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– the relevant market conditions, including the macroeconomic environment in Greece and the European Union;
– our ability to manage risks inherent in the Bank’s operations;
– the restrictions to which the Bank’s operational autonomy is subject as a recipient of state aid and shareholder expectations and special rights of the HFSF, a 40% shareholder.

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<td>Fotini Ioannou</td>
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<td>Evi Hatzioannou</td>
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<td>Ernestos Panayiotou</td>
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<tr>
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<td>Vassilis Karamouzis</td>
</tr>
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<td>Evi Hatzioannou</td>
</tr>
<tr>
<td></td>
<td>Stratos Molyviati</td>
</tr>
<tr>
<td>Q&amp;A</td>
<td>Ernestos Panayiotou</td>
</tr>
</tbody>
</table>
Key remarks

1. **Our operating environment**: macroeconomic tailwinds and recovery of the banking fundamentals

2. **Our starting point**: large client base, trusted brand and the strongest asset quality and liquidity in the Greek market

3. **Our team**: a new management team, fully aligned to the strategy, with clear roles and responsibilities

4. **Our strategic priorities**: broad alignment on the challenges and a transformation plan developed bottom-up to address them

5. **Our delivery engine**: a unique, bank-wide transformation program with clear accountabilities and strong execution discipline

6. **Our NBG in 2022**: a clean and profitable bank - the Greek bank of choice
Macroeconomic tailwinds and recovery of banking fundamentals

1. Operating environment

### GDP growth (%)

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>1.9</td>
<td>2.0</td>
<td>1.8</td>
<td>1.8</td>
<td>1.7</td>
</tr>
</tbody>
</table>

Sources: ELSTAT, Focus Economics Consensus, NBG - Economic Analysis Division estimates

### Unemployment rate (%)

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>19.3</td>
<td>17.7</td>
<td>16.5</td>
<td>15.5</td>
<td>14.8</td>
</tr>
</tbody>
</table>

Sources: ELSTAT, Focus Economics Consensus, NBG - Economic Analysis Division estimates

### Greek 10yr sovereign bond spread over G. Bund (bps)

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>373</td>
<td>296</td>
<td>293</td>
<td>301</td>
<td>311</td>
</tr>
</tbody>
</table>

Sources: Focus Economics, NBG - Economic Analysis Division estimates

### House Price Index (rebased to 2018)

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>100</td>
<td>103</td>
<td>106</td>
<td>109</td>
<td>112</td>
</tr>
</tbody>
</table>

Sources: Bank of Greece, NBG - Economic Analysis Division estimates

### Gross fixed capital formation excl. residential (nominal, yoy growth)

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>11.5</td>
<td>5.9</td>
<td>6.2</td>
<td>6.4</td>
<td>6.6</td>
</tr>
</tbody>
</table>

Sources: ELSTAT, Focus Economics Consensus, NBG - Economic Analysis Division estimates

### Private sector disposable income (nominal, yoy growth)

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>1.9</td>
<td>3.6</td>
<td>3.9</td>
<td>3.5</td>
<td>3.2</td>
</tr>
</tbody>
</table>

Sources: ELSTAT, Focus Economics Consensus, NBG - Economic Analysis Division estimates

1. Average annual | 2. Average of quarterly spreads | 3. 2019 Fixed capital formation based on NBG economic analysis estimates, accounting for a positive base effect and transfer of public investments from 2018 to 2019
NBG has a large and stable client base and is a highly trusted bank in Greece

5.3MM active retail customers in a Greek bankable population of ~8.3MM

36% savings deposits market share in a total market of ~€53BN

Trusted brand, testified by client loyalty and marketing surveys

Well-established, long lasting Corporate relationships

1. NBG Customer Analytics (Greek population >20 years old, based on Hellenic Statistical Authority census of Jan 2018) | 2. Bank of Greece – statistics of monetary deposits as of Dec18
Cash coverage and low cost liquidity are our key strengths

**Highest NPE coverage in the market**

<table>
<thead>
<tr>
<th>Gross NPE</th>
<th>Group, €BN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total provision coverage</td>
<td>59%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Provided</th>
<th>Unprovided</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.3</td>
<td>6.8</td>
</tr>
<tr>
<td>9.5</td>
<td>12.7</td>
</tr>
</tbody>
</table>

Note: Group level 2018YE figures, except for saving deposits


**Strongest liquidity position**

<table>
<thead>
<tr>
<th>Savings deposits²</th>
<th>€BN</th>
</tr>
</thead>
<tbody>
<tr>
<td>NBG</td>
<td>19.3</td>
</tr>
<tr>
<td>Greek peers average</td>
<td>11.4</td>
</tr>
</tbody>
</table>

**Loan to deposit ratio**

<table>
<thead>
<tr>
<th>NBG</th>
<th>Greek peers average</th>
</tr>
</thead>
<tbody>
<tr>
<td>70</td>
<td>100</td>
</tr>
</tbody>
</table>

**Yield³**

<table>
<thead>
<tr>
<th>Yield³</th>
<th>3bps</th>
</tr>
</thead>
</table>

**Market share**

<table>
<thead>
<tr>
<th>Market share</th>
<th>36%</th>
</tr>
</thead>
</table>

**LCR**

<table>
<thead>
<tr>
<th>LCR</th>
<th>144%</th>
</tr>
</thead>
</table>

**NSFR**

<table>
<thead>
<tr>
<th>NSFR</th>
<th>108%</th>
</tr>
</thead>
</table>
3. The team

A new management team committed to effect change

Pavlos Mylonas
Chief Executive Officer

Christina Theofilidi
Head of Retail Banking

Vassilis Karamouzis
AGM Corporate & Investment Banking

George Koutsoudakis
AGM Corporate Banking

Vassilis Kavalos
Group Treasurer

Fotini Ioannou
Head of Troubled Assets Group

Ioannis Vagionitis
Chief Risk Officer

Christos Christodoulou
Chief Financial Officer

Ernestos Panayiotou
Chief Transformation Officer

Kostas Adamopoulos
Head of Strategic Transactions

Stratos Molyviatis
Chief Information Officer

Aris Divaris
Head of Operations

Evi Hatzioannou
Head of Human Resources

Chara Dalekou
Head of Marketing & Communications

Beate Randulf
Head of Internal Controls

Panos Dasmanoglou
Chief Governance & Compliance Officer
### Our challenges are clear and require rapid and effective action

<table>
<thead>
<tr>
<th>Our key challenges</th>
<th>The opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A</strong> Elevated NPE levels</td>
<td>Highest coverage in the market and a realistic plan to tackle the issue in place</td>
</tr>
<tr>
<td><strong>B</strong> High legacy cost base</td>
<td>Areas of improvement identified and actions to capture efficiency gains planned</td>
</tr>
<tr>
<td><strong>C</strong> Low cross-selling</td>
<td>Opportunities to increase fees and NII identified, strong brand and large client base already in place</td>
</tr>
<tr>
<td><strong>D</strong> Outdated HR management</td>
<td>New employee value proposition and performance management system expected to boost productivity</td>
</tr>
<tr>
<td><strong>E</strong> Limited MIS visibility and staff accountability</td>
<td>Upgrades to planning and value-based-management infrastructure well under way</td>
</tr>
<tr>
<td><strong>F</strong> Limited digital penetration</td>
<td>Investments to improve customer experience across channels, modernise processes and support cost reduction</td>
</tr>
</tbody>
</table>
Our six strategic priorities for 2019-2022

**A. Clean-up the Balance Sheet**
- Front-load NPE clean-up delivering a ~5% NPE ratio

**B. Enhance Efficiency & Agility**
- Complete FTE reductions and G&A rationalisation supporting C:I drop to ~45%

**C. Boost Revenue Generation**
- Improve sales and service orientation growing non-risk income and shifting transactions to digital channels

