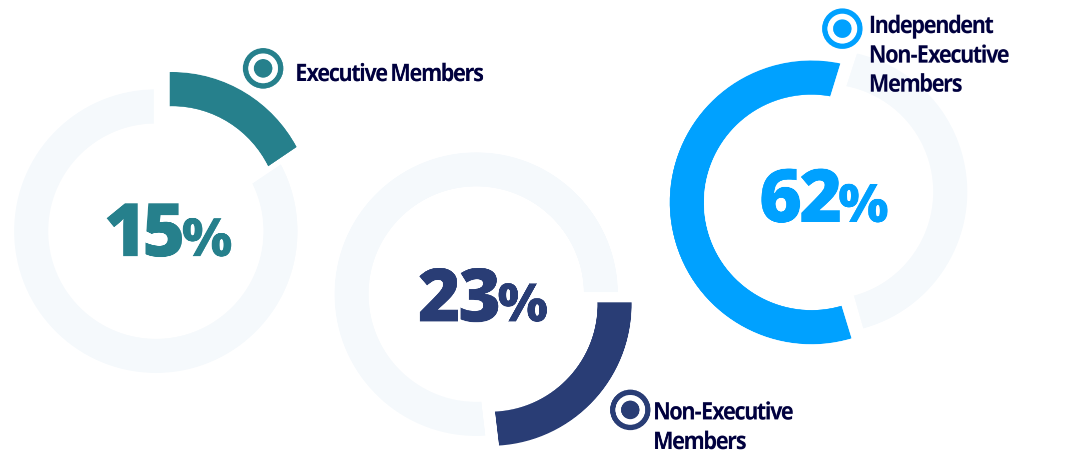
Further to the above, the Bank revised the Charters of the Board of Directors and its Committees (i.e. Audit Committee, Risk Management Committee, Remuneration Committee and Corporate Governance, Sustainability and Nominations Committee), the Remuneration Policy for Alpha Bank and the other Companies of the Banking Group, as well as the Policy for the Evaluation of Senior Executives and Key Function Holders within the first quarter of 2024.

CORPORATE GOVERNANCE AT GROUP LEVEL

During 2023, the Board Committees of the Bank met with the Board Committees of the Subsidiaries. Further to the above, the Board of Directors and its Committees reviewed the Subsidiaries' Boards of Directors and Committees Annual and Semi-Annual Activity Reports regarding the fulfillment of their responsibilities. Moreover, they discussed matters related to the Board structure and corporate governance practices. Further to the above, the Board of Directors, through the Corporate Governance, Sustainability and Nominations Committee, was informed of changes in the Subsidiaries' Boards of Directors and Committees.

BOARD OF DIRECTORS AND COMMITTEES

1. Board of Directors



BOARD OF DIRECTORS COMPOSITION 2023

(AS AT 31.12.2023)

Profile of the Board of Directors and Committee Membership for the year 2023

Board of Directors	Gender	Age	Tenure (in years)	Term ends	Committees: Audit	Committees: Risk Management	Committees: Remuneration	Committees: Corporate Governance, Sustainability and Nominations
Chair (Non-Executive Member)								
Vasileios T. Rapanos	M	76	9	2026	-	-	-	-
Executive Members								
Vassilios E. Psaltis - CEO	M	55	5	2026	-	-	-	-
Spyros N. Filaretos - Chief of Growth and Innovation	M	65	18	2026	-	-	-	-
Non-Executive Member								
Efthimios O. Vidalis	M	69	9	2026	M (until 26.7.2023)	-	M (as of 27.7.2023)	M
Independent Non-Executive Members								
Elli M. Andriopoulou	F	48	1	2026	M	-	-	M
Aspasia F. Palimeri	F	50	1	2026	-	M	M	-
Panagiotis I.-K. Papazoglou (as of 27.7.2023)	M	64	5 months	2026	M	-	M	-

Board of Directors	Gender	Age	Tenure (in years)	Term ends	Committees			
					Audit	Risk Management	Remuneration	Corporate Governance, Sustainability and Nominations
Dimitris C. Tsitsiragos	M	60	3	2026	-	M	C (as of 27.7.2023) M (until 26.7.2023	-
Jean L. Cheval	M	74	5	2026	M	C	-	-
Carolyn G. Dittmeier	F	67	6	2026	C	-	-	M In charge of overseeing ESG issues
Richard R. Gildea (until 26.7.2023	M	71	6	26.7.2023	-	M NPL Expert (until 26.7.2023	C (until 26.7.2023	-
Elanor R. Hardwick	F	50	3	2026	-	M	-	C
Diony C. Lebot (as of 27.7.2023))	F	61	5 months	2026	-	M NPL Expert	-	M
Shahzad A. Shahbaz (until 26.7.2023)	M	63	7	26.7.2023	-	-	-	M (until 26.7.2023)
Non-Executive Member								
Johannes Herman Frederik G. Umbgrove	M	62	5	2026	M	M	M	M

C: Chair
M: Member
-: The Member does not participate in this Committee

The CVs of the Members of the Board of Directors are available on the Bank's website.
Especially, during 2023, the following changes took place with regard to the composition of the Board of Directors:
The Board of Directors, following a relevant recommendation by the Corporate Governance, Sustainability and Nominations Committee, at its meeting held on 29.6.2023 resolved on the election of Ms. Diony C. Lebot and Mr. Panagiotis I.-K. Papazoglou as Independent Non-Executive Members of the Board of Directors of the Bank with effect as of 27.7.2023, in replacement of the Independent Non-Executive Members Messrs. Richard R. Gildea and Shahzad A. Shahbaz respectively.
The Ordinary General Meeting of 27.7.2023, following a relevant proposal by the Board of Directors, resolved on the appointment of Ms. Diony C. Lebot and Mr. Panagiotis I.-K. Papazoglou, who fulfill the independence criteria according to article 9 of law 4706/2020, as Independent Non-Executive Members for the rest of the tenure of the Board of Directors of the Bank.
During 2023, the Board of Directors convened 19 times. The average participation rate of the Members of the Board of Directors in the meetings stood at 97%.
The table of the attendance rates of the Members of the Board of Directors is posted on the Bank's website.
Two strategy offsite meetings took place during 2023 with the participation of all the Members of the Board of Directors (100% attendance).
The specific duties and responsibilities as well as the principles and the framework for the proper operation of the Board of Directors are set out in its Charter, which is posted on the Bank's website.

2. Committees of the Board of Directors

Audit Committee

The Committee has been established and operates in accordance with all applicable laws and regulations. The determination of the type of the Audit Committee, its term of office, the number and the qualifications of its Members as per article 44 par. 1 case b) of Law 4449/2017 were resolved upon by the Ordinary General Meeting of 27.7.2023. The Audit Committee currently constitutes a Committee of the Board of Directors. Its Members were appointed by a resolution of the Board of Directors of 27.7.2023 and its Chair was appointed by its Members at the meeting of the Committee held on 27.7.2023, in accordance with the provisions of article 44 par. 1 case e) of Law 4449/2017, as in force.

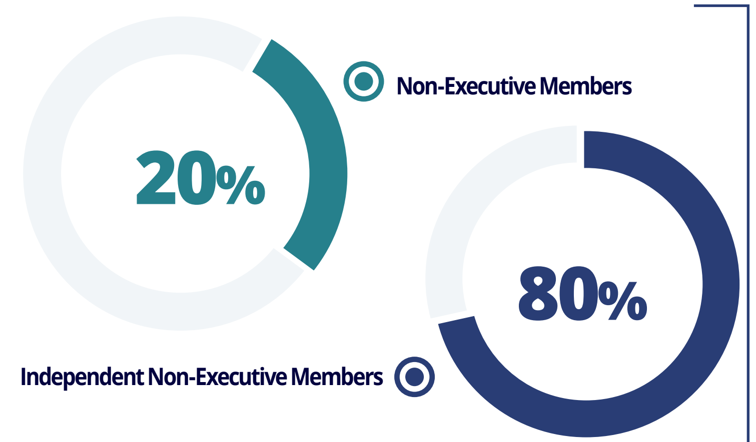
2023

Number of Audit Committee meetings

13

Average ratio of Members' attendance

96%



AUDIT COMMITTEE COMPOSITION (AS AT 31.12.2023)

Carolyn G. Dittmeier	Chair, Independent Non-Executive Member
Elli M. Andriopoulou	Independent Non-Executive Member
Panagiotis I.-K. Papazoglou	Independent Non-Executive Member
Jean L. Cheval	Independent Non-Executive Member
Johannes Herman Frederik G. Umbgrove	Non-Executive Member

(Based on the composition of the Audit Committee on 31.12.2023)

During 2023, the main activities of the Committee were, among others, the following:

The Committee:

