

Materiality Analysis

Eurobank has adopted and follows the guidelines of the Global Reporting Initiative (GRI) international organisation when preparing its Sustainability Reports. In this context, and with a view to responding to the expectations, concerns and requirements of its stakeholders, the Bank conducted again a Materiality Analysis exercise, so as to identify the major issues relating to its sustainable development. A special project team involving representatives from all relevant Bank Units was set up to conduct the Materiality Analysis. The team followed the GRI Materiality Analysis methodology, by identifying, prioritising and validating the material issues. The Materiality Analysis was conducted in early 2021.

The special project team in cooperation with representatives from Units that are in regular contact with stakeholders, prepared a questionnaire-based survey, including 18 material issues relating to economy, society, environment and corporate governance. Issues concerning the banking sector, the Greek economy and the contemporary social environment were taken into account when listing the material issues.

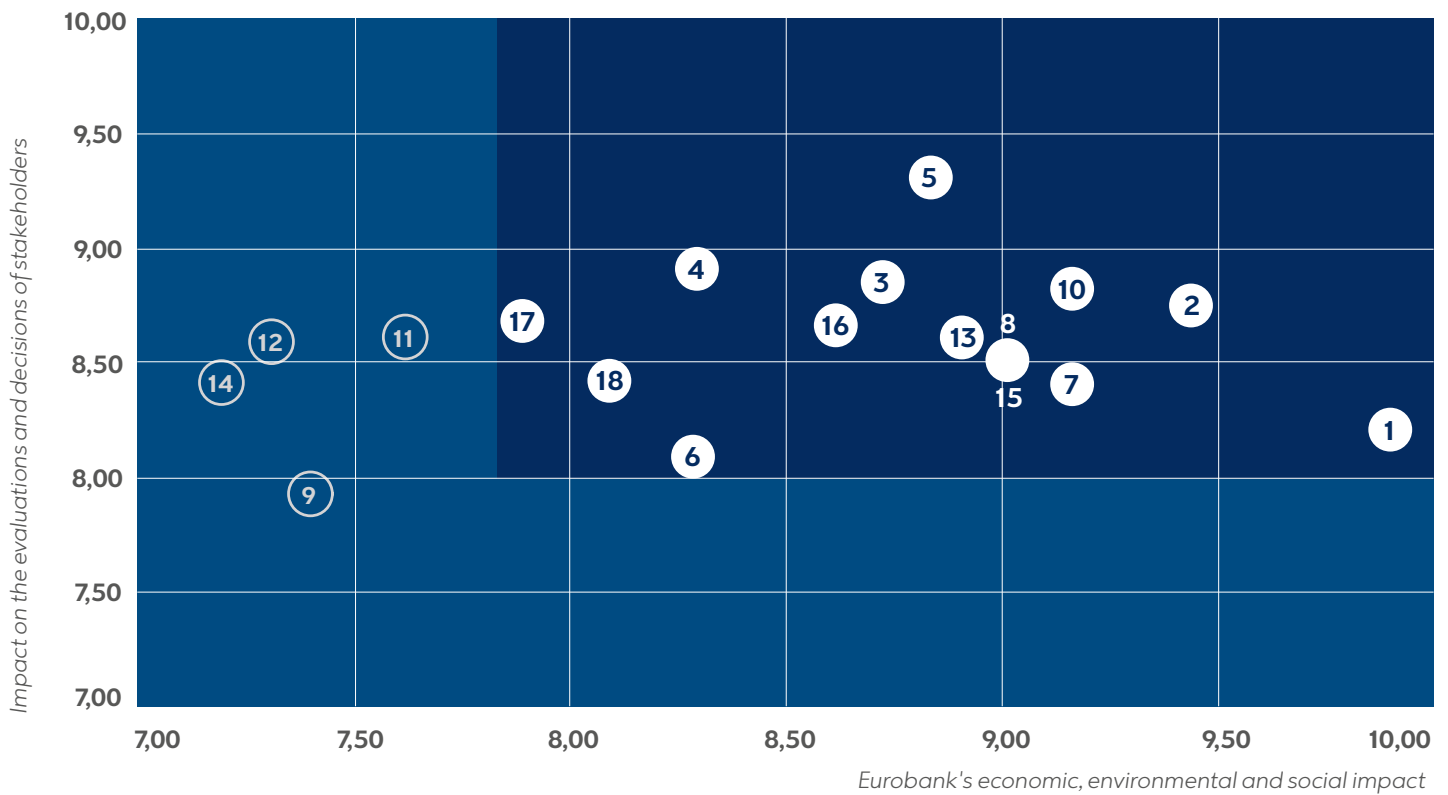
Nine (9) stakeholder groups were asked to prioritise the 18 material issues, based on their significance for each group and always in relation to Sustainable Development. An online platform featuring a standardised scale (from 1=not at all to 10=highly important) was used to collect 2,337 answers in total.