**D. Mobilise Our People**
- Reward performance and motivate our people aligning individual objectives to strategic goals

**E. Improve Visibility & Control**
- Enhance client planning and steering tools enabling value and risk-based decisions

**F. Upgrade Technology Infrastructure**
- Invest to modernize the technology infrastructure improving efficiency and service levels
A clean bank with an NPE ratio of ~5% in 2022

**Strategic directions**

- Material NPE reduction by 2020, driven by sales in the consumer, SBL and corporate portfolios

- More concessionary restructurings and friendlier legal framework to increase recoverable value in the mortgages portfolio

- Large mortgage securitisations in 2021–22, when market conditions have further improved and restructuring efforts have been explored

- Internal REO platform to cover the entire value chain from onboarding to commercialisation, supporting liquidation targets

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**NPE stock and coverage**

2018YE, Group, €BN

<table>
<thead>
<tr>
<th></th>
<th>Total Provisions</th>
<th>Mortgages</th>
<th>~7.0</th>
<th>42%</th>
<th>~1.4</th>
<th>89%</th>
<th>~1.9</th>
<th>78%</th>
<th>~4.9</th>
<th>66%</th>
<th>~0.9</th>
<th>60%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Family and SME</td>
<td>~16.3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>~50% inorganic reduction 2019-2022</td>
<td>~4.4</td>
<td>~2.3</td>
<td>~4.7</td>
<td>~2.9</td>
<td>~1.7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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**NPE evolution targets**

Group, €BN

- NPE Ratio ~5%
- S3 Coverage >50%
- FNPEs <90dpd ~€1BN

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4. Strategic priorities | B. Efficiency & Agility

Efficient and more agile operations, with fewer people and a lower cost base

**Strategic directions**

- **Focused exit solutions to release FTE capacity** and increase average employee productivity
- **Efficiency improvement** via back-office centralisation and process automation (e.g. mortgage lending, retail restructuring) and alternative channels
- **Branch footprint rationalisation**
- **Central functions** real estate optimisation
- **G&A reduction** through the introduction of a cost control function and a stronger procurement function

---

### Staff cost\(^1\) targets

<table>
<thead>
<tr>
<th>Year</th>
<th>Target, €MM</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>560</td>
</tr>
<tr>
<td>2022</td>
<td>~450</td>
</tr>
</tbody>
</table>

\(^{-20%}\) reduction from 2018 to 2022

---

### G&A expenses targets

<table>
<thead>
<tr>
<th>Year</th>
<th>Target, €MM</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>230</td>
</tr>
<tr>
<td>2022</td>
<td>~180</td>
</tr>
</tbody>
</table>

\(^{-20%}\) reduction from 2018 to 2022

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### FTE targets

<table>
<thead>
<tr>
<th>Year</th>
<th>Target, #</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>~9,500</td>
</tr>
<tr>
<td>2018</td>
<td>~8,850</td>
</tr>
<tr>
<td>2022</td>
<td>~7,150</td>
</tr>
</tbody>
</table>

\(^{-20%}\) reduction from 2017 to 2022

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### Branch\(^2\) targets

<table>
<thead>
<tr>
<th>Year</th>
<th>Target, #</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>~485</td>
</tr>
<tr>
<td>2018</td>
<td>~460</td>
</tr>
<tr>
<td>2019</td>
<td>~390</td>
</tr>
</tbody>
</table>

\(^{-15%}\) reduction from 2017 to 2019

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1. Excludes LEPETE (Auxiliary fund) charges  
2. Excluding transaction centres & i-Stores, i.e. satellite units with limited commercial purpose
A retail bank more focused on cross-sell and fee generation

Strategic directions

• **Segment-focused RMs** for affluent and small business

• **Accelerated migration of transactions** to digital channels to increase time spent on sales

• **Push of fee-generating products and services**, introduction of product bundles and revamped credit card loyalty scheme

• **Stronger performance management** and data analytics

• Simple and **engaging digital proposition** to increase usage and onboard new clients

---

**Gross interest income targets**
Retail performing loans, €MM

- 2018: 394
- 2022: ~520

**Loan origination targets**
Retail, €BN

- 2018: ~0.4
- 2022: ~1.3

**Fee income targets**
Retail, €MM

- 2018: 119
- 2022: ~190

**Key indicators**
Δ 2018-2022

- Mobile active users\(^1\): 8% → ~25%
- Cross-sell ratio\(^2\): 3 → ~3.7
- Payment fees: +~50%

---

Note: Bank level figures
1. Monthly mobile active users
2. Cross-sell ratio: number of products per retail client
3. Includes credit cards
4. Strategic priorities | C. Boost revenue generation

A corporate bank with deeper large client relationships and a broader SME base

**Strategic directions**

- **Enhanced service levels** through corporate branches, new RMs, faster processes and digital offerings

- Further **refocusing of relationship managers’ time**, from credit underwriting activities to sales

- Push on **ancillary products** and **fees** (e.g. treasury, trade finance, insurance)

- **Deployment of EVA** and **account planning tools** to improve client understanding and sales focus

**Gross interest income targets**
Corporate performing loans, €MM

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>421</td>
<td>~670</td>
</tr>
<tr>
<td>Change</td>
<td>~60%</td>
<td></td>
</tr>
</tbody>
</table>

**Loan origination targets**
Corporate, €BN

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>~2.6</td>
<td>~3.0</td>
</tr>
<tr>
<td>Change</td>
<td>~15%</td>
<td></td>
</tr>
</tbody>
</table>

- Of which ~50% in 2018Q4

**Fee income targets**
Corporate, €MM

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>80</td>
<td>~120</td>
</tr>
<tr>
<td>Change</td>
<td>~50%</td>
<td></td>
</tr>
</tbody>
</table>

**Key indicators**
Δ 2018-2022

- RM client facing time: x2
- Cross-sell ratio: 3 → ~5
- Branches with Corporate personnel: 5 → ~30

Note: Bank level figures.

1. Includes large corporate, midcaps and structured finance | 2. Cross-sell ratio: number of products per corporate client | 3. Target achieved by 2019
Our people, accountability and upgraded technology as key enablers

**Mobilise Our People (D)**
- **New people strategy**: performance management, transparent career path and development programs for our core talent
- **Redesigned organisation**: leaner structure and higher mobility

**Improve Visibility & Control (E)**
- **Reporting tools** to measure performance
- **Steering tools** to enhance value-based decision making
- Improved **data quality** and **availability** to the business

**Upgrade Technology Infrastructure (F)**
- Investment on the evolution of **digital channels**
- Reduction of cost through **simplification, consolidation** of **IT infrastructure** and **process automation**
- **Upgrade of core systems** to improve IT capacity, flexibility and time to market
A bank-wide transformation program focused on delivery

- **Bank-wide effort**: 6 workstreams, 20+ initiatives, 100+ sub-initiatives, 500+ people engaged
- **Clear structure and governance** led by a top management transformation committee
- **Broad organisational commitment** – program developed bottom-up
- **Strong executive accountability** with specific ownership of initiatives and sub-initiatives
- **Visibility and delivery discipline** through rigorous planning and monitoring
- **A “delivery engine”** orchestrated by an empowered Transformation Program Office
- **Leadership development** program in place, to support the new way of working
6. NBG in 2022

A clean and profitable bank in 2022 – the Greek bank of choice

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2022 targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROE</td>
<td>&lt;0%</td>
<td>~11%</td>
</tr>
<tr>
<td>NPE ratio</td>
<td>41%</td>
<td>~5%</td>
</tr>
<tr>
<td>Cost : Income¹</td>
<td>75%</td>
<td>~45%</td>
</tr>
<tr>
<td>CET1</td>
<td>16.1%</td>
<td>~15%</td>
</tr>
</tbody>
</table>

