



Corporate
Social Responsibility Report
2013



NATIONAL BANK
OF GREECE

2014

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Message from the Chairman of the Board of Directors and from the CEO of the Bank

National Bank of Greece, backed by its history of 170 years of business operations, has consistently played a leading and institutional role in the economic and social progress of the country, undertaking key initiatives, particularly when times were hard.

Against this backdrop, and fully aware of the vital significance of Corporate Social Responsibility (CSR) for the attainment of the sustainable growth of our business, we systematically cultivate the concept of Social Responsibility, as we consider it to be a basic priority, while carrying out actions that enhance our social profile.

2013 was the year in which, for the first time since the start of the crisis, the Greek economy showed clear signs of regaining balance.

The NBG Group and the Greek banking system in general have completed the capital-enhancing measures required of them, gradually restoring their capital adequacy ratios to internationally competitive levels, even under adverse scenarios, while moving ahead with the last round of supplementary actions to enhance their capital structure, the emphasis being on purely banking activities.

NBG, in its capacity as a “responsible citizen”, was called upon to play a leading role in channeling support for domestic economic activity and enhancing social cohesion.

In this context, the Bank upgraded its CSR processes by implementing, for the second year in a row, the AA1000 APS standard, which aims at analyzing and evaluating the key expectations of its stakeholders and, moreover, at ensuring a better response mechanism to those expectations. In addition, in the context of “BRAVO 2014, Dialogue for Sustainable Growth” the Bank implemented for the first time the “Corporate Dialogue Workshop – Materiality Check” through the participation of stakeholders’ representatives.

Standing by its commitments, in 2013 NBG maintained – within the scope of its strategy – its broader social actions, supporting efforts to foster economic growth, backing actions for environment-friendly development, enhancing the caliber of its human resources and the provision of its services, and its overall contribution to the society in which it operates.

Accordingly, the Bank supported a wide range of initiatives, successfully attaining key and demanding targets, including:

- Support for SMEs and large corporations, with rescheduling of debt servicing obligations, as well as the granting of new financing facilities so as to help them meet the challenges of the economic crisis.
- Efforts to enhance the competitiveness of SMEs, having secured participation in the Community funding initiative JEREMIE (which is being implemented in cooperation with the European Investment Fund and involves co-funded loans), as well as participation in the funding schemes of ETEAN SA..
- Participation in the JESSICA programme (Joint European Support for Sustainable Investment in City Areas) by managing the Urban Development Funds of Attica, Western Greece, the Ionian Islands and the Environment through an agreement with the European Investment Bank.
- Support, through credit facilities, of investment in RES so as to contribute to the country’s efforts to achieve a positive environmental footprint.
- Support for tens of thousands of households in their efforts to meet their debt obligations, under the pressure of reduced incomes and unemployment.
- Stepping up staff training through a variety of training programmes.

- Support for equal opportunities for all our employees, and ensuring first class health and safety conditions in the workplace.
- Support for initiatives and actions that encourage participation by our staff in voluntary actions and community service.
- Successful running of NBG's "Customer Ombudsman", in the context of our new code of transaction conduct with our customers.
- Disclosure, via the Carbon Disclosure Project, of data relating to our strategy regarding climate change, as well as data on water use and greenhouse gas emissions.
- Reduction of indirect greenhouse gas emissions generated by our business operations, with the registration of 102,338 new users to our Internet–Phone–Mobile Banking services.
- Offering of new "green" products aimed at, inter alia, improving the energy efficiency of buildings and expanding the use of RES.
- Implementation of our "RESPONSIBILITY" CSR programme by means of which we backed activities and initiatives supporting the community, the cultural heritage and the environment.
- Carrying out studies and preparatory work for the construction of a new surgical wing at Evangelismos Hospital, Athens.
- Continued support for the NBG Cultural Foundation and our Historical Archives, both of which are model institutions of their kind in Greece.

In any event, despite the adverse economic and social climate, we are committed to continuing our contribution to society at large, in a spirit of respect for our shareholders, our customers, our employees and Greek society as a whole.

Chairman of the Board

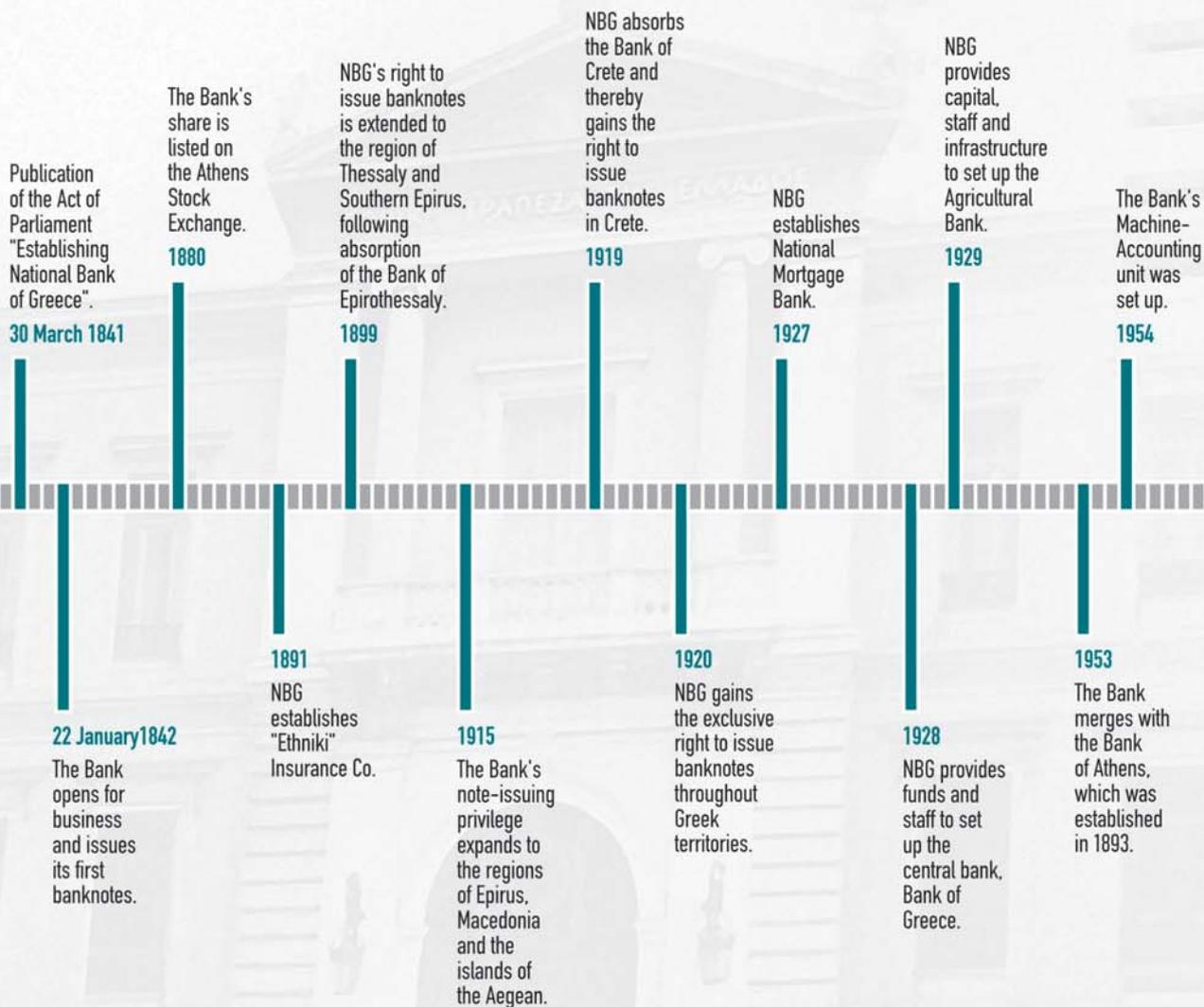
George P. Zanias

Chief Executive Officer

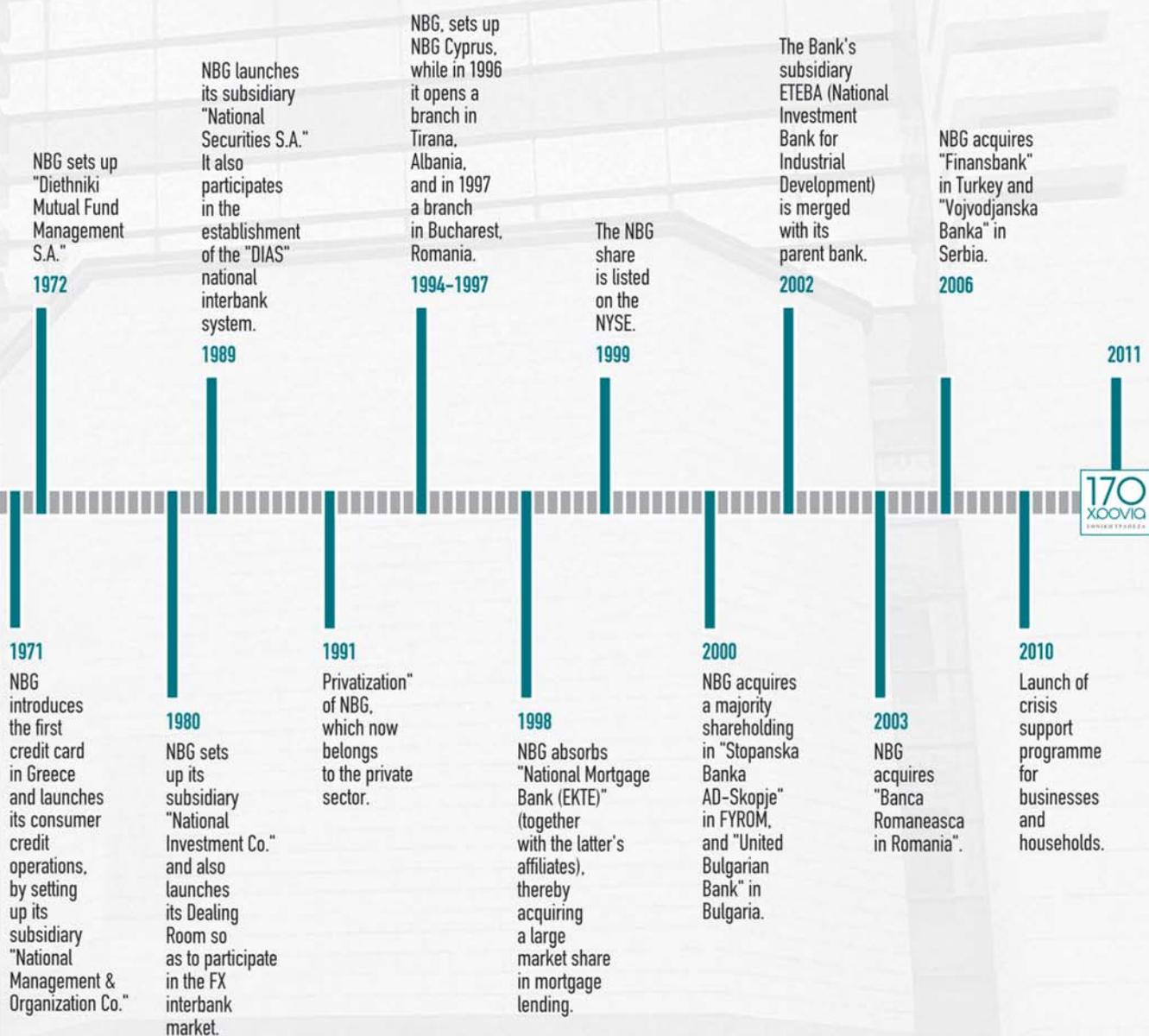
Alexandros G. Tourkolias

Milestones in the History of NBG

NBG. was established in 1841. Its early business focused on lending and discounting, while it also enjoyed the right to issue banknotes. until the establishment of the Bank of Greece in 1928. The Bank's stock was listed on the Athens Stock Exchange in 1880 when the latter was first established, while in October 1999, it was listed on the New York Stock Exchange.

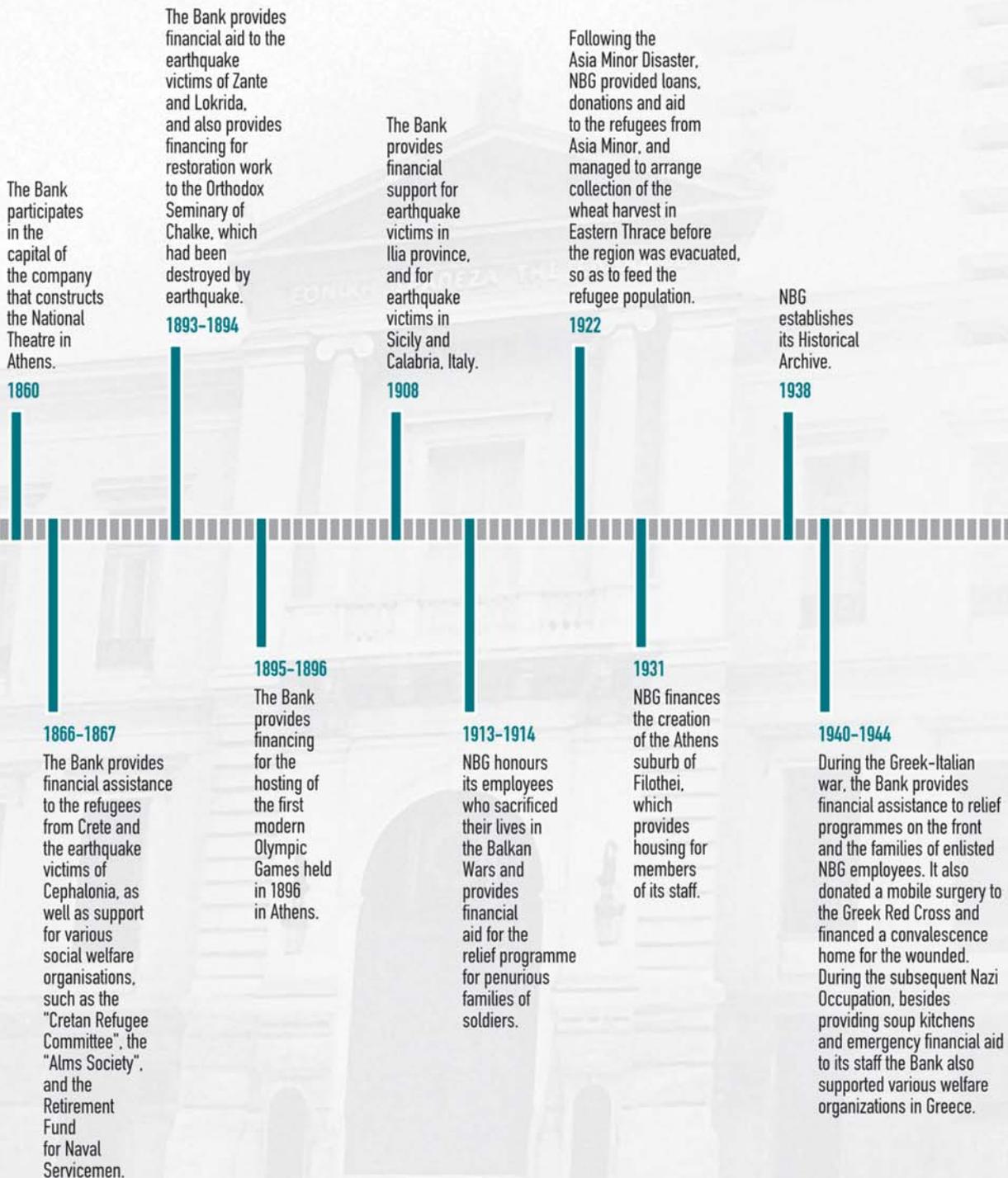


170 years of supporting the Greek economy



CSR Milestones in the History of NBG

Throughout the course of its history since 1841, NBG has consistently demonstrated its commitment and spirit of responsibility in all sectors of the Greek economy and society, as well as in its everyday dealings with the public.



170 years of supporting Greek society

On the occasion of its 125th anniversary, NBG establishes the National Bank Cultural Foundation which contributes to the educational and cultural life of the country.

1966

1973

NBG is the first bank in Greece to introduce modern online real-time transaction systems, thereby contributing to the modernization of banking transactions.

1996

NBG publishes its first Social Report.

1994

On the initiative of NBG and with the participation of 20 individuals from the public sector banking and business world, a "National Sponsorship Programme" was set up as an NGO with a view to securing funding for national heritage programmes (this has since been discontinued).

2004

NBG incorporates CSR values into its strategy and publishes its CSR Policy.

2004

The Bank begins participation in the FTSE4Good corporate responsibility index. In the context of its CSR Policy, the Bank launches its Environmental Management System.

2005

The Bank is ranked a "Gold Company", in recognition of its activity in Greece in the sphere of CSR according to the results of a survey presented at the Economist conference.

2005

NBG is recognized by the Advertisers Association of Greece for its "Outstanding Contribution" to the community and social affairs over the decades.

2007

NBG contributes directly to the task of restoring regions devastated by the summer wildfires.

NBG is awarded the CSR Prize of the Athens Chamber of Trade and Industry.

2008

The Bank publishes for the first time its 2007 CSR Report, in line with Global Reporting Initiative guidelines.

2008

2010

Construction of new surgical wing at "Evangelismos" Hospital.

2010

NBG is awarded the CSR Prize by CR INDEX

The "THALES" award, top corporate social responsibility is given to National Bank

2011

2012

NBG is awarded the CSR Prize GOLD by CR INDEX.

2013

NBG is awarded the CSR Prize PLATINUM by CR INDEX.

Ethos Sustainability top award is given to NBG.

2014



CORPORATE PROFILE

With its strong presence in Greece and dynamic growth in Southeast Europe and the East Mediterranean, NBG heads a major financial services Group in Greece.

The NBG Group provides a wide range of financial products and services that meet the constantly changing needs of businesses and individuals, including investment business, brokerage, insurance, asset and liability management, leasing and factoring services.

The NBG Group operates in 15 countries (Greece, Turkey, Bulgaria, Romania, FYROM, Serbia, Cyprus, South Africa, Malta, Albania, Egypt, the UK, France, Netherlands and Luxembourg), where it controls 10 banks and 66 companies providing financial and other services.

With its extensive network of 580 branches and representative offices and 1,396 cash machines, NBG covers the entire geographical extent of Greece. It has also launched, and develops systematically, alternative networks for the promotion of its products, including mobile, phone and internet banking. Today, following the recent acquisitions carried out by the Group in the wider region of SE Europe, its international network numbers 1,230 units and 4,012 cash machines.

More than 11.7 million deposit accounts and over 1.6 million loan accounts serve to reflect the trust that the Bank enjoys among the public; at the same time they also comprise the driving force behind its business strength.

With a view to sustaining its strong position in Greece and to meeting in full the needs of its customers, while also further enhancing its business performance, NBG seeks to modernize its processes on an ongoing basis by investing in new technologies.

The Bank's headquarters are located in its own historic building at 86 Aiolou Street, overlooking Kotzia Square, downtown Athens, where it has been based since 1845.

For more information see the Bank's Annual Report 2013 and the Bank's website www.nbg.gr (under The Group/ Investor Relations/ Annual and Interim Financial Statements).

Key financials (31.12.2013)*

	NBG GROUP	NBG (GREECE)
Workforce	37.988	12.275
Customers served	11.221.118	
Branches	1.230	580
Assets (€ billions)	110.930	84.197
Profit/(loss)(€ millions)	(179)	(501)
Turnover (€ millions)		
- New operating income	3.771	1.872
Turnover: GDP (GREECE) (%) (**)	2,07%	1,03%

(*) More detailed data is provided in the section Information on this Report/Key CSR Performance data.

(**) The ratio expresses NBG Group Turnover /GDP Greece.

For more information see the Bank's Annual Report 2013 and the Bank's website www.nbg.gr under (The Group/ Investor Relations/ Financial Information / Annual and Interim financial statements)

MEMBERSHIPS

NBG, in the context of its business operations and its engagement in social responsibility, participates – either as a regular member or as a member of Board - in associations, unions, organizations and indices whose purpose is to promote sustainable development.

Global Reporting Initiative (G3.1)

NBG has been publishing a Social Corporate Responsibility Report in line with GRI G3 since 2007 and GRI G3.1 since 2012. It has provided the Financial Sector Supplement since 2010: through to 2012 it achieved a rank of B+, while since 2013 it has been ranked A+.

Carbon Disclosure Project

NBG has participated in this voluntary initiative since 2007, for the 7th consecutive year.

The Hellenic Network for Corporate Social Responsibility

The Hellenic Network for CSR – the national representative of the CSR Europe Network – was set up in 1999.

NBG has been a core member of the Hellenic Network for CSR since December 2008.

Hellenic Bank Association (HBA)

NBG is a core member of the Hellenic Bank Association, the body representing collectively banks, both Greek and international, operating in Greece. Through its participation in the HBA, NBG takes part in the regulatory process and the decision making process regarding the drafting of relevant legislation.

With regard to actions related to sustainable development, the HBA has set up an interbank Committee of which NBG is a member.

Athens Chamber of Commerce and Industry (ACCI)

The Athens Chamber of Commerce and Industry was set up in 1914, in order to protect and promote the commercial and industrial interests in the region.

NBG is represented on the Board of the ACCI.

Young Entrepreneurs Association (SEN)

NBG is a founding member, and is represented on the Board, of the Young Entrepreneurs Association.

It is a non-profit organization that was set up in November 2005 on the initiative of the Hellenic Federation of Enterprises (SEV), and is supported by 60 members from the business world. SEN is the national representative in Greece of the International Organization Junior Achievement.

CARBON DISCLOSURE PROJECT



In addition, NBG is a member of the following associations, unions and organizations:

Board Member:

- Children's Hospital "P. & A. Kyriakou"
- Supervisory Board of Certified Valuers (SOE)
- National Endowments
- National Gallery
- American-Hellenic Chamber of Commerce

Ordinary Member:

- Arab-Hellenic Chamber of Commerce and Development
- International Council of Museums (ICOM)
- Society of Greek Archivists
- Hellenic Marine Environment Protection Association (HELMEPA)
- Hellenic Management Association (EEDE)
- Hellenic Institute for Customer Service (EIEP)
- American-Hellenic Chamber of Commerce
- Hellenic-Bulgarian Chamber of Commerce and Industry
- British-Hellenic Chamber of Commerce
- Franco-Hellenic Chamber of Commerce and Industry
- J.-G. Eynard Swiss-Hellenic Association
- Greek-Japanese Chamber of Commerce
- Hellenic Chinese Chamber of Commerce and Industry
- Hellenic-Romanian Chamber of Commerce and Industry
- Hellenic-Turkish Chamber of Commerce
- Association of Listed Corporations
- Hellenic-Australian Business Council
- Greek-Serbian Business Council
- Communications Institute (EREVNA)
- Piraeus Marine Club
- Association of Public Limited Corporations and Limited Liability Companies
- Hellenic Federation of Enterprises (SEV)
- The Baltic Exchange
- Economie Mediterranee - Ecomed
- The European Association for Banking and Financial History E.V.
- European Association of Long Term Investors
- Guide Share Europe (GSE)
- International Council on Archives (ICA)
- International Forfeiting Association - IFA
- International Institute for Conservation of Historic and Artistic Works
- International Network of Financial Services Ombudsman Schemes
- Institut International d'Etudes Bancaires
- The Propeller Club of the United States

AWARDS – DISTINCTIONS

In recognition of its ongoing endeavour to meet the needs of its customers and shareholders and to provide full and transparent information on its CSR actions, NBG received a number of important awards and distinctions in 2013.

Award for NBG's 2012 CSR Report

For the sixth consecutive year, the University of the Aegean assessed the annual CSR reports published by Greek businesses active in all economic sectors. Within the context of the assessment, NBG was awarded the second prize in the general ranking and the first among all credit institutions.

NBG receives CR INDEX 2013 award for its corporate responsibility performance

NBG received an award from the Corporate Responsibility Institute for its efforts to integrate corporate social responsibility into its business strategy, which includes actions for the benefit of the community, the environment, employees and the market.

NBG, which participated for the third time in the CR Index, succeeded in gaining a Platinum category award for 2013. The CR Index is an important international measure of the performance of corporations in the area of CSR and is used as a national CSR index in various countries. A key rating tool, it also serves as a benchmark for comparative evaluation of CSR performance in four specific areas: Community, the Environment, Employees and the Market.

i-bank store awarded first prize in Marketing Excellence Awards!

NBG's pioneering i-bank store was awarded first prize in the "Distribution Network Administration & Trade Marketing" category of this year's Marketing Excellence Awards.

The awards are run by the Hellenic Institute of Marketing of the Hellenic Management Association and aim at showcasing the best and most innovative activities in the sphere of marketing by companies in Greece. This year's competition included 101 entrants from 61 companies in 6 areas of Marketing. It is worth mentioning that the Marketing Excellence Awards were first launched in 2007 and have been held every two years since then.

We note that this is the third time in succession that NBG has been awarded first prize in the Marketing Excellence Awards.



Triple award for NBG's IT systems at the Business IT Excellence (BITE) Awards 2013

NBG Group's IT unit took part in this year's Business IT Excellence (BITE) Awards with particular success. These awards, launched by Netweek magazine with the academic support of ELTRUN, the E-Business Research Center of the Athens University of Economics and Business, are given to companies promoting IT and communication systems thereby contributing to the technological progress of the country. NBG Group's IT unit won the following three awards:

- In the Governance, Risk & Compliance category, NBG won an award for adopting the new IT Governance Model, which facilitates the transformation of IT systems into a service-oriented unit. In the context of the transformation, the Group's newly-launched Group IT Governance Sector developed a Management & Operation Framework based on international standards and best practices.
- In the System Integration category, the award was given in recognition of successful completion of the NBG Model Bank programme designed for our overseas subsidiaries. This is a set of IT applications aiming at ensuring provision of bank services by overseas subsidiary banks by using a shared operational model that supports a network of more than 570 branches in 8 countries.
- In the Data Center & Green IT Infrastructures category, the award went to NBG's Athens Data Center (ADC) in Gerakas, Attica, one of the largest data processing centers in the Balkans and a major telecoms hub.

International award to National Bank of Greece: "Best Developed Market Bank in Greece"

National Bank of Greece was named "Best Developed Market Bank in Greece" by international financial magazine Global Finance as part of its "World's Best Developed Market Banks Awards 2013", awarded for the 20th year.

In awarding its "World's Best Developed Market Banks Awards", Global Finance identifies and rewards those banks that systematically manage, against a harsh economic backdrop, to meet customers' needs, improve profitability and set the foundations to future success.

According to Global Finance, the best bank is chosen on the basis of specific objective criteria, both quantitative and qualitative, such as asset growth, profitability, reputation, management skills, geographical coverage, strategic relationships, as well as development of new innovative products. Top banks are proposed by bankers, senior financial officers and analysts throughout the world.

This significant international award confirms once more NBG's leading position in the Greek financial system and its commitment to its strategy focused on satisfying customer needs and contributing to the financial development of Greece.



Best Bank in Greece 2013 according to Euromoney

NATIONAL BANK OF GREECE was named “Best Bank in Greece” by international finance magazine Euromoney, as part of its “Awards for Excellence 2013” awarded for the 23rd year.

In awarding its “Awards for Excellence”, Euromoney collects and assesses qualitative and quantitative data on the performance of every bank. The award serves to recognize and single out those banks that have forged a leading and dynamic profile in the global and local markets where they conduct business and have outperformed their peers.

According to Euromoney, against a particularly harsh economic backdrop NBG has taken initiatives to strengthen its capital position with the recent completion of its share capital increase, while it has also significantly reduced its operational costs and improved its liquidity and its loan-to-deposits ratio.

This international award serves to vindicate yet again NBG’s strategic orientation with the further consolidation of its position in the Greek banking system, enabling it to continue to play its key role in the Greek economy – a role that NBG has consistently lived up to throughout its long history.

NBG wins award: “Greece Best Trade Finance Bank 2013”

NBG has been awarded the distinction “Greece Best Trade Finance Bank 2013” by Global Finance magazine.

The selection of the best trade finance banks involved the input and evaluation of opinions of industry analysts and experts, while it is noteworthy that for the first time Greek and multinational companies participated by voting in the selection process. The criteria for choosing the winners focused on the scope and fullness of services provided, quality of customer service, and the degree of participation in developments on a global and regional level.

This award reflects the emphasis that NBG places on trade finance and especially exports, which comprise an important pillar in the drive to reboot the Greek economy. At this extremely difficult time, NBG, in line with its longstanding institutional role, supports outward-looking Greek enterprises, helping them to penetrate their target markets and ensuring the normal flow of the supply and financial chain. The leading position of NBG, its pioneering role in the provision of specialized trade finance solutions and, more generally, transaction banking, its initiatives in collaboration with players that shape global trends, and its strong links with major international financial institutions all mean that it is ideally suited to serve the needs of Greek businesses within a constantly changing environment.

The award also reflects the confidence shown in NBG by its business customers and how it effectively responds to evolving market needs. Moreover, the Bank’s international standing ensures Greek enterprises the best possible terms in their endeavours to penetrate the international marketplace.



NBG earned two important distinctions at the Exports Ecosystem Awards 2013

NBG received two prizes at the award ceremony “Exports Ecosystem Awards 2013” at the annual Exports Money Conference of 2013. The Conference was organised by Ethos Media S.A. in cooperation with the Union of Diplomatic Employees of Economic and Commercial Affairs (UDE ECA) under the auspices of the Hellenic Ministry of Foreign Affairs, the Hellenic Ministry of Development & Competitiveness and the Hellenic Ministry of Rural Development and Food and its objective is to highlight and explore new export market development strategies and best practices.

NBG won the award “ARGO – Best Greek exports supporting company of the year” for the leading role it has played over the years in supporting the exports of Greek companies through its customer-focused business model.

When it comes to Greek companies penetrating emerging markets, the Bank’s contribution has been of vital importance, ensuring a smooth and effective flow of the supply and financial chain.

Furthermore, NBG was awarded a third prize “Financial Services supporting Exports 2013” for its innovative and individualized banking export services. NBG’s know-how in Trade Finance, active participation by its personnel in counterparty negotiations, specialised services for the Chinese and Russian markets, and engagement with leading players and organisations that shape economic developments ensure that NBG keeps in step with the ever changing needs of Greek businesses.

NBG has gained the market’s trust, which is not only reflected in the increasing number of Greek exporting companies that choose NBG to support their export activities, but also in the fact that it enjoys the largest share of exports in the market.

NBG’s inclusion in Ethibel Excellence Investment Registers

National Bank of Greece has been selected for inclusion in the Ethibel EXCELLENCE Investment Registers since 20/06/2013. This selection by Forum ETHIBEL indicates that the company performs better than average in its sector in terms of Corporate Social Responsibility.

Forum Ethibel is an independent Organization that aims for a society, which respects the balance between economic progress, social fairness and gives due attention to the environment. We want to achieve this objective by developing instruments and methodologies with regard to responsible investing (RI), by stimulating companies and organisation in their policy on corporate social responsibility (CSR) and by entering into a dialogue with all parties involved (companies, NGOs, governments, investors, financial institutions and trade unions) to reach socially accepted criteria with regard to CSR and RI.

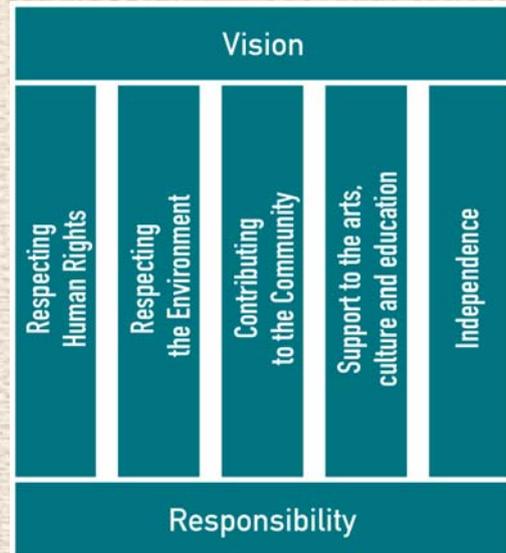


NBG AND CORPORATE SOCIAL RESPONSIBILITY

NBG seeks to operate responsibly and this conviction is reflected in the Group’s Vision and Key Principles, which highlight the importance that the Bank attributes to Corporate Responsibility.

The vision of the NBG Group is to maintain its leading position in SE Europe, work with dedication and commitment to best serve its customers and create value for our shareholder, to the benefit of every employee, and in a spirit of responsibility to the community at large.

The Values governing the Bank’s operations may be summed up as follows:



Respecting Human Rights

The Bank and its affiliates fully comply with decisions that prohibit collaboration with countries, businesses or individuals that foster violence or terrorism.

Respecting the Environment

The Bank and its affiliates believe that environmental responsibility forms an integral part of good corporate conduct and accordingly adopts and implements specific policies designed to protect the environment.