At the same time, the Eurobank Management was also asked to prioritise the issues. The survey results helped in carrying out a documented analysis of the material issues, but also in thoroughly understanding the expectations of the participating stakeholder groups. The project team then reviewed results and identified the most material issues, which are presented in the following Materiality Matrix.

In the Materiality Matrix, the vertical axis depicts how the stakeholders perceive the materiality of each issue and the horizontal axis depicts the view of the Eurobank Management on these issues. Through this process, and once the project team and the Management validated the issues, 14 issues emerged as the most material and these constitute the main growth pillars of this Annual Report 2020-Business & Sustainability.

The boundaries of these issues were then determined and aligned with the UN Sustainable Development Goals (SDGs).

Materiality Matrix



Issues under Review

- ① **Financial growth - performance**
- ② **Integration of new technologies-Digital Banking - Digital Transformation**
- ③ **Improvement of products & services**
- ④ **Responsible provision of information & customer service**
- ⑤ **Personal data protection**
- ⑥ **Investments, financing & products based on social and environmental criteria (ESG)**
- ⑦ **Corporate Governance & Risk Management**
- ⑧ **Regulatory Compliance & Business Ethics**
- ⑨ Sustainable supply
- ⑩ **Supporting & financing for the Greek economy**
- ⑪ Supporting startups & innovation
- ⑫ Education
- ⑬ **Actions & initiatives to manage Covid-19 pandemic impact**
- ⑭ Supporting the Greek society
- ⑮ **Attracting & developing human resources, and continuously improving the knowledge & skills of employees through modern training & development programmes**
- ⑯ **Safe & productive work environment by integrating new technologies**
- ⑰ **Access to financial services for all (financial inclusion)**
- ⑱ **Environmental footprint & climate change**

The 10 material issues that emerged from the Materiality Analysis exercise are in blue.

Material Issues

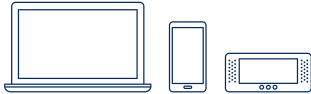
2
**Integration of new technologies -
 Digital Banking-
 Digital Transformation**



Eurobank KPIs

- Number/value of transactions via digital channels (internet, mobile apps)
- Number of users / new users of digital channels (internet, mobile apps)

- **Digital Literacy:**
 Use of digital options for social purposes.



- 2021 TARGET**
- To make the most of technology so as to digitise and streamline Bank operations, improving customer experience with faster and better quality services.
 - To expand the use of electronic and digital signatures to all consumer credit products and all customer service networks.
 - To use optical character recognition (OCR) technology for all business loan paperwork.
 - To integrate the e-KYC (Know Your Customer) service or OCR to abolish paperwork for identification of private customers.
 - To apply robotic process automation (RPA) technology to improve productivity.
 - To accelerate digital sales and offer digital sales via mobile.

5
Personal data protection

GRI 418-1

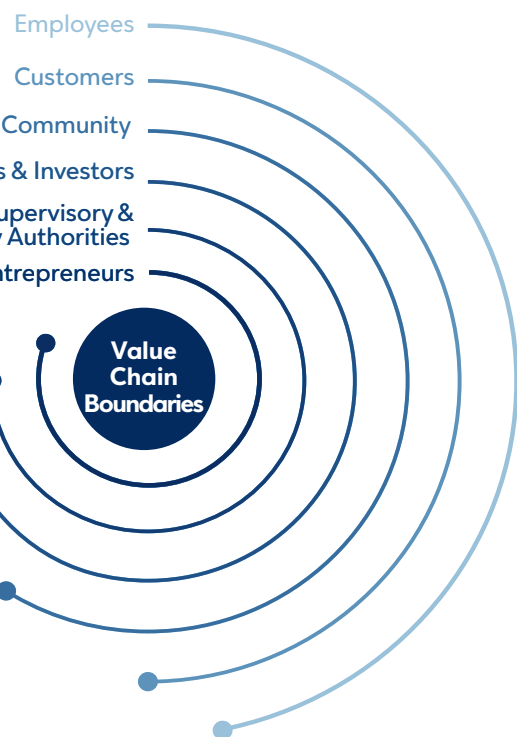


2020 TARGET

- ① To timely notify the Hellenic Data Protection Authority, in case of a personal data breach that is likely to result in a risk to the rights and freedoms of the persons concerned.
- ② To reply to customers, exercising their rights, within the time limit provided for in the General Data Protection Regulation (GDPR).
- ③ To maintain the ISO/IEC 27001:2013 certification for Information Security Management.