Note: Group level figures
1. Excluding restructuring costs
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<th>Chairman</th>
</tr>
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<td>Head of Troubled Assets Group</td>
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<tr>
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</tr>
<tr>
<td>Boost revenue generation</td>
<td>Vassilis Karamouzis</td>
<td>AGM Corporate &amp; Investment Banking</td>
</tr>
<tr>
<td>Enablers: people, technology, processes</td>
<td>Evi Hatzioannou</td>
<td>Head of Human Resources</td>
</tr>
<tr>
<td>Ethniki180: Transformation Program</td>
<td>Stratos Molyviatis</td>
<td>Chief Information Officer</td>
</tr>
<tr>
<td></td>
<td>Ernestos Panayiotou</td>
<td>Chief Transformation Officer</td>
</tr>
<tr>
<td>Q&amp;A</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Targeting a balance sheet geared towards profit generation

**Net loans**

<table>
<thead>
<tr>
<th>Year</th>
<th>Net PE</th>
<th>Net NPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>30.1</td>
<td>24%</td>
</tr>
<tr>
<td>2022</td>
<td>~30.0</td>
<td>3%</td>
</tr>
</tbody>
</table>

**Securities**

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>8.8</td>
<td>~13.5</td>
</tr>
</tbody>
</table>

**Deposits**

<table>
<thead>
<tr>
<th>Year</th>
<th>Core</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>43.0</td>
<td>33%</td>
</tr>
<tr>
<td>2022</td>
<td>~47.5</td>
<td>33%</td>
</tr>
</tbody>
</table>

**Long term debt**

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.9</td>
<td>~3.0</td>
</tr>
</tbody>
</table>

**Accounting equity**

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>~5.0</td>
<td>~6.2</td>
</tr>
</tbody>
</table>

Notes: Group level figures
1. Includes Greek T-Bills, GGBs and Greek sovereign swap
2. Includes savings and sight deposits

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ROE drivers: top-line growth, cost reduction and CoR normalisation

Core income targets
- 2018: 1,312 €MM
- 2022: ~1,710 €MM

Cost reduction targets
- 2018: 926 €MM
- 2022: ~800 €MM

Impairment targets
- 2018: 340 €MM
- 2022: ~235 €MM

Note: Group level figure
1. Core income growth excludes trading and other income

Δ 2018 vs. 2022 target
- Core income growth: ~€400MM
- Cost reduction: ~€125MM
- Impairment: ~€105MM

Total: ~€630MM
NII improvement due to portfolio rebalancing to higher yielding assets

Performing loans targets
Domestic, €BN

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>2018</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate</td>
<td>4.2%</td>
<td>~4.3%</td>
</tr>
<tr>
<td>SBL</td>
<td>6.6%</td>
<td>~6.8%</td>
</tr>
<tr>
<td>Consumer 1</td>
<td>8.0%</td>
<td>~10.2%</td>
</tr>
<tr>
<td>Mortgage</td>
<td>2.2%</td>
<td>~2.9%</td>
</tr>
<tr>
<td>Total</td>
<td>3.8%</td>
<td>~4.4%</td>
</tr>
</tbody>
</table>

Yield assumptions on performing loans

- Corporate & SME PE book growth of ~€5.5BN in 2022 vs. 2018
- GGBs exposure as a result of Titlos transaction
- Deployment of excess liquidity into European sovereign bonds
- Reduced average bond tenor in anticipation of higher interest rates and to reduce mismatch (IRRBB) risk

Securities targets
Domestic, €BN

<table>
<thead>
<tr>
<th>Security Type</th>
<th>2018</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>T-bills</td>
<td>8.8</td>
<td>~13.5</td>
</tr>
<tr>
<td>GGBs</td>
<td>57%</td>
<td>7%</td>
</tr>
<tr>
<td>EU sovereign bonds (non Greek)</td>
<td>24%</td>
<td>12%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
<td>16%</td>
</tr>
</tbody>
</table>

Yields 2022

- 1.3%
- 3.7%
- 2.6%

1. Includes credit cards
NII growth and quality improvement

NII evolution targets
Domestic, €MM

Assets

- PEs: ~380
- NPEs: ~220
- Swap arrangement with Greek state: ~110
- Securities: ~120

Liabilities

- Deposits: ~90
- Non deposit funding: ~70
- Other\(^1\): ~30

Deployment of excess liquidity
Due to ~€4BN increase in deposits and ~20bps increase in average deposit yields
Includes funding costs related to issuance of Tier II and Senior notes to comply with regulatory requirements

2018

PEs
NPEs
Swap arrangement with Greek state
Securities
Deposits
Non deposit funding
Other\(^1\)

2022

1,007

~1,270

1. Includes subsidiaries

Core Income Growth

Due to ~€4BN in Retail, ~€12BN in Corporate and ~€2BN of net curing

Includes funding costs related to issuance of Tier II and Senior notes to comply with regulatory requirements

Fee income targets driven by new origination, cross-sell and pricing actions

Fee income targets
Domestic, €MM

- New origination & digital + ~€65MM
  - Lending related ~40
  - Digital channels & payments ~25
- Pricing & bundle offers ~20
- Bancassurance & investments ~25
- Non-lending corporate fees ~15
- 2022 ~350

Core Income Growth

© National Bank of Greece
Targeted cost reduction mainly driven by staff cost improvements

**Opex evolution targets**
Group, €MM

<table>
<thead>
<tr>
<th>Year</th>
<th>Staff costs</th>
<th>LEPETE - Auxiliary fund</th>
<th>G&amp;A</th>
<th>D&amp;A</th>
<th>2022</th>
<th>Total reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>~110</td>
<td>~35</td>
<td>~50</td>
<td>~1</td>
<td>~800</td>
<td>~45%</td>
</tr>
<tr>
<td></td>
<td>~926</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>17%</td>
</tr>
</tbody>
</table>

1. Excluding restructuring costs | 2. 2018 Pro forma (Pangaea deconsolidated and adjusted for IFRS 16 implementation) | 3. Excluding LEPETE

**Capex**
Group, €MM

<table>
<thead>
<tr>
<th>Year</th>
<th>Capex related to transformation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>~100</td>
</tr>
<tr>
<td>Cumulative 2019-2022</td>
<td>~460</td>
</tr>
</tbody>
</table>

>40% Capex related to transformation

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Substantial efficiencies across the bank, combined with a targeted renewal of the workforce

Key actions

- **New hires**: focused hiring plan until 2022 to support revenue growth and transformation needs

- **Excess capacity due to network and HQ restructuring**: downsizing of branch network footprint, discontinuation of discretionary activities at the Head Office and potential outsourcing

- **Transaction migration to digital**: migration of transactions to digital, reducing capacity requirements

- **Process redesign & organisational simplification**: cross-functional processes (e.g., optimisation of retail/corporate lending and retail restructuring), de-layering and simplification of the organisational structure

### Headcount evolution targets

<table>
<thead>
<tr>
<th>Year</th>
<th>New hires</th>
<th>Excess capacity due to network and HQ restructuring</th>
<th>Transaction migration to digital</th>
<th>Process redesign &amp; organisational simplification</th>
<th>Target headcount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>~8,500</td>
<td>350-450</td>
<td>800-900</td>
<td>800-1,000</td>
<td>~7,150</td>
</tr>
<tr>
<td></td>
<td>800-900</td>
<td></td>
<td>300-450</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Excess capacity due to network and HQ restructuring: downsizing of branch network footprint, discontinuation of discretionary activities at the Head Office and potential outsourcing.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Transaction migration to digital: migration of transactions to digital, reducing capacity requirements.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Process redesign &amp; organisational simplification: cross-functional processes (e.g., optimisation of retail/corporate lending and retail restructuring), de-layering and simplification of the organisational structure.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Attractive and socially responsible new VES to incentivize exits