- Evaluated the following reports for the year 2022 which were submitted to the Bank of Greece:
  - the Annual Report of the Internal Audit Division on the Internal Control System of the Bank for the previous year, as per the Bank of Greece Governor's Act 2577/9.3.2006;
  - the Annual Report of the Compliance Division as per the Bank of Greece Governor's Act 2577/9.3.2006;
  - the Annual Report of the Compliance Officer on Anti-Money Laundering and Combating the Financing of Terrorism;
  - the evaluation of the adequacy and effectiveness of the Anti-Money Laundering and Combating the Financing of Terrorism Policy;
  - the evaluation of the adequacy and effectiveness of the Internal Control System of the Alpha Bank Group;
  - the Independent Assessment Report regarding the custody of Alpha Bank's Customer assets.
- Reviewed the reports regarding the assessment of the adequacy of the Internal Control System for the years 2020-2022 by Mazars, as per the Bank of Greece Governor's Act 2577/9.3.2006 and Law 4706/2020 and endorsed their submission to the Bank of Greece.
- Was informed of the quarterly activity reports of the Internal Audit Division and the Compliance Division of the Bank, based on the plan previously endorsed by the Audit Committee.
- Endorsed the Group Compliance Risk Assessment for the year 2022 and resolved to submit it to the Board of Directors for approval.
- Reviewed the organization, independence and capacity of the Internal Audit Division and the Compliance Division.
- Was updated on the Transformation Plan of the Internal Audit Division.
- Submitted to the Board of Directors for approval the appointment of the Statutory Certified Auditor and the relevant Statutory and Tax Audit fees for the year 2023 as well as a follow-up on the 2022 Statutory and Tax Audit fees of the Alpha Bank Group Companies.
- Reviewed the annual Financial Statements for Alpha Bank S.A. and its Group for the year 2022, prior to their submission to the Board of Directors for approval.
- Reviewed the Statutory Certified Auditors' Audit Report according to article 10 of Regulation (EU) 537/2014 as well as the Additional Report according to article 11 of Regulation (EU) 537/2014 and reviewed the action plan regarding the Significant Deficiencies reported by the Statutory Certified Auditor in its Additional Report as at 31.12.2022.
- Reviewed the Statutory Certified Auditors' Audit Plan for 2023 with reference to the planned audit approach, the key audit matters and risks, the audit standards and regulations, etc. and evaluated the internal control issues regarding financial reporting processes identified by the Statutory Certified Auditor as well as the adequacy of the responses provided by the Management.
- Reviewed the Internal Audit Division Charter, the Operating Regulation of the Internal Audit Division and the modification of the Organizational Chart of the Internal Audit Division.
- In accordance with the relevant Group Policy, reviewed and endorsed the related parties' transactions of the Bank and its Group Companies.
- Conducted the annual review of its Charter.
- Was updated on a quarterly basis on the Whistleblowing Committee meetings.
- Monitored the independence of the Statutory Certified Auditor, in accordance with the laws in force and, in particular, as regards the provision of Non-Audit Services to the Bank and the Group. In this context the Committee reviewed and approved all Non-Audit Services provided to the Banking Group by the Statutory Certified Auditor, on the basis of the Policy and Procedures for the Assignment of Non-Audit Services to the Statutory Auditor.
- Discussed and endorsed the Succession Planning - Emergency Fills of the Chief of Internal Audit and the Head of Compliance of Alpha Bank S.A. and proposed its approval by the Board of Directors, through the Corporate Governance, Sustainability and Nominations Committee.
- Was updated on several significant issues i.e., the Customer conduct risk and the complaints handling of the Bank, the outsourcing review procedures, the Bank's Cybersecurity Strategic Plan, the Post-Implementation review of the General Data Protection Regulation (GDPR) project, the Bank's Crisis Management Framework as well as on operational and legal issues.
- Was informed of the progress of the On-Site Inspection (OSI) on Liquidity and endorsed the Bank's action plan regarding the ECB's Follow-Up Letter on the assessment of two significant operational risk events.
- Was informed of the emerging operational risks of the Bank.
- Was informed of the Committee of Sponsoring Organizations (COSO) Framework.
- Was updated on the Annual Compliance Assessment of the Bank's level of integration of the GDPR (Regulation (EC) 2016/679) provisions, with the internal Policies and Procedures.
- Conducted a first reading of the Bank's Code of Conduct and Ethics.
- In the context of the periodic review of the Banking Group's Policies, reviewed and endorsed the following policies and proposed their approval by the Board of Directors:
  - Whistleblowing Policy and Procedures;

  - Policy on the Prevention of Conflict of Interests;
  - Anti-Money Laundering and Combating the Financing of Terrorism (AML) Policy.
- Was informed about the status of the lawsuits against the Bank, the level of claims and their provisioning coverage.

Regarding the Subsidiaries, the Audit Committee:

- Aiming at further enhancing corporate governance and the collaboration among the Subsidiaries, launched a series of videoconference meetings with the Audit Committees of the Subsidiaries. In this context, meetings with the Members of the Audit Committee of Alpha Bank Cyprus Ltd and ABC Factors S.A. took place.
- Reviewed the Annual Activity Reports for 2022 and the Semi-Annual Activity Reports for 2023 prepared by the Audit Committees of the Subsidiaries of Alpha Bank S.A.

During 2023, the Audit Committee met jointly with the Risk Management Committee in order to review and discuss issues of common interest. The specific duties and responsibilities of the Audit Committee are set out in its Charter, which is posted on the Bank's website.

Risk Management Committee

The Committee has been established and operates in accordance with all applicable laws and regulations. The Members of the current Risk Management Committee were appointed by a resolution of the Board of Directors of 27.7.2023.

2023

Number of Risk Management Committee meetings

15

Average ratio of Members' attendance

96%

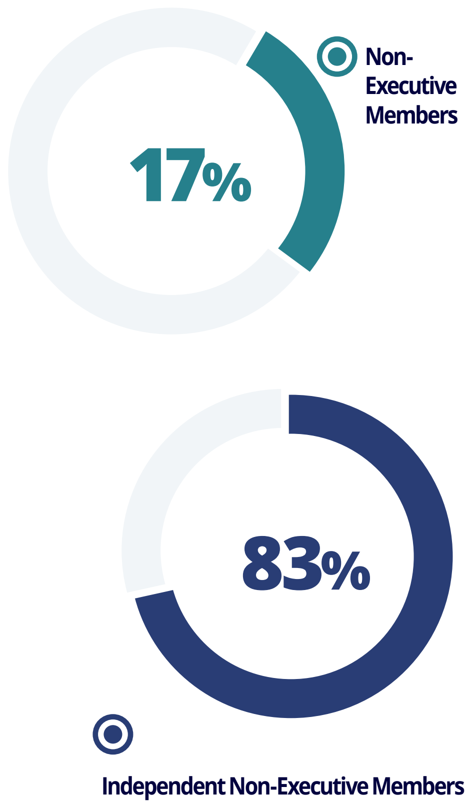
RISK MANAGEMENT COMMITTEE COMPOSITION
(AS AT 31.12.2023)

Jean L. Cheval	Chair, Independent Non-Executive Member
Aspasia F. Palimeri	Independent Non-Executive Member
Dimitris C. Tsitsiragos	Independent Non-Executive Member
Elanor R. Hardwick	Independent Non-Executive Member
Diony C. Lebot	Independent Non-Executive Member
Johannes Herman Frederik G. Umbgrove	Non-Executive Member

During 2023 the main activities of the Committee were, among others, the following:

The Committee:

- Reviewed on a monthly basis the progress made with regard to credit risk, liquidity risk, operational risk as well as with regard to capital adequacy, regulatory liquidity and supervisory issues.
- Assessed the Annual Report of the Risk Management Business Unit for the year 2022, which was submitted to the Bank of Greece. In addition, the Committee drafted and submitted, through the Board of Directors, to the Bank of Greece its Assessment Report of the Annual Report of the Risk Management Business Unit.



- Took cognizance of the Extract from the 2022 Annual Internal Control System Evaluation Report concerning the assessment of the risk management procedures which was submitted to the Bank of Greece.
- Endorsed the NPEs Reduction Plan for 2023 and resolved to recommend its approval by the Board of Directors.
- Endorsed the Bank's proposals to increase the Concentration Limits of specific Wholesale Banking Names.
- Endorsed the Covered Bond Program II Prospectus and recommend its approval by the Board of Directors.
- Endorsed the increase of the Securities Portfolio RAF Limits including Collateralized Loan Obligations (CLOs).
- Was informed of the Bank's holistic retail strategy and on the Retail Performing Loans Proactive Management.
- Was informed of the performance of the retail liquidations and of the activities performed by Cepal.
- Was informed of the emerging operational risks of the Bank.
- Endorsed the Bank's action plan for the Single Supervisory Mechanism (SSM) Assessment of the compliance of the Bank's policies and procedures with the European Banking Authority (EBA) Guidelines on Loan Origination and Monitoring.
- Reviewed the final follow-up letter by the SSM on the OSI on Credit and Counterparty Credit Risk and endorsed the Bank's action plan.
- Was informed of the quarterly activities of the Assets-Liabilities Management Committee (ALCo).
- Was informed of the quarterly activities of the Troubled Assets Committee (TAC).
- Was informed of the Minimum Requirement for own funds and Eligible Liabilities (MREL) funding plan.
- Was informed of the Single Resolution Board's (SRB) Working Priorities for 2023.
- Was informed of the Management Report on Data Governance, Data Quality and Significant Resubmissions.
- Was informed of the Work Program, in accordance with the Resolvability Working Priorities for 2023.
- Endorsed the Bank's action plan regarding the ECB's Follow-Up Letter on the assessment of two significant operational risk events.
- Reviewed the shipping portfolio of the Bank.
- Was informed of the Committee of Sponsoring Organizations (COSO) Framework.
- Was informed of the final report of the OSI on Liquidity and of the relevant action plan.
- Endorsed several high-level policies on the management of credit, market, liquidity, operational and ESG risks.
- Evaluated the adequacy and effectiveness of the risk management policies and procedures of the Bank in terms of the undertaking, monitoring and management of risks.
- Was informed about the status of the lawsuits against the Bank, the level of claims and their provisioning coverage.