2020 PERFORMANCE

- ① The Bank was not required to disclose any incidents of personal data breaches to the Hellenic Data Protection Authority. Furthermore, there were no substantiated complaints about privacy violations and losses/leaks of customer personal data.
- ② The Bank received 275 requests from customers exercising their GDPR rights and has replied to all of them within the time limit provided for in GDPR.
- ③ The Bank renewed its certification according to the ISO/IEC 27001:2013 for Information Security Management.



2021 TARGET

- To timely notify the Hellenic Data Protection Authority, in case of a personal data breach that is likely to result in a risk to the rights and freedoms of the persons concerned.
- To reply to customers, exercising their rights, within the time limit provided for in the General Data Protection Regulation (GDPR).
- To renew its certification according to the ISO/IEC 27001:2013 for Information Security Management

1

Financial growth / performance

GRI 201-1


1 NO POVERTY



2 ZERO HUNGER



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



2020 TARGET

To develop and launch initiatives contributing to economic development. Furthermore, the organisational model will be adapted to the changes likely to result from changes in the organisational model of the Bank.

2020 PERFORMANCE

- Developed sectoral business ecosystems for small businesses, by entering into agreements with special companies that offer Bank customers the chance to access products and services at special/favourable terms or at a discount. Business ecosystems have been created for Tourism, Agriculture, Processing and Trade, while a Green Energy ecosystem is being developed.
- Digital Academy for Business: a digital channel encompassing knowledge, practices and insights for professionals and entrepreneurs, which provides information on ways to boost the competitiveness of businesses through their digital transformation.
- Increased lending and maintained the quality of the portfolio (15.2% credit growth).
- Reduction of cost of funding by 19%, through liquidity optimisation.
- Growth of Asset Management (portfolio doubled) and reinforced sales channels.
- Increase of market share of Eurobank Equities to 18%.
- Accelerated the internal and external digitisation programme.
- Reinforced the front-line teams through HR initiatives.

Value Chain Boundaries

Customers

Suppliers

Employees

Investment Analysts & Investors

Business Community

Government / Supervisory & Regulatory Authorities

2021 TARGET

- To support the digital transition of small business and add strategic partnerships in the area of technology, as part of the National Recovery and Resilience Fund.
- To focus especially on the energy efficiency upgrade of buildings, waste management and sustainable development for small businesses, through a special ecosystem underway for green energy.
- To increase lending and maintain the quality of the portfolio (6% credit growth).
- To improve the Return on Equity (ROE).
- To maintain the Cost to Income ratio.
- To reduce Risk-Weighted Assets (RWAs) via synthetic securitisations.

10

Supporting & financing for the Greek economy

2020 TARGET

- Targeted initiatives in important entrepreneurship pillars, aiming to support the Greek economy and help it grow.

2020 PERFORMANCE

- Special financing products, aiming to enhance the liquidity and growth of small businesses, help them become updated, boost their competitiveness and improve the quality of the products and services they offer:
 - Professional Equipment: €25 million and Business Premises: €27 million.
 - Leasing: €6 million.
 - Agricultural Sector: Farmer’s Card €3.5 million, Farming Equipment Financing €1.3 million.
 - Tourism: Hotel Business Credit premises financing €4.4 million, Equipment €720 thousand.
 - Infrastructure through the Cosme programme €1.6 million for Business Premises and €5 million for Professional Equipment.
- Participation in all the national and European programmes for small businesses, amounting to €698 million.
- Overall, financing and support for the Greek economy for small businesses amounted to €880 million.
- Significant market share in the largest private investments and ESG investments (e.g. Independent Power Transmission Operator SA (IPTO)).