Main pillars of the new VES

Monetary compensation
- Incentives based on age and tenure
- Cash add-ons and top-ups to provide “bridge-to-pension” for older employees
- Children support bonus

Health insurance
- Provision of health insurance (for 15 years after exit)
- Coverage extended to all family members

Additional support
- Maintenance of mortgage terms
- Financial management and family business development support towards retirement

VES payback period: ~2.1 years
Sustainable savings through tight cost control and stronger procurement processes

Key priority areas
(Non exhaustive)

• **Legal, and other professional services:** review major contracts and manage demand

• **Real estate:** optimise space utilization, rents and maintenance costs

• **Insourced personnel:** review large insourced personnel contracts

• **Information Technology (IT):** Renegotiate IT support with selected providers

• **Personnel related costs:** review benefit policies

---

Actions

- Enhance spending monitoring and enforce controls
- Challenge demand and spending from BUs
- Identify saving opportunities through cost-benefit analyses
- Centralise sourcing for >80% of spending
- Standardise sourcing strategy, increase use of competitive tenders on large contracts
- Install strict purchasing policies
Relatively low cost of risk throughout the clean-up due to high cash coverage

Cost of risk evolution targets
Group, bps

- High loss budget until 2022 due to NPE clean-up
- Run rate cost of risk of 50-60bps expected after 2022

Cumulative provisions
Group, €BN

1. Including loss budget
Aiming for robust capital generation throughout the transformation period

### Capital evolution targets

**Group, %**

<table>
<thead>
<tr>
<th>Total capital</th>
<th>16.2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organic</strong></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>16.1</td>
</tr>
<tr>
<td>Cumulative PAT</td>
<td>~3.2</td>
</tr>
<tr>
<td>RWAs expansion(^1)</td>
<td>~2.1</td>
</tr>
<tr>
<td>Subsidiaries disposals</td>
<td>~2.2</td>
</tr>
<tr>
<td>IFRS9 transitional adjustment</td>
<td>~2.1</td>
</tr>
<tr>
<td>Basel IV</td>
<td>~0.8</td>
</tr>
<tr>
<td>DTC amortisation</td>
<td>~1.4</td>
</tr>
<tr>
<td>2022</td>
<td>~15.0</td>
</tr>
</tbody>
</table>

**CET1**

- ~15.0 CET1 min 11.0%
- Including ~e0.8BN TIER II outstanding
- OCR min 14.5%

1. Standardised adoption impact is expected to be fully offset as net NPEs are eliminated.

- Planned divestments of Romania, Cyprus, Egypt in 2019 and Ethniki Insurance by 2020
- Aiming for robust capital generation throughout the transformation period
- Including ~e0.8BN TIER II outstanding
- OCR min 14.5%
## Delivering value for shareholders

### Profitability

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2022 targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Interest Margin</td>
<td>290bps</td>
<td>~ 300bps</td>
</tr>
<tr>
<td>Fees / Total Assets</td>
<td>43bps</td>
<td>~ 60bps</td>
</tr>
<tr>
<td>Cost : Income¹</td>
<td>75%</td>
<td>~ 45%</td>
</tr>
<tr>
<td>Cost of Risk</td>
<td>113bps²</td>
<td>~ 80bps³</td>
</tr>
<tr>
<td>ROE</td>
<td>&lt;0%</td>
<td>~11%</td>
</tr>
</tbody>
</table>

### Asset Quality, Capital & Liquidity

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2022 targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>NPE Coverage⁴</td>
<td>55.1%</td>
<td>&gt;50%</td>
</tr>
<tr>
<td>NPE Ratio</td>
<td>41.0%</td>
<td>~ 5%</td>
</tr>
<tr>
<td>NPEs Gross</td>
<td>€16.3BN</td>
<td>~ €1.7BN</td>
</tr>
<tr>
<td>PE Loans</td>
<td>€23.3BN</td>
<td>~€30BN</td>
</tr>
<tr>
<td>CET1 ratio / Total capital ratio</td>
<td>16.1% / 16.2%</td>
<td>~15.0% / ~17.0%</td>
</tr>
</tbody>
</table>

Note: Group figures
# AGENDA

<table>
<thead>
<tr>
<th>Section</th>
<th>Presenter/Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>Costas Michaelides</td>
</tr>
<tr>
<td>Strategic objectives 2019–2022</td>
<td>Pavlos Mylonas</td>
</tr>
<tr>
<td>Financial targets</td>
<td>Christina Theofilidi</td>
</tr>
<tr>
<td>Clean-up the balance sheet</td>
<td>Fotini Ioannou</td>
</tr>
<tr>
<td>Boost revenue generation</td>
<td>Vassilis Karamouzis</td>
</tr>
<tr>
<td>Enablers: people, technology, processes</td>
<td>Evi Hatzioannou</td>
</tr>
<tr>
<td>Ethniki180: Transformation Program</td>
<td>Stratos Molyviatis</td>
</tr>
<tr>
<td>Q&amp;A</td>
<td>Ernestos Panayiotou</td>
</tr>
</tbody>
</table>
Organic and inorganic actions driving NPE targets below €2BN

NPE evolution targets\(^1\)
Bank, €BN

<table>
<thead>
<tr>
<th>2018 Group</th>
<th>Subsidiaries</th>
<th>2018 Bank</th>
<th>New defaults</th>
<th>Net curings &amp; recoveries</th>
<th>Debt forgiveness</th>
<th>Liquidations</th>
<th>Other write-offs</th>
<th>Sales</th>
<th>Securitisations</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.3</td>
<td>0.9</td>
<td>15.4</td>
<td>~1.0</td>
<td>~3.3</td>
<td>~2.0</td>
<td>~2.5</td>
<td>~0.5</td>
<td>~3.3</td>
<td>~3.3</td>
<td>~1.6</td>
</tr>
</tbody>
</table>

Outperformance of SSM targets by ~€1BN in 2016-2018

1. Gross NPEs

- **Frontloaded sales** of highly covered portfolios
- **Accelerated restructurings** capitalising on high cash coverage and a friendlier legal environment
- **Liquidations** as a signalling tool for non-cooperative and non-viable clients
- **Large securitisation** after restructuring attempts and front-loaded sales to address the most critical part of the NPE portfolio, balancing value and timing considerations
A powerful NPE management platform in place to deliver the NPE reduction

### NPE management operations

- **Retail Collections**
  - Retail NPEs
  - Retail Collections Strategy & Support
  - Retail Collections Operations

- **Special Assets Unit (SAU)**
  - Corporate NPEs
  - Front-office Operations (Large Corp, SMEs, SBL, Shipping)
  - Task Force (Investment Bank team, Denounced Task Force)

- **Group Real Estate**
  - RE assets
  - REO & Property Management
  - Asset Valuation
  - Technical Services
  - Special Projects & RE advisory

### Headcount

<table>
<thead>
<tr>
<th></th>
<th>Internal</th>
<th>External</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delinquent Retail underwriting</td>
<td>~500</td>
<td>~700</td>
<td>~1,200</td>
</tr>
<tr>
<td>Retail Collections Strategy &amp; Support</td>
<td>~220</td>
<td>~50</td>
<td>~270</td>
</tr>
<tr>
<td>Retail Collections Operations</td>
<td>~160</td>
<td>~80</td>
<td>~240</td>
</tr>
</tbody>
</table>

### Highlights

- Control over the entire NPE management lifecycle
- Well-staffed operations, with experienced and trained personnel
- Flexibility ensured by outsourcing of non-core activities
- Task force teams to perform large transactions and resolve complex restructuring / denouncement cases