Contributing to the Community

The Bank and its affiliates contribute to social cohesion and progress in the countries where it is active. The Group supports efforts to address global problems related to social and economic development.

Support for the Arts, Culture and Education

The Bank and its affiliates support a variety of actions and initiatives in the arts and education in the countries where it is active.

Independence

The Corporate Social Action of the Bank and its subsidiaries is independent of the various interests of customers, shareholders or others. The Bank and its subsidiaries do not support or sponsor political parties, whether directly or indirectly.

Organizational Structure for CSR and Environmental Policy Issues

As from 2010, in the effort of systematizing its handling of CSR and Environmental Management issues, the Bank's Board defined the framework of the Bank's CSR activities and operations by setting up the post of Head of CSR.

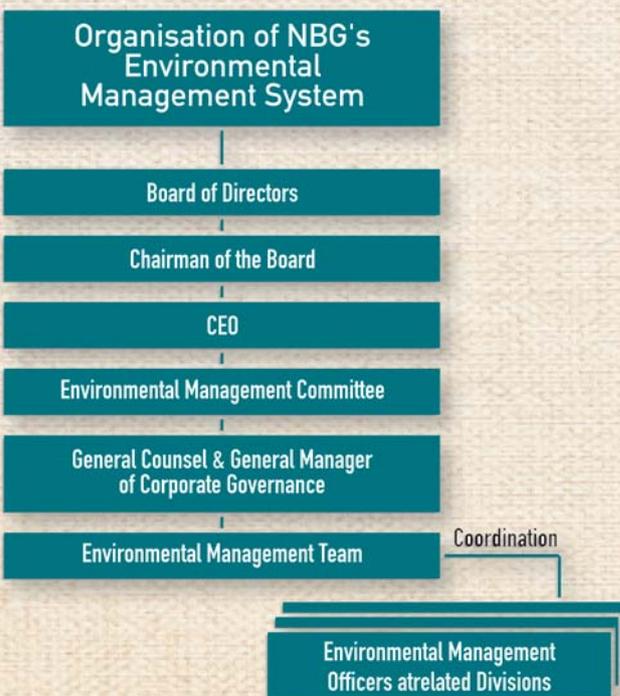
The Administration's decisions reinforce the commitment and the decision making towards continuous improvement of CSR, in the context of NBG's business.

The Head of CSR who represents the Board of Directors is responsible for the following issues:

- Coordinating implementation of the Bank's CSR Principles.
- Proposing revisions to relevant procedures.
- Ensuring effectiveness of corrective actions.
- Assessing the outcome and progress of the Bank's CSR actions.

In 2012, the General Counsel & General Manager of Corporate Governance Mr Miliadiadis Stathopoulos was appointed by the Management to oversee the Bank's CSR and environmental Management.

For more information on Environmental Policy and Management see also section "Responsibility to the Environment".

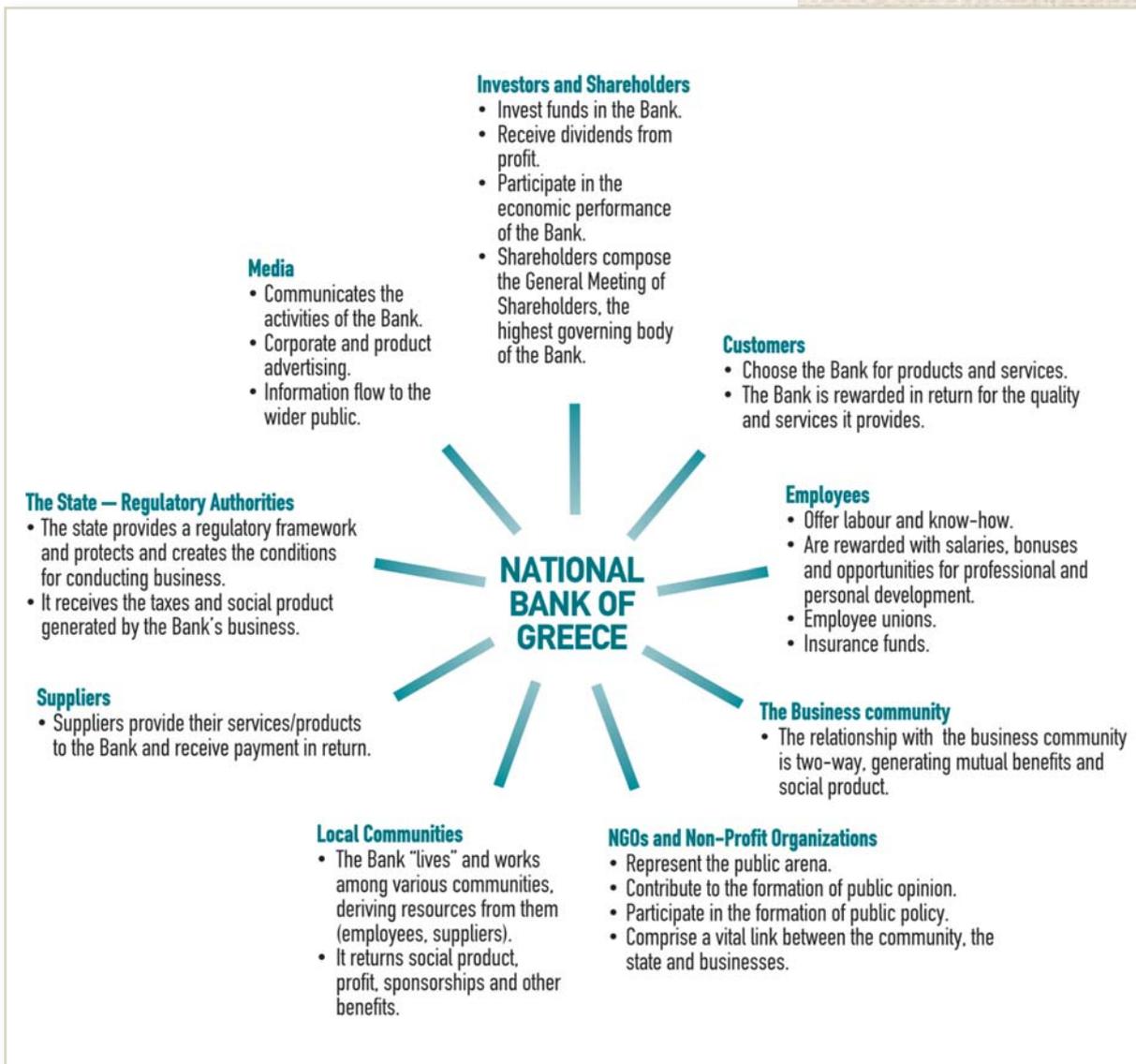


STAKEHOLDERS

NBG's stakeholders comprise natural persons and legal entities who either influence or are affected by its business decisions, activities and its operation in general. The Bank applies specific procedures in order to identify its stakeholders. Accordingly, it recognizes the following basic groups as stakeholders:

- Investors and shareholders.
- Customers.
- Employees.
- The business community.
- Local communities.
- Suppliers.
- Non-Governmental Organisations (NGOs).
- The state and regulatory authorities.
- The media.

NBG runs departments charged with the task of communicating on a regular basis and managing the flow of information to each group of its stakeholders.



NBG's commitment to its Stakeholders

The table below sets out the key concerns and expectations of stakeholders in 2013, as registered through the communications channels used and developed by the Bank and analyzed and assessed by the Bank in detail in the context of implementation of the AA1000APS standard.

Stakeholders	Participation – Communication channels	Key issues – expectations
Investors & Shareholders	<ul style="list-style-type: none"> • Presentation of results on a quarterly, 6-monthly and annual basis. • Annual Report. • CSR Report. • AGM of Shareholders. • Shareholders' Services Department. • Investor Relations. • Overseas roadshows and information events. 	<ul style="list-style-type: none"> • Group annual financial results. • Strengthening the share price / dividend payment. • Business plan and strategic aims of the Bank and its Group. • Further growth and broadening of activities in developing markets. • Adequacy of financial information and quality of financial reports. • Transparency and provision of uniform information to investors. • Compliance with market operation regulations. • Inclusion of CSR criteria in the evaluation of executives, Board members and risk management.
Customers	<ul style="list-style-type: none"> • Annual customer satisfaction surveys. • Contact Centre. • Customer Service department. • Webpage. • Service: Customer Ombudsman. • Development of a new service promoting key insurance web services by Ethniki Hellenic General Insurance. • "Show them!" Campaign aiming at reducing digital illiteracy. • Infotainment screens in 45 NBG branches. • Visits by schools to NBG branches. 	<ul style="list-style-type: none"> • Enhanced services in branches. • Transparent terms and conditions and reliability of information and transaction conduct for products and services. • Pricing policy. • Offering of flexible products/ services that better meet customer needs. • Flexible procedures / reduced paperwork. • Meeting financing needs of retail and corporate customers. • Offering of products/services that promote environmental and social objectives. • Bridging the digital gap. • Rescheduling of customer debts. • Protection of customer, data privacy and banking secrecy.
Employees	<ul style="list-style-type: none"> • Official representation on the Board. • In-house journal "Leading Ahead", in-house Intranet communication network, "Internal Communication" webpage, NBG Group HR Division webpage. • Webpage of NBG employees' social security organizations. • System for submitting suggestions/complaints. • Regular meetings & communication of staff unions with management and meetings with special advisors to discuss labour issues. • Annual assessment (cooperation between assessors and assessees). 	<ul style="list-style-type: none"> • Signing industry and enterprise employment agreements. • Further support for training programmes. • Planning for HR needs to strengthen branch and management units. • Upgrading internal procedures and regulations. • Opportunities for professional development and promotion. • Further improvements in Health & Safety at work and improving employment conditions. • Supporting employees in events of violence or robbery and providing additional social benefits. • Transparency, equality and meritocracy. • Rescheduling of employees debts. • Summer Internship Program. • Remuneration and benefits.

Stakeholders	Participation – Communication channels	Key issues – expectations
The business community	<ul style="list-style-type: none"> • Meetings. • Conferences. • Business organizations (participation on Boards). • i-bank, Innovation and Technology” competition. 	<ul style="list-style-type: none"> • Increase in financing. • Support for investment initiatives with positive environmental impact. • Bank participation in EU and State-sponsored business programmes. • Support for small and large businesses. • Improved business relationship terms. • Repayment relief measures – debt restructuring.
NGOs	<ul style="list-style-type: none"> • Meetings for exchange of information and views on issues of common interest. • Awareness-enhancing campaigns and participation in joint actions on social & environmental issues. • Key member of the Greek CSR Network. 	<ul style="list-style-type: none"> • Further support for their actions. • Swifter procedures for assessing their recommendations. • NBG’s participation in voluntary actions. • Evaluation and selection criteria for organizations and actions. • Accountability and transparency for the recipient NGOs. • Conserving energy and natural resources/climate change/recycling/biodiversity
Local communities	<ul style="list-style-type: none"> • Consultation with local representatives. • Collaboration with local government authorities. • Sponsorship/donations of goods or services, on an annual basis, after an assessment of needs. • i-bank, Innovation and Technology” competition. • Visits by schools to NBG branches. • “Deixtous” (“Show them!”) campaign aiming at reducing digital illiteracy. 	<ul style="list-style-type: none"> • Hiring of personnel from the area in which the company is active. • Preferring local suppliers. • Support for the work of local (social, cultural, sports and other) community bodies.
Suppliers	<ul style="list-style-type: none"> • Meetings & consultations • Evaluation procedure and selection criteria • Electronic system for participating in tenders. • Entering environmental criteria and CSR principles in contracts. 	<ul style="list-style-type: none"> • Assessment on the basis of merit/objective criteria • Support for local suppliers • Payments. • Implementation of employment/ environment legislation
The state, official bodies & regulatory authorities	<ul style="list-style-type: none"> • Ongoing meetings & consultations with government, the Bank of Greece and regulatory bodies. • Conferences of interest to the banking industry. • Submission of reports to Regulatory Authorities. 	<ul style="list-style-type: none"> • Participation in formulating and implementing national economic policy. • Initiatives in supporting the national economy, stimulating the market and providing finance to critical sectors of economy. • Support for government actions and programmes. • Ongoing compliance with legal and regulatory framework.
Media	<ul style="list-style-type: none"> • Direct contact, and collaboration on an ongoing basis. • Interviews. • Press releases. • Advertising. • NBG’s Web Portal. 	<ul style="list-style-type: none"> • Further strengthening of collaboration with the media. • Press conferences regarding the progress of social responsibility programmes.

In seeking to maintain unbroken communication with its Stakeholders, the Bank uses various modes of communication with them, including:

- Customer satisfaction surveys.
- Special services for communications and submission of complaints.
- Meetings with employees' unions and associations.
- Company presentations, conferences and briefings, etc.
- Ongoing monitoring of market trends over time.
- Survey of Small and Micro Enterprises.

RESPONDING TO STAKEHOLDER CONCERNS

NBG's response to the concerns and expectations of stakeholders contributes to the ongoing improvement in its operations, products and services, as well as improvement in the overall impact of its business.

In the context of upgrading its CSR procedures, the Bank implemented, for the second year in a row, the AA1000APS standard, which aims at analyzing and evaluating the key expectations of stakeholders and assessing the Bank's response to these expectations.

Accordingly, stakeholders' requirements and views in 2013 were assessed via the communication channels that the Bank has developed.

In addition, in the context of "BRAVO 2014: Dialogue for Sustainable Growth", the Bank implemented for the first time the "Corporate Dialogue Workshop – Materiality Check" with the participation of representatives of the relevant stakeholders.

The Bank undertook specific actions in 2013 to meet stakeholder needs and expectations. The table below sets out the actions, programmes and procedures that the Bank put into effect in 2013, in order to enhance its collaboration with each group of stakeholders and to meet as effectively as possible their concerns and expectations.

Stakeholders	NBG's Response to Main Stakeholders Concerns
Investors and shareholders	<ul style="list-style-type: none"> The NBG Group actively manages its capital base so as to ensure that its companies maximize shareholder returns by means of an optimum debt/equity balance. The Group utilizes all available sources of capital in order to maintain its capital adequacy.
Customers	<ul style="list-style-type: none"> Our "Customer Ombudsman" function, set up in 2011, was extended to include Ethniki Insurance, and aims at achieving amicable settlement of disputes between us and our customers. We continued in 2013 the operation of Customer Service Department in order to improve: <ol style="list-style-type: none"> the quality of customers' services the communication with the customers and the optimization of provided products and services. We continued in 2013 our branch network renovation programme, which aims at producing a more friendly, comfortable and functional environment for the provision of services. We launched new financing products for the acquisition of photovoltaic systems by both retail and business customers, responding to the interest of customers in new environmentally friendly investments that also generate economic benefits. We launched products on particularly favourable terms and conditions, to improve the environmental footprint of homes, and also make the acquisition of hybrid technology cars more attractive. In 2013, we continued lending in general to households and businesses. We offered a number of specialized refinancing and loan restructuring products to various categories of borrowers, households and SMEs. We endeavoured to ensure ongoing compliance with the applicable institutional framework governing customer protection, transparency in transactions, personal data protection and the provision of investment products and services.
Employees	<ul style="list-style-type: none"> We continued our staff training programmes throughout the year, with both in-house training and externally run courses. In June 2012 we adopted the Group's revised remuneration policy, revised the benefit policy for Group officers, continued to develop the "Job Description" project, implemented a staff voluntary retirement scheme, implemented an invitation to fill vacant posts of responsibility, accomplished integration of former FBB and PROBANK staff, specified our needs for staff in terms of quantity and quality, continued the pilot job-rotation program, improved our HR reporting system, implemented a new salary payment system, set up a travel policy for Bank's officers, and supported our voluntary actions. We signed a special enterprise employment agreement.
Business community	<ul style="list-style-type: none"> The Bank offered specialized refinancing and loan restructuring products to business borrowers experiencing temporary liquidity problems. As part of its efforts to support the Greek economy and boost SME competitiveness, the Bank participated in the product launched in the framework of the Community JEREMIE business funding initiative (co-funded loans) in Greece, in collaboration with the European Investment Fund (EIF), as well as in ETEAN S.A. programmes. The Bank also participates in the JESSICA initiative by undertaking the urban development funds for Attica, Western Greece, the Ionian Islands and the Environment, through an agreement signed with the EIB. The Bank supported, by offering financing facilities, investments in RES, thereby contributing to our country's efforts to achieve a more balanced environmental footprint.

Stakeholders	NBG's Response to Main Stakeholders Concerns
NGOs and Non-Profit Organizations	<ul style="list-style-type: none"> • We worked alongside various NGOs (for more info, see the sections "Responsibility to the Market", "Responsibility to the Community", "Responsibility to the Environment"). • We developed voluntary actions.
Local Communities	<ul style="list-style-type: none"> • We continued our extensive sponsorship programme, with an emphasis on the Community, Culture, and the Environment, supporting actions and initiatives throughout the country, while taking into consideration the specific needs of local communities. • We developed voluntary actions.
Suppliers	<ul style="list-style-type: none"> • In 2013 the Bank incorporated CSR terms and regulations in calls for tender and agreements with its suppliers, as dictated by the relevant Community Directives on issues regarding environmental protection, respect for human rights, prevention of child labour, promotion of health and safety in the workplace, equal rights and solidarity.
The State, official bodies and regulatory authorities	<ul style="list-style-type: none"> • Standing by its time-honoured role, NBG maintained in 2013 its financing to households and businesses (mortgages, lending to SMEs, and consumer loans). • NBG endeavoured to ensure ongoing compliance with the applicable institutional framework governing the functioning of the Bank and the Group. • The Bank stepped up its efforts maintain effective communication and rapid response to questions/requests posed by regulatory and other independent authorities.
Media	<ul style="list-style-type: none"> • Support for publishing and television programmes. • Ongoing collaboration and communication. • Upgrading the Bank's web portal.

TARGETS RECAP FOR 2013

Responding to the needs and expectations of its stakeholders, NBG sets targets for each area of CSR in which it is involved on an annual basis. The table below lists the results of the targets set for 2013, and indicates the section in the CSR Report where relevant information can be found:

TARGETS 2013	RESULTS	CSR REPORT SECTION
Profile – CSR in NBG		
External verification of the modules contained in NBG's CSR Report.	Achieved	"Independent Assurance Report"
Participation in the UN initiative on Sustainable Development and inclusion of the Bank in the UN Environment Programme Finance Initiative.	Decisions regarding further actions are pending.	
Materiality assessment / analysis for CSR evaluation of key issues of the Organisation.	Achieved via implementation of AA1000APS Standard and the external Materiality Check under the "BRAVO" framework.	"Independent Assurance Report" "Responding to Stakeholder Concerns"
The Market		
Systematic support to existing business customers by providing essential – under the current adverse economic circumstances – liquidity through new credit facilities and/or restructured loans.	Achieved	"Responsibility to the Market": Supporting Medium and Large Enterprises, Supporting SMEs
Selective support of new sustainable investments, with emphasis on RES, energy saving and new technologies.	Achieved	"Responsibility to the Market": Products and Services, and "Responsibility to the Environment": Renewable Energy Sources – RES
Rescheduling of loans for working capital needs under ETEAN S.A. (former TEMPME S.A.) guarantee	Achieved	"Responsibility to the Market": Supporting Medium and Large Enterprises, Supporting SMEs
Co-funded loans through JEREMIE initiative for small and micro enterprises and JEREMIE ICT, with a view to meeting needs for working capital and acquisition of fixed assets.	Achieved	"Responsibility to the Market": Supporting Medium and Large Enterprises, Supporting SMEs

TARGETS 2013	RESULTS	CSR REPORT SECTION
The Market		
Support to tourist enterprises which are active or invest in the Greek islands.	Achieved	"Responsibility to the Market": Supporting Medium and Large Enterprises, Supporting SMEs
Provision of liquidity to healthy businesses by granting low-interest co-funded loans by the Fund for Entrepreneurship via ETEAN S.A.	Achieved	"Responsibility to the Market": Supporting Medium and Large Enterprises, Supporting SMEs
Recognizing the reduction in real income of households yet further this year, the Bank aims to constantly update its rescheduling programmes, adjusting them to the new financial data.	Achieved	"Responsibility to the Market": Supporting Medium and Large Enterprises, Supporting SMEs, Support to households: Debt Work-out – Rescheduling Framework
Fostering innovation and entrepreneurship culture among the youth, universities and the broader public via the annual "i-bank Innovation & Technology" contest.	Achieved	"Responsibility to the Market": Electronic and Innovative Services via Alternative Networks
Continuing the "Deixtous" ("Show them!") action intended to reduce digital illiteracy, by holding seminars in i-bank stores.	Achieved	"Responsibility to the Market": Electronic and Innovative Services via Alternative Networks
Human Resources		
Preparation of the charters of NBG Group HR Strategy, HR and HR Development Divisions, following their recent restructuring.	Under way, to be accomplished in 2014.	
Creation of a webpage by NBG Group HR Division on the intranet	Achieved	"Responsibility to our Employees": Message Reception Centre of Group HR Division, Communication Desk for internal customers
Information desk for the servicing of internal customers of NBG Group HR Division	Achieved	"Responsibility to our Employees": Message Reception Centre of Group HR Division, Communication Desk for internal customers

TARGETS 2013	RESULTS	CSR REPORT SECTION
Human Resources		
Launching and implementing the new SAP PAYROLL system.	Achieved	"Responsibility to our Employees": New Salary Payment System
Expanding the implementation of the PAYROLL system in domestic subsidiaries	Under way, to be accomplished in 2014	
Implementing the Travel Policy of the Bank with a view to best servicing relevant staff and rationalizing the Bank's operating costs.	Achieved	"Responsibility to the Environment": Rationalizing travel of officers and Travel Policy of the Bank, "Responsibility to our Employees": Commuting, Office and Business Promotion expenses
Implementing the Travel Expenses Policy for the Bank's employees with a view to best servicing their business travel needs and rationalizing expenses.	Achieved	"Responsibility to the Environment": Rationalizing travel of officers and Travel Policy of the Bank, "Responsibility to our Employees": Commuting, Office and Business Promotion expenses
Pilot implementation of the new Performance Management System (PMS) of the NBG Group HR Division in subsidiary Stopanska Banka a.d. Skopje.	Achieved	"Responsibility to our Employees": Overseas Subsidiaries: Designing policies, procedures and standards documents for overseas and domestic subsidiaries, and "Responsibility to the Community": FYROM, Stopanska Banka
Commencement of electronic back up of the "Job Description" project in the SAP HR and completion of preparation of all job descriptions within the Bank.	Expansion of the project with further job descriptions with a view to covering total positions within the Bank	"Responsibility to our Employees": Job Description
Implementing the pilot "Job Rotation" program, assessing and expanding its implementation to other employees in Administration Units and Branch Network.	Achieved	"Responsibility to our Employees": Job Rotation
Designing and implementing on a pilot basis a Summer Internship Program.	Achieved	"Responsibility to our Employees": Summer Internship Programme
Designing and implementing on a pilot basis Staff Development Programs	Achieved	Responsibility to our Employees": Executive Leverage Programme

TARGETS 2013	RESULTS	CSR REPORT SECTION
Human Resources		
Creation of an internal labor market with a view to enhancing the staff mobility, the identification and leverage of appropriate skills and capacities where required, and the central management and coverage of staff needs.	Achieved	"Responsibility to our Employees": Executive Leverage Programme, Leverage of former FBB and PROBANK staff
Developing HR policies and procedures at Group level and taking actions for the implementations of Remuneration and Benefit Policies for the Bank and the Group.	Under constant development, due to the dynamic of the target	"Responsibility to our Employees": Group Remuneration Policy, Designing policies, procedures and standards documents for overseas and domestic subsidiaries
Meeting specialized needs of the bank and the Group in Greece through the announcement of vacant positions among the Bank's employees, and the transfer of employees across the Group companies, in cooperation with the other involved Divisions.	Under way, to be completed in 2014	
Creating a Credit Academy through a long-term specialist program aiming at creating/training specialist staff at all Credit Divisions of the Bank.	Achieved	"Responsibility to our Employees": Distance Learning, Credit Academy
Further expanding e-training in the Bank and the Group subsidiaries, adopting innovative distance learning methods.	Achieved	"Responsibility to our Employees": Distance Learning
Accreditation of employees for the provision of investment and bancassurance services and systematic support for the acquisition of international professional accreditation due to required business needs and through the Studies Policy addressed to all employees.	Achieved	"Responsibility to our Employees": Accreditation of professional skills required under the applicable institutional framework
Continuing to provide training and educational know-how to meet the needs of domestic and overseas subsidiary companies.	Achieved	"Responsibility to our Employees": Staff training and development
Continuing to install armoured protection in the Bank's branches and premises with armoured shuttering and installation of vestibules in the island network.	Under way	"Responsibility to our Employees": Safety issues

TARGETS 2013	RESULTS	CSR REPORT SECTION
Human Resources		
Continuing to install armoured protection in selected branches (prefecture capitals – BoG serving branches) to ensure security of cash deliveries and collections.	Under way	"Responsibility to our Employees": Safety issues
Completing the replacement of security cameras and monitoring devices in branches with new ones, in accordance with Ministerial Decision 3015/09.	Achieved	"Responsibility to our Employees": Safety issues
Preparing a plan to create an Alarm Centre for all NBG branches.	Under way	
The environment		
Providing financial support to the Renewable Energy Sources industry by selectively financing viable investments of large enterprises, supporting investments by applying new RES technologies (e.g. solar thermal, biomass, etc) and financing medium scale investments through EIB's available funds.	Achieved	"Responsibility to the Market": Products and services, and "Responsibility to the Environment": Promoting green banking
Selectively participating in viable investment programmes related to the management and utilization of industrial and urban wastes, energy saving, etc.	Achieved	"Responsibility to the Environment": Promoting green banking
Channelling financing to medium-sized companies for investment in RES via new loans to SMEs, arranged between NBG and the EIB.	Achieved	"Responsibility to the Market": Supporting Medium and Large Enterprises, Supporting SMEs
Forwarding plan approvals to be incorporated in the JESSICA programme for their financing by the Environmental Fund.	Achieved	"Responsibility to the Market": Products and services, and "Responsibility to the Environment": Promoting green banking
Participating in financing waste management investments implemented by the PPP.	Achieved	"Responsibility to the Market": Products and services, and "Responsibility to the Environment": Promoting green banking
Supporting customers by financing changes, interventions, etc that help reduce the energy consumption and increase the use of renewable energy sources.	Achieved	"Responsibility to the Market": Products and services, and "Responsibility to the Environment": Promoting green banking

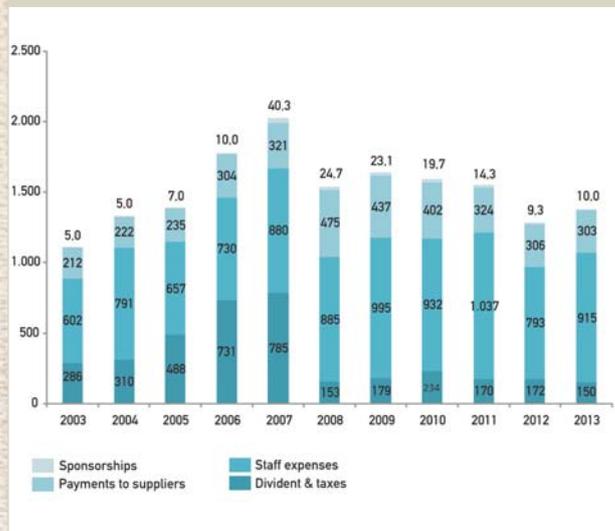
TARGETS 2013	RESULTS	CSR REPORT SECTION
The environment		
Increasing i-bank transactions by transferring operations to electronic service networks and expanding the capabilities of i-bank payment services by improving the functionality of IT systems.	Achieved	Responsibility to the Environment": Users of alternative networks and relevant transactions
Taking measures to limit complaints/referrals on degradation of the environment due to waste left by third parties in properties owned by the Bank.	Achieved	Responsibility to the Environment": Resolving environmental complaints
Expanding/effectively operating the SAP-SRM system for all supplies (stationery, services, equipment) in all NBG units and branches.	Under way	
Using the Reqmonitor electronic system, which monitors the flow of preparation and negotiation of contracts, recording in detail the stages of implementation and the time required per stage, and P-Data, which records and monitors the executed agreements of the Bank.	Achieved	Responsibility to the Market": Transparency in Supplies
Expanding paper and toner recycling programs to as many bank units as possible.	Achieved	Responsibility to the Environment": Environmental Management System
Developing a Supplier Code of Conduct and relevant procedures of compliance with it during the regular assessment of suppliers as provided for in the Bank's Purchasing and Technical Works Regulations.	Under way	
Implementing the MPS project for the centralized management of printing needs of the Bank in 25 premises (of Administration and subsidiaries) and implementing it on a pilot basis in the Branch Network. It is anticipated that the future benefit for the Bank will be a 25-35% reduction in printing with relevant reduction in the consumption of energy and consumables.	Achieved	"Responsibility to the Environment": Environmental Management System

TARGETS 2013	RESULTS	CSR REPORT SECTION
The environment		
<p>Technical Improvements in the Bank's building infrastructures:</p> <ul style="list-style-type: none"> - Replacement of lamps of illuminated signs with LED lamps and of outdoor floodlights of main buildings; - Installation of inverters in large a/c units; - Expansion of the substitution of heating oil with natural gas; - Interventions in order to reduce energy consumption at the Bank's Data Center premises (in Gerakas); - Monitoring of energy consumption of the Bank's premises and branches with metering devices. 	Under way	
The community		
<p>NBG intends to complete the ongoing actions included in its "Responsibility" Corporate Social Action Programme and further enhance its sponsorship programme.</p>	Achieved	<p>Responsibility to the Community": "Responsibility" Corporate Social Action programme.</p>



Responsibility to the Economy

ANNUAL CONTRIBUTION TO SOCIAL DEVELOPMENT (€ MILLIONS)



The creation of value for shareholders, customers, employees and the community at large is a top priority for NBG, coupled with socially responsible practices and actions in its general operations.

The Bank's strategic priorities include the growth and further development of its retail banking and SME business, meeting the needs of Greek households and increasing the volume of loans granted to attractive domestic business sectors. At the same time, the Bank is stepping up its active management of NPLs, while also lending support to sustainable businesses. It will thereby further enhance operating profitability, through the redesign of processes and optimization of administrative functions.

GENERATING VALUE

The Group's business activity has a particularly positive economic impact on the Greek economy, and on social growth in general.

In 2013, NBG's social contribution amounted to €1.4 billion, in terms of taxes, staff expenses, payments to suppliers and sponsorships.

KEY FINANCIALS

NBG's key financial results for 2013 are set out in the table below.

Key financials	2013	2012	2011	2010	2009
Net operating income (€ millions)	1.872	840 ⁽⁷⁾	2.306,9	2.112,2	2.636,3 ⁽¹⁾
Profit/(loss) before tax (€ millions)	(501)	(3.015) ⁽⁷⁾	(13.135,6)	(333,6)	403,6
Net profit/(loss) after tax (€ millions)	618	(2.926) ⁽⁷⁾	(12.144,7)	(360,9)	225,0 ⁽¹⁾
Total operating expenses (€ millions)	1.347	1.209 ⁽⁷⁾	1.479,5	1.401,3	1.439,1
Total capitalisation (€ millions)	9.228	1.242,9	1.548,9	5.784,3	10.987,1 ⁽¹⁾
Total assets (€ billions)	84,2	77,9	87,2	96,3	91,2
Dues to financial institutions (€ millions)	26.473	33.287 ⁽⁷⁾	33.870,9	28.869,5	18.390,7
Dividends (€ millions)	-	-	0,7	71,6	42,2
Taxes (€ millions)	1.119 ⁽⁸⁾	89 ⁽⁶⁾	990,8 ⁽⁶⁾	(27,2) ⁽²⁾	178,6
Earnings/(losses) per share (€)	0,45	(15,41) ⁽⁷⁾	(12,7)	(0,57)	0,28 ⁽³⁾
Depreciation & amortisation (€ millions)	88	92 ⁽⁷⁾	90,4	87,3	99,6 ⁽⁴⁾

(1) Revised to correct rounding

(2) The amount of € (27.2) million includes deferred tax assets of € 64.8 million, income tax of € (17.2) and the extraordinary social solidarity contribution € (74.9) million.

(3) The amount was revised from € 0.32 to € 0.28 due to the increase in share capital.

(4) The amount was revised from € 105.6 million to € 99.6 million due to reclassification of tangible assets which were moved from "Depreciation & amortization" account to "Impairment charges".

(5) The amount includes deferred tax assets of € 1,008.3 million, and income tax of € (17.5).

(6) The amount includes deferred tax assets of € 103 million and income tax of € (14).

(7) Revision due to reformed or rounded data.

(8) The amount includes deferred tax assets of € 1,104 million and income tax of € 15 million from tax refunds and reversal of provisions for income tax of previous years.