GRI 203-1
FS 7

GRI 203-2
FS 8

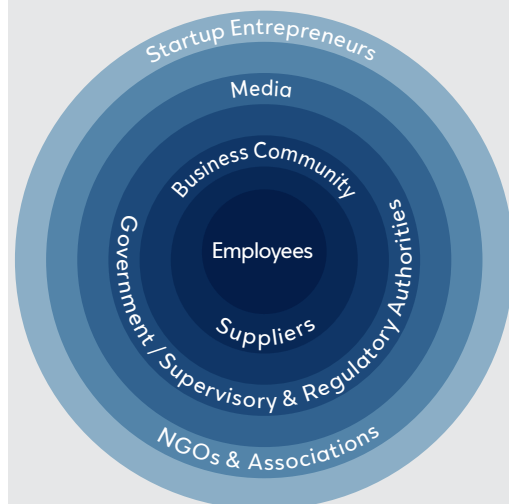
GRI 204-1



2021 TARGET

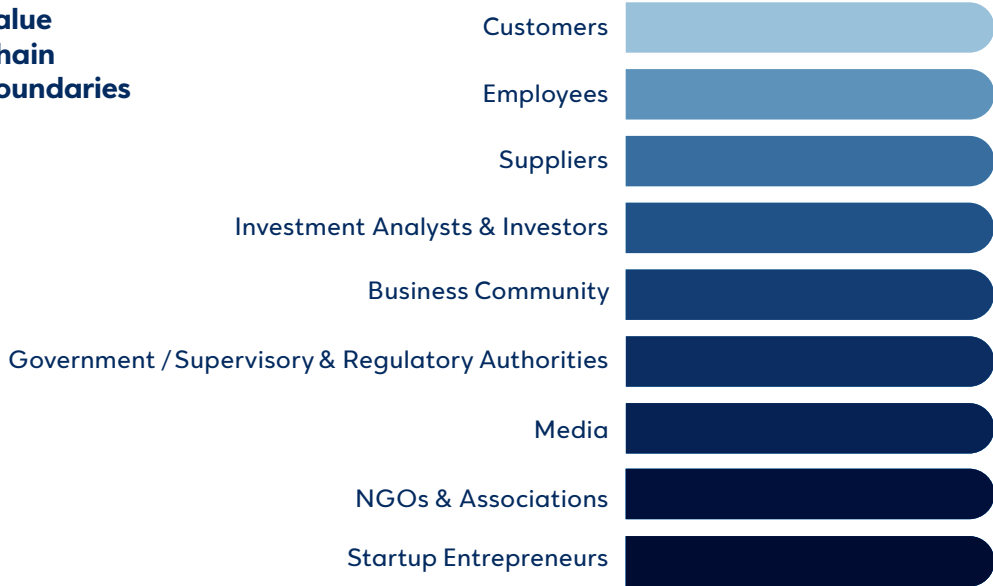
- To participate in new financing programmes for small businesses, focusing on the Tourism, Processing, Trade and Agricultural sectors, making the most of subsidised investment programmes via government initiatives (target €520 million).
- To introduce targeted initiatives to make the most of National Recovery and Resilience Fund and the Decarb initiative.
- To reinforce the ESG portfolio.
- To issue a Green Bond.

Value Chain Boundaries



13 Actions and initiatives to manage Covid-19 pandemic impact	GRI 403-1	GRI 403-2	GRI 403-4
	GRI 403-6	GRI 403-8	
	3 GOOD HEALTH AND WELL-BEING 	8 DECENT WORK AND ECONOMIC GROWTH 	

Value Chain Boundaries



- 2021 TARGET**
- To ensure the health and safety of employees.
 - To ensure the unhindered operation of the Bank (including IT systems, branches, etc.).
 - To support businesses from the impact of the lockdown by applying all the measures and announcements.
 - To support affected businesses through interim economic relief measures and programmes, in partnership with the State.
 - To continue the support programme for tourism businesses (€750 million).

15

Attracting & developing human resources, and continuously improving the knowledge & skills of employees through modern training & development programmes

**GRI 401-1 GRI 401-2 GRI 404-1 GRI 404-2
GRI 404-3 GRI 405-1 GRI 405-2**



2020 TARGET

- To implement a new employee onboarding experience.
- To design a friendly digital process for attracting and selecting both external and internal candidates.
- To support the internship programmes and participate in career initiatives and events for the young people.
- To continue and strengthen the remote working model.
- To systematically develop the technical skills of employees, focusing on certification of work- and role-based knowledge and expertise.
- To strengthen the leadership skills of the Bank Managers.
- To provide online interactive training on anti-money laundering (AML).
- To digitise the learning material using modern authoring tools, for direct and continuous accessibility (24/7) by all employees.