---

1. Does not include supporting shared services | 2. Includes insourced personnel | 3. Does not include internal lawyers and technical experts working on SAU NPE cases

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NPE reduction strategy designed to maximise portfolio value

### NPE targets, Bank solo, €BN

<table>
<thead>
<tr>
<th>Category</th>
<th>2018</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mortgages</td>
<td>7.0</td>
<td>~1.0</td>
</tr>
<tr>
<td>Consumer</td>
<td>1.4</td>
<td>~0.1</td>
</tr>
<tr>
<td>SBL</td>
<td>1.9</td>
<td>~0.1</td>
</tr>
<tr>
<td>SME</td>
<td>2.1</td>
<td>~0.1</td>
</tr>
<tr>
<td>Large Corporates &amp; Shipping</td>
<td>2.8</td>
<td>~0.3</td>
</tr>
</tbody>
</table>

**A.** Successful restructuring

- Mortgages: ~3.2
- Consumer: ~0.3
- SBL: ~0.4
- SME: ~0.4
- Large Corporates & Shipping: ~1.1

**B.** Liquidations

- Mortgages: ~0.9
- Consumer: ~0.3
- SBL: ~0.5
- SME: ~0.5
- Large Corporates & Shipping: ~0.8

**C.** Sales / Securitisations

- Mortgages: ~2.6
- Consumer: ~1.1
- SBL: ~1.2
- SME: ~1.1
- Large Corporates & Shipping: ~0.5

### Notes

- Bank level figures
- Excludes other write-offs (not linked to actions): €0.1BN in SBL, €0.1BN in SME, €0.3BN in Large Corp. & Shipping
- Includes net recoveries, net curings and debt forgiveness

### Actions

- **Restructuring** of retail exposures involving deep **debt forgiveness** supported by provision stock and new legal framework
- **Long term restructurings** as core reduction lever for Large Corporates and Shipping clients
  - Cooperation with other banks on multi-bank exposures via NPL forum (Large Corporates) and Solar (SMEs)
- **Liquidations** used as a **signalling tool** for non-cooperative / non-viable debtors
- **Front-loaded sales** as core reduction lever for Consumer, SBL & SME
  - Large **mortgage securitisation** in 2021-22
A More affordable restructuring solutions to support curing of mortgages

New restructuring solution: split & settle

**Highlights**
- Newly implemented restructuring solution – most generous in the market
- Provides higher debt forgiveness compared to previous products, covered by provisions stock

**Advantages**
- ✓ More sustainable:
  - More affordable instalment
  - Greater LTV haircut to <100%
- ✓ Simpler for clients to understand and for branches to implement

**Targets**
- ~€0.8BN of restructuring in 2019 and ~€1BN in 2020

**Illustrative example**

<table>
<thead>
<tr>
<th>Collateral</th>
<th>Outstanding amount</th>
<th>Debt forgiveness</th>
<th>Instalment (before state subsidy)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collateralized</td>
<td>Current: €100k</td>
<td>Post-restructuring: €88k</td>
<td>~€400</td>
</tr>
<tr>
<td></td>
<td>Pre-restructuring: €0k</td>
<td>80%</td>
<td>37%</td>
</tr>
<tr>
<td>Unsecured</td>
<td>Current: €40k</td>
<td>Post-restructuring: €52k</td>
<td>€637</td>
</tr>
<tr>
<td></td>
<td>Pre-restructuring: €0k</td>
<td>20%</td>
<td>37%</td>
</tr>
</tbody>
</table>

**Mortgage pre-restructuring:**
- Exposure: €140k
- Collateral: €100k

**Term:** 25yrs

CLEAN-UP THE BALANCE SHEET
Supportive legal environment and specialised support from the branch network

Creditor friendly legal framework

✓ Legal framework improvements support NPE resolution
  – Tighter eligibility criteria for law protection limiting NBG eligible pool to ~€2.2BN
  – Framework supported by possible state subsidies

✓ The new framework provides several key advantages
  – Ability to progress quickly to auction for re-defaulting clients
  – More generous restructuring offers to induce withdrawals from personal bankruptcy law (L. 3869/10)
  – Earlier auctions for non-eligible applicants
  – Faster court process due to better court staffing

Subsidy from state
Based on a family with 2 children

<table>
<thead>
<tr>
<th>Annual income</th>
<th>&lt;€15,550</th>
<th>€15,550 - €31,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subsidy on monthly instalment</td>
<td>40–50%</td>
<td>20–30%</td>
</tr>
</tbody>
</table>

Specialised support from the branch network

✓ Stronger support on NPE reduction through:
  – ~40 specialized NPL Hubs
  – ~230 dedicated officers

✓ More effective collections enabled by:
  – Web-based negotiation tool
  – Automated approval and RPA applied to application process
  – Improved performance management and incentivisation scheme for external parties

NPEs under hubs management >€8BN

- NPE
- FNPE
- FPE

Supportive legal environment and specialised support from the branch network

CLEAN-UP THE BALANCE SHEET

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### NPL Forum and Solar supporting interbank collaboration on Corporate & SME

#### NPL Forum

- **Interbank cooperation** to manage and resolve large corporate cases in a more efficient manner
- In-scope portfolio selected based on materiality and common interest
- NPL Forum activities expected to account for more than half of long term restructurings in 2019–2021

#### Project Solar

- Recovery plans and real estate valuations performed for majority of debtors
- >25 debtors have already agreed restructuring proposal
- Potential to increase servicing perimeter to other portfolios
- Once collection history is established a portfolio securitisation could be pursued

#### NBG Exposure

<table>
<thead>
<tr>
<th>Total cases #2</th>
<th>Total Exposure²</th>
<th>NBG Exposure</th>
</tr>
</thead>
<tbody>
<tr>
<td>~300</td>
<td>~€1.8BN</td>
<td>~€0.35BN</td>
</tr>
</tbody>
</table>

Liquidations used for non-cooperative debtors and for signalling

Liquidations to reduce NPE stock

NPE reduction targets
Bank, €BN

2018 | 2019 | 2020 | 2021 | 2022
--- | --- | --- | --- | ---
~0.3 | ~0.5 | ~0.6 | ~0.7 | ~0.5

- Leverage **liquidations as a credible threat** to push clients towards restructuring
- **Minimise time from denouncement to liquidation** speeding-up internal procedures

Dedicated REO unit to manage onboarded properties

- Organisational structure and team with **RE management skillset** in place
- Fully operational **REO Platform**, from onboarding to commercialisation
- **Online portal** for commercialisation up and running
- Minimise gap from acquisition to onboarding
- **In progress**
- Develop full workflow capabilities

~€0.6BN REO sales targeted in 2019-2022
NPE sales in 2019 followed by securitisations in 2020-2022

**NPE cash coverage**

<table>
<thead>
<tr>
<th>2018YE, %</th>
<th>NPE ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mortgages</td>
<td>45%</td>
</tr>
<tr>
<td>Consumer</td>
<td>89%</td>
</tr>
<tr>
<td>SBL</td>
<td>66%</td>
</tr>
<tr>
<td>Corporate</td>
<td>32%</td>
</tr>
</tbody>
</table>

**Targeted sales and securitisations**

<table>
<thead>
<tr>
<th></th>
<th>Symbol</th>
<th>Mirror</th>
<th>Secured Corporate</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 2019</td>
<td></td>
<td>~750</td>
<td></td>
</tr>
<tr>
<td>H2 2019</td>
<td>~450</td>
<td>~200</td>
<td>~300</td>
</tr>
<tr>
<td>2020 -22</td>
<td>~300</td>
<td>~50</td>
<td>~100</td>
</tr>
</tbody>
</table>

**Note**: Bank level figures

1. Total provisions coverage | 2. Approximate figures based on current perimeter assessment
Targeted NPE reduction achieved without dilution for shareholders