CAPITAL STRENGTHENING AND RIGHTS ISSUE

The NBG Group manages its capital base in such a way as to ensure that its companies maximize shareholder returns by means of an optimum debt/equity balance. The Group utilizes all available sources of capital in order to maintain and enhance its capital adequacy.

The crisis in the Greek economy led to losses arising from write downs in asset values, including Greek Government bonds and loans, which had an adverse impact on the Group's regulatory capital, leading to a need for further recapitalization. Accordingly, in June 2013 the Bank completed a further round of recapitalization by means of a share capital increase by €9,756 million, of which €1,079 million was covered by retail investors and €8,677 million by the HFSF through EFSF funds.

For further information see 2013 Annual Financial Report, www.nbg.gr/NBG Group/Investor Relations.

SHAREHOLDER STRUCTURE, LEGAL STATUS AND REGISTERED OFFICE

The Bank's official name (and company status), as described in its Articles of Association, is "National Bank of Greece S.A." Its registered office is located in the municipality of Athens, Greece, at 86 Aiolou Street.

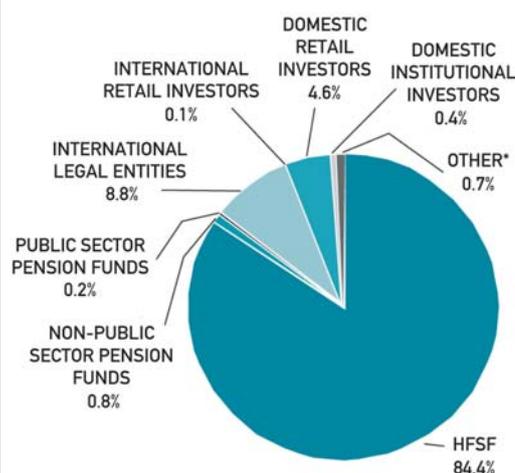
The Bank's shareholder structure presents a wide dispersion of ownership, as it includes 227,600 institutional and retail shareholders. According to the shareholder structure as at 31.12.2013, the HFSF held 84.4% of its share capital, while 8.9% was held by international institutional and retail investors, and 4.6% by domestic retail investors. Excluding the HFSF's shareholding, the participation of international institutional and retail investors stood at 56.9% while that of domestic retail investors stood at 29.4%.

Participation of NBG in Stock Market indices

The NBG share participates, inter alia, in the following Stock Market indices:

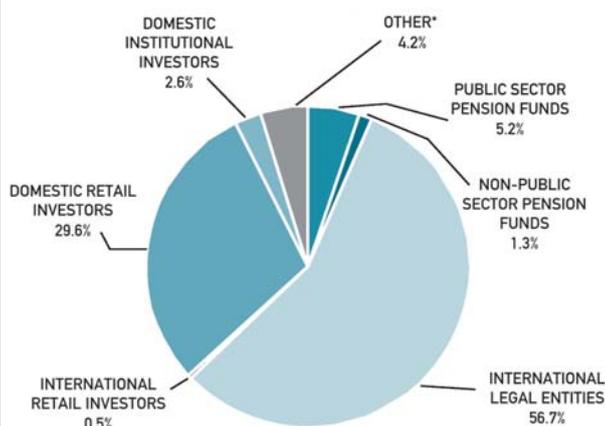
Bloomberg Code	Index	02.04.2014 Weighting factors (%)
ASE	ASE General Index	4,102
ASEDR	FTSE/Athex Banks	32,875
MXEF0BK	MSCI EM Banks Index	0,263
BEFNC	Bloomberg European Financial Index	0,099
BEUBANK	Bloomberg EMEA Banks Index	0,63
MXMUIM	MSCI EM Europe IMI	0,471
MXGRIM	MSCI Greece IMI Index	7,112

NBG SHAREHOLDER STRUCTURE AT 31.12.2013



* These include NBG affiliates, S.A.-LTD-partnerships, banks, insurance companies, hospitals, foundations and trusts, associations et. al.

NBG SHAREHOLDER STRUCTURE (EXCLUDING HFSF) AT 31.12.2013



* These include NBG affiliates, S.A.-LTD-partnerships, banks, insurance companies, hospitals, foundations and trusts, associations et. al.

CORPORATE GOVERNANCE

NBG's corporate governance framework is governed by the provisions of Greek law, the Capital Market Commission regulations, NBG's regulations and Articles of Association, the provisions of the Relationship Framework Agreement ("RFA") entered into between the Bank and the Hellenic Financial Stability Fund and the Bank's obligations against the Monitoring Trustee. Moreover, being listed on the NYSE, NBG is also required to comply with the US legal and regulatory framework (Sarbanes-Oxley Law, SEC regulations and NYSE regulations).

NBG's corporate governance includes all the principles and regulations governing the relationships between shareholders, NBG management and other stakeholders.

With a view to attaining a high level of corporate governance and strengthening its existing risk management framework, the Bank has adopted the following key corporate governance practices and policies, which are in harmony with the Bank's activities and ensure the transparency and efficiency of its operations:

- Nominations Policy for Board Membership
- Conflict of Interest Policy for Senior Executives
- Code of Ethics
- Insurance coverage for the members of the Board of Directors of the Group companies
- Code of Ethics for Financial Professionals
- Whistle Blowing Policy
- NBG Group Anti-bribery Policy
- NBG Group Remuneration Policy
- Corporate Social Responsibility (CSR) Policy

The Corporate Governance Code is posted on the Bank's website (www.nbg.gr) under The Group / Corporate Governance / Regulations and Principles.

Detailed information on the corporate governance practices, Policies, the proceedings of the General Meeting, the Board of Directors and the Board Committees are described in Corporate Governance Report, which constitutes an integral part of NBG's Group Annual Report 2013, posted on NBG's website (www.nbg.gr) under The Group / Investor Relations / Annual and interim financial statements / Financial statements for the Group and the Bank for the period ended 31.12.2013.

Regulatory compliance

2013 was a "milestone" for the Greek banking system, as mergers and acquisitions were carried out, as well as the recapitalization of the systemic banks by the Hellenic Financial Stability Fund, through private

sector involvement ("PSI") at 3 out of 4 banks, which maintain in substance their private business status. In light of these developments, the banking system was fortified so as to be able to more actively support the stabilization of the Greek economy, coupled with recovery in healthy demand for credit.

Against this backdrop, and in view of the Group's wide-ranging cross-border activities, as well as the adverse financial juncture in which it operates, both implying increased requirements for monitoring and management of regulatory risks at Group level, the Group Regulatory Compliance (GRC) Division continued in 2013 its active role in the operations of the Group with a view, inter alia, fortifying effectively the Group against regulatory risks and the likelihood of any sanctions.

A key task of GRC is to ensure prompt adaptation of the Group to the new legislative and regulatory provisions, including the requirements arising under the RFA between the Bank and the HFSF, as well as under the agreement entered into with the Monitoring Trustee. Moreover, it continued to work in 2013 for the prevention and avoidance of risks related to the regulatory framework, as well as the establishment of an adequate and effective compliance environment, aiming at ensuring the reputation and consistency of the Bank and the Group companies vis-a-vis shareholders, customers, investors and regulatory and other independent authorities.

NBG and its Group consider the prevention of money-laundering and countering of financing of terrorism (AML/CFT) a top priority. Such activities are contrary to the fundamental values and principles governing the Group's business operations.

Issues regarding consumer protection were a key focus for the Bank in 2013, reflecting the emphasis placed on customers under the current economic conjuncture. In 2013 the New Product Committee was established at administration level, in order to ensure the full harmonization of each new product and service with the legislative and regulatory framework each time applicable. The Committee aims at reviewing and approving the new products and services, including their expansion to new markets upon recommendation of the competent business Unit, ensuring at the same time the compatibility of such new products with the current risk appetite and proper and prudent capital and liquidity management.

GRC actively participated in the design and placement procedures of the Bank's new products, with a view to ensuring their

harmonization and compliance with applicable Greek and European legislation governing consumer protection, protection of personal data, transparency in transactions, rules of conduct vis-a-vis customers and markets, as well as internal regulations and voluntary codes adopted by NBG, so as to safeguard its reputation and reliability and to minimize any related compliance risks. Moreover, the Unit also participated in the approval processes for the advertising and promotion of NBG's products and services, as such actions are at the forefront of the Bank's contact with customers, thus directly affecting both its image and reputation.

With a view to ensuring effective management of complaints and given that this matter concerns mostly issues regarding the implementation of the regulatory framework, and taking into account that the direct and effective handling of complaints plays a significant role in maintaining customer satisfaction and consequently the Bank's goodwill, the said Unit has become a part of the GRC Division.

Furthermore, to consolidate an adequate and effective regulatory compliance environment, off-site audit processes were continued in the branch network regarding compliance with AML provisions and the proper implementation of the legislation on investment services (MiFID). Furthermore, in order to deal in a timely manner with weaknesses identified by the reviews carried out in the Bank and the Group by central supervisory authorities or external auditors, and to maintain the Bank's and the Group's reputation, GRC systematically monitors implementation of the corrective measures stated in the audit reports.

In addition, GRC continued to run training seminars, in cooperation with Group HR Development Division, via both targeted classroom courses and its e-learning platform. Emphasis was placed on AML/CFT issues, compliance, and accreditation in the context of Capital Market requirements of officers providing investment services.

In 2013 the Bank's Management set up the Regulatory Compliance & Reputation Risk Committee. The Committee's aim is to ensure effectiveness of the audits of the Bank and the Group enabling compliance with the Group's regulatory framework and policies. In addition, the Committee will ensure that reputation risk management complies with the risk appetite approved by the Bank's Board and the creation of long-term value for the shareholders, through, inter alia, the identification of potential sources of reputation risk, the analysis and determination of assessment and methodology parameters for the management and supervision of reputation risk, the submission of proposals regarding actions taken for its mitigation, and the overview of Risk significant events.

It is worth noting that the emphasis placed by the Bank on enhancing compliance and transparency is reflected by its 3rd-place ranking (under: Evaluation of the disclosure level of the Anti-corruption programme by the largest Greek businesses) by Greece – Transparency International, among the 16 largest companies in Greece in terms of turnover, at a score of 85% for fullness of disclosure, well above the average rating of the other companies evaluated (39%).

The said survey evaluated the fullness of data and information disclosed by the companies via their webpages regarding the anti-corruption programme. According to Greece–Transparency International, publication of the said data serves as a way of disclosing the development of an ethical and sincere cooperation between all members of management, employees, partners and the wider public, and at the same time this information is considered necessary for the fight against corruption, as it enables investors, supervisory authorities and citizens to be aware of the way the company is managed.

It should be noted that the Bank, throughout its long business history, places special emphasis on the protection of its reputation and reliability. For the Bank, the strong relationship of trust it has built with its customers, shareholders, investors, supervisory authorities and stakeholders, is its most important asset.

In addition, given that the most significant threat for the reputation of a credit institution is its potential failure to comply with the applicable operational and regulatory framework, NBG is vigilant in ensuring the ongoing strengthening and enhancement of regulatory compliance of all its Group Companies.

Risk management framework

The NBG Group applies best risk management practices in line with the guidelines and supervisory requirements set out by the Basel Committee for Banking Supervision, the European Committee of Banking Supervisors, the Bank of Greece and the Capital Market Commission, together with the decisions of the relevant bodies overseeing the Group companies.

The Group's risk management framework comprises several units. Specifically, the Board has a Risk Management Committee (RMC), which oversees all the Group's risk management functions. All Group risk management units report to the Group Risk Control & Structure Division and the Group Market & Operational Risk Management Division, headed by the Chief Risk Officer, who reports to the Risk Management Committee.

In 2012 the Bank, with the assistance of an outside consultant, reviewed NBG's risk governance system and formulated a specific action plan for its reform. To this end, in 2013 the Executive Committee decided to reform the architecture of the Bank's Risk Committees at management level by granting approval for the setting up (at Group level) of the Risk Management Board, the New Product Committee and the Regulatory Compliance & Reputation Risk Committee.

The Bank's Asset & Liability Committee ("ALCO") formulates the Bank's strategy and policy in matters of Asset & Liability Management, taking into consideration market conditions and the risk limits specified by the Bank.

The GRC Division is responsible for all matters relating to regulatory compliance with domestic and foreign regulations, including current Greek and European legislation and supervisory regulations. It reports to the Board via the Audit Committee.

The Group Internal Audit–Inspection Division, reporting directly to the Board via the Audit Committee, rounds out the risk management framework acting as an independent control body that ensures the effectiveness of the risk management framework and the control environment.

For further information, see Annual Financial Report 1.1.2013-31.12.2013, www.nbg.gr (The Group / Investor Relations / Financial information and results / Annual and interim Financial Statements).

Key features of the system of internal controls

The Bank has an effective system of internal controls that helps provide secure and effective conduct of operations. Specifically, NBG has set up:

- Board Committees and Bank Committees
- Group Internal Audit-Inspection Division
- Group Risk Control and Structure Division
- Group Market and Operational Risk Management Division
- Group Compliance Division
- Taxation Division

To safeguard the reputation and credibility of the Group in the eyes of its shareholders, customers, investors and supervisory and other independent authorities, the Bank constantly enhances and strengthens, at Group level, the System of Internal Controls (SIC) which encompasses the overall control mechanisms and processes that cover all activities on an ongoing basis and contribute to the effective and secure operation of the Group.

The Bank's SIC seeks to achieve the following objectives:

- Consistent implementation of the Group's business strategy via effective utilization of all resources available.
- Identifying and managing assumed risks of all types, including operational risk.
- Ensuring the fullness and reliability of information required to give an accurate and timely picture of the Group's financial status and produce reliable financial statements to be submitted to Greek and international authorities.
- Compliance with national and European legal directives (e.g. Law 3016/2002, Bank of Greece Governor's Act 2577/2006, Sarbanes-Oxley Act), which regulate the operation of the Bank and the Group, including internal principles and procedures, IT systems and code of ethics.
- Adoption of international best principles and practices of corporate governance.
- Preventing and averting undue actions and irregularities that could jeopardize the reputation and the interests of the Bank and its shareholders and customers.

To control corporate strategy and key business risks, the Bank's Board, supported by its committees, has adopted appropriate policies to ensure an adequate and effective SIC for the Group. The Management has undertaken to develop and incorporate the appropriate control mechanisms and procedures depending on the scope, the risks and the nature of the Group units' operations, to assess any weaknesses that may arise, and take the required corrective measures.

For further information, see Annual Financial Report 1.1.2013-31.12.2013, www.nbg.gr (The Group / Investor Relations / Financial information and results / Annual and interim Financial Statements).

Taxation

Effective collection of tax is a key component in the workings of an orderly, well-governed state, and the fair allocation of the tax burden is one of the state's principal roles in society. As a going business concern, the NBG Group is subject to income tax, and must pay it duly and on time.

The constantly changing financial environment, which results in changes in Greek tax law, requires continuous monitoring to ensure that the Group always responds to and complies with the applicable tax

legislation. In view of the particularly adverse economic environment, the Taxation Division monitors tax developments on a constant basis and assumes an advisory and supervisory role to shield the Group from tax risk and protect its Management from any serious charges or penal liability.

Accordingly, the Taxation Division carries out a critical mission, as it is the Bank's unit entrusted with the task of meeting all its tax liabilities and monitoring and assisting in all tax matters of the Group units in Greece and abroad and the companies in which the Bank participates..

In order to keep the Group in step with new legal and regulatory provisions, NBG Group units have been provided with guidelines for preventing and avoiding tax risks related to any breach of applicable legal and regulatory provisions.

The comprehensive framework of procedures established and implemented by the Taxation Division ensures that NBG Group companies in Greece and abroad fully comply with their tax liabilities, tax risk is minimized, tax risks related to the Bank's operation are identified and effectively managed, and the Group contributes to the needs of society via the tax it pays or collects from third parties. Moreover, the entire staff is updated on the most significant tax developments, and this contributes considerably to achieving the highest possible level of NBG Group compliance with the applicable tax framework.

MANAGEMENT AND ITS COMMITTEES

Board of Directors

NBG is governed by the Board of Directors, which is responsible for formulating the Bank's strategy, supervising its management and controlling the Bank in general, its long-term target being to maximize the Bank's long-term value and protect its general interests pursuant to the current legislative and regulatory framework, including the provisions of the RFA entered into between the Bank and the HFSF and the Bank's obligations to the Monitoring Trustee.

NBG's Board is composed of 14 members, 2 of whom are executive and 12 non-executive, including the Chairman.

Pursuant to Law 3723/2008 (article 1) and Law 3864/2010 (article 10) and the RFA with the HFSF, the representatives of the Hellenic Republic and the HFSF have, inter alia, the right to veto any decision of the credit institution's board regarding allocation of dividends and provision of bonuses to the Chairman, the CEO, the Deputy CEO(s) and the other Board members, the General Managers and their substitutes.

Furthermore, in the framework of the Bank's participation in the liquidity enhancement plan of the Greek economy under Law 3723/2008, the Hellenic Republic participates in NBG's Board via a representative who has the right to veto any decision regarding allocation of dividends and provision of bonuses to members of senior management, as well as to influence the strategic decisions regarding the Group. Mr Alexandros Makridis has been appointed as a representative of the Hellenic Republic under the said Law.

Under Law 3864/2010 and Pre-subscription Agreement of 28 May 2012, as amended and codified on 21 December 2012, the HFSF appointed, as its representative on the Bank's Board, Mr Charalambos Makkas, who is authorized to participate in the meetings of Board Committees and the committee the Bank is required to set up with the sole duty of supervising implementation of the restructuring plan approved by the HFSF and the European Commission.

For the purpose of monitoring implementation of the banking sector's restructuring plan and, more specifically, the Hellenic Republic's compliance with its commitments regarding the Bank's operation, Grant Thornton has been appointed as a Monitoring Trustee assigned to monitor the Bank's compliance with these commitments. Specifically, the Trustee has undertaken to monitor compliance with the commitments regarding maintenance of an effective internal audit system, implementation of proper credit, deposit and risk management policies, limitation of state aid, implementation of restrictions in allocation of dividends and coupons, and purchase of own financial instruments. He also has access to all the relevant records and the right to interview credit analysts and risk management officers.

The current Board, whose term ends in 2016, was elected (apart from the members appointed by the Hellenic Republic and the HFSF) by the 2nd repeat General Meeting of NBG's shareholders on 23 November 2012 and was constituted into a body at the Board meeting of 23 November 2012.

A full list of the Board membership is provided below:

Name	Position in the Board
George P. Zanias	Chairman (Non-executive member)
Executive members	
Alexandros G. Tourkolas	CEO
Petros N. Christodoulou	Deputy CEO
Non-executive members	
Ioannis K. Giannidis	Member*
Efthymios H. Katsikas	Member
Stavros A. Koukos	Member
Dimitrios N. Afentoulis	Member * *
Independent non-executive members	
H.E. the Metropolitan of Ioannina Theoklitos	Member ***
Stefanos H. Vavalidis	Member
Spyridon I. Theodoropoulos	Member
Panagiotis-Aristidis A. Thomopoulos	Member ****
Alexandra Th. Papalexopoulou – Benopoulou	Member
Petros K. Sabatacakis	Member
Maria (Marily) A. Frangista	Member
Representative of the Hellenic Republic	
Alexandros N. Makridis	Member
Representative of the Hellenic Financial Stability Fund (HFSF)	
Charalambos Makkas	Member

* Mr Ioannis Giannidis resigned on 20.2.2014.

** Mr Dimitrios Afentoulis was elected on 20.2.2014 in replacement of the resigned Mr Ioannis Giannidis.

*** H.E. the Metropolitan of Ioannina Theoklitos resigned on 9.4.2013.

**** Mr Panagiotis-Aristidis Thomopoulos was elected on 19.12.2013 in replacement of the resigned H.E. the Metropolitan of Ioannina Theoklitos.

Breakdown of Board membership by category and gender:

Category	Number	Percentage of men/women per category	Names
Executive members	2	2 men (100%)	Alexandros G. Tourkolas Petros N. Christodoulou
Non-executive members	4	4 men (100%)	George P. Zanias Dimitrios N. Afentoulis Efthymios H. Katsikas Stavros A. Koukos
Independent non-executive members	8	6 men (71.43%) 2 women (28.57%)	Stefanos H. Vavalidis Spyridon I. Theodoropoulos Panagiotis-Aristidis A. Thomopoulos Petros K. Sabatacakis Alexandros N. Makridis Charalambos Makkas Alexandra Th. Papalexopoulou – Benopoulou Maria (Marily) A. Frangista

During 2013, the membership of NBG's Board and its Committees changed as follows:

- H.E. the Metropolitan of Ioannina Theoklitos resigned from the Board on 9.4.2013 and was replaced by Mr Panagiotis-Aristidis Thomopoulos who was elected member of the Board on 19.12.2013.
- Ms Maria (Marily) Frangista resigned from the Audit Committee on 25.4.2013.
- Mr George Zanias was elected Chairman of the Risk Management Committee on 28.2.2013 in replacement of Mr Stefanos Vavalidis.
- Mr Panagiotis-Aristidis Thomopoulos was elected Chairman of the Risk Management Committee on 19.12.2013 in replacement of Mr George Zanias.
- Mr Spyridon Theodoropoulos was elected member of the Corporate Governance & Nominations Committee on 19.12.2013.

14.3% (2/14) members of NBG's Board are women, while 85.7% (12/14) are men.

The Board convened 34 times and its Committees 43 times during 2013.

Breakdown of Board membership by age group and gender:

Age group	Number	Percentage of men/women per category	Names
Over 50	13	12 men (92.3%)	George P. Zanias Alexandros G. Tourkolias Petros N. Christodoulou Dimitrios N. Afentoulis Efthymios H. Katsikas Stavros A. Koukos Stefanos H. Vavalidis Panagiotis-Aristidis A. Thomopoulos Spyridon I. Theodoropoulos Charalambos Makkas Alexandros N. Makridis Petros K. Sabatacakis
		1 woman (7.69%)	Maria (Marily) A. Frangista
30-50	1	1 woman (100%)	Alexandra Th. Papalexopoulou – Benopoulou
Below 30	0		

NBG keeps the role of Board Chairman distinct from that of Chief Executive Officer. Accordingly, under NBG's Articles of Association and Corporate Governance Code, the Chairman presides over the Board's meetings, proposes the items to be discussed, manages the Board's operations and generally ensures that it fulfils its duties and that meetings are held effectively, and makes the best use of the time available for discussion and the competencies of its members, while the CEO oversees the company's business and is responsible for the operations of the Bank and its Group and the attainment of the strategic targets that have been set by the Board. The Chairman is not a senior Bank executive.

Executive members of the Board are those members charged with the day-to-day running of the company, while non-executive members are those concerned with the advancement of all corporate issues. Under Law 3016/2002, the number of non-executive members must not be less than 1/3 of the total number of Board members. Non-executive Board members are distinguished further as independent and non-independent. Independent members are appointed by the General Meeting of shareholders and must number at least two, unless they are expressly appointed and participate in the Board as representatives of the minority shareholders, in which case the existence of non-executive independent Board members is not mandatory.

The General Meeting of Shareholders appoints the independent directors, as per the provisions of Law 3016/2002, which specifies that, while serving on the Board, any single independent non-executive director cannot hold more than 0.5% of the company's share capital, and cannot act under a relationship of dependence on the company or persons related to it.

The Board's members include 2 staff representatives. This representation serves as a channel of communication between employees and Management, enabling official exchange of views, concerns and recommendations in the highest governance body.

Responsibilities and authorities of the Board

The Board represents the Bank in court and out of court and may delegate its powers and functions, in all or in part, including the right of representation, to the CEO, one of its members, the Bank's general managers and assistant general managers, managers, staff members and third parties, by virtue of a Board resolution, which shall also determine the matters in respect of which the said powers are delegated. Excluded are any such matters as may require collective action by the Board.

The Bank is bound in its transactions by the signature of either one or two authorized signatories. The Board may validly grant sole signature authorization only to the CEO, the Deputy CEOs and general managers of the Bank.

Detailed information on the responsibilities and authorities of the Board is set out in the Bank's Articles of Association and Corporate Governance Report, which constitutes an integral part of NBG's Group Annual Report 2013. The Bank's Articles of Association and the Annual Report 2013 are posted on NBG's website (www.nbg.gr) under the sections Corporate Governance / Main Principles and Regulations, and The Group / Investor Relations / Annual and interim financial statements / Financial statements for the Group and the Bank for the period ended 31.12.2013, respectively.

Nomination procedure for Board membership

The Board of Directors of NBG is composed of eminent business and public figures.

The nomination process for membership on the Board are subject to specific rules laid down in the Bank's Articles of Association, Corporate

Governance Code and Nominations Policy for Board Membership. Each nominee should meet criteria that ensure in general the optimum governance and guidance to the Bank's strategy in financial, business and policy issues.

When selecting and proposing to the General Meeting a new director, or appointing new members in replacement of resigned members, the Board endeavours to propose candidates who meet the requirements specified in the Nomination Policy for Board Membership, do not have a systematic conflict of interests with the Bank, and whose election will ensure that the Board, as a collective body, will be well qualified to fulfil the following tasks:

- It shall have a sound knowledge of the banking system, and will include among its members individuals who serve or have served in high-ranking posts in financial organizations.
- It shall possess substantial experience of the business and professional world, as well as of the broader social arena, and shall include among its members individuals who have served as chairmen, CEOs, or other senior executives of large-scale organizations, whose ability to make informed judgments regarding important and fine issues, such as those about which the Bank's Board necessarily takes decisions, is widely recognised.
- It shall have a full understanding of the structure and dynamic of the Bank's customer base, as well as the key markets in which NBG today operates.
- It shall have substantial international experience and will be in a position to contribute to the growth potential of the Bank in the specific geographical region where it conducts business.
- It shall have such experience regarding financial matters that will enable it to exercise effective supervision of a business group that offers a wide range of financial services and conducts business on an international level.
- It shall endeavour to balance, as far as possible, its membership across both genders.

Ongoing training of, and provision of information to, the Directors.

NBG offers to the members of the Board training and information on matters relevant to corporate governance, risk management and regulatory compliance, as well as on finance and accounting. New Board members are offered an induction course including, inter alia, lectures by NBG executives.

Remuneration of Board members

The Board prepares and submits to the General Meeting a proposal regarding remuneration for its members for the services they render. This proposal is prepared on the basis of the Bank's Remuneration Policy, the regulation of the HR & Remuneration Committee, and best banking practices, in a manner both reflecting the time dedicated and the endeavours made by the members in support of the Board and with a view to enhancing their performance. The remuneration of the Chairman, the CEO and the Deputy CEO is determined by non-executive members of the Board.

As already mentioned, the Bank has adopted, within the overall remuneration framework, a Remuneration Policy for senior executive officers designed to promote meritocracy and strengthen a performance-oriented culture. Note that during 2013 no variable remunerations were paid to the Chairman and the executive members of the Board, while remunerations to non-executive Board members did not include the extraordinary benefits provided for by the Bank's Remuneration Policy.

In addition, it is noted that the remuneration paid to Board members is in compliance with the Bank's commitments to the Monitoring Trustee.

Evaluation of the performance of Board members

The Board runs a self-evaluation system regarding the performance of its tasks as well as those of its Committees, on the basis of a methodology formulated and approved by the Corporate Governance & Nominations Committee. Every three years, the evaluation is carried out in depth by an external consultant, whose selection and supervision is a responsibility of this Committee.

The Board evaluation includes a review of its performance in all areas of its competence, including the Bank's environmental and community actions as set out in the Bank's CSR Policy.

Climate change – Sustainable Development

In the framework of its activity, the Bank's Board was informed of, and intends to review, issues regarding climate change and the relevant risks and opportunities emerging for the Bank in 2014, as well as issues regarding the Bank's performance in the field of sustainable development.

Membership of the Audit Committee (5 independent non-executive members)

Chairman of the Committee	Mr Petros K. Sabatacakis
Vice-chairman	Ms Alexandra Papalexopoulou-Benopoulou
Members*	Mr Stefanos Vavalidis Mr Alexandros Makridis Mr Charalambos Makkas

* Ms Maria (Marily) Frangista resigned from the Committee on 25.4.2013

Board Committees

Five committees have been set up and function at NBG Board level. The committees' charters can be viewed on NBG's website (www.nbg.gr), under The Group / Corporate Governance / Board of Directors / Committees. The committee members receive remuneration for their participation in each committee.

Audit Committee

This Committee was set up in 1999 and operates in accordance with the provisions of Bank of Greece Governor's Act 2577/2006, Article 37 of Law 3693/2008 and the provisions of the Sarbanes-Oxley Act.

The members of the Committee are elected by the Bank's General Meeting following a proposal by the Corporate Governance & Nominations Committee to the Chairman of the Board. The Chairman and the Vice-chairman of the Committee are designated by the Board. The Committee is composed of five independent non-executive

members of the Board, at least one of whom is an expert in financial matters and has adequate knowledge of and experience in auditing. The member's term of office is one year and can be renewed without limitation. The Audit Committee employs a specialized advisor who reports directly to its Chairman.

Under the provisions of Law 3693/2008, the members of this Committee have been elected by resolution of the Repeat General Meeting of 12 July 2013, to which the Corporate Governance & Nominations Committee has agreed. The term of office of the Committee was set at one year.

In 2013, the Audit Committee met seventeen (17) times.

Human Resources & Remuneration Committee

The Human Resources & Remuneration Committee was set up by resolution of the Board (meeting No 1259/5 May 2005).

In 2013, the Human Resources & Remuneration Committee met seven (7) times.

Corporate Governance & Nominations Committee

The Corporate Governance & Nominations Committee was set up by virtue of NBG Board resolution (meeting No 1259/5 May 2005).

In 2013, the Corporate Governance & Nominations Committee met four (4) times.

Strategy Committee

The Strategy Committee was set up by resolution of the Bank's Board (meeting No 1387/29 September 2009).

In 2013, the Strategy Committee met eight (8) times.

Risk Management Committee

The Risk Management Committee was set up by resolution of the Bank's Board (meeting No 1308/20 July 2006) on the basis of the provisions of Bank of Greece Governor's Act 2577/ 9.3.2006.

As of 19.12.2013 the Committee is composed only of non-executive members of the Board, and are at least three in number, while the majority (including the Chairman) are independent members, pursuant to the definition of independence stipulated in the Bank's Corporate Governance Code.

In 2013, the Risk Management Committee met seven (7) times.

Membership of the Human Resources & Remuneration Committee (1 non-executive, 3 independent non-executive members)

Chairman of the Committee	Ms Alexandra Papalexopoulou-Benopoulou
Members*	Mr George Zanias Mr Spyridon Theodoropoulos Mr Charalambos Makkas

* H.E. the Metropolitan of Ioannina Theoklitos resigned on 9.4.2013.

Membership of the Corporate Governance & Nominations Committee (1 non-executive, 4 independent non-executive members)

Chairman of the Committee	Mr George Zanias
Members*	Ms Maria (Marilyn) Frangista Mr Spyridon Theodoropoulos Mr Alexandros Makridis Mr Charalambos Makkas

* H.E. the Metropolitan of Ioannina Theoklitos resigned on 9.4.2013.
Mr Spyridon Theodoropoulos was elected member of the Committee on 19.12.2013
Mr Ioannis Giannidis resigned on 20.2.2014.

Membership of the Strategy Committee (2 executive, 1 non-executive, 4 independent non-executive members)

Chairman of the Committee	Mr George Zanias
Members*	Ms Alexandra Papalexopoulou – Benopoulou Mr Alexandros Tourkolias Mr Petros Christodoulou Mr Stefanos Vavalidis Mr Spyridon Theodoropoulos Mr Petros Sabatacakis

Membership of the Risk Management Committee (1 non-executive, 4 independent non-executive members)

Chairman of the Committee	Mr Panagiotis-Aristidis Thomopoulos
Members*	Mr George Zanias Mr Stefanos Vavalidis Mr Petros Sabatacakis Mr Charalambos Makkas

* Mr Panagiotis-Aristidis Thomopoulos was elected Chairman of the Committee on 19.12.2013 in replacement of Mr Georga Zanias, who had been elected Chairman of the Committee on 28.2.2013 in replacement of Mr Stefanos Vavalidis.

** The CEO Mr Alexandros Tourkolias and the Deputy CEO Mr Petros Christodoulou resigned from the Committee on 19.12.2013.

GENERAL MEETING OF SHAREHOLDERS

The Bank's Articles of Association set out the modus operandi of the GMS, its key powers and authorities, and shareholders' rights.

Minority shareholders

At the request of shareholders representing 1/20 of the paid-up share capital, the Board of Directors shall convene an extraordinary General Meeting (GM) and set the date thereof not later than 45 days as of the date on which the request was submitted to the Chairman of the Board. The request shall indicate the items on the agenda.