Regarding the Subsidiaries, the Risk Management Committee:

- Aiming at further enhancing corporate governance and the collaboration among the Subsidiaries, launched a series of videoconference meetings with the Risk Management Committees of the Subsidiaries abroad. In this context, meetings with the Members of the Risk Management Committee of Alpha Bank Cyprus Ltd took place.
- Reviewed the Annual Activity Reports for 2022 and the Semi-Annual Activity Reports for 2023 prepared by the Risk Management Committees of the Subsidiaries.

The specific duties and responsibilities of the Risk Management Committee are set out in its Charter, which is posted on the Bank's website.

2023

Remuneration Committee

The Committee has been established and operates in accordance with all applicable laws and regulations. The Members of the current Remuneration Committee were appointed by a resolution of the Board of Directors of 27.7.2023.

Number of Remuneration Committee meetings

12

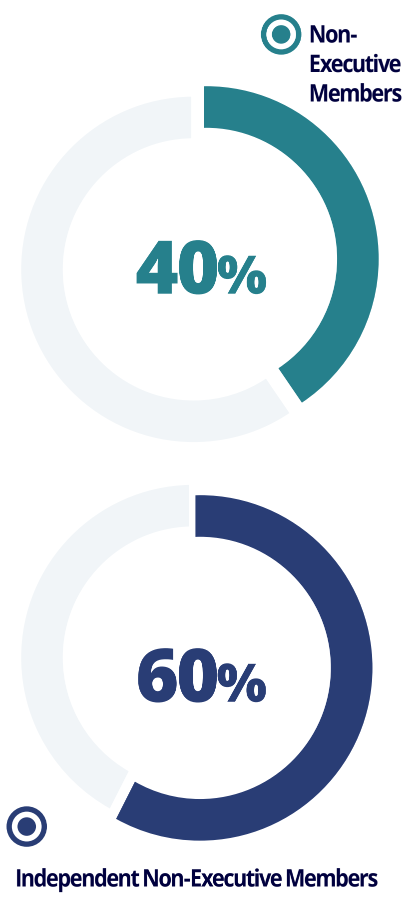
Average ratio of Members' attendance

99%

REMUNERATION COMMITTEE COMPOSITION

(AS AT 31.12.2023)

Dimitris C. Tsitsiragos	Chair, Independent Non-Executive Member
Efthimios O. Vidalis	Non-Executive Member
Aspasia F. Palimeri	Independent Non-Executive Member
Panagiotis I.-K. Papazoglou	Independent Non-Executive Member
Johannes Herman Frederik G. Umbgrove	Non-Executive Member



During 2023, the main activities of the Committee were, among others, the following:

The Committee:

- Reviewed the Remuneration Policy for Alpha Bank and the other Companies of the Banking Group as well as its Annexes and recommended the approval of the Group Benefits and Corporate Expenses Policy (Annex II of the Remuneration Policy for Alpha Bank and the other Companies of the Banking Group) and the Senior Executives Severance Payment Policy (Annex III of the Remuneration Policy for Alpha Bank and the other Companies of the Banking Group) by the Non-Executive Members of the Board of Directors.
- Reviewed the Total Rewards Strategy, i.e. Fixed Remuneration, the Variable Remuneration framework as well as the revised Benefits following the new Career Framework.
- Reviewed the list of Material Risk Takers for 2022 and recommended the approval thereof by the Non-Executive Members of the Board of Directors.
- Recommended to the Board of Directors that the requirements set by the HFSF Law in relation to the lifting of the Salary Cap on fixed remuneration and the payment of variable remuneration to Board Members and Senior Management in the form of shares or stock options or other instruments are met. Furthermore, it recommended that the above applies also in relation to variable remuneration previously awarded by the Board in the form of Stock Options (the vesting of which was subject to the amendment of the HFSF Law).
- Reviewed the amendments of the Executive Committee Members contracts and recommended the approval of the proposed fixed salary increases and of the introduction of the variable remuneration clause in the Executive Committee Members contracts by the Non-Executive Members and subsequently by the Board of Directors.
- Reviewed and endorsed a Senior Executives Savings Plan as a supplement to the current Institution for Occupational Retirement Provision - Occupational Insurance Fund Alpha Services and Holdings Group Personnel.
- Reviewed and proposed to the Board of Directors the approval of the fixed salary structures.
- Was updated on the 2022 salary increases.
- Endorsed the Performance Incentive Program (PIP) – 2022 Bonus Pool as well as the respective Bonus Allocation and recommended to the Board of Directors the approval thereof.
- Reviewed and approved the Sales Incentive Program (SIP) Branch Network Targets.
- Endorsed the 2022 Sales Incentive Program Final Bonus Allocation to Branch Employees, the conditional bonus allocation for the Fourth Quarter and Full-Year 2022, for the Second Quarter 2023 as well as for the Third Quarter of 2023, the 2023 Sales Incentive Program Bonus Pool Proposal and recommended to the Board of Directors the approval thereof.
- Reviewed and proposed to the Board of Directors the approval of the annual remuneration amounts of the Chairs and the Members of the Audit Committee, the Risk Management Committee, the Remuneration Committee and the Corporate Governance, Sustainability and Nominations Committees as well as of the Chair and Members of the Board of Directors.
- Finalized the remuneration amounts of the Members of the Board of Directors for the financial year 2023.
- Reviewed and proposed to the Board of Directors the approval of the Expenses Policy for the Non-

Executive Members of the Board of Directors.

- Reviewed the Policy for the Evaluation of Senior Executives and Key Function Holders and provided input to the CGSNC.
- Reviewed and provided input on the Career Framework.
- Reviewed the Alpha Performance Dialogue 2022 Year-End Results.
- Was updated on the Audit Report on the Remuneration Policy.
- Was updated on a Voluntary Separation Scheme (VSS).
- Reviewed its Annual Activity Report and submitted it to the Board of Directors for information.

Regarding the Subsidiaries, the Remuneration Committee:

- Reviewed the Annual Activity Reports of the Remuneration Committees of the Subsidiaries, i.e. Alpha Bank London Ltd, Alpha Bank Romania S.A., Alpha Bank Cyprus Ltd and Alpha Astika Akinita S.A., for the year 2022.
- Reviewed the annual remuneration amounts of the Non-Executive Members of the Boards of Directors of Alpha Bank Cyprus Ltd and Alpha Bank Romania S.A and recommended the approval thereof to the Board of Directors.
- Aiming at further enhancing corporate governance and the collaboration among the Subsidiaries, launched a series of videoconference meetings with the Remuneration Committees of the Subsidiaries abroad. In this context, the Remuneration Committee held joint meetings with the Chairs of the Remuneration Committees of the international Subsidiaries, i.e. Alpha Bank Romania S.A., Alpha Bank London Ltd and Alpha Bank Cyprus Ltd.
- Reviewed the Minutes of the Remuneration Committees of Alpha Bank Romania S.A., Alpha Bank Cyprus Ltd and Alpha Bank London Ltd.
- Reviewed the Alpha Finance Investment Services S.A. Remuneration Policy and the Alpha Asset Management M.F.M.C. Remuneration Policy.
- Was updated on a performance bonus award in Alpha Bank London Ltd and on the Alpha Bank London Ltd bonus scheme.
- Was updated on the Performance Incentive Program 2022 award in Alpha Bank Romania S.A.

The specific duties and responsibilities of the Remuneration Committee are set out in its Charter, which is posted on the Bank's website.

Corporate Governance, Sustainability and Nominations Committee

The Committee has been established and operates in accordance with all applicable laws and regulations. The Members of the current Corporate Governance, Sustainability and Nominations Committee were appointed by a resolution of the Board of Directors of 27.7.2023.