NPE stock evolution targets
Group, €BN

- **NPE ratio %**
  - 41%
  - ~5%

- **Net NPEs**
  - 16.3
  - 7.3

- **Stage3 provisions**
  - 9.0
  - ~0.9

2018 | 2022
---|---
16.3 | 16.3
7.3 | 7.3
9.0 | 9.0
-14.7 | -14.7


Capital evolution targets
Group, %

- **Total Capital**
  - 2018: 16.2%
  - 2020: ~16.5%
  - 2022: ~17.0%

- **CET1**
  - 2018: 16.1%
  - 2020: ~15.5%
  - 2022: ~15.0%

NPE reduction coverage
Group, €BN

- **NPE reduction target**
  - 2018: 14.7

- **Provisions**
  - 2018: 9.0
  - New: ~1.3

- **Related collateral**
  - 2018: 10.3
  - New: ~9.7

- **Total coverage**
  - ~20.0

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Investor Presentation – May 2019

CLEAN-UP THE BALANCE SHEET
## AGENDA

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<th>Section</th>
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</tr>
<tr>
<td>Ethniki180: Transformation Program</td>
<td></td>
</tr>
<tr>
<td>Q&amp;A</td>
<td></td>
</tr>
</tbody>
</table>
**NBG is a reference bank for Greek households**

**Large customer base**

- Greek bankable population: 8.3 M
- NBG active customers: 5.3 M

**Strong deposit base**

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>NBG deposits</td>
<td>~38</td>
<td>~42</td>
<td>+9%</td>
</tr>
<tr>
<td>Savings</td>
<td>~19</td>
<td>~19</td>
<td></td>
</tr>
<tr>
<td>Other (sight and time)</td>
<td>~20</td>
<td>~22</td>
<td></td>
</tr>
</tbody>
</table>

**Market share**

- 36%
- 19%

**Solid multichannel proposition**

- Extensive, nation-wide coverage
  - ~440 branches
  - ~1,475 ATMs
  - ~1,650 Pay spots

**Strong digital offering**

- #1 mobile app rating
- NBG 3.9
- Greek peers avg. 3.3

Sources: Android ratings as of March 2019, GooglePlay

1. Bank of Greece – statistics of monetary deposits as of Dec18
2. 2019Q1 branches excluding transaction centres & i-Stores, i.e. satellite units with limited commercial purpose
3. Payment facilities in collaboration with local businesses offering payment services
Clear market opportunities and untapped growth potential

Market opportunities to capture

Lending, investments and bancassurance expected to increase

<table>
<thead>
<tr>
<th>Private consumption</th>
<th>Financial assets of households</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greece, yoy % growth</td>
<td>%, 2016</td>
</tr>
<tr>
<td>Δ2014 2016 2018 2020 2022</td>
<td>Greek Southern Europe EU</td>
</tr>
</tbody>
</table>

Greece catching up in payments and digital penetration

<table>
<thead>
<tr>
<th>Card payments value / GDP</th>
<th>Internet banking use</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>% population</td>
</tr>
<tr>
<td>18 19 20 20</td>
<td>46 49 51 54</td>
</tr>
<tr>
<td>3 5 9 12</td>
<td>14 19 25 27</td>
</tr>
</tbody>
</table>

Sources: ELSTAT, AMECO & NBG estimates
Sources: OECD National Account Statistics

Sources: ECB Payment Statistics (countries involved include all members of the European Union)
1. % of active customers holding at least one product of the indicated type | 2. Includes transactions at ATMs | 3. Including Italy, Portugal, Spain, France

Untapped potential

Low product penetration¹, cross-selling can be improved

<table>
<thead>
<tr>
<th>NBG</th>
<th>European peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mortgages</td>
<td>4%</td>
</tr>
<tr>
<td>Consumer loans</td>
<td>10%</td>
</tr>
<tr>
<td>Credit cards</td>
<td>5%</td>
</tr>
<tr>
<td>Bancassurance</td>
<td>5%</td>
</tr>
</tbody>
</table>

Sources: NBG Retail (countries involved include Italy and Germany)

Digital touchpoint increase a key objective

Majority of customers not yet registered on digital

NBG customers registered on digital channels, %

NBG transactions by channel, %

- Registered
- Non registered
- 31% 25%
- Physical
- Electronic

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The transformation of our retail bank is based on three pillars

A. Deploy a customer centric model to drive revenue generation from our customer base

- Leverage analytics to understand customer needs, predict and drive front-office activity
- Strengthen the service model through RMs, tailoring to segments that drive value leveraging ‘myNBG’ CRM platform
- Tailor product offering: new fee-generating and lending products, faster delivery and revamp of loyalty scheme

B. Mobilise our network to deliver results

- Complete branch model transition: optimise footprint, standardise “look & feel” and tailor to segment needs
- Redesign our branch processes to achieve simplicity and improved customer experience
- Redeploy workforce towards customer facing activities, upgrade CRM tools and actively manage performance

C. Leverage digital to better serve our clients

- Migrate transactions from branches to digital channels
- Drive engagement through attractive day-to-day services
- Sell basic products and onboard new customers
A. Deploy a customer centric model to drive revenue generation from our customer base

Leverage analytics to understand customer needs, predict and drive front-office activity

- Upgrade data and analytics used for **modelling of customer needs** and **behaviours** (e.g. segmentation, churn, propensity)
- Deployment of a **Next Best Action engine** to drive front-office activity
- “**myNBG**” in-house CRM platform available in all channels enabling delivery

Strengthen the service model

- Dedicated RMs to service **value-generating customer segments** in the branches
- **Mass** segment needs addressed through **systematic targeted campaigns** based on behavioural models
- **myNBG platform** to facilitate targeting, sales and service capability
- Network activation team for **on-the-job training and support**

Tailor product offering

- **Automated credit** application to support purpose-based lending from partner merchants
- Redesigning **customer journeys** to enable faster time to money
- Revamp and modernization of **Go4More** loyalty program
- Introduction of **product bundles** to generate fees

### Premium and business customers per RM

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Customers</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>~280</td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>~200</td>
<td>-28%</td>
</tr>
</tbody>
</table>

### Cross – sell ratio

<table>
<thead>
<tr>
<th>Year</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>~3.0</td>
</tr>
<tr>
<td>2022</td>
<td>~3.7</td>
</tr>
</tbody>
</table>

1. Number of products per Retail client

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B. Mobilise our network to deliver results

- **Optimise footprint** to focus on areas with growth potential
- **Re-design and modernise branch topology** (size, layout, staffing)
- Branch layout to reflect strategy with self service areas for mass and RM service for premium and business segments

- **Introduce paperless processes** and expand usage of digital signature
- **Simplify and standardise** all activities to minimise operations
- **Transition** from an inconsistent experience to predictable, branded experience across all touchpoints

- Refocus **effort of network on sales and advisory**, supported by transaction migration and elimination of back office tasks
- **New CRM** platform with management tools for optimising capacity and effort i.e. **client meeting scheduling** module
- **Network activation team** to ensure alignment with targets and systematic performance management framework

---

**Branch network evolution targets**

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate&lt;br&gt;Full</td>
<td>485</td>
<td>460</td>
<td>~390</td>
</tr>
<tr>
<td>Retail</td>
<td>49%</td>
<td>48%</td>
<td>52%</td>
</tr>
</tbody>
</table>

**Reduction of time spent on low-value activities in the branch**

<table>
<thead>
<tr>
<th>Activity</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teller transactions</td>
<td>~30%</td>
</tr>
<tr>
<td>Branch support</td>
<td>~35%</td>
</tr>
<tr>
<td>Administrative</td>
<td>~45%</td>
</tr>
</tbody>
</table>