At the request of shareholders representing 1/20 of the paid-up share capital, the Chairman of the GM shall postpone, only once, decision-taking by the GM, whether annual or extraordinary, for a new GM to be held on the date indicated in the shareholders' request, but not later than 30 days as of the said postponement.

The GM held following such postponement, being a continuation of the previous GM, is not subject to publication requirements as regards the invitation to shareholders, and new shareholders may also participate therein subject to the provisions of Articles 12 and 13 par. 1 of the Articles of Association.

At the request of shareholders representing 1/20 of the paid-up share capital, decision-taking on the GM agenda shall be by roll-call.

At the request of a shareholder filed with the Bank at least 5 full days before the date of the GM, the Board shall provide the GM with any such specific information on the Bank's business as may be requested, insofar as it serves for real assessment of items on the agenda. Moreover, at the request of shareholders representing 1/20 of the paid-up share capital, the Board shall inform the GM, provided it is an Annual Meeting, of the moneys paid by the Bank to each director or the managers of the Bank over the last two years, and of any benefits received by such persons from the Bank for whatever reason or under any agreement with the Bank. In all of these cases the Board is entitled to decline to provide the information requested, for good reasons, to be recorded in the minutes. Depending on the circumstances, one such good reason may be the requesting shareholders' representation on the Board as per par. 3 or 6 of Article 18 of the Companies Act.

At the request of shareholders representing 1/5 of the paid-up share capital, filed with the Bank at least 5 full days before the GM, the Board of Directors shall provide the GM with information on the current status of corporate affairs and assets. The Board may decline to supply the information requested for good reasons, to be recorded in the minutes.

Any dispute as to the validity of the Bank's reason for declining to provide the information requested shall be settled by a judgment rendered by the competent court of the place of the Bank's registered office. By virtue of the said judgment the Bank may be required to provide the information it had declined.

In the aforesaid cases, when requesting shareholders exercise their right, they are required to produce proof of their shareholder capacity and number of shares. Means of such proof also include proof of shares deposited as per par. 1 and 2 of Article 28 of the Companies Act.

In accordance with the procedure provided for by law, shareholders of the Bank representing at least 1/20 of the paid-up share capital are entitled to file with the competent court a petition for an audit of the Bank. The audit shall be ordered if the acts alleged by the petitioners are deemed likely to contravene provisions of the law, or of these Articles of Association, or of GM resolutions. Under all circumstances, audit requests as above shall be filed within three (3) years of approval of the financial statements for the year in which such acts allegedly occurred.

Shareholders representing 1/5 of the paid-up share capital may file with the competent court a petition for an audit of the Company, if the overall corporate performance suggests that the management of corporate affairs has not been based on sound or prudent practices. Shareholders requesting an audit shall provide the court with proof of ownership of the shares entitling them to the audit request. Means of such proof also include proof of shares deposited as per par. 1 and 2 of Article 28 of the Companies Act. The powers and authorities of the General Meeting of Shareholders can be viewed on the Bank's website (www.nbg.gr), under The Group / Corporate Governance/ Regulations and Principles/ Articles of Association).

Targets 2014

- External verification of the modules contained in NBG's CSR Report.
- Participation in the UN initiative on Sustainable Development and inclusion of the Bank in the UN Environment Program Finance Initiative.
- Materiality assessment/analysis for CSR evaluation of key issues of the Organisation.



Responsibility to the Market

NBG – the oldest financial institution in Greece with a 170-year history and a wide branch network – endeavours to conduct its business in full compliance with CSR principles, while it constitutes a pillar of stability and growth for Greece. We adhere to our commitment to ensure maximum security in transactions, seeking the highest possible satisfaction on the part of our customers and at the same time providing state-of-the-art products and services while also making it a priority to undertake initiatives to support Greek businesses and households in the current adverse economic environment.

PRODUCTS AND SERVICES

Our products and services aim at covering the needs of our customers comprehensively and effectively. Accordingly, in response to the ever changing needs of businesses and individuals, we have developed a wide range of products and services, including:

- Consumer and mortgage loans
- Credit cards
- Bancassurance plans for insurance and care programmes for children, pension, health and property
- Business credit
- Deposit products
- Investment products and services
- Portfolio management
- Financing of major development projects
- Structured financing (Public Private Partnerships PPPs – Project Finance)
- Financing of urban development and regeneration projects under the JESSICA initiative (Joint European Support for Sustainable Investment in City Areas). NBG has undertaken the Urban Development Fund for the regions of Attica, Western Greece and Ionian Islands and the Environment Fund.
- Financial advisory services.

For further information on products and services provided by NBG see www.nbg.gr under section “Responsibility to the Environment”.

Within the framework of its business capabilities and the sense of responsibility that governs its business culture, NBG has designed and launched a series of “socially & environmentally responsible” products:

- **“NBG Children”**: NBG Children is a deposit programme available for children up to 17 years old, which has been designed to help parents create the financial security that children need at the beginning of their adult life. In addition, this programme helps the child become familiar with the banking sector and embrace the values of saving and managing money.

- **“go health”**: Our “go health” programme offers “go” cardholders and their families a comprehensive primary health and hospital care programme including a cash-back reward and special benefits for customers that use “go” cards.

NBG “go” cardholders (Visa, MasterCard, Gold and Platinum MasterCard, Toyota Visa) enjoy top quality medical services throughout Greece, with access to diagnostic check-up programmes, visits to all kinds of medical specializations, and hospitalization with cash return up to 40%, as well as special benefits in major hospitals and diagnostic centres.

- **“go for kids”**: NBG implemented for the sixth consecutive year and, in particular, three times within 2013, the “go for kids” programme, offering support to social organizations that support children and youngsters in need. This programme is linked to the use of “go” credit cards (MasterCard, Gold MasterCard, Platinum Mastercard, VISA, TOYOTA VISA). For every purchase, carried out using go credit cards, NBG provided a contribution for the financial and moral support of non-profit organizations included in the programme.

From 18 April to 18 May 2013, a total of €21,027.95 was raised to support the work of the following bodies: “LYREIO FOUNDATION”, “MARGARITA”, “SOS CHILDREN’S VILLAGES” and “ELEPAP”. During the period 1-30 September, a total of €20,231.85 was raised for the purchase of school exercise books for children of poor families throughout Greece, via the “APOSTOLI” charity organization of the Church of Greece and the following non-profit organizations: “THE ARK OF THE WORLD”, “THE SMILE OF THE CHILD”, “LYREIO FOUNDATION”, “ELEPAP”, “CHATZIKYRIAKEIO” and “CHATZIKOSTA”. From 1 December 2013 to 15 January 2014, a total of €33,806.65 was raised to support the work of the following bodies: “THE ARK OF THE WORLD”, “ELEPAP”, “SOS CHILDREN’S VILLAGES”, “THE SMILE OF THE CHILD”, “DOOR OPEN” and “CHILD’S HEART”.

- **“STUDENT LIFE”**: An integrated pack of products for school and university students regardless of their age, who are starting their collaboration with the banking system and for primary and secondary education students to cover the needs of both the students and their parents in the course of the student life. The Bank offers a wide range of transactions and credit facilities, as well as the option to send remittances for studying purposes at privileged terms.

- **“Green Loan”**: A loan offered for energy saving in houses with environment friendly products and services or for the purchase of new hybrid technology cars. In particular, Green Loan is designed to contribute to energy saving and ecological upgrading, providing customers the possibility to participate actively in the protection of the environment by substantially improving their living conditions.





- **“ESTIA Green Home”**: NBG offers “ESTIA Green Home”, a mortgage loan for the purchase or construction of an energy efficient residence or the repair of a house in order to upgrade it in terms of its energy consumption.

- **“Photovoltaic Home” Loan**: For the installation of a Photovoltaic System: Financing of purchase and installation of a Photovoltaic System on roof and/or rooftop under the Special Development Programme for Photovoltaic Systems up to 10kWp. In particular, the Special Development Programme for Photovoltaic Systems (Government Gazette 1079/B/04-06-2009 and 2317/B/10-08-2012) offers the opportunity to install a Photovoltaic System of up to 10 kWp on a roof or rooftop, while the property owner becomes a provider for the DEH Power Corp grid, which buys the electricity thus generated.

- **“Energy Saving at Home” Programme**: NBG continues to be the No. 1 bank in terms of applications and disbursements under the “Energy Saving at Home” Programme which was launched in February 2011 with the aim to improve energy efficiency of homes. In particular, the Programme is aimed at home owners in areas of zone price up to €2,100/m² and who wish to make home alterations so as to gain a certified reduction in their energy consumption.

In 2013, 28,621 applications were submitted to NBG requesting pre-approval of loans as part of the Energy Saving at Home” scheme, totaling €94.51 million. In total, 16,355 applications worth €81.13 million were approved.

- **Investment in energy production via PV systems**: This is a programme by which NBG offers attractive financing options to individuals or businesses who wish to benefit from incentives set out in Law 3468/2006, Law 3734/2009, Law 3851/2010 & Law 3889/2010 and invest in PV power generation.

- **Mutual Fund DELOS Green Energy**
 Closely tracking global trends, NBG has undertaken a series of actions to enhance and develop initiatives and technologies that concern the “Green Economy” and contribute to the protection of the environment and improved quality of life. Accordingly, in May 2010, “DELOS Green Energy” Mutual Fund – Foreign Equity Fund was launched, which invests mainly in companies that are active in the sectors of RES and alternative fuels and development of related technologies. Also, it invests in recycling, waste management and water resource management companies. The activity of such companies contributes to the efforts of addressing the problem of global climate change. The DELOS Green Energy Mutual Fund aims at achieving the highest possible returns on a long-term basis, mainly from gains in values as well as from dividends, investing primarily in the markets of both



advanced and developing economies around the world.
Manager of Mutual Fund DELOS Green Energy – Foreign
Equity Fund is NBG Asset Management Mutual Funds S.A.

For further information on the products and services provided by the Bank, visit NBG's website www.nbg.gr. Details on NBG "green" products are available in the Chapter "Responsibility to the Environment".

SUPPORTING MEDIUM AND LARGE ENTERPRISES

In 2013 the Bank continued its strategy to support the business plans of Medium and Large Enterprises facing the impact of economic recession, by providing the liquidity needed to sustain the operations of its corporate customers that presenting positive business prospects.

It also extended tangible support to efforts to put the Greek economy on a recovery path, by financing business plans that enhance innovation, outward orientation, competitiveness and creation of new jobs as well as its active participation in programmes designed to enhance investment and business plans in the context of resources under the National Strategic Reference Framework 2007-2013.

More specifically, the Bank participated in the provision of low-interest loans to enterprises with co-funding under the Fund for Entrepreneurship (ETEAN S.A.); support for the creation of green infrastructures and RES projects via Action E; enhancing youth entrepreneurship under Action C; investment and business plans of newly-established and older enterprises via the Business Restarting and Island Tourism Entrepreneurship Actions, as well as via the JEREMIE initiative coordinated by the European Investment Fund.

NBG also participated in the programme to issue Letters of Guarantee to suppliers of enterprises under guarantees by the Fund for Entrepreneurship (ETEAN S.A.), as part of the "Export Orientation" initiative for enhancing financing of export credits through claims insured by the Export Credit Insurance Organization (ECIO) and the programme for the provision of guarantees by the European Investment Bank (EIB) for International Trade Transactions, thereby supporting enterprises' business activity and outward-looking orientation.

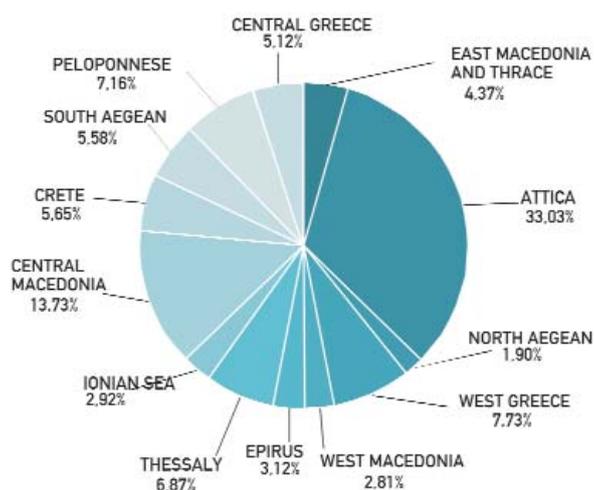
In addition, by channeling funding via the EIB, NBG contributed to efforts by firms to reduce the financial cost of financing.

In its role of systemic bank, NBG contributed to the restructuring of the Greek banking sector through the acquisition of the healthy portfolios of former FBB and Probank, thereby expanding its reach in the field of Medium and Large Enterprises.

SME Loans and Reschedulings (2013)

	€ million
Working Capital Loans	1,419,20
Fixed Assets Loans	549,70
Loans via ETEAN S.A. and JEREMIE	123,60
Work – out Loans	825,50
Total	2,918,00

BREAKDOWN OF SME CREDIT PORTFOLIO BY GEOGRAPHICAL REGION (2013)



For further information, please visit NBG's website at www.nbg.gr.

SUPPORTING SMEs

Against an extremely adverse economic backdrop, for yet another year NBG recognised the problems faced by SMEs. NBG continued to support healthy businesses that have been affected by the domestic financial crisis by providing them with essential liquidity, as well as businesses that have experienced difficulties in meeting their loan obligations by restructuring their loans and offering more favourable terms and conditions. In addition, NBG supported the liquidity of businesses and consequently the continuation of their operation by rescheduling debts in arrears, while always providing programmes to help businesses repay their overdue debts through restructuring schemes.

NBG offers liquidity to SMEs by participating in co-funded loans at a particularly low interest cost and by achieving exceptional results so far, such as:

- JEREMIE initiative with a view to meeting needs in working capital or for the acquisition of fixed assets by SMEs. Such loans are co-funded 50% by the European Investment Fund via the National Strategic Reference Framework (NSRF) 2007–2013 and 50% by NBG funds.
- ETEAN SA funding programmes, and specifically:
 - ACTION E “THEMATIC TOURISM, DESALINATION, WASTE MANAGEMENT, GREEN INFRASTRUCTURES, GREEN APPLICATIONS, RENEWABLE ENERGIES”, focusing mainly on financing renewable energy sources (RES).
 - ACTION F “TEPIX Business Restarting” to meet working capital needs of business growth and to finance investment plans of micro, small and medium-sized enterprises.
 - ACTION G “TEPIX Island Tourism Entrepreneurship” to support micro and small enterprises which are active in the field of tourism product in the Greek islands.

In implementation of an agreement signed with the EIB, NBG was loaned funds to be channelled exclusively to SMEs and MidCap Businesses under more favourable terms than other similar loans. It also launched a new programme to assist international trade transactions by healthy domestic SMEs and MidCap businesses facing difficulties related to the acceptance of country risk by their commercial partners through the provision of guarantees by the EIB on behalf of the Bank to selected foreign correspondent banks.

At the same time, the Bank offers to SMEs (legal entities or sole proprietorships) and freelancers its comprehensive service platform “Ethniki Sight Account”, which enables them to carry out their banking transactions and enjoy various benefits and favourable terms.

The balance of these restructured/rescheduled debts totalled €825.5 million as at 31/12/2013 for customers who fall under the responsibility of NBG's SME Banking Division. These debts do not include any restructured or rescheduled debts that in the meantime have been transferred to NPLs.

Aggregate loans to SMEs through ETEAN S.A. programmes and the JEREMIE initiative in 2013 amounted to €52.8 million. Last, loans to SMEs in the context of NBG's cooperation with the EIB totalled €11.5 million for 2013.

SUPPORT TO HOUSEHOLDS: DEBT WORK-OUT – RESCHEDULING FRAMEWORK

For yet another year, NBG continued in 2013 the implementation of a policy regarding favourable measures for borrowers facing economic difficulties in the smooth repayment of their debts. The programmes offered were adjusted to the new market conditions, by ensuring sustainable solutions to the Bank's customers. Accordingly, instalments were rescheduled in line with the borrowers' current income and with a view to rewarding their consistency. The Bank is expected to continue this policy in 2014 for the benefit of its customers.

The relevant NBG Divisions monitor financial developments and adjust the said products, reviewing their features on a regular basis. Specifically:

Mortgage Lending Actions

- With a view to facilitating its customers in the repayment of performing or delinquent housing and consumer loans and creditcards, NBG offers the option to:
 - extend the term of housing loan repayment, with a maximum term of 45 years in total.
 - a period of interest-only payment from 6 to 24 months, with an option to extend this period up to 48 months in total, at a floating rate, based on the 3-month Euribor interest rate.
 - Specifically for its unemployed customers, NBG offers an interest-only payment period in combination with a low fixed interest rate at 1% for 18 months and 2% for the following 6 months and a favourable floating rate, based on 3-month Euribor rate, for the remaining repayment period.
 - debt consolidation in respect of consumer loans and credit cards of the Bank with a new loan backed by collateral and at a floating rate equal to 3M Euribor plus the repair loan margin (4% or 5%). Specifically for the unemployed, NBG also offers a 24-month interest-payment period in combination with a low fixed interest rate (2%).

- NBG offers to customers with debts in arrears the option to settle their dues arising from mortgage and consumer loans/credit cards, on favourable repayment terms, such as the extension of loan term and payment of a specific fraction of the instalment due, according to the loan holders' current financial status. The said period stands at 3 years, with an option of extension for another 3 years. In addition, if the loans thus settled are normally repaid, a reward policy is implemented which includes the deletion of the performing interest to be capitalized. If a change occurs in customers' income dynamic, the loan terms are renegotiated so that its repayment remains sustainable.

Consumer Credit Actions

- The Bank extended indefinitely the availability of programmes to facilitate the repayment of performing loans by customers who are unemployed, pensioners or employees of the public/private sector, by means of which it is possible to extend the consumer loan repayment period and consequently reduce monthly instalments.
- In addition, offering debt consolidation products for performing consumer loans and credit cards, NBG offers special debt restructuring products aimed at customers whose consumer loans or credit cards are in arrears, so that they can reduce their monthly instalments and consequently facilitate the normal repayment of debts.
- NBG continued to offer restructuring and work-out programmes for debts deriving from Consumer Credit and credit cards, which aim at devising a realistic and sustainable repayment schedule adapted to the current financial status of customers.
- The measures to support unemployed loan holders are still being implemented, by continuing the offering of sophisticated work-out and restructuring products for debts deriving from Consumer Credit and credit cards, providing for an initial period of two years in which the customer pays a specific fraction of the monthly instalment.
- All the aforesaid programmes can be arranged with the option of registering a prenotation on the borrower's real property as collateral. In this case, the combination of a lower interest rate and longer repayment term leads to the reduction of the instalments to very low levels and increases the likelihood of normal debt repayment.

ELECTRONIC SERVICES AND PIONEERING INITIATIVES VIA ALTERNATIVE NETWORKS

A key strategic objective for NBG is the development of alternative delivery networks through which customers can access the Bank's services. Accordingly, i-bank reflects a shift in NBG's approach and focuses on enhanced customer-oriented services via state-of-the-art electronic networks that provide round-the-clock services wherever the customer may be (via landline or mobile phone, internet, ATM and APS). Our electronic banking services benefit practically all of our customers, whether individuals or businesses, and at the same time help reduce our environmental footprint.

NBG's alternative networks include the following:

- 1,396 cash machines throughout Greece
- Internet, Phone & Mobile Banking
- 43 Automated Payment Systems (APS).

Furthermore, in 2010, NBG launched two new technologically advanced solutions which are available to the public:

- "i-bank stores" and "i-bank corners".
- Deixtous (= "Show them!"), a campaign seeking to bridge the digital divide by helping over 50s become more at ease with using the Internet.

Reduction of the Bank's environmental footprint via Alternative Networks

For further information, see "Responsibility to the Environment".

Access to products and services by special non-privileged population groups

Since 2003, the Bank has provided for the supply of ATMs (approximately 900) which meet ADA Standards (appropriate for individuals with special needs), so as to facilitate access to its products and services by non-privileged groups among the population.

Secure internet transactions via credit cards

In October 2012, NBG launched the MasterCard® SecureCode™ / Verified by VISA service to all of its debit and credit cardholders. MasterCard® SecureCode™ / Verified by VISA is a new authentication service for the identity of the cardholder, which provides additional protection during online purchases. By using a unique personal Password, which the cardholder creates for himself, MasterCard or VISA credit cards can be used with even greater safety and security during online internet purchases. At the same time, customers can also make purchases with their ETHNOCASH PLUS debit card at participating authorized merchants.

The registration is fast, easy and free of charge for NBG cardholders. The process which involves three simple steps, can be conducted either via NBG's web portal, www.nbg.gr, or through a participating authorized merchant during the customer's first online purchase. When the customer uses his Password, the Bank can confirm the cardholder's identity for every purchase at participating authorized merchants while the cardholder ensures that he/she is indeed in communication with the Bank, thus preventing any unauthorized use of the card or exposure of credit card particulars to an unsecure environment.

i-bank store

NBG was the first bank in Greece which since 2011 has launched a pioneering network of i- bank stores and i-bank corners, two in Athens and two in Thessaloniki. The i-bank stores, one in Athens in The Mall Athens and one in Thessaloniki, Aristotelous Square, are e-banking multi-use facilities with special event venues and a lounge.

In 2013, more than 70 events were held in collaboration with various organizations and businesses. Participation in these events was free and their subjects related to technology, eco issues and financial management. Events organized in the two i-bank stores focused on two main themes: (1) how technology can benefit our daily life, and (2) how we can manage our finances more effectively.

NBG's i-bank store received yet another distinction in 2013. After it has been awarded the best "Combination of Digital and Natural Channel" prize at the e-evolution 2013 awards, it was also awarded first prize in the "Distribution Network Administration & Trade Marketing" category in Marketing Excellence Awards 2013 run by the Hellenic Institute of Marketing and the Hellenic Management Association.

The i-bank stores continue to attract the public's interest with more than 400,000 visits within 2013, compared with 500,000 in 2012, while approximately 20,000 individuals, mainly youngsters, have become members of our i-bank store club, thereby creating a strong foundation on which to increase electronic i-bank transactions and further reduce energy consumption and emissions.

For further information see our Bank's website: www.nbg.gr/ibankstore.

i-bank SOCIAL MEDIA

In 2013 i-bank services established their presence in the social media via a page on facebook (/ibanknbg), an account on twitter (@ibanknbg) and a channel on youtube (/ibanknbg), through which customers and anyone else interested can get information and all the latest news on i-bank, receive updates on technology, innovation and youth entrepreneurship and participate in lotteries and competitions. In other words, i-bank is forging a lively and interactive community in the network and communicating its social actions, such as the Deixtous ("Show them") digital literacy action and i-bank innovation and technology competition.



Deixtous (“Show them”) Action

In 2013, NBG continued its Deixtous (“Show them!”) initiative, a campaign that gives practical substance to the belief that everyone, regardless of age, should and can participate in the digital age and new technologies. For the Deixtous training courses organized by the Athens and Thessaloniki i-bank store teams, more than 200 volunteers conveyed their knowledge to almost 400 trainees over the age of 50, with the support of NGO “50+ Hellas” and the ECDL Foundation. The duration of the courses was 4 weeks in total, while from the outset the programme was welcomed enthusiastically. Note that many of the volunteers are employees working in NBG branches and central services. In addition, through the “Deixtous” facebook page (www.facebook.com/deixtous) young people are encouraged to impart their knowledge and show senior citizens the many benefits that can be derived from use of the internet.



Supporting Innovation and Technology

2013: Award winners of the 3rd “i-bank Innovation & Technology” competition

The 3rd NBG “i-bank Innovation & Technology” Competition was completed successfully in 2013, with the selection of ten proposals that received money awards worth a total of €49,000. In all, 554 individuals participated in the competition by submitting 354 proposals, while in the 2012 competition 434 individuals participated by submitting 307 proposals. The participants focused on addressing everyday issues related to electronic entrepreneurship, services to the public, energy saving and culture. Notably, the average age of participants in the third phase of the competition was 30 years, a third of whom were women.



NBG’s 4th “i-bank Innovation & Technology” competition

NBG continued to implement its “i-bank Innovation & Technology” initiative first introduced in 2010, standing by its commitment to effectively support creativity and innovation in the technology sector in Greece.

The purpose of the “i-bank Innovation & Technology” competition is to promote innovative ideas that will contribute to the development of pioneering systems and applications based on new technologies, the incorporation of environmental parameters in designing products and services, the expansion of new IT and communication technologies, and generally the promotion of innovation in Greece.

Once the competition is over and the awards given, NBG supports the implementation of selected proposals. The framework of support includes various actions, such as the financing of pilot applications, the provision of assistance in the effort to find investors, the possibility to offer training to the creators of the entries (in cases of students) and so on.





Statements related to the 4th Innovation & Technology Competition



NBG launched this i-bank competition as part of its effort to address problems hindering innovation and to foster groundbreaking business activity, particularly among young people. Accordingly, we seek to strengthen the bonds between University research activity and entrepreneurship, while we also develop financing tools that enable innovative proposals to be turned into real business activity.

George Zaniias
NBG Chairman

As part of our effort to support new businesses active in dynamic and outward-looking industries, beyond our frontline financial role we seek also to develop and strengthen the i-bank Innovation & Technology Competition. We will stick to this course, true to our long-standing role of principal Bank supporting entrepreneurship, export-orientation and innovation.

Alexandros Tourkolias
NBG CEO

The Competition rewards young people who rise to the challenge, and who do not rely on what the economy can do for them but explore ways in which they can do something for economy.

Apostolos Doxiadis
Author

Keynote speaker at the 1st Competition award ceremony

Go Global: Greece is only a small market. The Internet is a marketplace which enables you to be in Greece and at the same time sell to the entire world.

Stefanos Loukakos
Google Country Manager

Keynote speaker at the 2nd Competition award ceremony

A new sport has taken off in Greece: start-ups. And you are now a member of the NBG start-ups team!

Fotis Draganidis
GM Microsoft Innovation Center, Greece

Keynote speaker at the 3rd Competition award ceremony

The funds invested in new business in 2013 were 80 times more than those invested in 2010.

Haris Makryniotis
CEO Endeavor Greece

Keynote speaker at the 4th Competition award ceremony

Through its participation in the Competition, Pollfish intends to promote the services it provides to the wider public.

Andreas Vourkos
Team: Pollfish

4th Competition 1st prize winner

What we hope to gain from the Competition is the support of its organizers, whose guidance and feedback both in theory and practice we consider very valuable.

John Marinos Papageorgiou
Team: Truckbird
4th Competition 2nd prize winners



The i-bank Innovation & Technology Competition will give us the opportunity to speed up the development of our project and the realization of our goals.

Georgios Nikolettakis

Team: 100 mentors

4th Competition 3rd prize winners

We are hopeful that the distinction awarded to IsMood in NBG's Competition gives us valuable publicity and will encourage more youngsters to become actively involved in entrepreneurship.

Christos Kounavis

Team: isMOOD

4th Competition 4th prize winners

By taking part in the Competition we hope to attract attention to our company's platform and services, which are aimed at the domestic and the global markets.

Georgios Mazarakis

Integrated electronic platform (mHealth) for management of patient compliance with long-term therapies

4th Competition 5th prize winner

Apart from gaining valuable experience and knowledge through our participation in the Competition, we aspire to prove that social problems can be addressed through the benefits of innovation.

Ioannis Mourgis

Team: Organery Intelligent Composting

4th Competition 5th prize winners

I believe that, apart from providing valuable experience, the Competition offers funds that will enable the realization of my idea, as I take my first business steps.

Konstantinos Nihoritis

Panoramic's

4th Competition 5th prize winner

By participating in the i-bank Innovation & Technology Competition run by NBG, we seek to link up with both academic and business circles, with whom we can consult on how to promote our business idea and turn it into a commercial product.

Charalambos Patsios

Team: Promoting the use of solar energy in electric urban vehicles

4th Competition 5th prize winner

The i-bank Innovation & Technology Competition held by NBG is a unique opportunity for me to present and develop my business idea before an expert committee.

Georgios Tsolakos

PvLive

4th Competition 5th prize winners

Our participation in the i-bank Innovation & Technology Competition is an amazing opportunity for us, as we have the chance to present our work and gain publicity, to consult with experts in both the academic and banking sectors regarding our proposal, and to elicit ideas and suggestions on how to improve it.

Georgios Gatos

Team: incrediblu

4th Competition 5th prize winners



Breakdown of NBG Branches and Transaction Offices in sparsely populated and economically weaker areas (31.12.2013)*

Prefecture	Branches	Transaction Offices	Number of Units
Preveza	3	2	5
Arta	1	-	1
Chios	4	1	5
Kefallonia	4	-	4
Thesprotia	3	-	3
Samos	3	1	4
Fokida	5	-	5
Zakynthos	2	-	2
Florina	2	-	2
Kastoria	2	-	2
Lefkada	1	-	1
Grevena	2	-	2
Evritania	2	-	2
Total	34	4	38
Total number in Greece	540	40	580
As a percentage of the Bank's total Units	6%	10%	7%

* Areas defined as sparsely populated or economically weak are those ranked in the bottom 25% of the Bank's Business Potential Index. The Bank's Potential Index per Prefecture is drawn up on the basis of bank deposits, population, GDP, declared income and the number of new residences.

The competition is supported by 7 top higher education institutions in Greece: the National and Capodistrian University of Athens, the National Technical University of Athens, the Athens University of Economics and Business, the Aristotle University of Thessaloniki, the University of Piraeus, the University of Patras, and the University of Crete. In this second year it focused on the following three subject areas:

- Electronic business activity.
- Environment and technology.
- Culture and technology.

Within the context of the Competition, the top 4 winning entries receive the sums of €20,000, €10,000, €6,000 and €4,000 respectively, following evaluation conducted by university professors and NBG senior staff.

For further details with regard to the content of every subject area, as well as all details related to the Competition, Terms and Conditions for participation, visit NBG's website: www.nbg.gr/ibank/innovation

Broad participation in the 4th "i-bank Innovation & Technology" competition

In October 2013, the submission of proposals for the 4th "i-bank Innovation & Technology" competition was successfully completed. The number of participants remained broadly unchanged compared with the preceding 3rd Competition. 544 individuals participated, submitting 344 individual and group proposals. The competition was particularly popular among young people, with 84% of all participants being between 18-40 years old. In particular, 212 proposals were submitted for the Electronic Business Activity category, 82 for the Environment and Technology category, and 50 for the Culture and Technology category. Participation in "Business Idea Competition" run by the Aristotle University of Thessaloniki and "apps4thessaloniki» organized by the Municipality of Thessaloniki.

In the context of supporting innovation initiatives, NBG collaborated with the Aristotle University of Thessaloniki and the Laboratory of Economic Analysis and Policy of the Department of Economics in the organization of the "Business Idea Competition". NBG officers participated in coaching sessions and the first two winners were awarded the i-bank prize that included a tablet. They were also given the option to participate directly in the 2nd phase of the 4th "i-bank Innovation & Technology" competition.

In addition, NBG supported as a golden sponsor the "apps4thessaloniki" competition organized by the Municipality of Thessaloniki by awarding the 1st prize in the "Development of new applications" category.

CUSTOMER RELATIONSHIP MANAGEMENT

Our customers are one of our key stakeholder groups, with a direct interest in our operations. The enhancement of our services in terms of range and quality, and related customer satisfaction, are constant pursuits of the Bank.

Within this framework, the area of activity of NBG's Project Finance Division, which entails the provision of advisory services, was awarded certification in line with ISO 9001:2008 by TÜV Austria, an independent accreditation body. This certification was renewed in November 2013 and is valid for a 3-year period, through November 2016.

In addition, in December 2011, the Group IT Operations and Infrastructure Division was awarded certification in line with ISO 20000-1 for IT services provided to the Group's Subsidiaries abroad.

Branch Network in sparsely populated or economically weaker areas

As at 31.12.2013, the NBG Branch Network included 540 branches and 40 transaction offices with a broad geographical spread.

In addition, on the national level, at 31.12.2013 NBG was running approximately 19% of the total number of banking units (branches and transaction offices) in the country. In the 13 regions defined as sparsely populated or economically weak, NBG claims a 22% share of such units (source: HBA, HEBIC archive).

In these regions, as at 31.12.2013, NBG's network included 38 Banking Units, i.e. 34 branches and 4 transaction offices, which represents 7% of its banking network. In 2013 the Bank continued to operate in these regions with the same number of branches and launched 1 more transaction office, up 3%.

Besides the said regions which are defined as economically weaker, the Bank maintains a presence in frontier regions and on small islands with a population less than 5,000 people, as per the following table. In some cases, NBG is the only bank there (e.g. on Kastellorizo, Oinousses, Alonnisos and Skyros), despite the fact that the relevant business capacity indices in these places are low.

In addition, the Bank has set up 25 off-site ATMs in sparsely populated and remote areas (4.30% of its total 581 off-site ATMs), both in mainland Greece and on islands.