2023

Number of Corporate Governance, Sustainability and Nominations Committee meetings

10

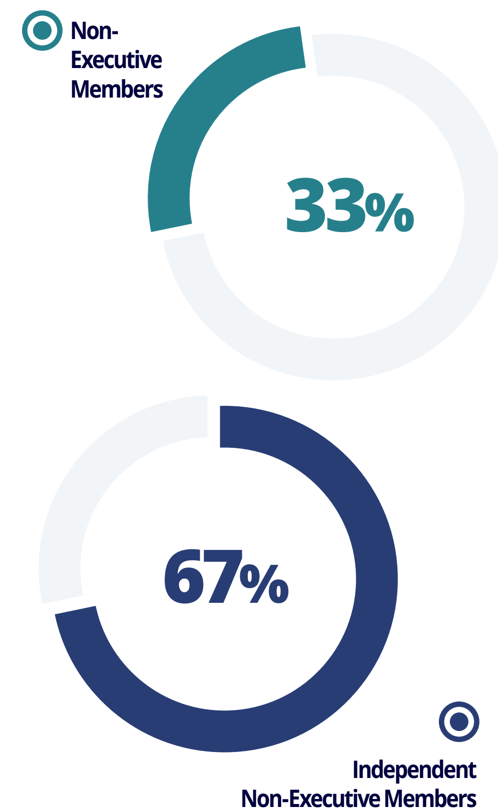
Average ratio of Members' attendance

86%

CORPORATE GOVERNANCE, SUSTAINABILITY AND NOMINATIONS COMMITTEE COMPOSITION

(AS AT 31.12.2023)

Elanor R. Hardwick	Chair, Independent Non-Executive Member
Efthimios O. Vidalis	Non-Executive Member
Elli M. Andriopoulou	Independent Non-Executive Member
Carolyn G. Dittmeier	Independent Non-Executive Member
Diony C. Lebot	Independent Non-Executive Member
Johannes Herman Frederik G. Umbgrove	Non-Executive Member



During 2023, the main activities of the Committee were, among others, the following:

The Committee:

- Identified and recommended for approval by the Board of Directors candidates to fill vacancies in the Board of Directors; in particular, it recommended to the Board of Directors the election of Ms. Diony C. Lebot and Mr. Panagiotis I.-K. Papazoglou as Independent Non-Executive Members of the Board of Directors at the Ordinary General Meeting of Shareholders.
- Reviewed and proposed to the Board of Directors the approval of:
  - the Corporate Governance Statement for the year 2022,
  - the Policy for the Succession Planning of Senior Executives and Key Function Holders,

– the Policy and Process for the Succession Planning of Non-Executive and Independent Non-Executive Members of the Board of Directors,
– the Induction and Training Policy and Procedure for the Members of the Board of Directors,
– the Training Program for the year 2023,
– the European Banking Authority (EBA) Guidelines Matrix concerning the assessment of the collective suitability of the Board of Directors,
– the Executive Committee Charter,
– the Disciplinary Control Process and Disciplinary Committees Charter and the composition of the Disciplinary Committees.

- Reviewed:

– the Code of Conduct and Ethics,
– the BoD Committees' Charters and the Board of Directors' Charter,
– the Policy for the Evaluation of Senior Executives and Key Function Holders.

- Reviewed and endorsed the Operating Models as well as the Career Framework, both of which are pillars of the Organizational Effectiveness, and recommended the approval thereof by the Board of Directors.
- Endorsed the new Organizational Structure and Chart of the Bank and the Group as well as the renaming of the General Managers' titles, in line with the new Operating Models and with the new Career Framework of the Bank, and recommended the approval thereof by the Board of Directors.
- Proposed to the Board of Directors the composition of the Board of Directors' Committees, subject to the election of the new Board of Directors at the Ordinary General Meeting of Shareholders of 27.7.2023.
- Confirmed that the Independent Non-Executive Members fulfill all the criteria for being Independent Non-Executive Members of the Board of Directors, in accordance with Law 4706/2020 on corporate governance, the Articles of Incorporation and the Hellenic Corporate Governance Code, as in force.
- Received an update on the Succession Planning for the Non-Executive Members of the Board of Directors.
- Discussed the Succession Planning of Senior Executives and Key Function Holders as well as the respective Emergency Fills.
- Took cognizance of the Board Evaluation Report for the year 2022, drafted by Morrow Sodali, in the context of the evaluation of the Board of Directors by the said firm.
- Was informed of the Individual Evaluation of the Members of the Board of Directors for the year 2022, performed by the Chair of the Board of Directors.
- Was informed of the attendance of the Members at the Board of Directors' and at the Committees' meetings for the year 2022 and for the First Half of 2023.
- Reviewed and submitted its Annual Activity Report to the Board of Directors for information.

Regarding the Subsidiaries, the Corporate Governance, Sustainability and Nominations Committee:

- Reviewed the 2022 Annual and the 2023 Semi-Annual Activity Reports of the Subsidiaries' Nomination Committees and Boards of Directors.
- Was informed of the succession planning of the CEO of Alpha Bank London Ltd.

The specific duties and responsibilities of the CGSNC are set out in its Charter, which is posted on the Bank's website.

MANAGEMENT COMMITTEES

1. Executive Committee

In accordance with Law 4548/2018 and the Bank's Articles of Incorporation, the Board of Directors has established an Executive Committee.
The Executive Committee acts as a collective corporate body of the Bank.
The Committee's powers and authorities are determined by way of a CEO act, delegating powers and authorities to the Committee. The Committee is vested, at least, with the following powers and authorities to manage the affairs of the Bank and take decisions. The Committee has the right to delegate further all or parts of its vested authority.
The composition of the Executive Committee of the Bank is as follows:

EXECUTIVE COMMITTEE COMPOSITION

Chair
V.E. Psaltis – Chief Executive Officer
Members
S.N. Filaretos – Chief of Growth and Innovation
S.A. Andronikakis – Chief Risk Officer
L.A. Papagaryfallou – Chief Financial Officer
I.M. Emiris – Chief of Wholesale Banking
I.S. Passas – Chief of Retail Banking
N.V. Salakas – Chief of Corporate Center and General Counsel *(appointment* effective as of 1.4.2024*)*
N.R. Chryssanthopoulos - Chief of Corporate Center *(*resignation effective as of 16.2.2024)*)*
S.A. Oprescu – Chief of International Network
A.C.. Sakellariou – Chief Transformation Officer (resignation effective as of 1.2.2024)*)*
S.N. Mytilinaios – Chief Operating Officer
F.G. Melissa – Chief Human Resources Officer
G.V. Michalopoulos – Chief Wealth Management Officer

The responsibilities of the Executive Committee are available at the Corporate Governance Statement for the year 2023.

2. Other Management Committees

Operational Risk and Internal Control Committee
Credit Risk Committee
Troubled Assets Committee
Assets-Liabilities Management Committee (ALCo)
Group Sustainability Committee
RE Committee I
Cost Control Committee
Management Credit Committees
Management Arrears Committees
Communications Committee

The responsibilities of the other Management Committees are available at the Corporate Governance Statement for the year 2023.

INTERNAL AUDIT

The purpose of the Internal Audit Function is to provide independent, objective assurance and consulting services designed to add value and improve the company's operations at Group level. The mission of Internal Audit Function is to enhance and protect organizational value by conducting risk-based audits, reviewing the internal governance arrangements, processes and mechanisms to ascertain that they are sound and effective, implemented and consistently applied and to provide objective assurance, advice, and insight. The Internal Audit Function helps the Bank accomplish its objectives by providing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management and control processes.

The Internal Audit Function conforms to the Institute of Internal Auditor's Global Internal Audit Standards (GIAS), applies the relevant regulatory framework and the EBA guidelines on internal governance under Directive 2013/36/EU section 22 Internal Audit Function.

The scope of internal audit activities encompasses, but is not limited to, objective examinations of evidence for the purpose of providing independent assessments to the Audit Committee and Board of Directors on the adequacy and effectiveness of governance, risk management, and control processes for the Bank and the Group.

In 2023, the Internal Audit Function carried out audit engagements in Branches, IT and business processes of the Bank and Group.

REGULATORY COMPLIANCE

The Bank identifies, evaluates, and manages risks it may be exposed to due to failure to comply with the applicable regulatory framework (compliance risk). To this end, the legal and regulatory obligations of the Group are recorded, and the compliance level is assessed. In cases of identified deviations, their impact is promptly evaluated, and appropriate measures are implemented, so that Customers and Shareholders' interests are protected, along with the Bank's reputation.

Regarding Related Parties' transactions, in 2023 monitoring was enhanced, and relevant controls were deployed for all types of transactions stipulated in the Related Parties' Policy, thus increasing the awareness level.

"Anti-Bribery and Corruption" Policy, applies to all activities and operations of the Group and is addressed to Employees, including Management, Customers, and Third Parties. The purpose of the Policy is to define the standards and principles regarding the prevention of bribery and corruption, as well as the adoption of best practices pursuant to the provisions of the regulatory framework. The Group has adopted a zero-tolerance approach towards all forms of bribery and corruption. For 2023, adherence to the Policy was full as no provision deviations were observed.

In 2023, Regulatory Compliance business area conducted training programs aiming to increase awareness regarding the obligations derive from compliance risk, as well as training programs to improve Ethics and Transparency, Capital Markets and Consumer Protection.

The Whistleblowing Policy and Procedures was reviewed based on the provisions of the Greek Law 4990/2022. Moreover, the Chief of Compliance was appointed as the Responsible Officer for receiving and handling the respective reports and the Hellenic Labor Inspectorate was notified accordingly. During the year, the Whistleblowing Committee received 13 Reports through various means (dedicated e-mail, phone number, post etc.). The Whistleblowing Committee convened 6 times throughout the year and reviewed all reports submitted, updating the Audit Committee accordingly.