2020 PERFORMANCE

- The new employee onboarding experience programme has been successfully implemented.
- The design of the SAP SuccessFactors platform for attracting and selecting staff has been concluded and is in the process of being implemented, aiming to reinforce the simplicity in the digital experience of candidates.
- Around 80% of staff at the central units worked remotely at least once, while 60% of them were working remotely in a daily base.
- The number of internship programmes dropped due to Covid-19 conditions.
- A total of 959 employees participated in Bank of Greece certification programmes and 2,970 employees in programmes for Insurance and Reinsurance Products.
- A total of 843 employees participated in the new certification programme for Mortgage Credit and 68 officers in the branch network participated in the internal certification programme for Small Business Banking (Level I), conducted in partnership with the Hellenic Banking Institute.
- Over 77% of total training hours in programmes to meet the requirements of the employee job and/or as part of the regulatory requirements of institutional bodies (Bank of Greece).
- Online programmes on how to manage remote teams through work from home were designed and made available to Managers.
- The design of the new AML Digital Learning programme, in partnership with the International Compliance Association (ICA), has been concluded and 106 employees participated in the pilot implementation phase.
- 10 new training units were designed using modern authoring tools and were made available, fully meeting the need for flexible participation in the learning process during pandemic conditions.

Value Chain Boundaries



2021 TARGET

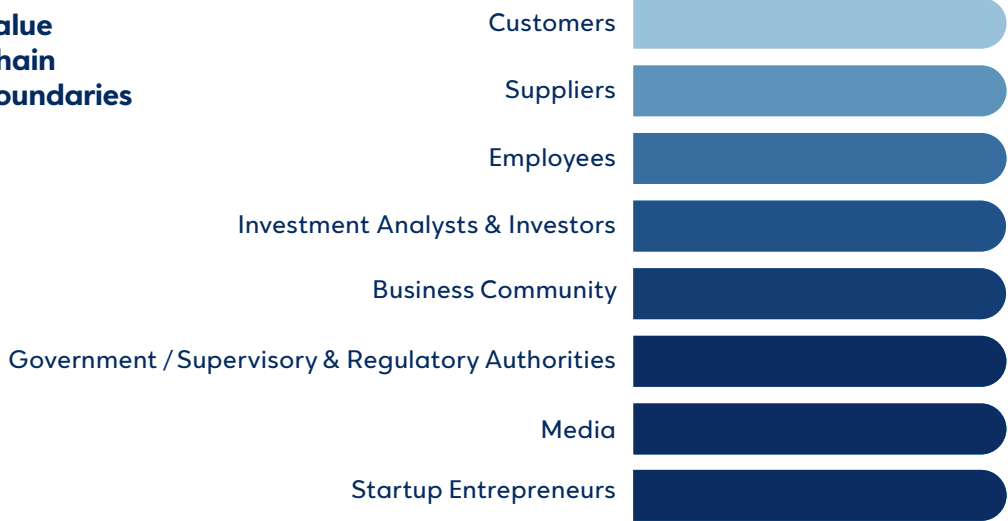
- To design and implement a Talent Management Programme.
- To design a hybrid concept working model environment.
- To design and implement a new programme for attracting and selecting mid-professionals.
- To provide modern and up to date learning opportunities.
- To upgrade the digital skills of employees, so they may support the Group's digital strategy.
- To upgrade the skills of Managers, so they may manage their employees remotely based on the new hybrid work model.
- To design and make available learning initiatives to raise awareness among employees on Cybersecurity, Health & Safety, Shaping a Healthy Relationship with Technology, and Managing Digital Tools.

8
Regulatory Compliance & Business Ethics

GRI 205-2 GRI 205-3



Value Chain Boundaries



2021 TARGET

- To distribute and provide information about the Code of Conduct and Ethics and on any of its complementary policies (Policy for Reporting Unethical Conduct, Anti-Bribery and Corruption Policy, Conflict of Interest Policy, etc.) to the 100% of the staff, including the Board of Directors, as well as any individuals who offer advisory services or are employed based on fixed-term or project employment agreements.
- To ensure that at least 65% of the Group Compliance General Division (GCGD) staff members hold professional certifications on issues regarding money laundering and terrorist financing, compliance, operational risk and related topics.
- To include within the GCGD’s scope of activities the monitoring of actions carried out by the Bank in the context of adoption and harmonization with the regulatory framework on environmental, social and corporate governance practices..
- To provide training seminars on the Code of Conduct and Ethics and its complementary policies to at least 90% of the Bank employees and executives by 2024.
- To update the Group’s Compliance Policy.