Breakdown of NBG Branches and Transaction Offices on small islands (31.12.2013)

Frontier Regions & Small Islands	Branches	Transaction Offices	Number of Units
Kastellorizo	1	-	1
Oinousses	1	-	1
Alonnisos	1	-	1
Skyros	1	-	1
Kea	1	-	1
Hydra	1	-	1
Symi	1	-	1
Patmos	1	-	1
Sifnos	1	-	1
Samothraki	1	-	1
Poros-Methana	1	1	2
Spetses	1	-	1
Kythira	1	1	2
Skiathos	1	-	1
Total	14	2	16
Total number in Greece	540	40	580
As a % of the Bank's total Units	3%	5%	3%

Breakdown of NBG off-site ATMs in sparsely populated or remote areas (31.12.2013)

Prefecture	Number of off-site ATMs
Attica	1
Achaia	1
Voiotia	1
Dodekanisos	4
Evros	1
Evoia	1
Irakleio	1
Thessaloniki	1
Kilkis	1
Cyclades	3
Lesvos	1
Magnisia	1
Preveza	1
Rodopi	1
Samos	2
Phthiotida	2
Chania	1
Chios	1
Total	25
Total NBG off-site ATMs	581
As a % of the Bank's off-site ATMs	4,30%

Customer Service Department

In 2009, NBG set up a Customer Service Department as part of its general endeavour to upgrade the quality of customer services offered, enhance communication channels with customers, and optimize the services and products provided. Pursuant to a Management decision in December 2012 and aiming at ongoing compliance with the regulatory framework and best customer complaints management, the Customer Service Department reports to the Group Compliance Division.

The Customer Service Department undertakes to promptly respond to grievances filed by the Bank's customers, process them and submit proposals to the relevant Units for the improvement of services and products offered. Furthermore, the Bank's Management can access all related data via the Bank's Customer Management System (CMS). Within this context, NBG has launched the following:

- For all NBG Units, an electronic complaints form that can be accessed in the CMS.
- For the customers:
 - A customer hotline, free of charge.
 - Electronic complaints form available on the NBG website (www.nbg.gr).

Specifically, in 2013, 5,864 complaints were filed and processed by the CMS.

Note that in 2013 the Bank made every possible effort to ensure its compliance with regulations and current legislation regarding information provided and products and services labelling. As a result of the Bank's commitment regarding its compliance with the applicable laws, Supervisory Authorities ascertained no severe non-compliance cases, apart from two, which, however, due to the amount of the fines imposed (€3,000 by the Hellenic Capital Market Commission and €7,500 by the Bank of Greece) are not ranked as significant fines.

Customer Complaint Management Policy of the Bank

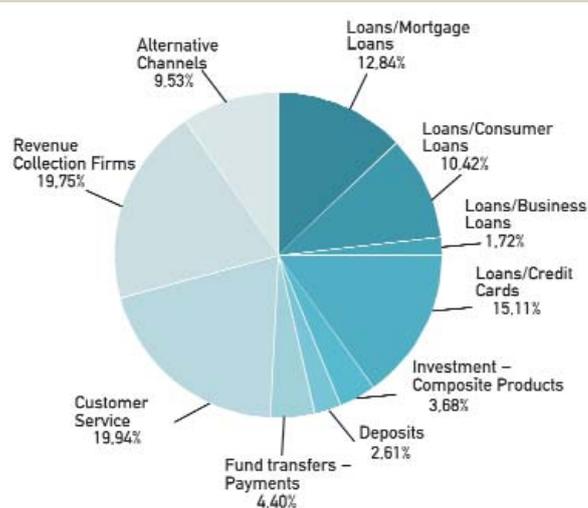
To manage effectively customer complaints and in order to avoid potential impact on the bank's goodwill, the Bank has introduced a Customer Complaint Management Policy.

Customer Complaints Management

The procedure implemented is as follows:

- the complaint is received via NBG's communications channels (Central Services, Branch, e-mail: customer.service@nbg.gr, Contact Center), or via Supervisory and other Authorities;
- the complaint is registered in the CMS;
- the complaint is classified by product and banking function;
- the complaint is forwarded to the relevant Bank Units;
- the relevant Units send back their opinion or draft a response;
- a letter of response is prepared and sent to the customer, or the complaint is handled verbally;
- a record is kept of the complaints along with all associated materials

Customer complaints by category (2013)



NBG Customer Ombudsman

The function of the NBG Customer Ombudsman provides tangible evidence of the Group's desire to sustain and enhance the valued relationship it has built up with its customers.

The Customer Ombudsman reports directly to the Board of Directors of the NBG Group and operates independently as an "Amicable Settlement of Disputes Unit" for issues relating to the Bank and Ethniki Insurance prior to the customer's recourse to judicial or other arbitration bodies. In 2013, the Customer Ombudsman:

- Enhanced customers' trust in the Bank and in Ethniki Insurance, believing in a customer-centric transaction relationship. It listened to their problems seeking the best mutually acceptable solution for all sides, acting as Advisor, Partner and Ally. The impact of the financial crisis continued to influence most of the cases; 77%, however, of the cases falling under the Ombudsman's responsibility were resolved positively, while 82% of the cases were resolved within a week.
- Enhanced the relationship between customers and the Bank, Ethniki Insurance, Independent Authorities and Consumer Associations, publishing several articles in magazines, participating in training courses in the Bank and Ethniki Insurance, as well as in presentations and events, and attending meetings with other bodies.

From the NBG Customer Ombudsman Code of Ethics:

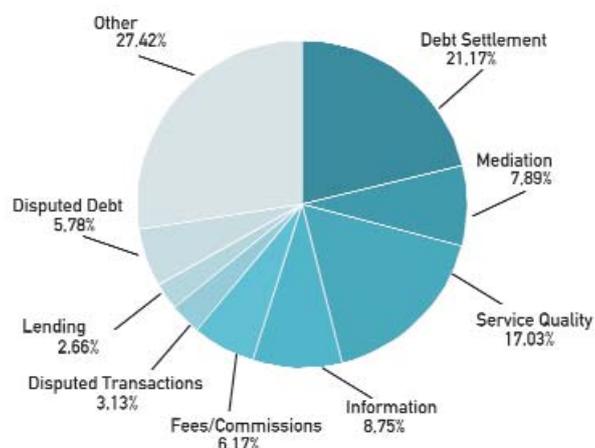
NBG is the first Greek bank to set up its own Customer Ombudsman. This move demonstrates the Bank's ongoing commitment to its longstanding principles of trustworthiness, reliability and awareness of customer concerns.

The priorities of the Customer Ombudsman are to seek and achieve amicable settlement of customer complaints before the customer resorts to other bodies or independent Authorities; to enhance customer satisfaction and to improve the services provided by the Bank. The Ombudsman aims at providing reassurance to customers in the face of the complexity of the banking system, so that, given the great number of rules and procedures, they are fully informed and able to take decisions in their best interests..

The NBG Customer Ombudsman team undertakes to adhere to principles set out in the relevant Code of Ethics, which are in line with internationally accepted principles set out in equivalent Codes of Ethics and Standards of Practice of the International Ombudsman.



**NBG OMBUDSMAN
CASES BY CAUSE OF COMPLAINT (2013)**



ETHICAL PRINCIPLES

- Independence.
- Neutrality and Impartiality.
- Confidentiality.
- Non-binding mediation.

For further information, see: the NBG Ombudsman's "Code of Ethics" at www.nbg.gr (under Ombudsman / Publications / Code of Ethics).

CUSTOMER OPINION AND SATISFACTION SURVEY

NBG considers the constant monitoring of customer perspectives on CSR issues and customer satisfaction from banking with NBG as an enduring priority and strategic tool in its effort to meet effectively customer expectations and needs.

Customer Survey regarding CSR

Within the context of its business research, in 2013 the Bank conducted a quantitative survey with regard to CSR (October through December 2013, with a sample size of 1,050 retail banking customers). According to the survey, social contribution via sponsorships (for activities focusing mainly on the Community), transparency, reliability and honesty in transactions with customers, offering of flexible products, and contribution to economic growth via lending to businesses and individuals are the key areas of CSR activities in the banking sector, where NBG holds a leading position among banks operating in Greece.

Specifically, 27% of the participants in the survey believe that NBG demonstrates social awareness, while it holds a leading position with regard to the working environment and investment in new technologies. Last, according to the survey, people recognize the Bank's contribution to culture and the national heritage in general, especially through the outstanding work of the Bank's Cultural Foundation and Historical Archives.

Tracking Survey on Retail Banking Customers

For yet another year the Bank carried out its regular surveys (ongoing banking market survey, January through December 2013, with a sample of 3,150 retail banking customers) on customer perceptions and the level of customer satisfaction, with a view to enhancing the quality of services offered and retaining customer trust. According to the results of these surveys, NBG is the leading Greek bank in terms of good name and reliability, while it is ranked by bank customers as a "dynamic bank" with a leading position in the banking market.

In addition, NBG holds first place in the market as overall partner bank (48%) and as principal partner bank, while it has a long record of being ranked top partner bank by a significant portion of customers (Principal Partner Bank Index for 2013: 66%).

Customer Satisfaction

NBG's Overall Customer Satisfaction Index stands at high levels, as 88% of its customers state that NBG is their main partner bank and declare themselves to be satisfied, despite the current adverse social and financial climate.

Tracking Survey to SMEs

Another area of ongoing monitoring and research for our Bank is business banking. With a view to supporting SMEs, for yet another year NBG carried out regular surveys (SME monitoring on an ongoing basis, January through December 2013, with a sample of 1,920 businesses in Athens, Thessaloniki and 5 major urban centres) in order to record SME market business attitudes and trends, review its image and the relations between enterprises and NBG or its competitors.

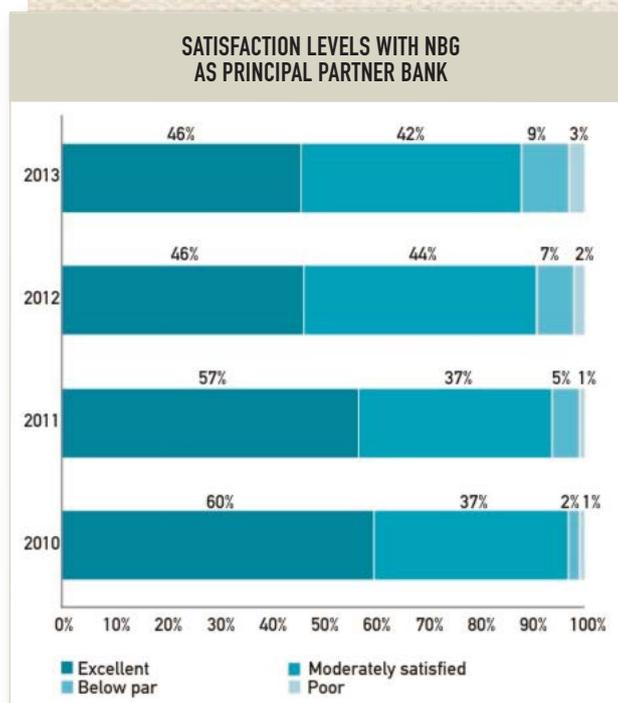
According to the results of these surveys, NBG strong points, as evaluated by its customers, are its extensive branch network, its strong Brand name, its experienced staff especially in business packages, access to innovative services and building trust with its customers. In addition, it is perceived as customer friendly, accessible to all, and a bank living up to its promises towards its corporate customers.

NBG maintains its strong position with regard to overall collaboration (over 5 out of 10 SMEs), and at the same time posts very high performance in the sphere of deposits, financing and other products in the market.

As part of the Bank's ongoing endeavour to enhance its role as a key financing player in the SME segment, since 2012 the Bank has developed a Business Confidence Index compliant with business confidence indices of EU country members. The said index should accurately track the progress of SMEs over time.

Practices aimed at assessing and sustaining customer satisfaction levels

- Frequency of customer satisfaction evaluation, on a regular basis, up to 3 times p.a.
- Tracking study in the form of C.A.P.I. (Computer Aided Personal Interviews), using a structured questionnaire..
- Inclusion in the said questionnaire of:
 - I. Open questions with spontaneous comments by the customer.
 - II. On a regular basis, a section on the level of customer satisfaction in respect of delivery channels (branch, internet/phone/mobile banking, ATMs, APS within the branches, customer hotline), with open questions for comments by customers.



COMMUNICATION AND RESPONSIBLE REPORTING

Transparency in Contracts and Pricing

NBG places special emphasis on the provision of accurate information to customers and ensures, through its staff and procedures, transparency and objectivity.

Advertisement Committee

With a view to coordinating the actions required to promote the Bank's corporate identity, the Bank has established an Advertisement Committee whose duties include the approval of the programmes regarding the promotion of the Bank's corporate image, products and services, as well as the research of proposals for the best development of the Bank's website and alternative channels as a means of marketing its products and services.

In endeavouring to fully comply with national and European legislation, internal regulations and voluntary codes which it has adopted, the Bank implements a specific control procedure for its advertising campaigns and communications.

Specifically, before advertising any products or services in printed or electronic form, the content and format of the relevant materials are reviewed by the Regulatory Compliance and Legal Services Divisions on the basis of:

- The applicable national and European legislative and regulatory framework for consumer protection and transaction transparency;
- The Bank's principles, internal Regulations and Policies;
- Voluntary codes of conduct and ethics that the Bank has acceded to: e.g. the Hellenic Bank Association's (HBA) Code of Ethics on the promotion and advertising of financial products and services offered by credit institutions-members of the HBA.

Moreover, in the context of the implementation of law 3606/2007 (transposing into Greek legislation the EU Directive on Markets in Financial Instruments – MiFID), the Bank has drawn up and implements a "Policy for the control of Credit Instrument Advertisements" which sets out the principles governing advertisements, and the actions required of Bank Units involved in creating such advertisements, through to the production and final approval stages.

The Bank has also incorporated in its Corporate Credit policy procedures by which customers must confirm (by means of a relevant statement) that they possess sufficient knowledge and management skills to address the credit risk undertaken when trading in financial instruments.

The texts of agreements governing transactional relations between customers and the Bank are carefully reviewed by the Bank's Legal Services. In addition, the Regulatory Compliance Division also controls forms providing pre-contractual information on newly-launched products.

In this manner, the Bank ensures that it supplies clear, timely, complete and comprehensive information to its customers when providing its services. NBG does not market products or services that have been banned from certain markets or might be objected to by its stakeholders or cause public controversy; accordingly, it has not received relevant complaints or questions.

Branch merger programme

The Bank has deployed a special communication plan (action plan) which includes, as the case may be:

- Information letters to customers.
- Announcements posted in the Branches affected by merger.
- Uniform way of managing communication by the staff of the branches under merger.
- Personal contacts and information to targeted customer groups.
- Customer information on state-of-the-art, alternative transaction channels with the Bank.
- Maintenance of off-site ATM or transaction office to facilitate transactions in the area.

Legal and regulatory framework

1. BoG's Governor's Act No 2501/2002, "Credit institutions' disclosure requirements to retail customers with regard to terms and conditions governing the provision of bank services".
2. Banking and Credit Committee Decision No 259/02.05.08 "Clarifications of BoG's Governor's Act No 2501/31.10.2002, as amended".
3. Banking and Credit Committee Decision No 263/21.07.08 "Implementation of Banking and Credit Committee Decision No 259/02.05.2008".
4. Code of Ethics of the Hellenic Bank Association regarding the marketing of credit products and services by credit institutions.
5. Hellenic Advertising – Communication Code of the Hellenic Association of Advertising – Communication Agencies.
6. Code of Ethics of the Hellenic Bank Association.
7. Law 2251/1994 "Consumer Protection", as amended.
8. Joint Ministerial Decision Z1 – 699/23.06.2010 on the "Adaptation of Greek legislation to the 2008/48/EU Directive of the European Parliament and Council of April 23, 2008 with regard to consumer credit agreements.
9. The Communications Control Council's Circular – Directive on television advertising (May 2010).
10. Recommendation under No 1/03.05.2008 – Circular of the Greek National Council for Radio and Television (NCRTV).
11. The EU Markets in Financial Instruments Directive (MiFID).
12. Law 3862/2010 on payment services.
13. Legislative Decree 1195/1942 and Law 4151/2013 releasing dormant funds in favour of the Greek State, among other things.
14. Law 3746/2009 on the Hellenic Deposit and Investment Guarantee Fund.

In 2013, NBG celebrated the completion of the first centenary of its banking presence in Ioannina.

Ever since the first branch of NBG in Ioannina opened its doors to customers in 1913 – the year of the liberation of the city – the Bank has progressed side by side with the city in tandem with the economic and social pulse of the region, forging a mutually beneficial and creative relationship of trust with its customers.

Ever since the first branch of NBG in Ioannina opened its doors to customers in 1913 – the year of the liberation of the city – the Bank has progressed side by side with the city in tandem with the economic and social pulse of the region, forging a mutually beneficial and creative relationship of trust with its customers.

All the Bank's Branches located in the region of Ioannina took part in the centenary celebration. Various other events and activities were held within the context of the celebration, such as info meetings on modern business issues, and a programme of collecting toys and Christmas presents as part of the "Together for Children" CSR action. The centenary events also attracted the attention of the local news media.

Compliance with Regulations and Voluntary Codes

Note that, throughout 2013, the Bank took all steps to ensure full possible compliance with the Regulations and Voluntary Codes concerning information, labelling of products and services, and marketing practices, including advertising and promotion of products and as a result no related cases of judicial or material legislative penalties were reported.

Note that only two cases regarding the Bank's non-compliance with the regulations regarding information and products and services labelling were reported, which, however, due to the amount of the fines imposed (€3,000 by the Hellenic Capital Market Commission and €7,500 by the Bank of Greece) are not ranked as significant fines.

Launching of New Products and Services

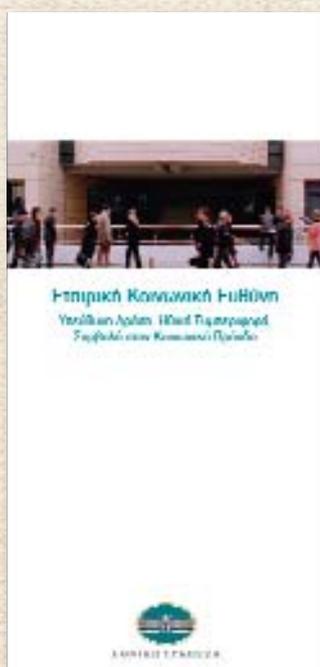
In its endeavour to remain fully compliant on an ongoing basis with its legal and regulatory requirements, the Bank also implements a procedure for controlling newly-launched products and services. Accordingly, the contents of agreements (terms of use) and forms providing pre-contractual information that are intended for contractual agreements between the Bank and its customers are updated on the basis of new guidelines, legislation or business decisions by the Bank's Legal Services and Regulatory Compliance Divisions and communicated to customers (messages and correspondence with 30-day deadlines). Moreover, template agreements (terms of use) can be viewed on the Bank's website. In this sense, NBG has done away with "small print".

In addition the New Products Committee was set up in 2013 to ensure compliance of every new product and service with the applicable legislative and regulatory framework. The Committee's role is to review and approve new products and services, including their launch in new markets following proposal of the competent Department, while at the same time it assesses the appropriateness of each new product to the current risk bearing capacity and proper and effective capital and liquidity management.

Information and raising of customer awareness regarding sustainable growth

For yet another year the Bank distributed an information booklet on its CSR actions with a view to raising customer awareness on matters relating to sustainable development.

In addition, conscious of the significance of open and two-way communication with all those interested in its activities, the Bank through this booklet urges its readers to request a copy of the annual CSR Report, and to submit their recommendations and views so as to help the Bank improve its social responsibility performance.



Ensuring legality & protecting financial activities

As a financial institution, NBG is totally opposed to any kind of corruption and financial fraud and takes every measure to combat such phenomena. The Bank considers the prevention of money-laundering and countering of financing of terrorism (AML/CFT) a top priority.

Such activities are contrary to the Bank's fundamental values and principles governing its business operations, and could have an adverse impact on the Bank's and its affiliates' reputation as well as the interests of its customers, shareholders and employees.

Anti-fraud policy

The Bank has adopted a comprehensive Anti-Fraud Policy which is binding on the entire staff of the Bank and its Group. The Policy aims primarily at:

- Raising Group employees' awareness of fraud deterrence and prevention issues;
- Training employees and promoting a uniform anti-fraud business culture across the Group;
- Identifying and describing the actions to be taken by the relevant NBG officers in the event that fraud is detected
- Development of systems, procedures and control mechanisms for preventing and combating fraud.

Anti-bribery policy

In order to be fully compliant with the current legal and compliance framework and in accordance with international best practices and guidelines regarding combating bribery, the Bank has adopted a Group Anti-Bribery Policy. NBG Board Members, Managers, employees and any other person working for the Group, whether under a labour contract or otherwise, fall within the scope of the said Policy which aims to further enhance the current corporate governance procedures of the Group, and in particular, the current framework that the Group has adopted in order to root out any cases of bribery by setting out key principles by which to prevent, avert and combat bribery.

Policies with regard to AML/CFT Management

The Bank's Board has approved the key policies by which the Bank can manage effectively the principles and rules regarding AML/CFT. These policies are further specialized in relevant circulars, so as to effectively meet all legal requirements:

- AML/CFT Policy, which includes the Acceptance Policy for New Customers.
- AML/CFT Policy on Cross-border correspondent banking relationships.

Specialised training for AML/CFT prevention

Apart from the implementation of Policies, Procedures and other circulars related to the prevention of AML/CFT, NBG places emphasis on the provision of specialized training to its staff in general, to facilitate the identification and prevention of transactions or activities considered suspicious or unusual.

For further information see "Responsibility to our Employees".

Protection of data privacy

In order to protect the confidentiality of customers', employees', suppliers' and shareholders' personal data, the Bank takes every step to ensure lawful and safe collection and processing of personal data, as per Law 2472/1997 and in compliance with the requirements of the Hellenic Data Protection Agency. The relevant regulatory framework is constantly monitored so that all necessary adjustments are made to NBG procedures and documents, while the staff is updated on personal data issues through regularly hosted seminars.

With a view to the Bank's and its Group companies' full compliance with the applicable legislative and regulatory framework, as well as with international best practices and guidelines regarding the management of personal data, by decision of the Bank's Board the NBG Group Data Protection Policy was introduced.

This Policy aims at defining clearly the principles and rules governing the processing of personal data coming to the knowledge of the Bank and the Group companies regarding a business or other relation.

The Policy further enhances the existing framework of rules adopted by the Bank for the proper and effective management of data protection collected, while at the same time it sets out a uniform framework of principles and rules at Group level, by observing the applicable respective national regulatory law of the country where each Group Company is active.

All executives and employees of the Bank and the Group companies are obliged to fully comply with the said Policy, as well as with the internal regulations and official circulars relating to its implementation.

The NBG Group Compliance Division is responsible for overseeing effective implementation of the Policy and the submission or proposals to the Bank's Management, whenever required, regarding its revision.

Transaction security in NBG's alternative networks

Fully aware of the risks entailed in transactions carried out by its customers using ATMs, the Bank has taken a number of specific measures to enhance security. The e-Business and Alternative Channels Division, which is responsible for the monitoring of ATMs, has created a special department for the prevention and combating of fraud by combining data related to transactions and other alternative channels; the said department works alongside the National Fraud Squad to promptly and effectively deal with such cases of financial crime.

NBG's Debit-Credit Cards & Consumer Loans Division, which is responsible for the security of transactions via credit cards, has set up special departments:

- A Disputed Transactions Department, for the investigation of any dispute or complaint made by credit cardholders;
- An Authorization Management and Transactions Investigation Department, for the prevention of illegal transactions through credit cards.

Protection Measures

- ATMs are checked daily for evidence of violation or other attempts to tamper with them. These checks aim at preventing PIN disclosure by deception (such as fitting a spy camera in order to maliciously intercept confidential PIN numbers).
- Cards are deactivated in the event that a PIN number is entered incorrectly 5 times consecutively.
- Transactions effected at ATMs are monitored round the clock via a specialised application for the monitoring of suspicious transactions (Anti-Fraud System, Prevention-Detection Mode).
- An i-code device producing single-use code numbers is supplied to Internet/Phone Banking customers, in order to secure and verify transactions, thereby minimizing the likelihood of interception.

- Customers can also carry out secure credit card transactions online via our MasterCard®, SecureCode™/Verified by VISA service.

Accordingly, in 2013

- Illegal transactions worth over €5.5 million were averted;
- 1,190 cards were blocked, 27 of which due to cardholder dispute (debit cards). Furthermore, 16,445 credit cards were blocked with stop-use codes: Lost (L), Stolen (S), Fraud (F) and Undelivered (U). Disputed withdrawals totalled €9,853.48
- 53 statements to police and judicial authorities were made;
- 2 arrests were carried out;
- 55 appearances before court were made regarding cases of fraudulent transactions.

TRANSPARENCY IN SUPPLIES

Standing by its longstanding commitment to responsible operations, the Bank has adopted policies, regulations and processes which are given formal substance in relevant Codes of Conduct ensuring transparency and impartiality as well as avoidance of conflicts of interest in its supplies and implementation of technical projects. NBG uses a state-of-the-art Suppliers Relationship Management System (SRM-SAP), which facilitates cooperation with circa 25,000 Suppliers. The appropriate Unit employs highly qualified staff so as to ensure the best possible results. The Bank's suppliers include all entities providing NBG with every kind of service, such as engineers, lawyers, bailiffs/process servers and others. The Bank's Suppliers are classed as domestic or international, representing the majority of business sectors. Within the context of procedure automation, transparency and reduction of paper use, the Purchasing Division has been using a new platform for electronic tenders (e-RFx) since October 2011, receiving bids in electronic instead of printed format. By 31 December 2013, the total number of tenders implemented in this way was 340. In addition, NBG also uses the e-auctions system, with the total number of such auctions being seven.

Environmental Supplies Criteria

Besides economic and technical criteria on which the selection of a supplier is based, other criteria such as appropriate certification are also considered. These criteria serve as indirect pressure that aims at enhancing the responsibility of the Bank's suppliers.

For further information see "Responsibility to the Environment".

Policy, Regulations, and Framework for Purchasing and Technical Works Management

In 2010, the relevant corporate documents (Policy, Regulations, Framework for Purchasing and Technical Projects Management) were approved by the NBG Executive Committee and Board of Directors. Pursuant to the institutional framework, all parties involved in procurement and technical projects must be aware of and conform with the Bank's and the Group's Code of Conduct, which now also applies to purchasing and technical projects.

Procedures related to supply management at Group level

- To deploy as effectively as possible an integrated method for managing all cases of purchasing goods and services from third parties.
- To allocate responsibilities for carrying out procedures related to purchasing.
- To secure the bargaining power of the Group's companies vis-a-vis Suppliers with a view to reducing the overall purchasing costs of the Group.
- To achieve effective decision-making, with the provision, at all times, of the required information on procurement to all levels of Management.
- To minimize the time required to carry out each purchase and to reduce paperwork.
- To set out basic guidelines regarding the entire purchasing process so as to achieve standardization/ homogenization of such procedures throughout the Group.
- To ensure reliability and transparency of the purchasing process across the Group as a whole.
- To minimize potential risks arising from the procurement processes implemented.
- To seek out synergies with regard to procurements at Group level.
- To achieve more efficient management of suppliers.

Procedures for outsourcing technical projects at Group level

- Adopting a uniform policy for the management of all technical projects in the Group.
- Ensuring transparency, objectivity and integrity throughout the technical project production process.
- Allocating roles and responsibilities in the implementation of processes related to technical projects
- Enabling effective decision-taking at all times by providing the information required to all management levels in respect of technical projects.
- Ensuring that the time and paperwork required to carry out each technical project are kept to a minimum.
- Setting out guidelines that homogenize and standardize the processes required to carry out technical projects throughout the Group.

- Minimizing the potential risks entailed in technical project processes.
- Ensuring best possible management of contractors (whether individuals or companies).
- Providing support to the management of all Group companies in the implementation of technical projects.

Management of Relationships with Suppliers

In the context of the centralized management of complaints now deployed by the Bank, complaints lodged by suppliers (such as objections to tender procedures, pending invoice payments etc.) are handled centrally by NBG.

Supplier Evaluation

The Bank reviews and evaluates its suppliers (in terms of quality, certifications etc.) on an ongoing basis. In the event that inspections of plant/facilities and data security are required, special teams visit the facilities and certify their suitability (e.g. visit to the plant that produces and prints personalized sight account cheques for NBG). Regular sample controls for quality and quantity are carried out for every order and delivery of goods/works etc. NBG controls its suppliers with regard to respect for human rights. For instance, the appropriate Bank Unit is regularly updated and provided with all the required legalization documents concerning staff employed by cleaning contractors.

Targets 2014

- Aiming at further enhancing the services offered and fully meeting the customer's banking needs, along with the optimum use of the Branch Network's resources, in 2014 the Branch Network Strategy Division will mainly be focusing on the following projects:
 - NBG's Branch Network expansion reaching the number of 550 Branches country wide, using a system which is adapted to the characteristics and the needs of the local economy.
 - Implementation of a new target-setting system for the Branches thereby enhancing value creation for the client as well as for the Bank and by means of which the Branches' performance will be evaluated.
 - Introduction of a new customer-orientated business branch model even more focused on the customer, with the ultimate goal of providing the best possible quality of customer services across the entire range of banking operations.
 - Enhancement of procedures at every stage of customer service, in order to free up time for the staff to focus on customers – making best use of staff expertise, streamlining and speeding up processes, and controlling effectively the operational risks.
- The Bank has announced a plan to lend support to businesses totalling €3 billion. The Bank will provide financing to existing businesses, as well as to new viable investments which aim to enhance competitiveness, innovation, extroversion, as well as

the creation of new jobs. Emphasis will be placed on RES, energy-saving and new technologies. In addition, the Bank is actively participating in the utilisation of programmes aiming to strengthen the Medium-sized Enterprises, using sources from the NSRF 2007-2013. In particular, co-funded business loans are already available or will be available within the year, in collaboration with the Hellenic Fund for Entrepreneurship and Development (ETEAN), the European Investment Fund as well as through European Investment Bank (EIB) financing.

- Systematic support to existing business customers by providing essential – under the current adverse economic circumstances – liquidity through new credit facilities and/or restructured loans.
- For yet another year, the Bank will continue to support the growth of the Greek entrepreneurship in the SME sector by providing liquidity to healthy enterprises and by participating in actions aiming at facilitating access to financing on favourable terms. In addition, the Bank will further enhance management of clients who are facing difficulty in meeting their obligations, through the segmentation of their debt and case by case handling.
- With the implementation, since the start of 2014, of the new programme for debt rescheduling via instalments adjusted to borrowers' current incomes and a reward system when the instalments are paid on time, there should be a slowdown in the rate of new loan delinquency formation.
- Submission of all orders for supplies (Consumables, Services, Equipment) by every Division and Branch of the Bank through the SAP-SRM system.
- Further leverage of the potential of e-auctions (WEB auctions) and RFX software applications.
- Formulation of a Suppliers' Code of Conduct and of relevant audit procedures concerning its implementation during the periodical Suppliers evaluation, in line with the Bank's respective Regulations for supplies and Technical Projects.
- Taking into consideration the fact that unemployment in Greece remains high while the disposable income of households has been fallen yet further this year, the Bank aims to constantly update its rescheduling programmes, adjusting them to the new financial data.
- Within the first semester of 2014, NBG is endeavouring to revamp its website for bank transactions (internet banking) with significantly upgraded options for online users, while keeping security standards for transactions at maximum effectiveness.
- Continue to promote alternative methods of dispute resolution by means of the "NBS Customer Ombudsman" in cooperation with the Bank's Divisions and Ethniki Insurance and/or external intermediation bodies.



Responsibility to our Employees

NBG recognizes the special importance of its people, since they are the prime factor in the Bank's progress and business success. In 2013, the Bank's staff consisted of 12,275 employees in Greece and 37,988 in all the countries where the NBG Group operates, making NBG one of the major employers in the Balkans. Accordingly, job satisfaction, training, advancement and rewarding of employees were matters of top priority for the Bank in 2013.

The NBG Group's key principles and values are as follows:

- Legality
- The customer comes first
- Staff quality
- Contribution to the community at large
- Respect for the environment

For further details: Code of Ethics: www.nbg.gr (under The Group / Corporate Governance / Regulations and Principles)

CODE OF ETHICS

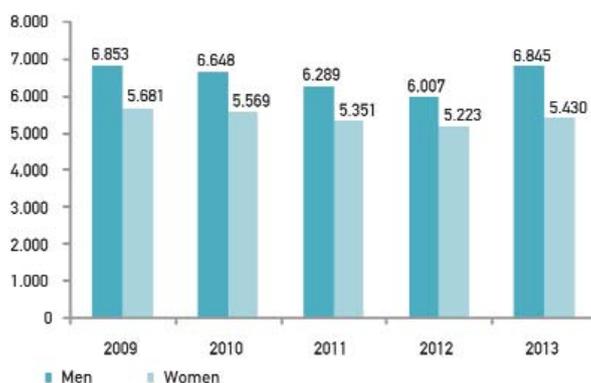
As part of the Bank's effort to deploy uniform practices of conduct across the Group, a Code of Ethics and Conduct was introduced, setting out the main principles and rules governing the Bank's and the Group's internal regulations and policies.