In the context of Conflict of Interest, in 2023 the relevant Policy has been updated to reflect the provisions of Regulation (EU) 2019/2088 on sustainability-related disclosures applied to the financial services sector. Regulatory Compliance is responsible for granting an opinion on Personnel's requests to initiate a business activity outside the Bank. Monitoring of the Policy was enhanced with new controls regarding the personnel who were given employment during the year, the avoidance of Bank's Officers to access clients' assets and the prompt evaluation of potential Conflict of Interest cases.

In 2023, Regulatory Compliance established a monitoring mechanism on transactions on financial instruments listed on the Hellenic Exchanges, aiming at identifying, evaluating and potentially reporting suspicious for market abuse transactions.

As far as compliance with the MIFID II regulatory framework is concerned, during 2023, the monitoring of the existing periodic controls continued, while remote audits from the supervisory authorities were carried out and useful conclusions were drawn. The results of the monitoring are assessed as particularly positive since the level of officers' awareness remains high and the framework of policies and procedures is considered sufficient.

In relation to the identified weaknesses in the implementation of the FATCA & CRS for the automatic exchange of financial accounts data, Regulatory Compliance coordinated the communication and submission of CRS-reporting amended files for the years 2021 and 2022. In this context, a significant number of Customers (over 20,000) whose Tax Identification Number was missing, were included in the communication actions performed through all available means. At a second stage, Regulatory Compliance proposed the redesign of CRS Customers monitoring processes, in analogy with the one applied for FATCA Customers.

Furthermore, and following a relevant finding of the Single Supervisory Mechanism (SSM), Regulatory Compliance was required to include the Prudential Supervision of Credit Institutions in its perimeter of responsibilities as a 2nd defense line. In this context, Regulatory Compliance proceeded to:

- The mapping of all provisions based on the CRD Directive, the CRR Regulation, as well as on the regulatory and technical standards and guidelines
- The analysis of the regulatory framework regarding the identification of the shadow banking entities
- The proposal for an overall management of licensing or notification cases for the cross-border provision of banking and investment services
- The development of critical reports through the Alpha Regulatory Reporting application
- The enhanced participation of the Compliance function in monitoring the Bank's remuneration framework.

In addition, throughout 2023, Regulatory Compliance was continuously providing support to the Branch Network and the Business Areas by issuing relevant opinions and advisory notes, reviewing and opining upon procedure manuals, internal processes, and products/services, this way ensuring, the proper implementation of the current regulatory framework.
In this context, Regulatory Compliance participated actively in the Bank's outsourcing activities of the respective working group regarding the assessment of outsourcing providers.

Moreover, in 2023 aiming at the effective monitoring and management of compliance risk, the timely and consistent adaptation of the Bank to new laws and regulations, as well as the creation of an adequate and effective compliance control environment within the Bank and the Group companies, the following actions were implemented:

- The design and implementation of targeted training programs for Bank officers and employees, in order to raise awareness in mitigating compliance risk and to ensure implementation of regulatory compliance principles.
- Compliance officers participated as trainees to accredited educational programs on Compliance, AML/CFT, Bank Secrecy, Whistleblowing and Transparency issues, intended to further expand subject-matter knowledge and skillsets.
- The timely submission of the Bank's reports to supervisory Authorities.
- The active participation and

coordination of Periodic Review and Periodic Certification for Qualified Intermediary purposes.
- The update of the Compliance Policy.
- The update of the Whistleblowing Policy.
- The update of Conflicts of Interest Policy.
- The active participation in working groups of the Bank in terms of designing new products and services.

In the context of the supervision and monitoring of Group Subsidiaries, Group Compliance continued to implement on a periodic basis the following controls:

- Coordinated the implementation of specific Group Transformation Project initiatives.
- Discussed and opined in the annual Objectives of the Group Companies, following the completion of their Compliance Risk Assessment process.
- Reviewed, assessed the progress, and endorsed the Group Companies' Quarterly Progress Reports.
- Reviewed and opined upon the Annual Reports of the Group Companies based in Greece.
- Updated the Audit Committee through a dedicated presentation for the Group Companies activities.
- Carried out monthly calls with the Compliance Officers of the Group Companies based abroad and quarterly calls with the Compliance Officers of the most significant Group Companies based in Greece.
- Provided guidance to the Group entities, in an effort to ensure alignment to the Group's AML/CFT standards and coordinated the adoption, by the subsidiaries of the Group AML Policy or any revision thereof.
- Opined on Intra-Group loan transfers and disbursements.

Alpha Bank Group Compliance Transformation Project

In 2023, the following actions were taken towards the Group AML Policies and Procedures harmonization:

1. Harmonization of the CRR Methodology and the Customers' Periodic Reviews Process.
2. Establishment of procedure Blueprints for KYC, Sanctions and Transactions Monitoring.
3. Harmonized treatment for the high-risk joint Customers.

The aforementioned actions run, with the support and the guidelines provided by Group Compliance, for the group entities located abroad (Alpha Bank Romania, Alpha Bank Cyprus and Alpha Bank London). Technical implementation of the harmonization actions is scheduled for 2024.
The AML/CFT Business Area sets the Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT) Group Policy, by laying down specialized procedures and installing appropriate IT systems.

The main activity of the AML/CFT Business Area in 2023 was the revision of the AML/CFT Policy which has been enriched to incorporate the new developments on the AML/CFT regulation and the related internal principles. The key changes affect the following areas:

- the general principles applied for the role and responsibilities of the Board of Directors and of the AML/CFT Compliance Officer in the AML/CFT framework,
- the identification and assessment of the ML/FT risk,
- new Customer due diligence measures,
- the procedures required to ensure compliance with Sanctions and Restrictive measures against countries, persons or entities,
- the Remote Customer Onboarding process.

The key activities implemented during 2023 are summarized below:

- The revamping of AML monitoring process, by expanding existing 2nd LoD regular reviews to critical AML functional areas. To this end, additional controls related to the assessment of the proper processing and evaluation of the alerts generated by the KYC application concerning sanctions and watchlist screening process of Customers as well as the proper processing and evaluation of the alerts generated by the Embargo application, against data provided by restrictive measures' lists, were designed.
- The endorsement of an ad-hoc control aiming to verify the completeness of the Perimeter of Customers stipulated in the requirements of the EU Regulations for the Restrictions targeting Customers with Russian and Belarusian nationality.
- The completion of the annual Risk Assessment evaluation in terms of the AML/CFT and Sanctions and Embargoes risk categories.
- The prioritization of the reduction of unprocessed cases in terms of deciding on whether to report them to the FIU, or not.
- The optimization of the criteria and thresholds applied to the Sanctions screening system. This exercise has resulted in a material reduction of false positive alerts, thus lessening the burden of closing these alerts within the day they are generated.
- The active participation in working groups of the Bank in terms of designing new products and services.
- The active participation in a project aiming to increase automation and efficiency for conducting reviews and responding to requests from Authorities, and the centralization of the Customers' documentation collection process.
- The conduct of the "AML Officer and Transaction Monitoring" training program for AML Officers of the Branch Network, the Central Divisions and the Greek subsidiaries., as well as the update of the "AML Awareness" e-learning program which was distributed to all Bank employees and employees of the Greek subsidiaries.
- The update of the AML/CFT Internal Procedures Manual,

which incorporates detailed information about the tasks performed by Officers of the following functional areas: AML/CFT Regulatory Framework Monitoring, AML System Administration, Administration of Suspicious Activity for ML/TF, Restrictive Measures and Correspondent Banking Monitoring, in the context of key principles, rules and procedures that govern AML/CFT and Sanctions.

With regard to Bank Secrecy, the most important actions and developments that took place during 2023 include the following:

- The correct and timely response to requests from preliminary investigation, prosecution, judicial and tax authorities.
- The improvement of the Unit's performance through the design and implementation of process automation projects and the participation in the Bank's project teams targeted to optimize Customer service.
- The design and implementation of regular interactive training programs to Bank Officers.
- The carrying out of remote reviews on the Branch Network in order to safeguard Bank Secrecy adherence and identify potential breaches.
- The provision of guidelines to the Branch Network for handling requests pertaining to the disclosure of bank secrecy.