3

Improvement of products & services

Eurobank KPIs

- Simplification and optimisation of processes for products and services offered.

2020 TARGET

- ① To further rationalise the product list and streamline the processes.
- ② To digitise and streamline operations.

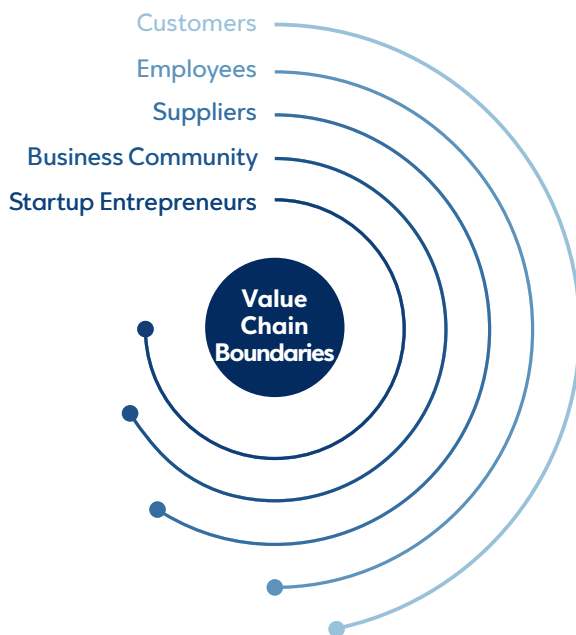


2020 PERFORMANCE

- ① The Bank saved resources both in terms of work hours and operating costs by using simpler and faster processes. As a result, the customer satisfaction rate increased by 34%, due to the improved experience during their transactions with the Bank.
- ② It used technology to digitise and automate banking operations, improving customer experience with faster and better services.

2021 TARGET

- To accelerate resource saving in terms of work hours and operating costs, by using simpler and faster processes. As a result, the customer satisfaction rate will increase, due to the improved experience during their transactions with the Bank.
- To make the most of the high digital readiness of the Bank by continuously upgrading the range of digital products and services available through all alternative digital channels, and encouraging customers to use them in order to improve and accelerate processes and cut down on movements.



7

Corporate Governance & Risk Management

GRI 102-17 GRI 102-19 GRI 102-20 GRI 102-21
GRI 102-22 GRI 102-23 GRI 102-24 GRI 102-28
GRI 102-30 GRI 102-32 GRI 102-33 GRI 102-35
GRI 102-36 GRI 102-37 GRI 102-38 GRI 102-39

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

2020 PERFORMANCE

2020 TARGET

The corporate governance rules applied at Group level to be further enhanced and adapted to the best international practices.

①

Continuous monitoring of legislative regulatory developments in Greece and Europe, ensuring their timely implementation by properly adjusting the internal corporate governance processes

2021 TARGET

- To establish a strong risk management culture through ongoing educational programmes/actions.
- To pay increased attention to climate and environmental risk, and enrich the corresponding credit processes.
- To enhance and improve the risk management methods, by further streamlining approval processes through the use of new technology (digitisation).
- The corporate governance rules applied at Group level to be further enhanced and adapted to the best international practices.

②

Systematic monitoring and implementation of best international practices in corporate governance, taking into account the ever-changing and dynamic operational environment with regard to the way the Board of Directors of Eurobank Holdings and Eurobank operates and is evaluated, and ensuring the effective performance of their duties, as reflected in the annual evaluation of its structure, size, composition and performance.

Value Chain Boundaries

||
||
||
||
||
||
||
||
||

③

Further improvement of the mechanism monitoring the Board Committees of banking subsidiaries at parent company level, in line with the Group's Corporate Governance standards.

④

Systematic evaluation of new Board Members in the Group subsidiaries, in line with the Group's corporate governance standards.

⑤

Updating of Board Members or Board Candidates of the Group companies on how their personal data is processed by them.