The Bank's Labour Regulation was drafted and came into force in 2001. It has been revised by a series of collective labour agreements that followed, and regulates issues concerning the general working status of the Bank's staff from the time they are hired until retirement.

NBG Human Resources

In 2013, NBG employed 12,275 staff in Greece, 55.76% of whom were men and 44.24% women. Compared with 2012, the Bank's total staff increased by 9.30%, mainly due to the absorption of former FBB and PROBANK employees.

SIZE AND GENDER DISTRIBUTION OF NBG WORKFORCE IN GREECE



Human Resources in Greece

Human Resources	2013	2013 % of total	2012	2011	2010	2009
Men	6,845	55,76%	6,007	6,289	6,648	6,853
Women	5,430	44,24%	5,223	5,351	5,569	5,681
Total Workforce	12,275	100,00%	11,230	11,640	12,217	12,534

Breakdown of Staff by Rank in Management Hierarchy, and Gender (2013)

Rank in Management Hierarchy	% of men per rank		% of women per rank		Total
	Men	Women	Men	Women	
Executive					
BoD Members	2	100,00%	0	0,00%	2
General Managers	10	76,92%	3	23,08%	13
Assistant General Managers	8	88,89%	1	11,11%	9
Central Managers	46	85,19%	8	14,81%	54
Branch Managers	365	74,95%	122	25,05%	487
Other Management Ranks	6.414	54,77%	5.296	45,23%	11.710
Grand Total	6.845		5.430		12.275

Breakdown of NBG Staff by Type of Employment and Employment Contract

Type of Employment	2013	2013 % of total	2012	2011	2010
Full time	12.235	99,67%	11.186	11.596	11.502
Part time	40	0,33%	44	44	50
Total NBG staff	12.275	100,00%	11.230	11.640	12.217
Seasonal employees	0		252	267	380

Seasonal Staff Employed in NBG Units *

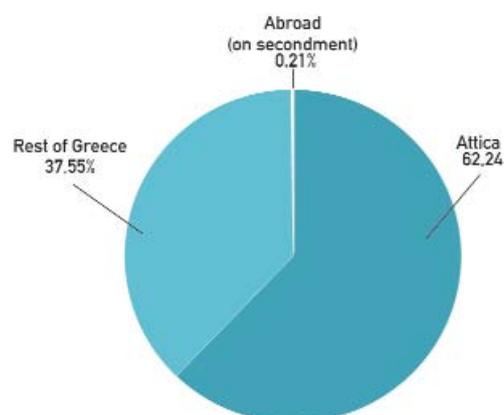
Year	2013	2012	2011	2010	2009	2008
Employees	0	252	267	380	270	378
Units where they were employed	0	219	250	317	232	315

* Hiring of seasonal employees on 4-month contracts

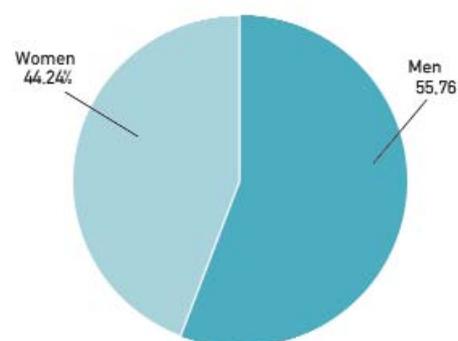
Staff by Employment Contract and Gender (2013)

Staff by type of employment and employment contract	Men	Women	Total
Under CLA	5.706	5.072	10.778
Open-Ended Contract	1.081	345	1.426
Fixed-Term Contract	58	13	71
Without CLA	1.139	358	1.497
Total NBG Staff	6.845	5.430	12.275

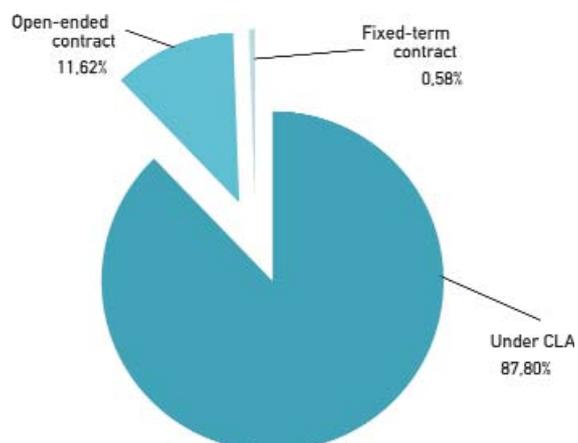
BREAKDOWN OF HR BY GEOGRAPHICAL REGION (2013)



PERCENTAGE BREAKDOWN OF GENDER DISTRIBUTION OF NBG STAFF IN GREECE (2013)



STAFF BY TYPE OF EMPLOYMENT AND EMPLOYMENT CONTRACT (2013)



Breakdown of Staff Retirement by Gender and Age * (2013)

Age	18-25	26-40	41-50	51+	Total	% of total staff
Men	0	8	24	155	187	1,52%
Women	6	15	32	38	91	0,74%
Total	6	23	56	193	278	2,26%
% of total Staff	0,05%	0,19%	0,46%	1,57%	2,26%	

* (e.g. retirement, termination of contract, etc)

Geographical Breakdown of Staff Retirement by Age * (2013)

Age	18-25	26-40	41-50	51+	Total	% of total NBG staff
Attica	6	22	38	133	199	1,62%
Rest of Greece	0	1	18	60	79	0,64%
Total	6	23	56	193	278	2,26%
% of total Staff	0,05%	0,19%	0,46%	1,57%	2,26%	

* (e.g. retirement, termination of contract, etc)

Breakdown of NBG Staff by gender and age group (2013)

Age	Men	% of all men	Women	% of all women	Total	% of all employees
Έως 30	356	5,20%	361	6,65%	717	5,84%
31 - 40	1.411	20,61%	1.883	34,68%	3.294	26,84%
41 - 50	1.797	26,25%	1.903	35,05%	3.700	30,14%
51+	3.281	47,93%	1.283	23,63%	4.564	37,18%
Grand total	6.845	100,00%	5.430	100,00%	12.275	100,00%

Breakdown of NBG Staff by Geographical Region (2013)

Age	Men	Women	Total	% of total
Attica	4.239	3.401	7.640	62,24%
Rest of Greece	2.583	2.026	4.609	37,55%
Abroad on secondment	23	3	26	0,21%
Total	6.845	5.430	12.275	100,00%

Practical Training for Students

In 2013, for yet another year NBG offered 1,166 (237 University and 929 Technical Training College) students the opportunity to acquire work experience at the beginning of their career, through its practical training scheme at various units of the Bank around the country.

Geographical Breakdown of New Hirings by Age (2013)

Age	18-25	26-40	41-50	51+	Total	% of total NBG staff
Attica	22	581	214	98	915	7,45%
Rest of Greece	7	229	123	49	408	3,32%
Total	29	810	337	147	1.323	10,78%
% of total NBG staff	0,24%	6,60%	2,75%	1,20%	10,78%	

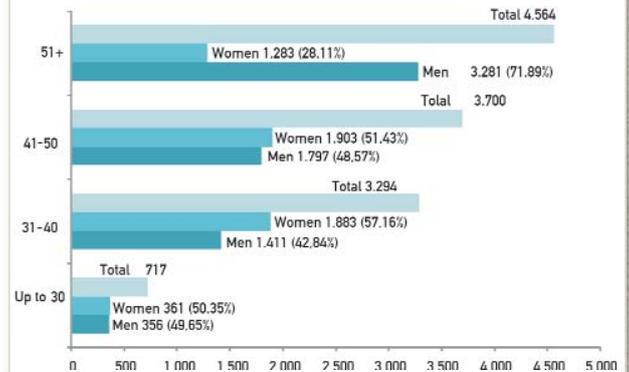
Breakdown of New Hirings by Gender and Age (2013)

Age	18-25	26-40	41-50	51+	Total	% of total NBG staff
Men	12	605	282	135	1.034	8,42%
Women	17	205	55	12	289	2,35%
Total	29	810	337	147	1.323	10,78%
% of total NBG staff	0,24%	6,60%	2,75%	1,20%	10,78%	

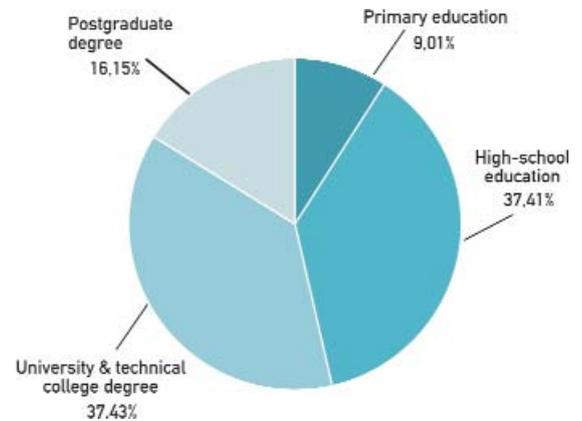
Staff by Type of Employment and Gender (2013)

Staff by type of employment and employment contract	Men	Women
Full time employment	6.845	5.390
Part time employment		40
Total	6.845	5.430
Grand Total		12275
Seasonal employees	0	0

BREAKDOWN OF NBG STAFF BY GENDER AND AGE GROUP (2013)



EDUCATIONAL LEVEL OF NBG STAFF (2013)



To enhance and renew its workforce and meet its needs for office staff, the Bank holds competitive recruitment examinations.

In 2013, the hiring process of 1 more successful candidate from the 2010 NBG recruitment examination for university and technical college graduates (with economics and business administration degrees) was completed. In conformity with the 2004 CLA, the bank also hired 19 individuals who are the children of employees who died while still in employment.

Moreover, following a Bank of Greece decision and upon approval by the Hellenic Financial Stability Fund, NBG acquired the healthy parts of former FBB and PROBANK on 10 May and 26 July 2013, respectively. Both banks' staff totalled 1,265 (234 employees from former FBB and 1,031 from former PROBANK).

Human Resource Management

In 2013, the Bank stepped up its efforts to upgrade the administrative and management systems of its human resources.

The former Personnel Division was renamed NBG Group HR Division, the International Personnel Division was abolished, and the HR Strategy Division was set up. Most of the employees and the operations of the former International Personnel Division were absorbed by the Group HR Division which, for this purpose, was divided into two Sub-divisions.

The restructuring of the Group HR Division involved the setting up of Fire Safety, Natural Disaster Risk Prevention and Civil Defense Sectors, as well as the HR Loans and Payroll Data Registration Sub-division. In addition, in order to respond to the increased tasks assigned to it, the NBG HR Division increased its staff numbers in 2013 by 21.

Group Remuneration Policy

By decision of the Board following a proposal by the HR & Remunerations Committee (composed of non-executive members) and in compliance with Bank of Greece Governor's Act 2650/19.1.2012, the Bank adopted the Group Remuneration Policy, which constitutes an integral part of the corporate governance framework for the Bank and the Group companies. This Policy sets out the key guidelines for the management and provision of remuneration to the staff of the Bank and its Group companies, ensures reliability and transparency in the staff remuneration-related principles and procedures and contributes to the avoidance or minimization of cases of conflict of interest or influences that could have a negative impact on the sound and prudent management of the risks undertaken. This Policy has been forwarded to NBG Group subsidiaries to be adopted by their Boards once they make necessary adjustments.

Revision of Group Executive Benefits Policy

In September 2013, the revision of the current Group Executive Benefits Policy was deemed necessary. The revised Policy was approved by the Bank's Board following a proposal by the HR & Remuneration Committee, and included the following adjustments:

- To establish a new round of provision of ticket restaurant vouchers, launched in December 2013.
- To redefine the beneficiaries of the benefits and their respective cost limits.
- To improve the Policy's implementation procedures, enhancing them with safeguards where deemed necessary.
- To review the current benefit regarding additional insurance coverage of beneficiaries, so as to rationalize the cost of the benefit for the Bank.

The revised Group Executive Benefits Policy was communicated to NBG Group subsidiaries as a template for the preparation of their own Benefits Policy, where such is required.

Job Description

To facilitate the link-up of the functions related to HR management (e.g. training, evaluation, selection, appointment-transfer, design of development programs, planning and meeting HR needs etc.) so as to make best use of the Bank's and the Group's employees, as well as to ensure the Bank's compliance with the regulatory framework in force and deployment of HR management best practices, the Group HR Division continued and expanded the "Job Description" project. More specifically:

- 110 new job descriptions at Management level (24 General Manager and Assistant General Manager job descriptions and 86 Head of Sectors/Centres and Sub-division Manager job descriptions) were drawn up and are close to finalization.
- All representative network unit job descriptions were completed.
- Job descriptions falling within the 2012 Remuneration Policy, under Bank of Greece Governor's Act No 2650, were drawn up.
- Support was offered to NBG Group subsidiaries Ethniki Factors, Ethniki Asset Management SA, Ethniki Insurance–Cyprus and NBG Bank Malta in preparing their own job descriptions.
- The task of incorporating the finalized job descriptions into SAP ERP was completed and they are now being entered into the computing systems.

Staff Voluntary Retirement Scheme

At the end of 2013 the Bank announced the Staff Voluntary Retirement Scheme, targeting initially 2,000 employees. The Group HR Strategy Division, in cooperation with the Group HR Division prepared, organized and prosecuted the said Scheme. The VRS was successfully completed, with the number of participants eventually totalling 2,490, exceeding by far the initial estimates.

Planning for HR Needs

In the framework of Annual Planning for HR needs, in cooperation with the Bank's General and Assistant General Managers, quantitative and qualitative needs for staff in the Units under their responsibility were set, so as to effectively find ways of meeting them.

Senior Management Positions

In 2013 the required proposals to the HR & Remunerations Committee and the Board of Directors were submitted with a view to filling 3 top management positions.

Other Positions

Following the implementation of the Transfer Process for Surplus Staff in Domestic Subsidiaries, which contributes to securing job positions and utilizing on a rational basis domestic subsidiaries' personnel within the Group, 3 persons were assessed and finally hired, on the basis of specific staff needs. Moreover, to meet needs for specialized staff and job positions, the Domestic Subsidiaries Staff Hiring Process (recruiting staff from the labour market), launched at the end of 2012, is now being deployed. In this context, 31 persons were hired following assessment of the respective requests received from domestic subsidiaries.

In 2013, a total of 1,324 new staff were hired.

Staff Appointments

As a part of its responsibilities regarding the appointment of officers in the Bank's Units, the HR Division:

- Issued 286 Administration Acts, concerning 712 persons.
- Prepared 3 Executive Appointment Boards, concerning 214 persons.
- Implemented 334 Division Managers' Acts, concerning 1,392 persons.
- Received and processed 126 applications for the meeting of Regional Manager positions.

Hiring of personnel in 2013

CATEGORY	NUMBER
General Manager	1
Special Associates (under open-end contract)	20
Special Associate (under fixed-term contract)	1
Advisors to Management (under fixed-term contract)	4
Lawyers	2
Junior clerk (pursuant to the 2010 recruitment competition)	1
Employees on training	10
Children of deceased employees	19
Re-hiring	1
Former FBB employees	234
Former PROBANK employees	1.031
TOTAL	1.324

- Received and processed 292 applications for the Staff Leverage Program.

With regard to the appointment of the remaining staff, the NBG Group HR Division issued 22 Administration Acts, which concerned the turnover (initial appointment, transfer, secondment, assignment of duties, granting/revocation of right to sign etc.) of 1,754 employees in total.

Announcement of posts of Responsibility

With respect to placement of officers to vacant positions advertised for the Bank's Branch network, the NBG Group HR Division issued:

- 3 in-house advertisements for 59 Branch Manager positions (427 applications were processed).
- 2 in-house advertisements for 92 Branch Sub-manager positions (634 applications were processed).
- 31 Administration Acts (25 regarding appointments, 4 regarding change, 1 regarding secondment, and 1 regarding discontinuation of secondment).

Deployment of former FBB and PROBANK Staff

The NBG Group HR Strategy Division was responsible for coordinating the process of effectively integrating former FBB and PROBANK staff from the said banks' Administration Units, following the transfer of the healthy parts of the said banks to NBG.

A total of 389 interviews were carried out (for 130 employees from former FBB and 259 from former PROBANK), in collaboration with the Selection Subdivision of the Group HR Development Division and in the presence of the General Managers and Heads of Administration Units. Thereafter, steps were taken to appoint employees to the Bank's Units or domestic subsidiaries. The process was successfully completed at the end of 2013 for almost all employees.

With a view to offering equal opportunities to all employees, at the beginning of 2014, a Committee was set up by decision of the Management, whose responsibility was the incorporation of all the aforesaid employees in the regular staff of the Bank and the Group companies.

Staff Leverage Program

In seeking to enhance the strategic planning of staff development in the Bank, and in implementation of the Bank's Special CLA of 22.10.2013, the Staff Leverage Program was designed and deployed, on a pilot basis. The Program concerns middle management staff (in the Branch Network and Administration) holding the grades of Assistant Head of Section and Head of Section Grade I.

The purpose, preconditions for participation, and key parameters of the Program were communicated to all NBG employees via a relevant advertisement for applications in November 2013. The Program provides for an objective and transparent process for the selection of

candidates, a plan for developing knowledge and skills of the successful candidates, systematic evaluation and feedback, and rational leverage of their knowledge and skills in posts of responsibility and/or projects of the Bank and the Group. The Group HR Strategy Division was responsible for coordinating the Program and the Units supervised by the Group HR Assistant General Manager were responsible for its deployment, which should be effected within 2014.

Job Rotation

The Job Rotation program which was designed and run, on a pilot basis, at the end of 2012, as part of the strategic planning of NBG employees' development, was successfully completed.

Its pilot implementation, which lasted from January until June 2013, was intended for new employees in administration units in Attica without any previous work experience in the branch network. 12 persons, seconded from Full Retail Branches, participated in the program and were employed, on the basis of individualized employment time schedules, in the main product teams of the Bank, with a view to improving their job experience and knowledge, gaining broader organizational understanding and enhancing NBG's customer-oriented business culture. In parallel, they were placed in targeted training programs concerning banking operations and development of personal skills.

Following the positive feedback from all the parties involved, the HR Strategy Sector recommended that Management run the program on an annual basis. The second round commenced on 22.11.2013. The program is now of longer duration (7 months) and is addressed to employees of administration units, both in Attica and beyond, thereby giving the opportunity to more employees to take advantage of the development benefits it offers.

Summer Internship Program

As part of NBG's efforts to support youth employment opportunities, the Group HR Strategy Division designed and deployed a pilot 3-month (July-September 2013) Internship Program for Postgraduate Students.

Accordingly, in cooperation with the General Managers/Assistant General Managers the HR Strategy Division defined 10 job positions in their Units, to which the postgraduate students could be posted. The announcement for the said job positions was made through the Universities' Liaison Offices.

The 10 students selected through an objective selection process (assessment of the candidates' CVs on the basis of their academic performance, use of work skill tests and panel interviews in cooperation with the NBG Group HR Development Division), attended

a one-day training event and thereafter were placed in the job positions associated with the announcement, where the Units' competent officers trained them, providing the guidance required for a thorough understanding of the tasks assigned to them. Throughout the program the Group HR Strategy Division provided ongoing support to everyone involved and constructive feedback to the participating students.

Thanks to the Summer Internship Program and the feedback of all the parties involved, the participating postgraduate students gained substantial practical experience in specialized areas of activity of the Bank related to their academic background, and enhanced their prospects of successful integration in the labor market. Indeed the participants stated that the Program "has all the right features to make it a learning place for university postgrad students".

Enhancing HR Management Reporting

To minimize as far as possible the risks to which the Bank is exposed due to the non use by the staff of their regular leave (such as fines imposed by the Hellenic Labour Inspectorate and/or domestic and international auditing mechanisms, encumbrance in the Bank's results) the Group HR Division issued a relevant Bank Circular requiring that the regular days of leave of the current and previous years of all the Bank's employees will be scheduled and used, within the specific deadlines. This effort had a remarkable outcome, as the total number of unused days of regular leave of NBG's staff for 2013 (297,115 days) was significantly reduced by the end of the year.

Unused days of regular leave (2013)			
Period	Number of unused days	Number of used days	% reduction in unused days in 2013
Total number of days of regular leave in 2013: 297.115			
Data as at 30/9/2013	153.400	143.715	48,37%
Data as at 31/12/2013	60.948	236.167	79,49%

Provision of HR Data

A. Within the Bank

With a view to enhancing the processes of control, overall monitoring and management of budgeting staff costs, new reporting (on a monthly, quarterly etc. basis) was designed related to the financial and qualitative data on the Group's workforce.

B. Outside the Bank

With a view to ensuring the compliance of the Bank and the Group with the current legislative and regulatory framework, the Bank provided the competent Supervisory Authorities with the required information (e.g. executive remuneration and benefits).

New payroll system

In March 2013 the SAP Payroll, the Bank's new salary payment system, was launched, and now offers more detailed information on the breakdown of the staff payroll, faster clearing of salaries earned and faster updating of employees' accounts with insurance funds.

Rationalizing Top Management Remuneration

In its effort to rationalize Senior Management remuneration, a scale of top salaries by rank of hierarchy (rank of Manager and over) was designed, in line with which remuneration was adjusted, wherever deemed necessary.

Rationalizing Travel of Officers and Travel Policy

In January 2013 the Bank instituted a travel policy for its senior officers, enabling centralization of account monitoring and clearing by the Group HR Division. This Policy ensures:

- Uniform and equitable treatment for all employees.
- Safe and comfortable travel and accommodation for the staff.
- More efficient management of the cost of employees' business and other travel.
- More rational management of business travel via a central management system.
- Harmonization with the principles of the Bank's Environmental Management Program.

Commuting, Office and Business Promotion Expenses

To help certain officers in the Bank cover expenses related to their work and position, the Bank compensates them for such expenses, up to a certain limit, against submission of the required documentation by the beneficiaries.

Beyond the coverage of travel, office and business promotion expenses, the Bank has defined the posts/roles of officers incurring such expenses, designed the procedures for their submission and monitoring of observance of the provisions during the pilot implementation, while it has also arranged for the electronic processing of the overall procedure.

Drafting a New Regulation for the Provision of Electronic Communications & Storage Media

The Bank has drafted the general principles governing the Granting to Senior and Middle Management staff of the Bank of Electronic Communication and Storage Media. The said Regulation is expected to be approved and deployed during the first two months of 2014 and its purpose is to:

- Meet the job needs, as they arise by officer post/role.
- Set up a uniform methodology for the granting and use of e-media.
- Manage on a centralized basis e-media within the Bank.
- Rationalize the cost of e-media for the Bank.

Provision of pension data

The Bank designed a computing application that provides data to TSPETE-IKA Social Security Organization on NBG employees' average five-year pension benefits, to facilitate provision of pensions by this organization.

Handling of Court Actions

The Group HR Division processed data and drafted detailed notes sent to Legal Services Division regarding actions and appeals both by and against the Bank for a total of 317 cases (including: compensation for retirement, promotions, termination of employment contracts, allowances, invalidity of Employee Performance Review Forms, injunctions against the Bank etc.). In addition, 6 Proposal Notes to the Management were prepared regarding approval of out-of-court settlement or the non imposition of additional injunctions for the cases concerned. Lastly, 159 court decisions were executed, for which 287 notices were sent to the Bank's Accounting Department.

Administrative support to the NBG Health Fund (TYPET)

In its ongoing effort to rationalize costs, as from 2012 the HR Division has implemented a special procedure for filing applications for employees' children to join TYPET's summer camps, thereby ensuring better service to both TYPET and employees.

Designing Policies, Procedures and Standards Documents for Overseas and Domestic Subsidiaries

The NBG Group HR Division continued to cooperate closely with the overseas subsidiaries' local HR Divisions for the purposes, on the one hand, of monitoring and supervising operations and, on the other, to provide guidance and provision of advice in HR management issues in general.

A large number of social security and tax issues of expatriated officers of the Bank were successfully resolved in a timely and proper manner, in cooperation with a specialist firm, thus safeguarding in the best possible way the Bank's reputation and standing at Group level.

Moreover, implementation of the HR Manual/Regulation was expanded in five subsidiaries. Its contents include provisions on professional conduct, description of labour rules/framework regarding staff hiring, staff assessment, development and remuneration, and disciplinary procedures.

In addition, the Bank's management approved the staff recruitment procedure in domestic units.

Note that the subsidiaries' officers have been notified of the approved Staff Recruitment Procedure, on the basis of which the Group CEO's approval is required for every new hiring or change in the relationship framework.

Pilot implementation of the new Single HR Performance Management System (PMS) in Stopanska Banka Skopje (SB) (2013)

In 2013, by decision of the Management, pilot implementation of the new PMS was launched for the 140 SB officers. In 2014, its implementation will be expanded to cover all (circa 1,050) SB employees.

Staff Evaluation

In seeking to foster staff opportunities for personal development, the optimal utilization of their skills and the identification of areas for improvement, the Bank has developed an internal Staff Evaluation & Development System, which has been running for several years. The said system is implemented on an annual basis and has also been deployed by a number of the Group's subsidiaries, in cases where this was considered expedient.

On the basis of more recent data, the "Development of a Uniform Performance Management System" project was reviewed and revised, while the respective electronic application is now being rolled out and its pilot application at group level is under way.

Employee evaluation is carried out at the beginning of each year, and reviews performance over the previous year. In 2013, 9,838 employees (5,442 men – 55.32% and 4,396 women – 44.68%) were assessed as part of the annual review process (80.15% of the total). This percentage is lower than 2012, as a result of the staff increase due to the absorption of former FBB and PROBANK. Assessed male staff represented 79.50% of all men working for NBG, and assessed female staff 80.96% respectively.

Employee Participation in Evaluation

The employee plays an active role in the evaluation process and, following its completion, has full access to the results. All employees evaluated have access to the evaluation results and participate in the completion of their performance review forms.

Staff Selection

In 2013, the Bank sought to fill vacant positions by eliciting interest for these positions from among its staff. The Staff Selection Sub-Division, which is responsible for reviewing employees' qualifications, skills and professional abilities and utilizing them to fill vacancies as effectively as possible, examined 500 applications and interviewed 301 candidates in the context of 24 selection programs and 285 candidates as part of the General Assessment program for newly hired employees. Special emphasis was placed on the appointment of former FBB and PROBANK employees through the conduct of 340 targeted interviews. In addition, the role of the Selection Sub-Division as advisor and mentor was significantly enhanced through individualized contacts with the Bank's employees and officers. In addition, they carried out 335 IQ tests, drew up personality profiles and organized written examinations for employees. Last, the pilot implementation of Group HR Development Programs was continued.

Staff Training and Development

To enhance the professional skills of its employees at all levels, NBG offers them opportunities for continuous training and broadening of their competencies. The successful development and achievement of the Bank's targets depend directly on its staff's ability to adapt to and successfully manage any challenge in the constantly changing environment.

In-house training is provided to all employees who are eligible for participation in open courses, as well as to specific groups of staff required to participate in targeted seminars.

In this context, recognizing the need for ongoing development of its employees and for the purposes of meeting its current and future training needs, the Bank deployed a training program which develops the knowledge, abilities and professional skills.

In 2013, the Bank:

- Ran training programs exclusively for former FBB and PROBANK employees, aiming at their smooth integration into the Bank's operations and procedures, such as: Basic On Line Transactions for Tellers, Key Principles regarding Mortgage Loans and Restructuring, International Trade Operations and Network Transactions Control.

In total, 34 courses were held in which 422 employees took part.

- Trained 190 employees through seminars in the classroom and 60 via the e-learning platform, for the support of the branch network needs in issues regarding the rescheduling of consumer and mortgage loans.

- In cooperation with the Training School of the Hellenic Fire Academy, trained 629 NBG Group employees as safety officers. Special emphasis was placed on the safety of employees, while a number of training programs were held throughout Greece for issues regarding fire safety and facing natural disasters, as part of the implementation of the measures provided for by the applicable institutional framework.
- Continued the preparation of officers for certification required by the current institutional framework in investment services (in compliance with MiFID) and insurance mediation issues, through 26 seminars (16,949 man-hours).
- In cooperation with the Group Internal Audit-Inspection Division, implemented specialized programs for the training of new Auditors-Inspectors in matters such as: ACL-Audit Command Language, EGRC-Enterprise Governance Risk & Compliance, Group Internal Audit & Development of Management Skills for the role of Inspector.
- Covered specialized training fields, such as: Syndicated Lending, new provisions for Capital Requirement Directive IV (CRD IV, Basel III).
- Ran training sessions for the Management Skills Development Program addressed to medium and senior management officers, attended by a total of 199 employees of the Bank (3,200 man-hours).
- Continued in 2013 the training on prevention of fraud and corruption in cooperation with the Special Audit and Anti-Fraud Office of the Bank's Group Internal Audit-Inspection Division, with 3-hour presentations in basic banking operation seminars addressed to the NBG branch employees. 349 employees were trained in total.
- Held courses on regulatory compliance and AML issues, both in the classroom and via e-learning, in cooperation with the Group Compliance Division.
- Continued the implementation of programs for the purpose of developing employees' personal skills in emergency and stress management at their workplace, (4 training programs). The "Work-related stress management techniques" program is held in cooperation with the medical staff of TYPET.

Credit Academy

In 2013 the design of a 200-hour specialized training project was completed. It is addressed to the staff of the Bank's lending units, with the purpose of enhancing their accumulated specialist knowledge. The "Credit Academy" project, which is a key strategic target of Management, is being developed mainly by internal trainers and, in specific specialized issues, by external associates.

Training Data

Year	2013	2012	2011	2010	2009
Number of courses run	588	641	549	557	480
Participation in in-house courses	4.538	6.719	6.150	8.713 **	9.800 **
Participation in external courses	724	374	210	510 **	600 **
Participation in other forms of training (e-learning, external distance learning etc)	6.021	6.356	4.207		
Total participation in training courses	11.283	13.449	10.567	9.223	10.400
Training man-hours (participations by hours)	113.631	228.831	173.901	130.838	206.000
Average train hours per employee*	9,25****	14,65***	14,9	10,7	16,4
Training expenditure (€ millions)	3,5	3,06	3,8	3,8	3,8

* Explanation of calculation: Total training hours (man-hours) of employees in Greece/ total number of employees in Greece.

** Including participation in distance learning courses.

*** For the calculation of this figure, 64,279 training man-hours (1,603 participations) regarding other associates were not taken into account.

**** For the calculation of this figure, 11,283 training man-hours (731 participants) in respect of other associates were not taken into account.

Staff training data by gender and category (2013)

Staff category	Men	Women
Employees with supervision responsibilities	45,97%	51,87%
Employees without supervision responsibilities	37,34%	41,31%

Average annual training hours by category and gender (2013)

Staff category	Average annual training hours		
	Total	Men	Women
Employees without supervision responsibilities	9,82	9,36	10,41
Employees with supervision responsibilities	8,62	7,39	10,18
Total average	9,26		

Staff training data by category and gender (2013)

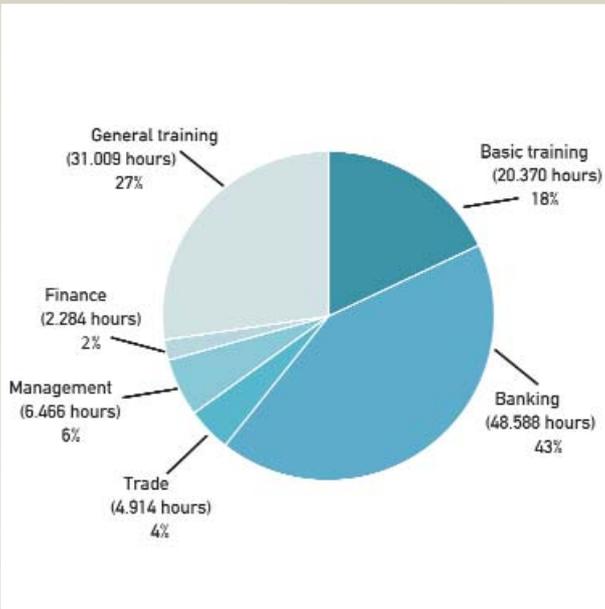
Staff training data by category	Number of participations			Number of individuals		
	Total	Men	Women	Total	Men	Women
Employees without supervision responsibilities	5.427	2.861	2.566	2.536	1.352	1.184
Employees with supervision responsibilities	5.856	3.006	2.850	2.812	1.482	1.330
Other associate trainees	731	326	405	337	158	179
Total	12.014	6.193	5.821	5.685	2.992	2.693

Participation and training hours by subject category and gender (2013)*

Training subject	Total NBG participations			Total training hours		
	Men	Women	Total	Men	Women	Total
Basic training	397	261	658	13.220	7.150	20.370
Banking operations	1.245	1.533	2.778	21.138	27.450	48.588
Trade	145	275	420	1.744	3.170	4.914
Administration	162	257	419	2.548	3.918	6.466
Finance	60	80	140	968	1.316	2.284
General training	3.858	3.010	6.868	18.089	12.920	31.009
Total	5.867	5.416	11.283	57.707	55.924	113.631

* 11,283 man-hours (731 participants) in respect of other associates are not included

BREAKDOWN OF TRAINING MAN-HOURS (2013)



In-house training by city (2013)

City	Seminars	Participations
Athens	232	3.649
Thessaloniki	68	927
Patras	18	223
Komotini	1	28
Ioannina	1	21
Chalkida	2	30
Irakleio	2	31
Chania	1	15
Kerkyra	1	9
Zakynthos	1	2
Kefallonia	1	4
Tripoli	1	24
Larisa	1	31
Lamia	1	16
Chios	1	5
Mytilini	1	8
Rhodes	1	10
Samos	1	5
Kos	1	7
Total	336	5.045

HR Development Policies

To develop the competencies of its workforce, NBG continues to apply its three-year (2013-2014-2015) policy on:

- Supporting Professional Certification Programs (enabling employees to obtain international accreditation).