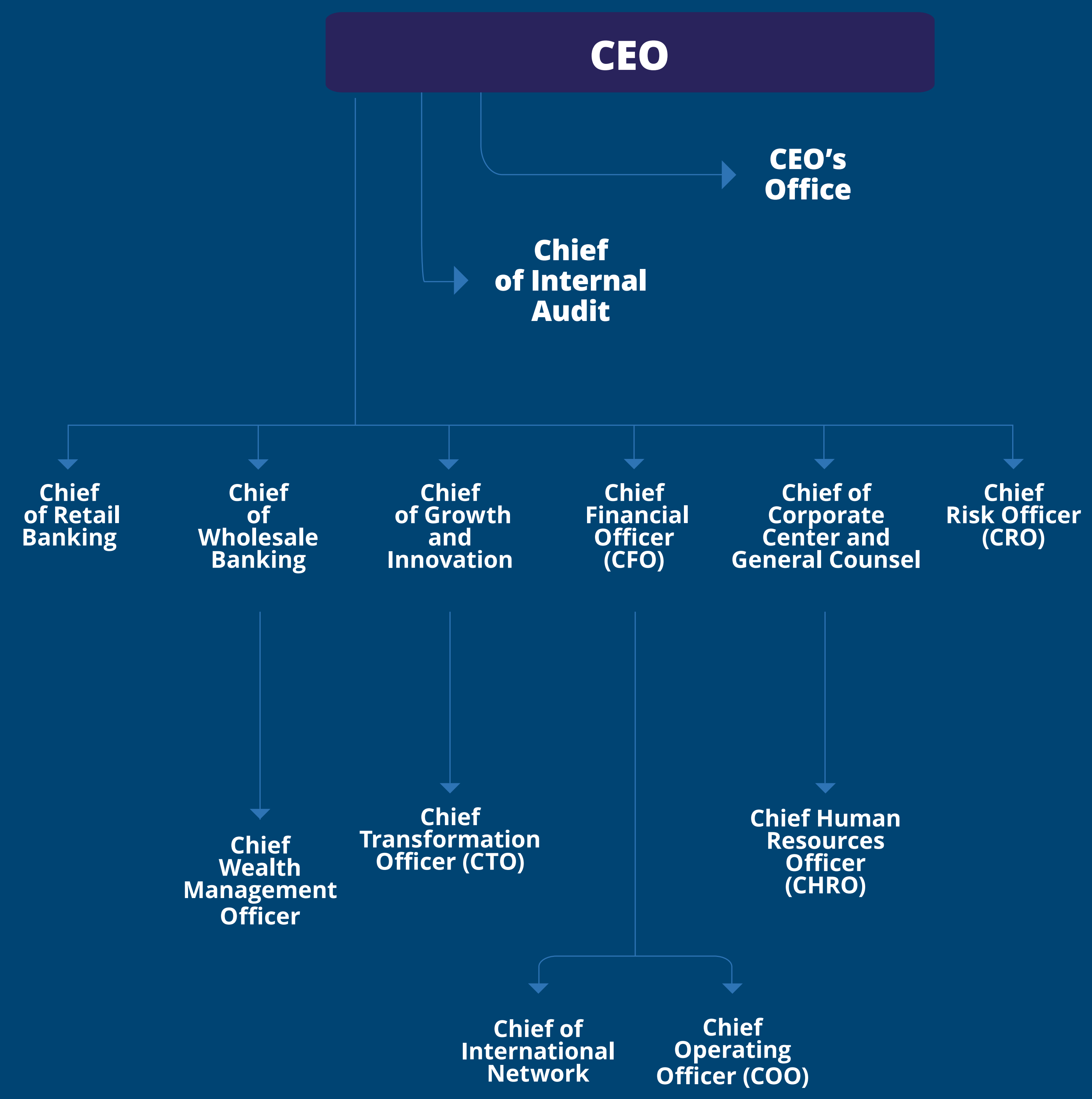
The Customers' Periodic Reviews Business Area**:**

- updated the Internal Procedures Manual and the Circular for the Customer Screening Tool transaction,
- submitted the final text of the Consequence Management Proposal (for those Customers who do not update their KYC documents,
- coordinated sessions of the Committee in charge of deciding on the termination/continuation of business relationship with the Customer, due to inadequate documentations provided in terms of KYC data,
- improved the educational methods regarding the periodic review process,
- implemented communication campaigns via e-mail and SMS / Viber addressed to pre-defined categories of HR Customers.

The Customer Suspicious Transactions Alerts Monitoring Business Area:

- updated the Internal Procedures Manual.
- formalized the tactical Scenarios Assessment Committees dedicated in enhancing the scenarios that trigger the AML alerts.
- improved the educational material regarding transaction monitoring issues.
- Initialized a new KRI in RAF related to the alerts' ageing.

ORGANIZATIONAL CHART



10

FINANCIAL STATEMENTS

Group Financial Statements as at 31.12.2023

Consolidated Income Statement

(Amounts in Euro thousand)

From 1 January to	31.12.2023	31.12.2022*
Interest and similar income	3,575,964	1,691,577
Interest expense and similar charges	(1,922,514)	(517,758)
Net interest income	**1,653,450**	**1,173,819**
- of which: net interest income based on the effective interest rate	*1,728,487*	*1,213,733*
Fee and commission income	431,828	444,106
Commission expense	(59,367)	(77,044)
Net fee and commission income	**372,461**	**367,062**
Dividend income	4,532	2,304
Gains less losses on derecognition of financial assets measured at amortized cost	(17,220)	(4,268)
Gains less losses on financial transactions	70,681	180,846
Other income	38,697	31,070
Total income from banking operations	**2,122,601**	**1,750,833**
Staff costs	(332,951)	(327,271)
General administrative expenses	(326,702)	(386,753)
Depreciation and amortization	(157,420)	(142,678)
Total expenses	**(817,073)**	**(856,702)**
Impairment losses and provisions to cover credit risk	(381,027)	(476,718)
Expenses relating to credit risk management	(86,407)	(84,246)
Impairment losses on fixed assets and equity investments	(18,895)	(67,583)
Gains/(Losses) on disposal of fixed assets and equity investments	2,959	316,611
Provisions	(45,913)	(32,664)
Transformation costs	(4,007)	(8,699)
Share of profit/(loss) of associates and joint ventures	875	3,048
Profit/(loss) before income tax	**773,113**	**543,880**
Income tax	(233,008)	(238,931)
Net profit/(loss) from continuing operations for the year after income tax	**540,105**	**304,949**
Net profit/(loss) for the period after income tax from discontinued operations	71,225	63,461
Net profit/(loss) for the year	**611,330**	**368,410**
Net profit/(loss) attributable to:		
Equity Holders of the Company	**611,022**	**368,103**
- from continuing operations	539,797	304,642
- from discontinued operations	71,225	63,461
Non-controlling interests	**308**	**307**
Earnings/(losses) per share:		
Basic (€ per share)	0.2531	0.1569
Basic (€ per share) from continuing operations	0.2228	0.1298
Basic (€ per share) from discontinued operations	0.0303	0.0270
Diluted (€ per share)	0.2528	0.1566
Diluted (€ per share) from continuing operations	0.2225	0.1296
Diluted (€ per share) from discontinued operations	0.0303	0.0270

***as restated**

Consolidated Statement of Comprehensive Income

(Amounts in Euro thousand)

From 1 January to	31.12.2023	31.12.2022 *
Net profit/(loss), after income tax, recognized in the Income Statement	**611,330**	**368,410**
Other comprehensive income		
Items that may be reclassified subsequently to the Income Statement		
Net change in investment securities' reserve measured at fair value through other comprehensive income	19,183	(52,925)
Net change in cash flow hedge reserve	35,129	(14,188)
Foreign currency translation net of investment hedges of foreign operations	438	237
Income tax	(16,107)	21,468
Items that may be reclassified subsequently to the Income Statement from continuing operations	**38,643**	**(45,408)**
Items that may be reclassified subsequently to the Income Statement from discontinued operations	**31,846**	**(100,323)**
Items that will not be reclassified to the Income Statement		
Remeasurement of defined benefit liability/ (asset)	(2,127)	6,635
Gains/(losses) from investments in equity securities measured at fair value through other comprehensive income	10,733	(16,132)
Income tax	(2,703)	1,883
Items that will not be reclassified to the Income Statement from continuing operations	**5,903**	**(7,614)**
Other comprehensive income, after income tax, for the year	76,392	(153,345)
Total comprehensive income for the year	**687,722**	**215,065**
Total comprehensive income for the period attributable to:		
Equity holders of the Company	**687,414**	**214,758**
-from continuing operations	584,343	251,620
-from discontinued operations	103,071	(36,862)
Non-controlling interests	**308**	**307**

***as restated**

Consolidated Balance Sheet

(Amounts in Euro thousand)