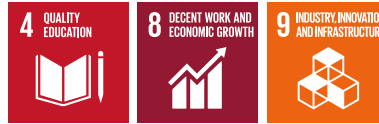
⑥

Further enhancement of female representation in the Eurobank Holdings and Eurobank Board of Directors to 31%.

16

Safe & productive work environment by integrating new technologies

GRI 403-1 GRI 403-4 GRI 403-8

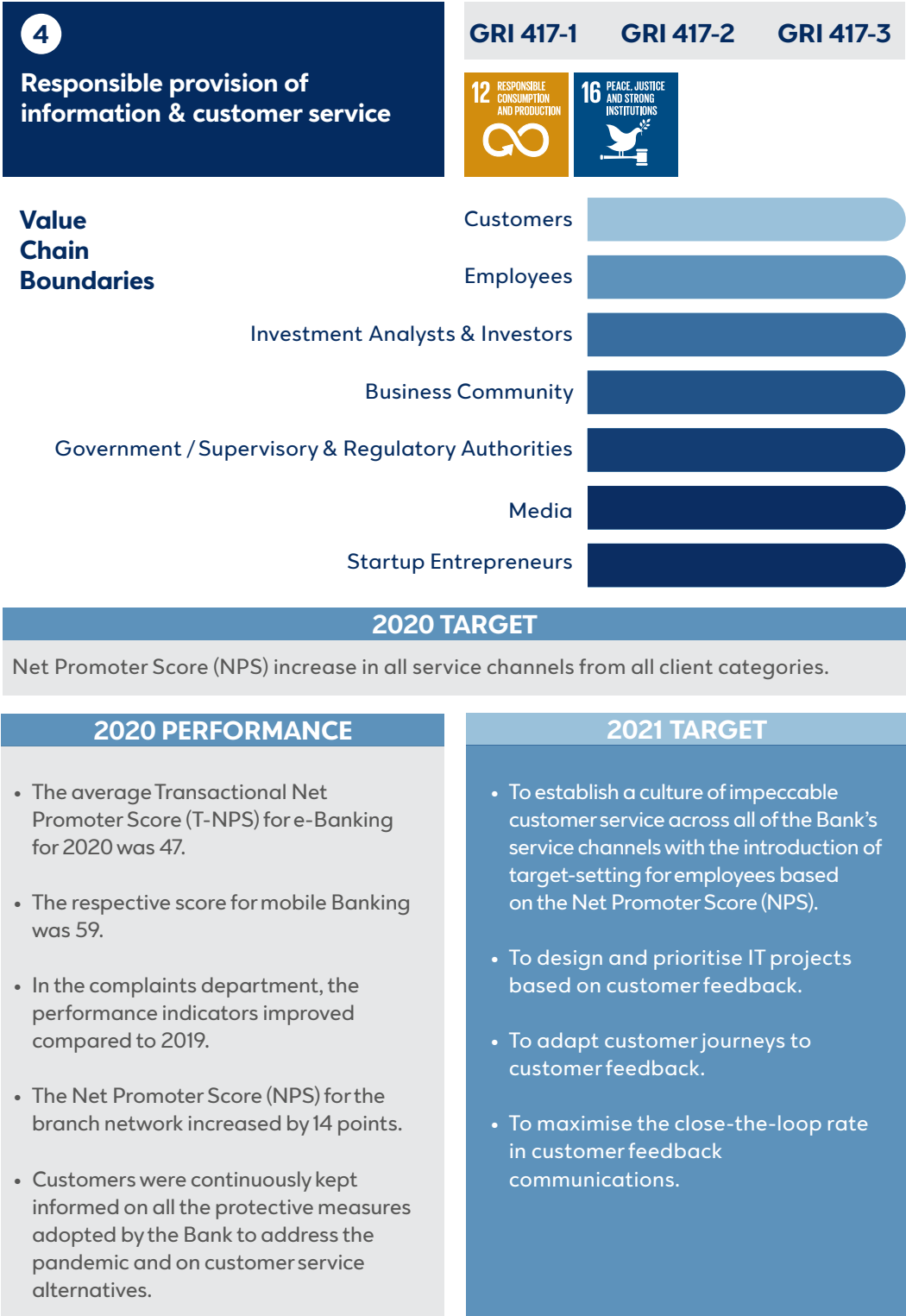


Value Chain Boundaries



2021 TARGET

- To make the most of the SAP SuccessFactors HR platform as the one point of reference for daily managing, updating and reporting the staff’s work status (work from home, physical presence, special leave), in line with the needs of each unit and the Bank in general during pandemic conditions, aiming to secure a safe work environment and continue operations unimpeded.
- To provide employees with direct and easy access to the SAP SuccessFactors platform (24/7 from any smart device), so they may enter and manage self-service processes (leave requests, change in personal details, issuing of movement permits).
- To use digital collaboration tools to enhance cooperation between employees by using modern interactive media (e.g. MS Teams, Jabber, etc.).
- To upgrade the skills of Managers, so they may manage their employees remotely based on a new hybrid work model.
- To upgrade the digital skills of employees, so they may support the Group’s digital strategy.
- To design and make available learning initiatives to raise awareness among staff on Health & Safety, on becoming familiar with and managing digital collaboration tools, and on cybersecurity.



17
Access to financial services for all (financial inclusion)

FS 7 FS 13 FS 14



Value Chain Boundaries

Customers
Suppliers
Investment Analysts & Investors
Business Community
Government / Supervisory & Regulatory Authorities
NGOs & Associations
Startup Entrepreneurs

2021 TARGET

- To continue the timeless cooperation with the EIB to address youth unemployment and support female entrepreneurship through a €500 million programme.
- To launch actions at physical and digital channels, as well as through the Bank's website (www.eurobank.gr) to address accessibility issues.

18

Environmental footprint & climate change

GRI 301-1 GRI 302 -1 GRI 302-2 GRI 302-3
GRI 302-4 GRI 305-1 GRI 305-2 GRI 305-3
GRI 305-4 GRI 305-5



2020 TARGET

- To reduce energy consumption.
- To keep paper supply at low levels.
- To recycle 100% of empty toner cartridges.
- To recycle 100% of lamps/batteries.
- To recycle 100% of electrical and electronic equipment waste.
- To reduce greenhouse gas emissions compared to the base year (2014).

2020 PERFORMANCE