**Proactive daily customer meetings per RM**

<table>
<thead>
<tr>
<th>Year</th>
<th>Meetings per RM</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>~1.3</td>
</tr>
<tr>
<td>2022</td>
<td>~2.6 X2</td>
</tr>
</tbody>
</table>

1. Branches with Corporate RMs | 2. Branches with premium and corporate RMs
C. Leverage digital to better serve our clients

- **Migrate transaction**
  - Wide set of basic services available in a single app
  - Mobile first strategy
  - Enhanced card management features
  - ERP integration for SBs

- **Drive engagement**
  - Personalised notifications
  - Day-to-day spending support (PFM)
  - Instant payments
  - POS management for merchants
  - Business Finance Management for SBs and Professionals

- **Sell basic products**
  - Full digital onboarding
  - Digital signature
  - Digital sales of simple credit, investment and insurance products

**Mobile monthly active users**
- 8% in 2018, ~25% in 2022
- Growth rate: x3

**Mobile monthly connections per active user**
- 17 in 2018, ~20 in 2022
- Growth rate: +18%

**Products accessible on digital channels**
- 0 in 2018, ~10 in 2022

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Income growth targeted via cross-sell of lending and fee generating products

**Retail loan disbursements targets**
Bank, €MM

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mortgages</td>
<td>72</td>
<td>400</td>
</tr>
<tr>
<td>Consumer¹</td>
<td>177</td>
<td>450</td>
</tr>
<tr>
<td>Small Business</td>
<td>117</td>
<td>470</td>
</tr>
</tbody>
</table>

New origination spread avg. 2019 - 2022

- ~350bps
- ~1,200bps
- ~675bps

- **Overall loan disbursements to increase** significantly as we capture market growth
- Competitive position enhanced through **improved lending process** and selective **launch of new products**
- New production at **low risk levels** as internal controls and risk management capabilities are strengthened

**Retail fee income targets**
Bank, €MM

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fees / Net Loans</td>
<td>119</td>
<td>~190</td>
</tr>
</tbody>
</table>

- ~100bps
- ~170bps

- **Core retail fees growth** driven by payments, bancassurance and investments related fees
- **Gradually bridging fee-generation gap** with Southern European peers

1. Includes cards
# AGENDA

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<td>Ernestos Panayiotou</td>
</tr>
</tbody>
</table>
Leveraging NBG’s unique position, we have embarked on a transformation journey towards becoming the best Corporate Bank in the market

✓ Longest track-record in Greece
✓ Loyal client base
✓ Experienced personnel
✓ Full spectrum of products and services
✓ Strong brand name
✓ Portfolio in growth trajectory
✓ Young talent
✓ New Corporate & Investment Banking platform
Initiatives launched in 2017-18 have already delivered significant results

Key initiatives

Corporate Bank reorganisation
- Established a uniform **Corporate & Investment Banking platform**
- Reorganized the **Large Groups** structure, intensifying coverage
- Revamped our **Structured Finance unit**, covering the full spectrum of services
- Created a **mid-caps segment**, offering premium coverage for mid-sized companies
- Created a **Business Development unit**, enhancing business intelligence capabilities

Strategic focus
- Led the majority of **large structured finance** transactions (>€100MM), capturing sponsor-led investment activity
- Improved profitability by offering **niche product / service capabilities in large groups and mid-caps**
- **Increased penetration in SMEs for second consecutive year**, targeting export-oriented firms and domestic consolidators
- Expanded presence in **traditional mid-sized Greek shipping companies** segment

FY2018 results

- **Corporate loan disbursements**
  - yoy growth, %
  - +12%

- **New production rating**
  - 2018 production vs. stock
  - Improvement in avg. risk rating
  - ~70%

- **Corporate loan book**
  - yoy% growth
  - +7%

- **SME loan book**
  - yoy% growth
  - +12%

- **Corporate fees**
  - Accounting
  - yoy% growth
  - +4%

- **Corporate fees**
  - Cash basis
  - yoy% growth
  - +12%
Initiatives launched alongside favourable market conditions provide a solid foundation for growth

**Market business loans growth**
yoy delta, gross loans, €BN

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loans</td>
<td>-0.8</td>
<td>0.3</td>
<td>3.4</td>
<td>4.4</td>
<td>4.7</td>
<td>4.8</td>
</tr>
</tbody>
</table>

Source: Bank of Greece, NBG economic office analysis

**Import-export growth**
yoy growth, %

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Imports</td>
<td>7.4</td>
<td>6.9</td>
<td>2.9</td>
<td>4.7</td>
<td>3.8</td>
<td>2.9</td>
</tr>
<tr>
<td>Exports</td>
<td>6.9</td>
<td>2.9</td>
<td>4.7</td>
<td>5.3</td>
<td>4.6</td>
<td>3.3</td>
</tr>
</tbody>
</table>

Source: ELSTAT & Focus Economics Consensus forecasts

**Corporate market evolution drivers**

- **Broader recovery expected** for SMEs as domestic demand improves
- Growth in **International Trade activities** for businesses
- Significant sectoral growth potential in **infrastructure, energy, transportation & logistics, pharma** and **hospitality**

Source: NBG Economic Research

1. Including Small Businesses (legal entities) and NPEs; excluding shipping and adjusting for write-offs

Focus per segment

**Large groups**

- Maximise share of wallet and cross-sell focusing on profitability

**Structured finance**

- €2BN credit expansion pipeline identified for 2019-2022 with high degree of conversion expected

**Mid-caps**

- Selectively expand by offering **tailor-made solutions** and **premium coverage**

**SME**

- Tap into SME market growth

**Shipping**

- Grow in **mid-sized shipping companies** segment, taking advantage of the void left by international banks
Through our transformation journey we will focus more on how to maximise value for our clients and our shareholders

A. Value-driven client coverage
- Refocus corporate coverage teams from credit underwriting to sales
- Grow business with our product partners’ support
- Leverage business intelligence capabilities to effectively manage portfolio

B. Service excellence
- Reduce time-to-money through fast credit processes
- Offer premium services through corporate branches
- Enhance digital channels
A. Strengthen value-driven client coverage

- **Reduce RM administrative work load**, simplifying credit process and developing middle office capabilities
- **Re-define frontline team roles, shifting focus** from credit underwriting to relationship management
- **Provide advanced client planning tools** to enhance RM productivity

- **Strengthen dedicated product specialist teams** to effectively support client coverage
- **Set common targets and incentives** with RMs at product level per segment
- **Launch targeted product campaigns**

- **Capitalize on business intelligence toolkit** to effectively steer the business
- **Enhance and expand the use of EVA and pricing models** in commercial strategy
- **Embed advanced analytics capabilities** to optimise SME portfolio management

---

**RM time spent on client facing activities**

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>&lt;30%</td>
</tr>
<tr>
<td>2022</td>
<td>&gt;60%</td>
</tr>
</tbody>
</table>

**Cross-sell ratio¹**

<table>
<thead>
<tr>
<th>Year</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>3</td>
</tr>
<tr>
<td>2022</td>
<td>~5</td>
</tr>
</tbody>
</table>

**BI Toolkit**

- New Corporate CRM
- Referral platform
- New EVA and pricing tools
- Commissions platform
- Next best product and churn prediction models

¹ Number of products per Corporate client
B. Achieve service excellence

- **Streamline credit approval process** by reducing application burden, leveraging on available technology options
- **Centralise and automate** middle and back office activities
- **Corporate branch model** offering local service in areas with significant business presence
- **Offer premium services** through dedicated corporate teams across the country
- Introduce new online “self-service” functionalities
- **Migrate transaction volume** from physical to digital channels

**Fast track credit application**

<table>
<thead>
<tr>
<th>Perimeter</th>
<th>Reduction in process time</th>
</tr>
</thead>
<tbody>
<tr>
<td>~35% of cases</td>
<td>~30%</td>
</tr>
</tbody>
</table>