Participation in Professional Certification Programmes (enabling employees to obtain international accreditation)			
2013	2012	2011	2010
10**	7*	10	10
* CFA, ACCA, CIPD			
** CFA, ACCA, CISA			

Participation in Postgraduate Studies in combination with Professional Certification Programs	
2013	2*
**MSc in Finance by ALBA in combination with CFA certification	

Learning foreign languages

As part of the Bank's ongoing policy to enhance its HR skills in foreign languages, the HR Division renewed for three more academic years its support for the learning of foreign languages (English and languages of the countries where the NBG Group is active).

Participation in Foreign Language Learning Programs			
2013	2012	2011	2010
117	105	149	268

Accreditation of professional skills required under the applicable institutional framework

In 2013 the relevant bodies held 8 series of exams, 4 of which concerned professional accreditation of credit institutions' employees and officers providing investment services, and 4 accreditation of candidates in insurance intermediation.

- As regards investment services, under MiFID, 388 NBG employees participated in professional skills exams to obtain the following certificates: A1 (receiving and forwarding orders for financial instruments); A2 (receiving and forwarding orders for derivatives); B1 (provision of investment advice for transferable securities); and B (provision of investment advice).

In 2013, the results by certificate were:

Certificate	NBG participants' success (%)
Institutional framework	85,78%
A1	78,53%
A2	77,27%
B1	70,70%
B	58,78%

Additional support for staff who participate in the above exams

In addition to organizing training courses enabling employees to prepare for MiFID exams, an electronic database of questions is posted on NBG's intranet site covering the material to be examined for each certificate and giving participants the chance to go through simulation tests and obtain interactive feedback.

- As regards accreditation of knowledge in insurance intermediation (Level A), 231 NBG employees participated in the exams, 87% of whom were successful.

	Exams for accreditation of employees and officers with regard to the provision of investment services	Exams for accreditation of knowledge in insurance intermediation
Certificates	287	201

Cooperation with the International Hellenic University

Following the successful cooperation of NBG with the International Hellenic University, in 2013 four officers from overseas NBG subsidiaries and one from the domestic network were selected to attend a postgraduate EXECUTIVE MBA program. The total expenditure for the said investment was fully paid by NBG Group HR Division.

PARTICIPATION IN THE POSTGRADUATE EXECUTIVE MBA PROGRAM RUN BY HELLENIC INTERNATIONAL UNIVERSITY		
2013	2012	2011
5	3	3

Anti-fraud training

Training on prevention of fraud and corruption continued in 2013 in cooperation with the Special Audit and Anti-Fraud Office of the Bank's Group Internal Audit-Inspection Division. 3-hour seminar presentations were held covering basic banking operations, an introductory seminar for the integration of former FBB employees was also held, plus a seminar designed for new auditor-inspectors.

Anti-corruption training by employee category (2013)

Employee category	Number of participations	% of total employees	Man-hours	% of total employees
Employees without supervision responsibilities	890	62,99%	4.980	53,34%
Employees with supervision responsibilities	493	34,89%	4.177	44,74%
Other trainees – associates	30	2,12%	179	1,92%
Total	1.413	100%	9.336	100%

Anti-corruption training by employee category (2013)

Employee category	Anti-fraud	Regulatory compliance	AML	Participations
Employees without supervision responsibilities	429	320	141	890
Employees with supervision responsibilities	280	98	115	493
Other trainees – associates	17	10	3	30
Total participations by subject matter	726	428	259	1.413

Anti-corruption training by subject matter (2013)

Seminars	Participants	Man-hours
Anti-fraud courses (at classroom)	726	4.077
Regulatory compliance and AML courses (at classroom)	428	1.299
AML/CFT and regulatory compliance courses (e-learning).	259	3.960
Total	1.413	9.336

AML training

The HR Development Division, in cooperation with the Group Compliance Division, continued to hold courses on anti-money laundering issues and via e-learning. Moreover, training material has been posted on NBG's intranet site to update employees on AML and combating financing of terrorism issues.

Authenticity Features of Euro and Foreign Currency Banknotes

NBG continued to train tellers, chief-tellers and central tellers by means of training sessions on Authenticity Features of Euro and Foreign Currency Banknotes. 5 seminars were held in Athens and Thessaloniki.

Internal Audit and Anti-Corruption Measures

The Bank's primary responsibility is to protect the interests of its customers and, by extension, its own interests. To this end, NBG enforces the strictest disciplinary measures on any employees found to be involved in cases of fraudulent conduct for their own personal gain. In 2013, the Bank's internal audit led to the discovery of 20 employees involved in cases of corruption. Disciplinary measures were promptly taken and the employment contracts of 17 perpetrators were terminated, the other 3 having resigned before completion of the respective termination procedures. The Bank is pursuing court action against these employees and legal proceedings are still pending.

Development of Personal Skills

In 2013, the Bank continued the implementation of programs for the purpose of developing employees' personal skills. 33 training programs were held on themes related to communication, negotiation, emergency and stress management in the workplace (in cooperation with the medical staff of TYPET), sales techniques, in the framework of ensuring proper professional conduct. 485 employees participated in the programs.

In 2013 the Group HR Development Division carried out the following actions to meet the needs of domestic and overseas subsidiaries:

- Two meetings on tax issues, to meet the needs of the domestic Group companies.
- Exchange of training know-how with:
 - ◆ Training material on:
 - Basic Banking Operations in National Bank of Greece (Cyprus).
 - Updating assessors on the Staff Evaluation System in Vojvodjanska Banka.
 - ◆ The assistance of regular and extraordinary trainers of the Bank in seven (7) personal skill development programs, in which 385 Ethniki Insurance officers participated.
- 2 rounds of targeted programs for 36 senior officers in Advanced Management Skills and 13 officers in Time Management, in Banca Romaneasca – Bucharest.

Training Programs on CSR and Environmental Management

With a view to enhancing its staff's awareness on CSR and environmental issues, the Bank continued to provide electronic training courses on "Environmental Policy and Management", as well as courses for external participants aimed at ensuring certification of its officers involved in the preparation of the Annual CSR Report.

In cooperation with a specialist external body, two training courses were held for accrediting officers at Units who are assigned with the preparation of the Annual CSR Report, in line with the GRI-G4 International Standard.

Training courses on CSR and Environmental Management (2013)

Course	Trainees	Man-hours
GRI – CSR Report (Specialized course)	51	393
Environmental Policy and Management (e-learning course)	63	378
Total	114	771

Distance learning

The following targets were accomplished in 2013:

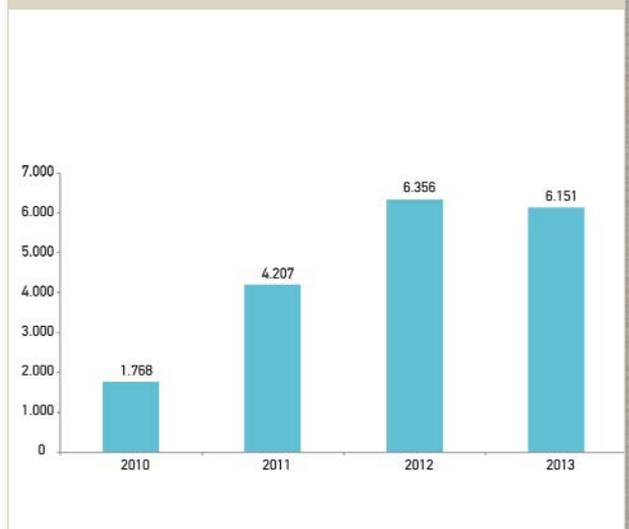
- The migration of the “e-training system” platform to the Bank’s infrastructure, aiming at streamlining costs and improving the level of services.
- New electronic courses were developed, related to IT applications, customer servicing, management skills development, as well as new specialized training programs by the Banking Operations and Financial Training sectors, which concern the preparation for participation in the CREDIT ACADEMY and are aimed at staff and officers in the Credit Divisions.

Thanks to these measures, training costs were significantly reduced and a large number of participants were trained in a very short period.

Participation in distance learning courses in 2013 remained at high levels, corresponding to 51.50% of total trainees. Accordingly, the target to enhance this training method was met.

Distance learning is a cutting-edge training tool and, among other things, it also helps reduce the phenomenon of climate change by reducing staff travel (and CO₂ emissions) and saving natural resources (paper, ink, etc).

PARTICIPATION IN DISTANCE LEARNING



NBG staff participation in distance learning

Year	2013	2012	2011	2010
E-learning	6,145	6,354	4,133	1,592
Distance learning	6	2	74	176
Total	6,151	6,356	4,207	1,768
% of total training programmes	51,50%	47,30%	39,80%	19,20%



Keep Learning...

With a view to ensuring ongoing renewal of knowledge and enhancing lifelong learning for the Bank's Human Resources, the Bank continued to republish articles (achieving high levels of e-visits), including articles by the scientific staff at ALBA and the INSEAD Business School.

Educational Leave

The Bank, in supporting employee development, allows for its employees to take time off work for specific periods in order to complete their studies.

Time off for studies	2013	2012	2011	2010	2009	2008
Employees	360	720	416	523	630	636
Days of leave	4.759	6.193	6.681	6.528	8.116	8.386
Unpaid time off for studies	2013	2012	2011	2010	2009	2008
Employees	14	18	12	19	32	57
Days of leave	2.416	3.316	3.191	1.897	2.718	2.015

Social Benefits for Staff

As a balance between work and personal life has a beneficial impact on employee performance, the Bank has established and implements a range of benefits and relevant policies for employees and their families, as described below.

Support for employees' Families

The Bank:

- Provides financial rewards to employees' children who achieve distinction in their studies;
- Assists employees by providing the option of flexi-time when there is need;
- Provides benefits for care of children of employees during working hours;
- Provides general childcare allowance to employees;
- Provides one-off financial support to its active and retired employees whose children succeed in university entrance exams and are accepted in faculties located in a city other than their residence.

Support for employees' families						
Year	2013	2012	2011	2010	2009	2008
Childcare benefits (nurseries, kindergartens) (€)	1.988.494	2.172.033	1.043.542	2.555.194	2.877.633	976.625
Childcare (€)	5.445.228	5.814.435	7.948.633	9.853.547	13.987.899	12.825.940

In 2013, the Bank, as a sponsor and organizer of diverse cultural and educational events, offered for yet another year 3,070 free tickets to employees who wished to attend various cultural events (such as the Athens and Epidaurus Festival, Hellenic Cosmos Cultural Centre of the Foundation of the Hellenic World, the Goulandri Museum, theatre performances for adults and children).

Benefits offered by TYPET

In addition to the above, and having fully met the legislative requirements regarding staff pay and other benefits, within the context of its far-reaching social policy, the Bank has chosen to offer a range of further benefits to its employees. The additional benefits available to the Bank's employees via TYPET include the following:

- Summer camps hosted in facilities owned by the Bank or other facilities on long-term lease.
- The opportunity for families to spend their vacations at TYPET summer camps.
- Support for seriously ill employees (4 sessions for the seriously ill, with the provision of circa €123,000).
- Cultural and sporting events.
- In the sphere of Family Care, in 2013 the Bank held Family Counselling Programs and 1,181 diagnostic and therapy sessions.
- Medical care support worth circa €8,000 was paid to 4 beneficiaries.

NBG STAFF HEALTH FUND (TYPET)

TYPET is the insurance body that provides for the healthcare of NBG employees, pensioners and their families. Founded in 1930, TYPET covers today about 50,000 insured members. It ranks today among the most successful health funds in Greece. In developing a new model of multifaceted actions, it constantly upgrades and expands its benefits to all its members, enabling it to rank among the most sophisticated and pioneering European health funds. Its success is mainly due to the fact that it is self-administered by its Board of Directors of 25 members, whose primary concern is to ensure the Fund's sustainability, stability and transparency in management.

Responding to the demands of the times, TYPET's Board took decisions on the implementation of control and cost-cutting measures, summed up as follows:

- Implementation of the new Insurance and Benefits Regulation, which rationalizes expenditure and enhances the best provision of essential healthcare services.
- Implementation of the integrated SAP platform, with NBG, as of 1 January 2012, fully financing the significant cost of purchasing, installing and launching the system.



- Inclusion in the e-prescription system of IDIKA S.A. (E-Governance in Social Insurance SA), which, in combination with the reduction in the prices of medicines, contributed to the substantial reduction in pharmaceutical expenditure.
- Reduction in hospitalization costs, through the implementation of clinical audit of hospitalization in hospitals and clinics by Accurate.
- Entering into agreements with private diagnostic centres throughout Greece, thereby bringing about a reduction in prices by 20-30% over the state's pricing list.
- Commencement of the certification process for the Primary Healthcare and Dental Sectors, in order to obtain the relevant ISO, while certification for Safe Food Management at the Hygeias Melathron clinic has been completed and certification of the Medical Imaging Laboratory of the Health Fund clinic is imminent.
- Announcement of a voluntary retirement scheme for all staff categories, except medical staff, with a view to renewing the workforce, in line with the measures taken for TYPET's viability going forward. A large number of employees (50) participated in the scheme, and 30 employees are expected to be hired in replacement of those retired, under a process to be later announced.

The implementation of the above measures led, for a second consecutive year, to a surplus economic outcome for TYPET at year end.

TYPET's clinic, "Hygeias Melathron", currently consists of a three-building complex that houses model healthcare facilities that provide diagnostic, treatment and recovery facilities. TYPET's management's primary concern is the ongoing upgrading of the services offered by the clinic, combining safety, quality and efficiency. Further enhancing its focus on the Bank's people, the recently renovated "Hygeias Melathron" reflects TYPET's endeavour to:

- Provide access by all insured individuals to state-of-the-art health services.
- Set up an integrated network of primary healthcare services to the self-administered health funds of the banking sector as well as the public sector more generally.

With a view to ensuring maximum safety conditions, the BLUE CODE is implemented, the Intensive Care Unit is has been put back into operation, the Endonosocomial Infections Control Committee has been re-established, while modernization of the medical and technical equipment of the Health Fund is contributing to the ongoing upgrading of medical services offered. During the previous year, a total of 72,070 individuals visited the facilities of Hygeias Melathron for all outpatient specialties, apart from hospitalization and surgery.

As regards primary healthcare, the medical facilities on the 1st and 6th floor of 15 Sofokleous Street in downtown Athens, of the Medical Centre in Thessaloniki, and in Patras, as well as the peripheral minor facilities in Piraeus, the Psychiko Branch, Athinon Avenue unit, the IT Division, the building of the former Computer System Centre and the Credit Centres provided outstanding healthcare services to the insured staff at the hands of medical staff of all specialties.

In 2013, the Dental Care Centre in Athens continued to provide its services to thousands of insured members residing in Attica or elsewhere by operating on a 12-hour basis every day. Regional dental care centres also continued to serve members residing far from the centre of the city. The Dental Care Centre of Thessaloniki effectively meets the needs of the members of the specific prefecture as well as neighbouring areas. Dentists of all specialties provided their services on a 12-hour basis daily, and the Centre has gained the trust of members in Northern Greece.

Furthermore, over the period 2008-2012, 977 individuals visited the TYPET Quit-Smoking Centre and attended customized quit-smoking programs. In 2013, this Centre was visited by 237 individuals, 159 of which (67%) managed to quit smoking for a period longer than 3 months.

In the same year (2013) 123 individuals visited TYPET's Weight Centre and attended customized programs to help them lose weight. Of these individuals, 74 (60%) managed to reduce their weight by more than 10% within 3 to 6 months.

For more information, the fund's members can visit TYPET's website at: www.typet.gr

Besides the services offered to its members, TYPET plays a remarkable social role, not only in Greece but also abroad. Over the past years it has proved itself to be a highly effective self-managed health institution both on the national and international levels. Today, TYPET is a member of OATYE (Federation of Self-Managed Health Funds) and of AIM (Association Internationale de la Mutualité).

TYPET's Social Contribution

As part of its social mission, in 2013 TYPET accommodated in its summer camps 2,292 children (1,451 children of NBG and TYPET employees, 789 children from various other organizations, and 52 children from shelter-institutions).

NBG Staff Insurance Organizations (AOPETE) Responsibility to our members

The NBG staff insurance organizations (AOPETE) have sustained over the past years their dynamic progress in forging ongoing improvement in quality. They seek out synergies with other Divisions and Services as well, focusing on ongoing improvement in the services offered to their members, their CSR profile, and the special role that NBG symbolizes through time.

Against this backdrop, AOPETE delivered their archive material to the care of NBG's Historical Archive. Accordingly, the AOPETE's archive, which covers the period from 1867 onwards, will be preserved and

become accessible to the Bank's employees, as well as to the research community, as a valuable historical record and source.

In July 2013, the Bank provided AOPETE with premises in one of its self-owned real property downtown Athens, which allowed them to contain drastically their operating cost (rentals) and manage on a more rational basis their human resources, saving at the same time valuable work time.

The AOPETE website completed four years since it was first launched for the purpose of offering reliable, prompt, and full information to members. The website is regularly updated and enriched with information related to insurance issues. Its fullness and reliability is reflected by the high level of visits by members looking for information on social security problems: in 2013 the website received 1,077,000 visits, an impressive number, particularly following the announcement of the 2013 voluntary retirement scheme.

VISITS TO AOPETE WEBSITE OVER THE COURSE OF TIME

YEAR	Total visit	Total daily visits	Average users per day	One-time visitors	Average visits per user
2010	385.706	966	25	9.978	37,56
2011	402.933	1.374	26	8.215	49,05
2012	586.705	1.686	32	11.758	49,90
2013	1.077.000	2.728	57	22.517	46,00

In 2014, AOPETE aims to continue digitization of the records of its 36,500 members, having already completed the digitization of TAPETE (NBG's Self-Insurance Fund). Thereafter, TAPETE'S e-register will be linked with the e-banking application.

AOPETE is among the first insurance bodies, whether in Greece or abroad, to make use of digital technology in this manner.

All members, wherever they are and at any time, can access their personal insurance record (which is updated on an ongoing basis) via their e-banking facility and thereby take advantage of cutting-edge technology, and save precious time and money.

Voluntary work

Throughout its long history, NBG has adhered to its core principal of commitment to the community. This commitment is demonstrated by the fact that the Bank supports, promotes and rewards voluntary actions by its employees.

Social actions

1. NBG Branch Network III Division and its staff participated in the following volunteer actions:

- Offering food to the Greek Red Cross.
- Financial support to Kypseli Mixed Daily Care Centre for people with special needs.

2. The staff of NBG Branch Network IV Division participated in the following volunteer actions:

- 203 blood donors participated in voluntary blood donation sessions organized by TYPET's Health Centre in Thessaloniki (May and November 2013) at the Bank's units in Thessaloniki Prefecture.

3. The staff of NBG Branch Network V Division participated in the following volunteer actions:

- 68 blood donors participated in two 2 blood donation sessions (January and June 2013) organized by the Cultural Club of Patras Bank Employees (OTOE).
- 31 blood donors participated in various blood donation sessions organized in other cities on their own initiative.
- 1 employee participated as volunteer firefighter in 10 fires.
- 8 employees participated in tree planting actions in Platani, Patras.

4. The staff of NBG Branch Network VI Division participated in the following volunteer actions:

- 120 blood donors participated in the all-bank blood donation organized by the Regional Bank Employees' Club of the prefecture of Larissa. This blood donation takes place twice a year in an area selected by the Club, and is supported by the Blood Donation Centre of the General Hospital of Larissa. The blood bottles were credited to the Bank Employees' Club.

Blood donation

NBG gives active support to blood donation efforts via its Staff Health Fund, TYPET. TYPET's blood bank covers the needs of its employees and their families. The Bank rewards voluntary blood donations by its employees by granting 2 extra days leave to employees who donate blood as part of its Voluntary Blood Donation Scheme.

Voluntary blood donation over the course of time

Year	2013	2012	2011	2010	2009	2007-2008	Total
Blood donation sessions	18	16	23	25	22	44	148
Blood bottles collected	901	799	1.136	1.136	809	1.900	6.681

Participation by officers in programs run by the Young Entrepreneurs Association

In 2013, 34 NBG officers participated voluntarily as speakers in training programs run by the Young Entrepreneurs Association of Greece (YEAG) and approved by the Ministry of Education, Lifelong Learning and Religious Affairs. The YEAG programs, such as "Virtual Enterprise", "Bank in Action", "The Economy and I" and "Enterprise in Action", are designed to train young people in the principles of financial management and transactional conduct. For its contribution to this effort, the Bank was awarded by YEAG/JA GREECE the Voluntary Work Prize for yet another year.

"Together for Children": Voluntary actions by NBG employees

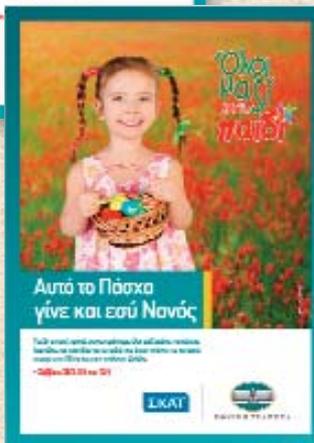
In the framework of the "Responsibility" Corporate Social Action program, and continuing its successful "Together for Children" action organized in December 2012, in 2013 the Bank organized, in cooperation with SKY TV channel, three actions, including 40 events held in Athens, Thessaloniki and other towns in Greece in April, September and December.

All NBG employees, whether from Athens, Thessaloniki or other regions, participated in the events with great enthusiasm and interest, supporting this initiative and providing tangible evidence of the Bank's contribution to social welfare through the years. In a strong spirit of social awareness, NBG through this action sent an important message of solidarity and social contribution. More specifically:

During the Easter holidays, under the motto of "Feel like a godparent", the Bank invited parents and children to offer clothes, shoes, Easter candles and toys to children of vulnerable social groups. 2,565 boxes with clothes, shoes and toys and 190 boxes with Easter candles were collected and distributed, via the Social Services of Athens and Thessaloniki Municipalities, to children of deprived families.

In September, at the beginning of the new school term, with a view to meeting needs in school materials, the Bank held a series of events in Athens and Thessaloniki for children of poor, multi-child families and the children of institutions supported by the "Together for Children" charity. Under the motto "Let's pack their bags with smiles", NBG invited parents and children to offer school bags, notebooks, pens, pencils and anything else that a student might need during the school year. A total of 705 boxes containing school materials was collected, while the Bank decided to offer another 10,000 notebooks to institutions supported by "Together for Children" as part of the efforts to stand by children who are really in need.

During the Christmas holidays, for the second consecutive year, the Bank organized a series of actions in Athens, Thessaloniki and other towns in Greece, in order to collect toys and clothes. Once again, the response by the community was really touching. A total of 3,040 boxes of toys and clothes were collected and distributed to children of deprived families of various municipalities, and of institutions supported by "Together for Children" charity.



Internal communication

To shape a common, shared culture for all its staff and facilitate communication between management and employees, NBG publishes an in-house magazine and has created a relevant two-way communication website on the intranet.

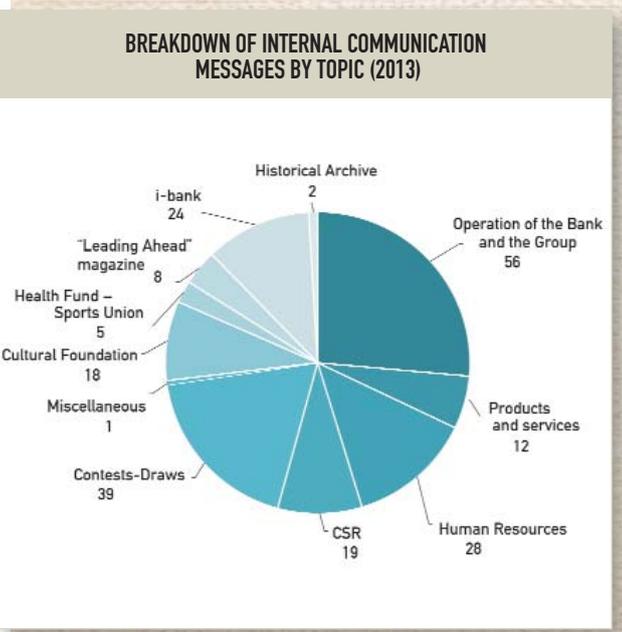
"Leading Ahead", the Bank's in-house magazine, is posted quarterly on its intranet site in Greek, and its internet site, www.nbg.gr, in Greek and English. In mid 2012, it was decided that its printed form be discontinued to reduce paper consumption and save natural resources; accordingly, the magazine was redesigned and it is published in electronic format only. The magazine posts chiefly topics on NBG's activities, but also on the Group's overseas companies and domestic subsidiaries. As of 2013, a special section in the magazine is devoted to CSR and Environmental Policy and Management issues.

"LEADING AHEAD" MAGAZINE CONTENTS BY SUBJECT MATTER (2013)	
Subject matter	Number
Operations of the Bank and the Group	14
Human Resources	8
i-bank	2
CSR	8
Products and services	9
Health Fund – Sports Union	1
Historical Archive	3
Miscellaneous	4
TOTAL	49

The most important internal communication tool that the Bank possesses is its intranet. The intranet enables employees to get prompt, full and two-way information on all key matters regarding NBG Group's developments and operations. In 2013, 212 messages were posted under "Internal Communication".

VISITS TO INTERNAL COMMUNICATION ANNOUNCEMENTS		
Year	Announcements	Visits
2005*	10	-
2006	90	40.000
2007	109	225.400
2008	129	329.300
2009	217	458.800
2010	182	370.500
2011	145	257.200
2012	218	366.100
2013	212	441.800
TOTAL	1.312	2.047.300

* As from 29.9.2005



Message Reception Centre of Group HR Division

In 2013, the Message Reception Centre of Group HR Division received, forwarded, processed and answered – in cooperation with the Bank's competent units – 943 messages from employees, which concern various issues arising across all the various sectors of the Bank. Specifically, it received:

- 149 proposals, ideas and concerns.
- 764 questions.
- 10 complaints.
- 20 miscellaneous messages.

The Staff Complaint and Report Management Service of Group HR Division is responsible for the management of the Message Reception Centre. The Service, after having evaluated the messages received, forwards them electronically, without mentioning the message sender to the Heads of the competent Units. Thereafter, it undertakes to collect the answers, which it forwards electronically to the message senders.

Communication Desk for Internal Customers

Since November 2013, the Bank has been running the Communication Desk for internal customers, which serves to provide information on questions and requests submitted to the NBG Group HR Division. Accordingly, 97 requests/questions were submitted by 31.12.2013 and were answered by the relevant officers.

Creativity Box: Procedure for the Utilization of New Ideas and Proposals

In October 2013, the Bank launched the "Creativity Box", a procedure for the utilization of new ideas and proposals, which includes the collection, processing and exploitation of new ideas and proposals developed by the HR Division staff for the Division itself. To this end, a Team for Utilization of Creative Expression was set up, whose key task is to process the ideas and proposals collected, to submit substantiated recommendations to the Unit's Manager for approval, and to inform the relevant areas which will be responsible for the deployment of the approved proposals.

Equal Opportunities and Diversity

The Bank is committed to promoting equal opportunities and the right to be different. According to its Code of Ethics "The Bank deploys a system for performance evaluation, promotions and pay for its staff on the basis of merit. It provides pleasant and safe working conditions that foster equal rights and opportunities for all, respecting a healthy balance between working time and the employees' personal lives".

Another aspect of the Bank's concern for social issues is its support for vulnerable members of the population, reflected by the fact that it hires a significant number of individuals with special needs (IWSN). The Bank's concern for this specific group of the population is reflected by the fact that the number of IWSNs hired by NBG exceeds the number provided for by law.

In addition, the Bank seeks and ensures, besides gender, that there is no discrimination with regard to religion, colour and country of origin or social status. Within the context of NBG's operations no such incidents or incidents of child or forced or compulsory labour have been recorded across the entire range of the Group's business. The Bank fully conforms to the provisions of article 4, P.D. 62/1998, pursuant to which child labour is forbidden (i.e. children under 15 years old). Moreover, the Bank does not employ adolescents under the same P.D. (i.e. individuals between 15 and 18 years old). Given the nature and operations of NBG as well as its business culture, there is no risk of such incidents occurring.

Gender and Equality

In 2013, 44.24% of the total staff were women, vs. 46.51% in 2012. NBG is strongly opposed to any form of discrimination and makes sure that there is no discrimination in terms of pay or other matters between men and women. In addition, the new Performance Management System designed in 2012 and set into pilot implementation in 2013 in Stopanska Banka, a Group subsidiary, in the framework of the annual assessment of employees' professional qualities, includes the concept of "Management of Diversity".

Support for Vulnerable Members of the Population in Cooperation with the Competent Bodies

Human resources	2013	2012	2011	2010	2009	2008
IWSN	286	292	308	333	352	362

Health and Safety in the Workplace

A key concern for the Bank is the health and safety of its employees. Accordingly, it systematically improves working conditions and takes preventive measures to cope with occupational hazards by implementing occupational risk prevention programs.

To monitor staff health and safety issues the Bank has set up an Internal Prevention and Protection Service and participates in the Health and Safety Committee, as provided for by law.

The said bodies are composed of relevant bank officers, staff representatives (more than 75% of the total) and qualified experts (Workplace Doctors and Safety Technicians) and cover the entire range of NBG's operations. The Group HR Division is responsible for the management of health and safety in the Bank's workplace. Note that the CLA covers a significant part of employees' health and safety issues. Medical care is also provided to seasonal or part-time staff.

Regulation for the Protection of the Health and Safety of NBG Employees

As of October 2013 the Bank, by an Administration Act, put into effect the Regulation for the Protection of the Health and Safety of NBG employees.

Cases of injury, occupational illness and death

In 2013 there was 1 work-related accident that caused the loss of 18 calendar days.

Total deaths in 2013: 26.

Visits by workplace doctors and safety technicians to NBG units in 2013

Total of buildings visited	Total visits by workplace doctors	Total visits by safety technicians
623	1.294	1.532

Health and Safety Indicators in the Workplace**

Indicator	2013	2012	2011	2010	2009
Absences – lost days due to health reasons	67.993	83.630	73.349	72.266	88.045
Absences – lost man-hours due to health reasons	509.948	627.225	542.783	534.768	651.533
Annual number of injuries or accidents during work time	1	2	3	0	0
Total man-hours (*)	23.617.100	21.606.520	22.395.360	23.505.508	24.115.416

(*) 37 hours/week x 52 weeks/year = 1924 hours/year/employee
1924 hours/year/employee x 12,275 employees = 23,617,100 man-hours.

(**) Days of illness are counted from the first day of illness.

In seeking to address health and safety issues as efficiently as possible, NBG holds seminars on related issues, such as fire safety, crisis management and fire-safety legislation. In their turn, personnel who have participated in the said seminars pass on their knowledge to the Bank's staff by means of presentations that are scheduled on a regular basis.

Health and Safety Issues Governed by Agreements between Staff and Management

Personal protective equipment	✓
Health & Safety Committees composed of management and staff representatives	✓
Participation by staff in health and safety inspections, controls and investigations in the event of accident	✓
Education and training	✓
Mechanism for submitting complaints	✓
Right to refuse tasks considered unsafe	✓
Periodical inspections	✓
Settlements or Committees for the resolution of problems	✓
Compliance with International Labour Organization (ILO) treaties	✓
Commitment on the standards of performance targets or the level of practice applied	✓

Fire Safety, Prevention of Natural Disaster Risk and Civil Defence Sector

The NBG Group HR Division is the Unit responsible for:

- Monitoring current practices and developments in issues regarding fire safety and measures taken to address emergencies and natural disasters, in cooperation with governmental bodies, as well as providing the relevant instructions to all the Bank's Units.
- Addressing fire safety issues of the Bank's Central Services and Branch Network.