- Paperless Branch: 30% reduction in the use of paper at branches.
- Paper reduction across the Bank:
 - (i) 25% reduction in statements sent by post.
 - (ii) Reduction in internal printouts.
- Electricity: 43,674 MWh, -7.79% compared to 2019, -34.38% compared to 2014.
- Paper supply: 247,188 kg, -27.97% compared to 2019, -56.95% compared to 2014.
- The target of recycling 100% of empty toner cartridges was achieved.
- The target of recycling 100% of lamps/batteries was achieved.
- The target of recycling 100% of electrical and electronic equipment waste was achieved.
- Total greenhouse gas emissions: 15,684.14 tCO₂e, -9.72% compared to 2019, -67.86% compared to 2014.
- Certified buildings (LEED, BREEAM): 19

Value Chain Boundaries



2021 TARGET

- To further digitise internal processes.
- To institute the Paperless Branch with further reduction of paper consumption within the Bank.
- To expand the use of e-Statements.
- To reduce energy consumption by 5% compared to 2020.
- To keep paper supply at low levels: 225,000 kg.
- To recycle 100% of empty toner cartridges.
- To recycle 100% of lamps/batteries
- To recycle 100% of electrical and electronic equipment waste.
- To reduce greenhouse gas emissions by 5% compared to 2020.
- To certify one building according to LEED (Leadership in Energy and Environmental Design), BREEAM (Building Research Establishment Environmental Assessment Method).

6

Investments, financing & products based on social and environmental criteria (ESG)

FS 8



2021 TARGET

- To integrate ESG criteria in the decision-making process for the investment portfolio.
- To create a Green Bond Framework with the purpose of using the bond proceeds to finance green projects.
- To provide financing for initiatives in the area of renewable energy sources (RES), sustainable infrastructure and environmentally-friendly solutions.
- To enhance existing – and develop new – green practices and functionalities in the Bank’s products, aiming to minimise the ecological footprint and reduce the use of paper.
- To finance investments in clean energy and other environmentally-friendly energy sources.
- To have the Bank actively contribute to the G16 commitment of the Mastercard Priceless Planet Coalition initiative.
- To finance startups and new businesses.
- To improve the penetration of social and green lending products.
- To enhance the range of green and sustainable linked loans, offering incentives for sustainable choices.
- To make available an additional €6 million in microfinancing (€2 million per year) until 2024.