	31.12.2023	31.12.2022*
ASSETS		
Cash and balances with central banks	4,219,137	12,894,774
Due from banks	1,722,471	1,368,135
Trading securities	33,043	4,261
Derivative financial assets	1,819,187	2,142,196
Loans and advances to Customers	36,160,603	38,747,512
Reinsurance contract assets	-	159
Investment securities		
- Measured at fair value through other comprehensive income	1,369,003	1,806,445
- Measured at amortized cost	14,490,352	11,336,249
- Measured at fair value through profit or loss	159,301	327,506
Investments in associates and joint ventures	99,785	98,665
Investment property	301,205	244,903
Property, plant and equipment	500,918	529,225
Goodwill and other intangible assets	466,570	474,683
Deferred tax assets	4,977,669	5,232,516
Other assets	944,578	1,287,687
	67,263,822	**76,494,916**
Assets classified as held for sale	6,398,988	1,516,514
Total Assets	**73,662,810**	**78,011,430**
LIABILITIES		
Due to banks	7,092,908	14,344,851
Derivative financial liabilities	2,003,689	2,305,318
Due to Customers	48,448,908	50,760,889
Insurance contract liabilities	-	247,054
Debt securities in issue and other borrowed funds	2,920,122	2,922,979
Liabilities for current income tax and other taxes	27,473	22,933
Deferred tax liabilities	25,098	21,155
Employee defined benefit obligations	23,642	23,881
Other liabilities	896,461	920,131
Provisions	119,499	168,260
	61,557,800	**71,737,451**
Liabilities related to assets classified as held for sale	4,781,699	10,661
Total Liabilities	**66,339,499**	**71,748,112**
EQUITY		
Equity attributable to holders of the Company		
Share capital	681,992	680,980
Share premium	4,782,948	5,259,115
Other Equity Instruments	400,000	-
Special Reserve from Share Capital Decrease	-	296,424
Reserves	(111,301)	(273,048)
Amounts directly recognized in equity and are associated with assets classified as held for sale	(63,656)	-
Retained earnings	1,625,651	282,773
Less: Treasury shares	(10,631)	(1,296)
	7,305,003	**6,244,948**
Non-controlling interests	**18,308**	**18,370**
Total Equity	**7,323,311**	**6,263,318**
Total Liabilities and Equity	**73,662,810**	**78,011,430**

***as restated**

Consolidated Statement of Changes in Equity

(Amounts in Euro thousand)

	Share Capital	Treasury shares	Share premium	Special Reserve from Share Capital Decrease	Reserves	Amounts directly recognized in equity and associated with assets classified as held for sale	Retained earnings as restated	Total as restated	Non-controlling interests	Hybrid Securities	Total
Balance 31.12.2021	**703,794**	**-**	**5,257,622**	**6,104,890**	**320,671**	**15,127**	**(6,366,258)**	6,035,846	**29,432**	**14,229**	6,079,507
Impact from initial application of IFRS 17							15,476	**15,476**			**15,476**
Restated Balance 1.1.2022	703,794	-	5,257,622	6,104,890	320,671	15,127	(6,350,782)	6,051,322	29,432	14,229	6,094,983
Changes for the period 1.1 – 31.12.2022											
Profit/(loss) for the year, after income tax as restated							368,103	**368,103**	307		**368,410**
Other comprehensive income for the year, after income tax					(130,604)	(15,127)	(7,614)	**(153,345)**			**(153,345)**
Total comprehensive income for the year	-	-	-	-	(130,604)	(15,127)	360,489	214,758	307	-	215,065
Share Capital Increase through options exercise	660		1,493		(1,597)		105	**661**			**661**
Offsetting of Net Profit with Reserves				(5,808,466)	(420,425)		6,228,891	**-**			**-**
Share capital decrease through distribution in kind	(23,474)							**(23,474)**			**(23,474)**
Transfer					(51,444)		51,444	**-**			**-**
(Acquisitions), Disposals / Share capital increase and other changes of ownership interests in subsidiaries								**-**	(8,338)		**(8,338)**
Sales and purchases of treasury shares		(1,296)						**(1,296)**			**(1,296)**
Valuation reserve of employee stock option program					2,014			**2,014**			**2,014**
Dividend distribution								**-**	(3,031)		**(3,031)**
Appropriation of reserves					8,101		(8,101)	**-**			**-**
(Purchases), (redemption)/ sales of hybrid securities, after income tax								**-**		(14,229)	**(14,229)**
Expenses for share capital increase							(179)	**(179)**			**(179)**
Other					236		906	**1,142**			**1,142**
Balance 31.12.2022	680,980	(1,296)	5,259,115	296,424	(273,048)	-	282,773	6,244,948	18,370	-	6,263,318

Consolidated Statement of Changes in Equity

(Amounts in Euro thousand)

	Share Capital	Treasury shares	Share premium	Other Equity Instruments	Special Reserve from Share Capital Decrease	Reserves	Amounts directly recognized in equity and associated with assets classified as held for sale	Retained earnings	**Total as restated**	Non-controlling interests	Total as restated
Balance 1.1.2023	680,980	(1,296)	5,259,115	-	296,424	(273,048)	-	282,773	6,244,948	18,370	6,263,318
Restated Balance 1.1.2023											
Profit/(loss) for the year, after income tax								611,022	**611,022**	308	**611,330**
Other comprehensive income for the year, after income tax						70,489		5,903	**76,392**		**76,392**
Total comprehensive income for the year, after income tax	-	-	-	-	-	70,489	-	616,925	687,414	308	687,722
Share Capital Increase through options exercise	1,012		2,643			(2,700)		83	**1,038**		**1,038**
Offsetting of Retained Earnings			(478,810)		(296,424)	(747)		775,981	**-**		**-**
Transfer of cumulative income and expenses recognized directly in equity that relate to assets classified as held for sale						66,662	(63,656)	(3,006)	**-**		**-**
Valuation reserve of employee stock option program						670			**670**		**670**
Reserve valuation for stock awards						3,170			**3,170**		**3,170**
Payment of AT1 dividend, after income tax								(16,747)	**(16,747)**		**(16,747)**
Sales and purchases of treasury shares		(9,335)						1,275	**(8,060)**		**(8,060)**
AT1 Capital instrument Issuance				400,000					**400,000**		**400,000**
Expenses of AT1 Capital instruments Issuance								(5,550)	**(5,550)**		**(5,550)**
Appropriation of reserves						23,543		(23,543)	**-**		**-**
Dividend distribution									**-**	(617)	**(617)**
Expenses for share capital increase, after income tax								(36)	**(36)**		**(36)**
Other						660		(2,504)	**(1,844)**	247	**(1,597)**
Balance 31.12.2023	681,992	(10,631)	4,782,948	400,000	-	(111,301)	(63,656)	1,625,651	7,305,003	18,308	7,323,311

Consolidated Statement of Cash Flows

(Amounts in Euro thousand)

From 1 January to	31.12.2023	31.12.2022*
Cash flows from continuing operating activities		
Profit/(loss) before income tax from continued operations	773,113	543,880
Adjustments of profit/(loss) before income tax for:		
Depreciation, impairment, write-offs and net result from disposal of property, plant and equipment	67,297	116,422
Amortization, impairment, write-offs of intangible assets	106,787	90,019
Impairment losses on financial assets, related expenses and other provisions	528,470	641,388
Gains less losses on derecognition of financial assets measured at amortized cost	17,220	4,268
Fair value (gains)/losses on financial assets measured at fair value through profit or loss	44,636	(194,045)
(Gains)/losses from investing activities	(512,162)	(248,426)
(Gains)/losses from financing activities	243,587	(56,403)
Share of (profit)/loss of associates and joint ventures	(875)	(3,048)
	1,268,073	**894,056**
Net (increase)/decrease in assets relating to continuing operating activities:		
Due from banks	(213,672)	415,602
Trading securities and derivative financial instruments	134,608	127,017
Loans and advances to Customers	(613,995)	(1,996,542)
Other assets	127,737	(238,668)
Net increase/(decrease) in liabilities relating to continuing operating activities:		
Due to banks	(7,016,119)	203,853
Due to Customers	1,180,974	3,004,708
Other liabilities	(96,517)	7,049
Net cash flows from continuing operating activities before income tax	**(5,228,912)**	**2,417,074**
Income tax paid	(482)	(51,397)
Net cash flows from continuing operating activities	**(5,229,394)**	**2,365,676**
Net cash flows from discontinued operating activities	**(127,790)**	**169,558**
Cash flows from continuing investing activities		
Proceeds from disposals of subsidiaries	369,163	214,820
Dividend Received	4,532	2,882
Investments in associates and joint ventures	(245)	2,137
Acquisitions of investment property, property, plant and equipment and intangible assets	(150,249)	(135,795)
Disposals of investment property, property, plant and equipment and intangible assets	13,639	28,491
Interest received from investment securities	248,725	163,294
Purchases of Greek Government Treasury Bills	(2,056,126)	(1,233,713)
Proceeds from disposal and redemption of Greek Government Treasury Bills	1,963,989	1,138,817
Purchases of investment securities (excluding Greek Government Treasury Bills)	(4,543,675)	(4,023,755)
Disposals/maturities of investment securities (excluding Greek Government Treasury Bills)	1,366,090	931,850

***as restated**

Consolidated Statement of Cash Flows

(Amounts in Euro thousand)

From 1 January to	31.12.2023	31.12.2022*
Net cash flows from continuing investing activities	(2,784,158)	(2,910,971)
Net cash flows from discontinued investing activities	(116,579)	(65,931)
Cash flows from continuing financing activities		
Share Capital Increase and Amounts intended for Share Capital Increase	1,038	660
Share Capital Increase expense	(28)	(179)
AT 1 issuance	394,450	
Payments to the holders of AT 1, before tax	(23,750)	
Proceeds from issue of debt securities and other borrowed funds	613,907	824,449
Repayments of debt securities in issue and other borrowed funds	(533,058)	(371,118)
Interest paid on debt securities in issue and other borrowed funds	(126,210)	(87,690)
(Purchases), (Redemption)/ sales of hybrid securities		(14,299)
Payments of lease liabilities	(27,744)	(30,605)
Dividend payments	(617)	(3,031)
Treasury Shares	(8,060)	
Net cash flows from continuing financing activities	289,928	318,187
Net cash flows from discontinued financing activities	116,400	4,517
Effect of foreign exchange changes on cash and cash equivalents	1,936	(915)
Net increase/(decrease) from continuing cash flows	(7,721,688)	(228,023)
Changes in cash equivalent from discontinued operations	(127,970)	108,144
Cash and cash equivalents at the beginning of the year from continuing operations	12,155,399	12,383,422
Cash and cash equivalents at the end of the year from continuing operations	4,433,710	12,155,399