**Corporate network**

<table>
<thead>
<tr>
<th># of locations with dedicated personnel</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>~30%</td>
<td>5</td>
<td>~30</td>
</tr>
</tbody>
</table>

**New self-service functionalities**

- e-factor & invoicing
- e-trade
- Online legalisation
- Online revolving line usage
- API capabilities
Interest income expansion and fee growth targeted over 4 years

Corporate loan disbursements¹
Bank, €BN
PE gross interest income, €MM

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>~1.5</td>
<td>~2.6</td>
<td>~3.0</td>
<td></td>
</tr>
</tbody>
</table>

+~70%  
+15%

Corporate fee income targets
Bank, €MM

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>80</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>85</td>
<td></td>
</tr>
</tbody>
</table>

+50%

• **Structured Finance** pipeline and large deals in large groups will support credit expansion

• While significant contribution from higher margin/ recurring business in 2020-22 (SMEs, Midcaps) as corporate banking platform is enhanced

**1. Excluding revolving line roll-overs | 2. Including Investment banking, Import/ export, trade finance, cash management etc. | 3. Core lending fees include loans, guarantees; exclude factoring**

• **Core lending fee growth** driven by new origination and large structured finance deals

• **Ancillary fees growth** leveraging new coverage/ service model for corporate & SMEs, account planning tools and target-setting at RM level
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Our people: a priority for NBG and the core enabler of our transformation

### Current situation
- Outdated **HR management** model
- Hierarchical **organisation**
- Need to **embrace change**
- Need for a refreshed **employee value proposition** and a talent growth program

### Strategic priorities – what we are enabling
- **Efficiency**: Optimise resources and improve organisational efficiency
- **Alignment**: Align people to the objectives of the transformation and manage performance
- **Modernisation**: Enhance our people strategy and employee proposition

### Key actions

**A** Deploy a new people strategy
- Offer a new employee value proposition
- Identify and grow our talent
- Manage performance and incentives

**B** Redesign our organisation
- More efficient structure (“Right size”)
- More agile organisation (“Right shape”)
- Having the correct skills (“Right skills”)
- Mobilising our talent (“Right place”)
We are modernising and upgrading our people strategy

Modernise our employee value proposition
- A new **employee proposition** based on agreed key attributes: trustworthy, meritocratic and fair

Identify and grow our talent
- Launch a talent management program to **identify high performers**
- Deploy new **career paths and training programs** to develop our talent

Manage performance and incentives
- Develop a strong **performance management model** based on:
  - **Balanced scorecards** to measure specific targets
  - **Competency-based model** to measure behaviours
- **Link employee compensation model** with performance
We are delivering an efficient and flexible organisation

- **Right size**
  - Re-design a **leaner organisational structure** to achieve additional **structural efficiencies** (e.g. eliminating overlaps, centralising certain activities)

- **Right shape**
  - Bring additional **agility to the decision making process** through a more **flexible organisation** (e.g. increasing spans of control, reducing organisational layers)

- **Right skills**
  - Conduct a **skills gap assessment exercise** to identify the skills required in each unit to meet their strategic priorities

- **Right place**
  - Re-deploy employees across internal functions based on their talent and key priorities for each function
# AGENDA

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IT strategy is built around four pillars serving transformation objectives

**Digitise products and services**
- Focus on digital distribution channels
- Rich and simple customer interaction
- Integration with 3rd parties for a new market place creation

**Simplify, consolidate & strengthen IT landscape**
- Cost reduction through consolidation of assets
- Revamped architecture with smaller footprint
- Opportunities for outsourcing and cloud deployments
- Strengthened security

**Focus on core banking renewal**
- Streamline the back end engine
- Decrease Time-to-Market for new products & services
- Lower future TCO

**Introduce new technologies and innovate**
- Extended deployment of RPAs for back and front office
- Introduce AI & machine learning
- Self service management for business intelligence and analytics

**Enriched customer experience**

**Simplification**

**Data insight**

**Security and Regulatory Compliance**

TECHNOLOGY & PROCESSES

© National Bank of Greece
IT evolution milestones

**Transformation journey**

1. Renewed mobile/internet banking
2. New card management system
3. Enterprise data warehouse full deployment
4. Robotic process automation for back office

**Continuous evolution**

1. Enhanced branch and CRM platform
2. Omni-channel architecture for digital
3. Core banking renewal initiation
4. Fully deployed digital IT architecture

Total IT Capex related to transformation initiatives estimated at ~€170MM\(^1\), increasing **Capex dedicated to change** from ~30% to ~50% of total

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1. Capex up to 2023 including full Core Banking system renewal
Flexible delivery model to optimise costs over a 3-year period

Requirements from business evolution

1. Increased capacity requirements from transformation initiatives

2. Necessity to optimise cost of IT platform

Transition towards a flexible delivery model

<table>
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<tr>
<th>Application development</th>
<th>Current state</th>
<th>3yr target</th>
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<tr>
<td><strong>Infrastructure operations</strong></td>
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<tr>
<td>Cloud</td>
<td>NBG 95%</td>
<td>Cloud</td>
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<tr>
<td>External</td>
<td>NBG 5%</td>
<td>External</td>
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<tr>
<td><strong>Operations in-house/outsourced</strong></td>
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<tr>
<td>External</td>
<td>NBG 90%</td>
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10-15% productivity gain

~€5MM annual saving

~€15MM annual saving

Flexible delivery model to deliver ~€20MM total annual savings from 2020, reallocated to Transformation

1. Targeted annual cost savings achieved from 2020 onwards
## Process optimization under way changing how we work and serve our clients

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<th>Process</th>
<th>Actions</th>
<th>Targets</th>
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| Retail NPL restructuring | “Simplify the retail restructuring process”  
• Centralised and automated loan administration (RPAs)  
• New restructuring channels and tools | • Reduce process time by ~80%  
• Achieve >50% FTE efficiency gain on back office activities  
• Increase applications from alternative channels |
| Corporate lending | “Enable corporate growth”  
• Centralized loan administration  
• Digital corporate lending capabilities  
• Standardised credit approval documentation  
• Credit process automations (incl. workflow system) | • Reduce process time by ~20% for loan admin  
• Achieve ~45% FTE efficiency gain for loan admin |
| Retail lending    | “Improve customer experience”  
• Faster and simpler process from mortgage application to disbursement  
• Centralised and automated loan administration  
• Digital lending capabilities | • Reduce process time by ~50%  
• Achieve ~20% FTE efficiency gain |

Target is to deliver 250+ FTE efficiency gains (equivalent to €13MM+ p.a.) by 2021
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We have launched a unique transformation program that is focused on delivery

Clear program structure and governance
- 6 workstreams led by ExCo members
- 20+ initiatives and 100+ sub-initiatives all led by line managers
- Transformation Program Office with 20+ specialist managers

Broad engagement and transparency
- Initiatives developed bottom-up, with full involvement of the organisation
- 50+ managers going through leadership development program
- 500+ colleagues actively involved in delivery

Strong cadence and execution discipline
- Weekly CEO updates on priority topics
- Bi-weekly steering by Transformation Committee
- Monthly oversight by Board Strategy Committee
Our focus is on ensuring a disciplined and programmatic new way of working

**Seasons**

6-month periods with specific objectives; "Ceremony" at the end of each Season

**Objectives**

Objectives (KPIs and milestones by initiative) validated bottom-up

**Scoring**

“Score” for each initiative; transformation part of executives’ scorecards

**Enablers**

Full alignment with IT, HR and communications; cross-functional teams

The program is on track to deliver impact in the first months; ~90% of objectives for Season 2 are expected to be achieved
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