*** as restated**

Financial Statements of Alpha Services and Holdings S.A. as at 31.12.2023

Income Statement

(Amounts in Euro thousand)

From 1 January to	31.12.2023	31.12.2022*
Interest and similar income	53,881	54,930
Interest expense and similar charges	(49,784)	(50,125)
Net interest income based on the effective interest rate	**4,097**	**4,805**
Fee and commission income	26,219	26,341
Commission expense	(19,474)	(20,124)
Net fee and commission income	**6,745**	**6,217**
Dividend income	24,150	1,290
Gains less losses on derecognition of financial assets measured at amortized cost		(10)
Gains less losses on financial transactions		7,103
Other income	1,649	502
Total income	**36,641**	**19,907**
Staff costs	(1,019)	(887)
General administrative expenses	(9,065)	(5,646)
Depreciation and amortization	(43)	(43)
Total expenses	**(10,127)**	**(6,576)**
Impairment losses, provisions to cover credit risk	2,371	7,255
Expenses relating to credit risk management		(664)
Impairment losses on fixed assets and equity investments		(290)
Gains/(Losses) on disposal of fixed assets and equity investments		92
Profit/(loss) before income tax	**28,885**	**19,724**
Income tax	(302)	(4,778)
Profit/(loss) for the year	**28,583**	**14,946**
Earnings/(losses) per share		
Basic (€ per share)	0.0021	0.0064
Diluted (€ per share)	0.0021	0.0064

*** as restated**

Statement of Comprehensive Income

(Amounts in Euro thousand)

From 1 January to	31.12.2023	31.12.2022
Profit/(loss) for the year, recognized in the Income Statement	**28,583**	**14,946**
Other comprehensive income		
Items that will not be reclassified to the Income Statement		
Net change in actuarial gains/(losses) of defined benefit obligations		19
Gains/(losses) from investments in equity securities measured at fair value through other comprehensive income	(74)	(59)
Income tax		
Items that will not be reclassified to the Income Statement	**(74)**	**(40)**
Other comprehensive income, after income tax	(74)	(40)
Total comprehensive income for the year	**28,509**	**14,906**

Balance Sheet

(Amounts in Euro thousand)

	31.12.2023	31.12.2022
ASSETS		
Due from banks	17,907	7,648
Due from Customers	182	339
Investment securities:		
- Measured at fair value through other comprehensive income		74
- Measured at amortized cost	1,012,530	1,007,242
Investments in subsidiaries	6,639,021	6,251,797
Property, plant and equipment	4	5
Goodwill and other intangible assets	287	329
Other assets	29,600	30,667
	7,699,531	**7,298,101**
Assets classified as held for sale	16,322	
Total Assets	**7,715,853**	**7,298,101**
LIABILITIES		
Due to banks	20,246	
Debt securities in issue and other borrowed funds	1,029,396	1,028,924
Liabilities for current income tax and other taxes	372	15
Employee defined benefit obligations	39	16
Deferred tax liabilities	916	614
Other liabilities	15,219	13,945
Total Liabilities	**1,066,188**	**1,043,514**
EQUITY		
Share capital	681,992	680,980
Share premium	4,782,948	5,259,114
Special Reserve from Share Capital Decrease		296,424
Other Equity instruments	400,000	
Reserves	794,443	792,013
Retained earnings	(744)	(773,944)
Less: Treasury shares	(8,974)	
Total Equity	**6,649,665**	**6,254,587**
Total Liabilities and Equity	**7,715,853**	**7,298,101**

Statement of Changes in Equity

(Amounts in Euro thousand)

	Share capital	Share Premium as restated	Special Reserve from Share Capital Decrease	Reserves	Retained earnings	Total
Balance 1.1.2022	**703,794**	**5,257,622**	**6,104,890**	**423,244**	**(6,228,891)**	**6,260,659**
Changes for the year 1.1 - 31.12.2022						
Profit/(loss) for the year, after income tax					14,946	14,946
Other comprehensive income for the year, after income tax					(40)	(40)
Total comprehensive income for the year after income tax	**-**	**-**	**-**	**-**	**14,906**	**14,906**
Discrete monitoring of intragroup dividends in reserves				788,777	(788,777)	-
Valuation reserve of employee stock option program				2,014		2,014
Expenses for share capital increase					(178)	(178)
Offsetting of Retained Earnings with Reserves			(5,808,466)	(420,425)	6,228,891	-
Share Capital Increase through options exercise	660	1,492		(1,597)	105	660
Share Capital decrease through distribution in kind	(23,474)					(23,474)
Balance 31.12.2022	**680,980**	**5,259,114**	**296,424**	**792,013**	**(773,944)**	**6,254,587**

(Amounts in Euro thousand)

	Share capital	Share Premium	Special Reserve from Share Capital Decrease	Other Equity Instruments	Reserves	Retained earnings	Treasury shares	Total
Balance 1.1.2023	**680,980**	**5,259,114**	**296,424**	**-**	**792,013**	**(773,944)**	**-**	**6,254,587**
Changes for the year 1.1 - 31.12.2023								
Profit/(loss) for the year, after income tax						28,583		28,583
Other comprehensive income for the year, after income tax						(74)		(74)
Total comprehensive income for the year after income tax	**-**	**-**	**-**	**-**	**-**	**28,509**	**-**	**28,509**
Discrete monitoring of intragroup dividends in reserves					1,290	(1,290)		-
Appropriation of reserves					747	(747)		-
Valuation reserve of employee stock option program					670			670
Valuation reserve of employee stock award program					3,170			3,170
Expenses for share capital increase						(37)		(37)
Offsetting of Retained Earnings with Reserves		(478,810)	(296,424)		(747)	775,981		-
AT1 Capital Instrument issuance				400,000				400,000
Expenses for AT1 Capital Instrument issuance						(5,550)		(5,550)
Payment of AT1 dividend						(23,750)		(23,750)
Share Capital Increase through options exercise	1,012	2,644			(2,700)	83		1,039
Purchase of treasury shares							(8,974)	(8,974)
Balance 31.12.2023	**681,992**	**4,782,948**	**-**	**400,000**	**794,443**	**(744)**	**(8,974)**	**6,649,665**

Statement of Cash Flows

(Amounts in Euro thousand)

From 1 January to	31.12.2023	31.12.2022
Cash flows from operating activities		
Profit/(loss) before income tax	28,885	19,724
Adjustments of profit/(loss) before income tax for:		
Depreciation, impairment, write-offs and net result from disposal of property, plant and equipment	2	2
Amortization, impairment, write-offs of intangible assets	42	42
Impairment losses on financial assets, related expenses and other provisions	(2,371)	(7,235)
Gains less losses on derecognition of financial assets measured at amortized cost		10
Fair value (gains)/losses on financial assets measured at fair value through profit or loss		(7,103)
Impairment of investments		290
(Gains) /losses from sale of investments		(91)
(Gains)/losses from investing activities	(78,031)	(54,710)
(Gains)/losses from financing activities	49,784	50,021
Other adjustments	(2,490)	(2,672)
	(4,180)	**(1,722)**
Net (increase)/decrease in assets relating to operating activities:		
Due from Customers	156	(610)
Other assets	(1,426)	58,434
Net increase/(decrease) in liabilities relating to operating activities:		
Other liabilities	513	(533)
Net cash flows from operating activities before income tax	**(4,936)**	**55,570**
Income tax paid / Received	8,509	(35,818)
Net cash flows from operating activities	**3,573**	**19,751**
Cash flows from investing activities		
Investments in subsidiaries	(400,000)	(90,979)
Absorption of subsidiary	1,365	
Dividends received	24,150	1,290
Interest received from investment securities	47,413	47,132
Disposals/maturities of investment securities		69,803
Net cash flows from investing activities	**(327,073)**	**27,246**
Cash flows from financing activities		
Share Capital Increase	1,039	660
Share Capital Increase expenses	(36)	(178)
Proceeds from borrowings	30,000	
Repayments of borrowings	(10,000)	
Interest paid on borrowings	(220)	(86)
AT 1 issuance	394,450	
Interest paid on debt securities in issue and other borrowed funds	(48,750)	(48,753)
Repayments of debt securities in issue and other borrowed funds		(16,697)
Payments of AT1 Dividends	(23,750)	
Purchase of treasury shares	(8,974)	
Net cash flows from financing activities	**333,759**	**(65,055)**
Net increase/(decrease) in cash flows	**10,259**	**(18,057)**
Cash and cash equivalents at the beginning of the year	7,648	**25,705**
Cash and cash equivalents at the end of the year	**17,907**	**7,648**

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