Accordingly, in 2013 with a view to preventing as effectively as possible and best addressing all issues regarding the safety of premises, staff and customers, the Bank set up a Fire Safety, Prevention of Natural Disaster Risk and Civil Defence Sector, drafted and introduced the Bank's Physical Safety Regulation, which codifies the ways of preventing and addressing physical safety issues and specifies the responsibilities and obligations of all people involved.

Physical Safety Regulation

The Regulation aims at:

- Recording the actions required for the prevention and countering of fire, emergencies and natural disasters.
- Defining the roles of all people involved in physical safety procedures by specifying the framework of tasks and responsibilities, and in particular of:
 - The Branch network officers and staff.
 - The competent officers of the Group HR Division.

- Complying with the legislative and regulatory framework each time applicable.
- Ensuring the good name, competitive advantage and trust of the Bank.
- Minimizing time and paperwork in the implementation of actions of any kind related to the Bank's physical safety issues.
- Upgrading control mechanisms regarding the procedures related to and/or concerning the Bank's physical safety issues.

With specific regard to fire safety issues, further to what is stipulated in its Charter, the HR Division seeks to:

- Monitor and address on a systematic basis all issues related to the prevention of fire, emergencies and natural disasters (training program, fire protection certificates, fire drills etc.) for the Bank's premises (Central Services and Branches) on the basis of relevant information received by the competent Units and its ad hoc controls.
- Assess the adequacy, effectiveness and efficiency of the policies and procedures established for emergency and natural disaster issues and concerning the protection of the Bank's employees and customers.
- Maintain, through the contracted companies, and test the proper functioning of the portable fire extinguishing equipment.
- Appoint fire safety officers for each building (officers in charge of buildings, their substitutes and emergency teams) to ensure the observance of fire safety regulations and the capability to address emergencies in the building they are responsible for.
- Appoint in each Unit of the Bank a Chief Fire Safety Officer, Deputy Chief Fire Safety Officer and a Team, and keep them updated on relevant issues.
- Carry out regular and extraordinary audits in the Bank's Units in order to check the proper functioning of fire safety systems and the observance of the rules by the Bank's staff and the associated companies, as provided under the legislation, the regulations and the fire protection certificate.
- Train the Bank's staff in issues regarding fire protection, fire fighting, use of portable extinguishing equipment and carrying out fire safety drills, with a view to preventing and addressing emergencies and natural disasters, such as fire, flood, earthquake, heavy snow and frost, in cooperation with competent state or other bodies and the Group HR Division.
- Provide instructions and information material to the Heads of the Units regarding issues of fire protection, in general, or other emergencies, with a view to taking relevant preventive and suppressive measures.
- Receive and evaluate six-monthly reports (January and July of each year) submitted by the Heads of the Units on the basis of a checklist sent by the Division via the Internal Electronic Document Management System (SHDA).
- Place, in cooperation with the Technical Services Division and the Safety Technician, the special labeling required by legislation in all premises housing the Bank's Units.
- Promptly visit any Unit of the Bank where a fire may have occurred, following fire caused by any reason (such as arson etc.) or other emergency or disaster.

- Provide, in cooperation with the relevant state bodies, instructions to the Bank's Units that have been designated as Independent Civil Defense Institutions (ICDI) for the organization and coordination of teams in the context of the Civil Emergency Plan program.
- Carry out standby exercises (test drills) at the ICDI with the assistance of the NBG Group Security Division and the competent state bodies, so that the staff is effectively trained in the deployment of the Civil Emergency Plan should an actual event occur.

Safety Issues

In 2013, the following actions by the Bank's Security Division were ongoing:

- Installation of security vestibules in NBG branches in the island network.
- Effective fortification of the former Probank's branches (safe deposit boxes, armoured shuttering etc), as well as the project of extending armoured shuttering to other Bank premises.
- The project of installing armoured protection in selected branches (prefecture capitals, BoG serving branches) to ensure security of cash deliveries and collections.
- Upgrading the surveillance system of the Bank's branches.
- Creation of an Alarm Centre for all NBG branches.
- Ongoing upgrading of the shuttering/security of the Bank's branches with small-scale technical interventions.

Counselling is also provided to employees who have suffered the experience of a bank robbery in their branch.

Breakdown of NBG Security Division staff (2013)

Special Associates	1
Ethnodata Staff	2
NBG Security Staff	146
Private Company Security Staff	188
Total	337

Support for Staff in the Event of Violent Incidents Including Robberies

The Bank's top priority is the health and safety of its employees. To this end, it monitors and enhances working conditions by ensuring a safe working environment. However, although robberies at the Bank's branches were lower than in previous years, their overall frequency is still deemed high. Accordingly, the Bank has launched a series of procedures, programs and actions in order to support employees who have been traumatized by the experience of violent incidents (such as bank robberies and verbal or physical violence by customers), including:

- Installation of security vestibules in NBG branches;
- Presence of security guards in selected branches and installation of a controlled access system in other buildings.

- Publication of guidelines for:
 - Prevention and management of robberies. Actions and way to behave in the event of a robbery
 - Actions after a robbery.
 - Program for the psychological support of employees that have experienced such incidents.

Victims involved in such incidents may suffer from post-traumatic stress immediately afterwards or some few months later; symptoms may last one to two months, while the intensity of the symptoms depends on the degree of danger to which victims were exposed or their general psychological profile.

Within the context of addressing post-traumatic symptoms in the case of a robbery, the Bank implements a special counselling program for the employees that experienced the relevant incident. A special network of psychologists is involved in this program, which is implemented either in group or in individual sessions, depending on employees' needs. Moreover, the Bank has incorporated, in the Physical Safety Regulation, techniques for coping before and after a robbery.

Objective and Results of the Program

The target of the psychological support program is to support employees who have experienced incidents of robbery and suffer from post-traumatic stress, and protect their psychological health in the workplace.

In 2013, counsellors visited NBG branches after 7 robberies and 1 attempt at robbery, to give counselling to the staff affected. During these visits, 8 individual and 1 group therapy sessions took place.

Union Organizations – CLAs

The Bank respects and promotes the unquestionable constitutional right of employees to freedom of association, i.e. to form and participate in associations and unions. In addition, the active participation of employees in decision-making and their ongoing communication with senior management is facilitated, in line with statutory procedures, through the participation of staff representatives on the Bank's Board of Directors.

87.80% of the Bank's staff (covered by the CLA) are members of a staff union. Fully respecting the freedom of staff to participate in union organizations and collective bargaining processes, the Bank supports and collaborates with staff associations and unions. There are no activities in which the said freedom of association and collective bargaining is placed in question.

Negotiations with employees' representatives to sign a Special CLA

On 22 October 2013 a Special CLA was signed in order to fill vacant 2nd and 3rd grade posts with employees who have a minimum 18-month experience in a grade 7 post, university degree and knowledge of English at First Certificate level.

The Bank's policy is to cooperate and communicate with its employees both on the institutional level (Board, unions and associations) and individually, via the Bank's Internal Communication facility. The Bank respects the staff's right to participate in union organizations and supports in various ways their operation when requested. To this end, NBG works with staff associations and unions to address any issues of concern to them. Following deliberation and negotiations, CLAs that cover a wide range of labour relations are entered into. Furthermore, employee representatives participate in councils that take decisions on issues that involve employees, such as disciplinary issues, promotions, appointments and so on.

The following unions operate within the framework of bank staff representation:

- NBG Employees' Union (SYETE): established 1917. According to its charter, "it aims at protecting and advancing its members' ethical, financial and professional interests".

More information on SYETE can be viewed on the web at www.syete.gr.

- NBG Workers' Union (SYTATE): established 1945 under the name "NBG Teller, Technician and Security Staff Union" (SYTATE). Since 2001, the union has operated under a revised charter.

More information on SYTATE can be viewed on the web at www.sytate.gr

- NBG Graduate Staff Union ("SEPETE"): established in 1975 to represent the Bank's employees who are holders of university degrees.

More information on SEPETE can be viewed on the web at www.sepete.gr.

- Staff Union of former NBG Real Estate (SYPETE – PPETHNAK): established in 1945 to represent employees of the former NBG subsidiary "NBG Real Estate SA".

- Staff Union of former National Administration and Organization S.A.-Ethnokarta (SEETE-PPE): established in 1975 to represent employees of the former NBG subsidiary Ethnokarta SA.

Staff by Employment Contract and Type of Employment

Staff by Employment Contract	2013	2012	2011	2010
Staff whose payment is subject to the CLA	10.778	10.319	10.529	11.805
Staff whose payment is not subject to the CLA (in the form of an individual contract package)	1.497	911	1.111	412
Total Staff	12.275	11.230	11.640	12.217
Others (students doing practical training)	1.166	1.317	1.453	949
Seasonal employees	0	252	267	84
Staff by type of Employment	2013	2012	2011	2010
Open-ended contract	1.426	597	548	459
Fixed-term contract	71	78	147	206
Full time	10.778	10.511	10.901	11.502
Part time	40	44	44	50
Total Staff	12.275	11.230	11.640	12.217

Στόχοι 2014

- Implementation of PAYROLL in domestic subsidiaries.
- Commencing pilot implementation of PMS in the Bank.
- Training the Bank's and the Group's employees in fire safety issues.
- Training employees in first aid issues.
- Expanding the "Job Description" project by recording additional job descriptions and updating existing ones in light of organizational changes.
- Grouping the Bank's job positions in job families.
- Implementing on a pilot basis the Executive Leverage Program.
- Completing the 2013-2014 Job Rotation Program.
- Internship program for students in predetermined positions of the Bank's Administration and Network, by offering them the opportunity to develop their professional skills and knowledge in specialized activity sectors of the Bank and thereby enhancing their prospects of integration in the labor market. More specifically, in the context of the internship program the Bank plans employing:
 - Graduate and post-graduate students at EU universities for a 6 to 12-month period.
 - Students at Greek universities for a 3-month period.
 - Students at Technological Educational Institutes for 6-month period.
 - Post-graduate students under scholarships for a 4-year period.
- Completing the pilot implementation of the procedures provided for under the Group Executive Benefits Policy.
- Finalizing the specifications for the development of computerized applications for the granting and monitoring of benefits, the support of their pilot implementation in the Bank and the preparation of the appropriate administrative information, for the first time on a computerized basis in the Bank, for reporting purposes to Management and the Bank of Greece.
- Designing more effective approaches and means of monitoring the observance of the HR Policies at Group level and providing targeted guidelines to the Bank's subsidiaries, whenever it is deemed necessary.
- Formulating new Policies and Procedures and circulating same within the Group so that the NBG subsidiaries can adopt the general principles included therein.
- Launch, in implementation of a strategic decision by the Bank's Management, of a "Credit Academy" to enhance the accumulated specialized knowledge of Credit Unit officers.
- Strengthening cooperation with subsidiaries, including the exchange of best practices, with a view to aligning them with the Group's development targets for all issues falling within the competence of HR Development and in order to strengthen an overall Group culture.

- Meeting the development and training needs of new Units or roles created as a result of the implementation of the Bank's strategic targets.
- Establishing training courses for each specific job position, in cooperation with the Group HR Strategy Division.
- Further developing and expanding the e-learning programs in order to save time and resources. The preparation of a new e-course type is planned, which will incorporate webcast and webinar.
- Completing the pilot implementation of Group HR Career and Succession Programs.
- Supporting on an ongoing basis the development and performance of officers eligible for inclusion in the Executive Leverage Program.
- Evaluating officers regarding the possibility to meet specialized needs of the Bank or its subsidiaries, either through hiring or transfer of staff among the Group Companies.
- Enhancing the role of the HR Selection Sub-division as advisor and mentor, through individualized contacts with the Bank's employees and officers.
- Investigating, on a systematic basis, the qualifications, skills and professional capacities of human resources, for their best possible leverage in relation to the Bank's needs.
- Evaluating the feasibility of setting up a program for the development of almost all top executives, in the wake of the successful implementation of similar management skills programs.



Responsibility to the Environment

ENVIRONMENTAL POLICY

The protection of the environment is a prerequisite for sustainable development and a key CSR pillar. Accordingly, NBG continuously incorporates relevant processes into its business activity and undertakes actions aiming at minimising its environmental footprint.

To this end, an Environmental Management System has been deployed. In addition, the protection of natural habitats, the enhancement of staff and customer awareness, plus various other environmental actions integrated into the Bank's corporate culture, have further limited the direct and indirect impact of the Bank's operations on the environment.

NBG's commitment to environmentally responsible conduct is formulated both in the Bank's Environmental Policy Statement, which it implements in its business operations, as well as in the Group's Code of Conduct.

For further details:

- *NBG Group Corporate Social Responsibility: www.nbg.gr (under Group /Corporate Social Responsibility / CSR Policy of NBG and its Group).*
- *NBG Environmental Policy Statement: www.nbg.gr (under Group /Corporate Social Responsibility / Responsibility to the Environment / Environmental Policy Statement of NBG).*
- *NBG Group Code of Conduct and Ethics: www.nbg.gr (under Group / Corporate Governance / Regulations and Principles).*

Principle of prevention

In its decision-making, NBG takes into account the principle of proactive prevention both in its business planning and in developing new products.

The Bank's business as a financial institution does not inherently generate increased likelihood of direct environmental risk (such as in the case of a heavy industry). Nevertheless, NBG undertakes proactive measures adopting the key principles of the applicable legal and regulatory framework. For instance, by means of its Environmental Management System the Bank carries out an evaluation of environmental risk during the assessment stage, prior to granting loans to corporate customers.

CARBON DISCLOSURE PROJECT

Through the independent, not-for-profit organization Carbon Disclosure Project, which holds the largest database of primary corporate climate change information, NBG published, for the 7th consecutive year, information about its strategy regarding global warming, and data on its water consumption and CO₂ emissions. In this context, at its last evaluation, NBG received a score of 67 and was classified C.

CLIMATE CHANGE: THREATS AND OPPORTUNITIES

NBG pays particular attention to potential risks that may arise as a result of climate change and are associated with sustainability on a broader level. According to a report by the United Nations Environment Programme Finance Initiative (UNEP FI), "Climate Change & the Financial Services Industry – Threats and Opportunities", the impact of climate change is already evident globally in the banking and insurance sectors. Climate change entails significant risks for both banks and their customers/borrowers, due to stricter legislation regarding the management of greenhouse gases, increased insurance premiums and negative public opinion regarding polluting industries, and natural disasters.

Risks arising from climate change include the following:

- Natural risks.
- Business risks.
- Legal and regulatory risks.

Nevertheless, while the risks arising from climate change are evident, a number of significant growth opportunities are emerging, which NBG intends to leverage. The development of an economy that produces fewer pollutants on both the national and international levels will generate competitive advantages for organizations that have already taken precautionary measures to this end. At the same time, new markets and innovative products designed to reduce greenhouse gas emissions will comprise a new area of business activity.

ENVIRONMENTAL MANAGEMENT SYSTEM

In line with NBG's commitment to environmentally responsible operations, since 2004 we have developed and implemented an Environmental Management System, in compliance with international standard ISO 14001.

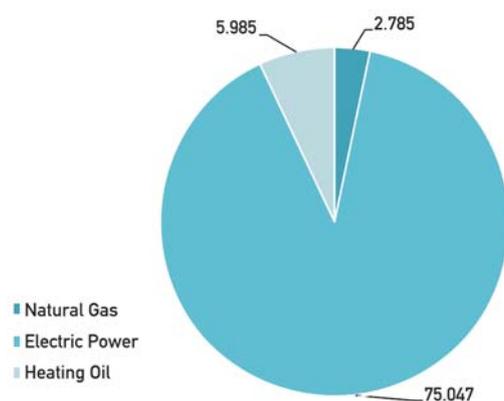
In the context of the Environmental Management System, the Bank's overall environmental footprint was analysed and the results served as the basis for the formulation of the following 5 key pillars in NBG's Action Programme:

1. Conservation of natural resources and energy.
2. Rationalisation of work-related travel and commuting.
3. Effective management of paper and solid waste.
4. Deployment of environmental standards in purchasing.
5. Deployment of an environmental risk assessment policy in investment and credit processes.

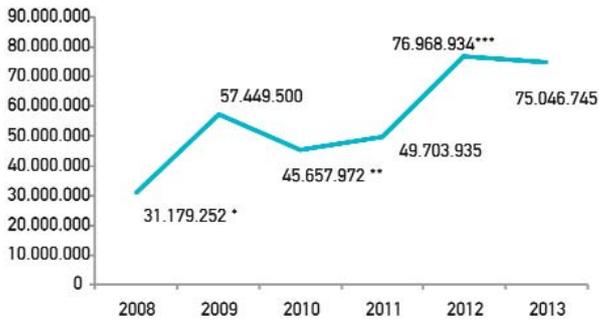
For further details:

www.nbg.gr (Under Group / Corporate Social Responsibility / Responsibility to the Environment / Environmental Management System)

Energy consumption (MWh) in 2013



Electric power consumption in KWh



* Measurements in 2008 reflect consumption in bank premises that cover an area larger than 1/3 of the total area of its premises in Greece.

** Note that the figures for electric energy consumption in 2010 have been adjusted to include further consumption identified in 2012 as back-dated charges in electricity bills.

*** Total electricity consumption appears higher in 2012 vs. 2011 due to centralization of the monitoring and recording of NBG's respective expenses. By means of this process the Bank now monitors cumulatively the total consumption of electric power. Accordingly, the 2012 consumption measurements include the power consumption of buildings of the Bank for which there were previously no data available.

Natural gas consumption in MWh



Conserving Energy and Natural Resources

In its efforts to reduce consumption of natural resources and related operating costs, the Bank has decided to deploy an electronic system for their recording and measurement, a project which is currently in the planning phase and will be completed in stages. To this end natural gas, heating oil, electricity, and water consumption have been placed under centralized monitoring.

Energy Management

Effective energy management and reduction in energy consumption are significant components of our CSR endeavours. To this end, in 2013 the following actions were taken:

- Completion of the substitution of heating oil with natural gas in 8 buildings-branches in Athens and in another 8 in Thessaloniki. Furthermore, respective procedures are in progress in 12 more buildings-branches of the Bank.
- Completion of the replacement of the outdoor floodlights of the Main Building complex (Aiolou 86), with new LED low consumption lights. This action achieved energy saving of circa 85%. Furthermore, relevant procedures are underway in 17 more buildings owned by the Bank.
- Completion of the replacement of lamps of illuminated signs with LED lamps in 350 branches, achieving energy savings of circa 90%.
- Initiation and continuation of the replacement of indoor light fittings with LED lamps, achieving energy savings of circa 50%.
- Completion of a pilot installation of 10 metering devices in NBG Branches. The results of this pilot installation have been assessed and now installation of metering devices at all our branches is being planned.
- Completion of small-scale interventions in order to reduce energy consumption at the Bank's Data Center premises (in Gerakas). Furthermore, the process of assigning the study for an integrated energy management system for the Bank's Data Center is in progress.
- Issuance of energy efficiency certificates for Bank owned buildings comprises the first phase of technical intervention to make energy improvements to buildings of a low energy rating.
- Examining the installation of photovoltaic systems on roofs of large buildings owned by the Group.
- As regards the supply of air conditioners, the Bank sets environmental criteria and chooses to install split system A/C units of class-A energy efficiency or of the highest possible energy efficiency class when class-A equipment is not available.

In 2013, the electricity consumption measured at 567 of the Bank's administration buildings, branches and offsite ATMs was 75,046,745KWh.

10.55% of the said consumption is estimated to derive from renewable energy sources, as stated by the providers.

In addition, in 2013, consumption of:

- natural gas (223,074 m³) totalled 2,785 MWh, and
- heating oil (604,580 litres), estimated at 5,985 MWh.

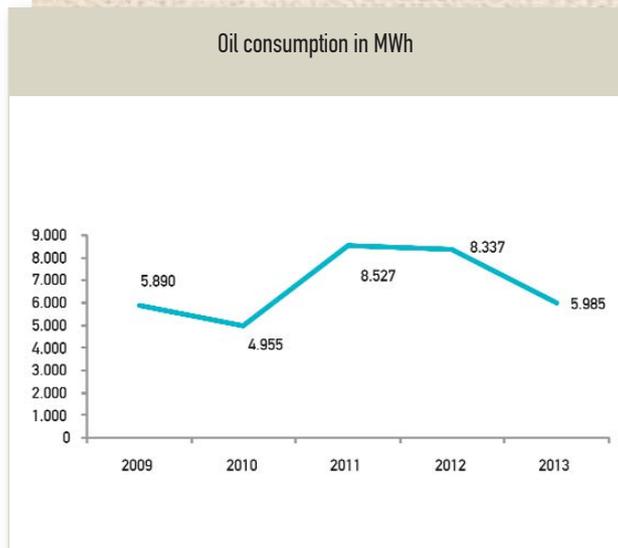
Central shutdown of PCs in the Bank's units

Centrally triggered shutdown of PCs is effected after 19:00 or 22:00, depending on the needs of each unit. It is estimated that as a result the Bank conserves energy amounting to circa 772,200 kWh p.a.

Reducing emissions

NBG continued in 2013 its effort to reduce CO₂ emissions by taking measures aiming at:

- Reducing consumption of energy for the operation of its premises.
- Acquiring and upgrading equipment.
- Rationalising its officers' and customers' travel.



CO₂ emissions related to energy consumption* (2013)

Form of energy	CO ₂ emissions (tn)
Electricity (1)	74.221
Natural gas (2)	546
Heating oil (3), (4)	1.580
Total	76.347

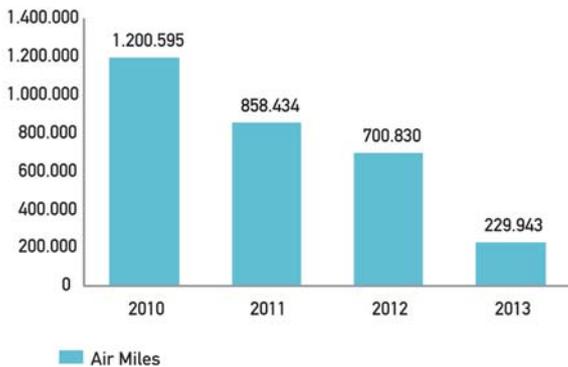
* Conversion rates for calculation of CO₂ emissions:

- (1) Conversion rate 0.989 Kg CO₂/KWh [According to Buildings' Energy Performance Regulations (Article 5, par. 6)].
- (2) Conversion rate 0.196 Kg CO₂/KWh [According to Buildings' Energy Performance Regulations (Article 5, par. 6)].
- (3) Conversion rate 0.264 Kg CO₂/KWh [According to Buildings' Energy Performance Regulations (Article 5, par. 6)].
- (4) GHG Protocol Conversion rate of oil litres to KWh: 9.9 KWh/lit.

Rationalising travel

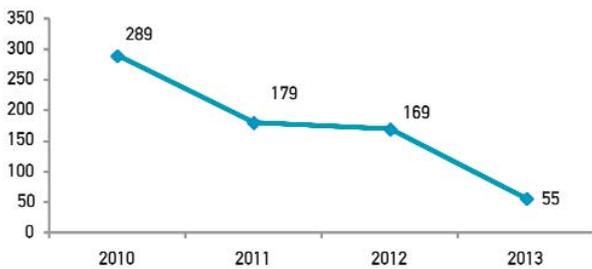
Travel and commuting by the Bank's staff and customers leads to CO₂ emissions that pollute the atmosphere and aggravate the greenhouse effect. Accordingly, the Bank has taken steps to limit both direct emissions (staff commuting) and indirect emissions (customer travel), thereby enhancing both its environmental performance and economic efficiency.

AIR TRAVEL MILES



* GHG Protocol conversion rate: 1.852 km/mile.

CO₂ EMISSIONS FROM AIR TRAVEL



* GHG Protocol Conversion rate: 0.00013 tn CO₂/km.

Rationalising travel and “NBG Travel Policy”

To rationalize staff travel, in 2013 the Bank activated its “NBG Travel Policy”, aiming at establishing a single framework regulating long distance travel by the Bank’s staff. The objective of this policy is to ensure:

- A uniform and equitable treatment for all employees.
- Safe and comfortable travel and accommodation for the staff.
- A more efficient management of the cost of employees’ business and other travel.
- A more rational management of business travel via a central management system.
- Harmonization with the principles of the Bank’s Environmental Management Programme.

Reducing direct emissions:

In striving to rationalise staff commuting, in 2013 the Bank took a number of measures, including:

- Distance training courses (e-learning) offered to staff increased by 3, now amounting to 14.
- In order to limit executive travel, the Bank has installed 35 video conference systems in some of its units in Greece and in subsidiary companies overseas.
- In 2013, for the travel needs of its officers, NBG used 22 hybrid-technology cars, the main features of which are lower fuel consumption and lower greenhouse gas emissions.

Reducing indirect emissions

Provision of services by NBG entails travel by its customers to and from its branches. The Bank has taken measures to limit travel by reducing both the frequency and the mileage of customers’ travel to the Bank’s branches or ATMs.

The need to travel is reduced by increasing the number of transactions available through internet and phone banking services and by upgrading mobile banking services. Accordingly, customers are not required to visit a branch or ATM, as they are able to carry out transactions remotely, and as a result the Bank achieves an indirect reduction in greenhouse gas emissions, making a positive impact on climate change.

Mileage is reduced by the rationalisation and broader geographical dispersion of the Bank’s network (540 branches, 40 transaction offices, 1,396 ATMs and 43 APS). In its network development strategy, the Bank takes into account such criteria as the mileage between its units and the frequency of visits to a unit, accordingly minimising the travel required for daily services to customers.

For more details, read the section Responsibility to the Market and the Bank’s website www.nbg.gr, under Branches & ATMs.

Users of Alternative Delivery Channels and Related Transactions*

Internet – Phone – Mobile Banking						
	2013	2012	2011	2010	2009	2008
New users	102.338	101.142	72.085	67.367	97.000	75.000
Total users	777.747	675.409	574.267	502.182	434.000	337.000
Number of transactions (funded)	62.947.504	54.791.000	44.667.000	37.200.000	30.944.000	23.620.000
Volume of transactions (€ millions)	20.000	18.245	17.233	19.187	17.314	14.757
ATM						
	2013	2012	2011	2010	2009	2008
Number of transactions	103.350.728	100.528.878	100.642.625	110.157.582	90.486.147	86.435.487
Volume of transactions (€ millions)	15.601	16.255	17.949	21.437	18.026	17.572

* Data concern purely the use of internet, phone, and mobile banking in aggregate, as well as the ATM network. In 2013, more than 166 million transactions were effected via i-bank service networks, amounting to circa € 35.6 billion. The new users of Internet, Phone and Mobile Banking alone were 102,338, raising the total number of users by 15.15% vs. 2012. The respective transactions rose to 62.9 million, i.e. 14.78% higher than in 2012.

Ozone layer

To try and address the problem of ozone layer depletion, the Bank focuses on its air-conditioning and fire-fighting systems. Most of the air-conditioning units at the Bank's premises have been replaced with new technology units, while any obsolete unit that cannot be repaired is replaced by a new one containing environmentally friendly liquid refrigerants, such as R134, R407 and R410. The replacement of old water coolers using Freon R22 was also completed in 3 buildings, while their replacement in 33 more branches is scheduled.

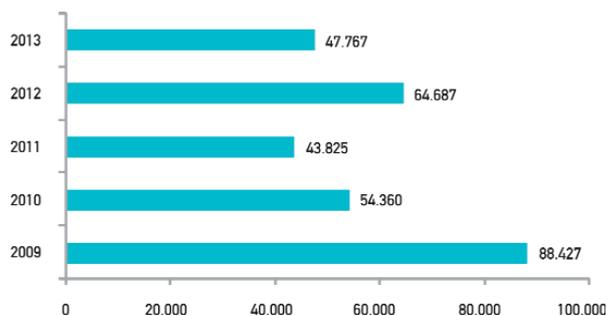
Moreover, as provided for by law, all fire-fighting systems using Halon have been replaced with new environmentally friendly materials.

Specifically:

- Fixed units containing the material FM200, which is an extinguishant with a short atmospheric lifetime, zero Ozone Depletion Potential (ODP), and extremely low Global Warming Potential (GWP).
- Portable units containing the inert gas carbon dioxide (CO₂).

By means of these actions the Bank aims at running systems containing chemical substances that pose the lowest possible pollution threat for the environment.

WATER CONSUMPTION (m³)



Water management

NBG fully recognises the importance of effective drinking water management, as this is an extremely important natural resource, which will gradually be under pressure as a result of the impact of climate change in Greece and abroad.

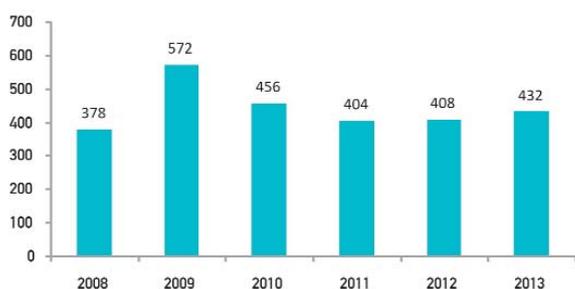
The Bank's water supply comes from the public water supply network. Because of the nature of the Bank's activities, the water is mainly used in rest room facilities and for cleaning work areas, while the use of water-cooled air-conditioning systems is limited. The Bank's efforts have focused on preventing and avoiding leakages via regular maintenance of plumbing installations.

In 2013, total water consumption amounted to 47,767 m³ and was recorded in 309 units (50 administration buildings and 259 Branches).

Locations where water consumption was recorded

Year	2009	2010	2011	2012	2013
Water consumption	88,427	54,360	43,825	64,687	47,767
Locations	319	253	227	220	309

PAPER RECYCLING (IN TONNES)



Management of solid waste

As a financial institution, the Bank uses and is supplied with raw materials which mainly concern office equipment and consumables. The main categories of the Bank's office supplies are: writing materials, light bulbs, UPS batteries, office consumables (including toner and ink cartridges for printers), printing forms, computers and other electrical and electronic devices.

Management and recycling of paper

In NBG's business activity, the bulk of the Bank's solid waste is paper. Since 2011, the Bank's correspondence (internal and to third parties) is fully managed by the Internal Electronic Document Management System, resulting in a significant reduction in printing and paper consumption. In 2013, 998,166 documents were transmitted through the Internal Electronic Document Management System.

New procedures/transactions were developed in 2013, substituting others that required extensive printing, accordingly reducing the total consumption of paper. NBG's alternative networks were further developed and adopted by customers also, accordingly reducing considerably the printing of transaction documents at branches. To this end, NBG has launched:

- A new system of OTC foreign exchange forward contracts, discontinuing handwriting based procedures.
- A procedure for electronically submitting the Bank's HR documents at the OAED (Manpower Employment Organization).
- 62 new payment transactions via internet and the NBG's ATM network, which led to a reduction of the number of transactions performed at the Branch while at the same time also reducing the documentation printed.

Furthermore, by including the communications of associated engineers and lawyers with the Bank in the computing system for Management of Applications for Legal/Technical Audit of Real Estate a total of some 9,000 sheets of paper are saved annually.

Staff participation in e-learning courses and saving of paper (2010 - 2013)

Year	Number				Percentage of total courses			
	2013*	2012	2011	2010	2013	2012	2011	2010
Courses	151	159	88	66	25.21%	24.80%	16.03%	11.85%
Participants	6.145	6.354	4.133	1.592	51.44%	47.20%	39.11%	17.26%
A4 pages saved	1.330.450	676.728	733.493	288.666	-	-	-	-

* The calculation of paper savings was based on 151 sessions of 21 internal training courses.

In 2013, the Bank continued its paper recycling programme in administration buildings and branches. As a result, a total of 432 tonnes of paper were recycled. The Bank deposits every year the proceeds of the recycling of paper to NBG staff's Supplementary Insurance Fund.

Toner Management

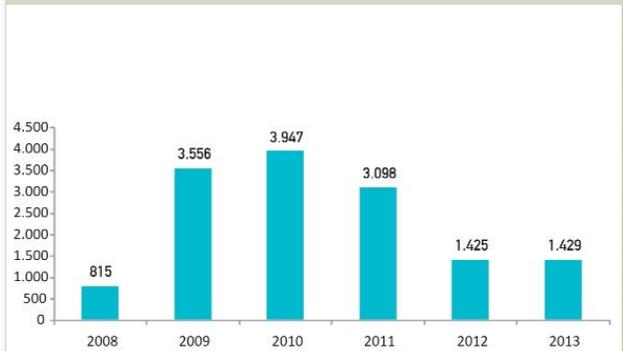
In 2013, the Bank purchased in aggregate 12,080 toner and ink cartridges for printers and photocopiers. The quantity of items recycled amounts to 1,429, collected from 23 Bank Units, where the respective recycling programme is applied, while at the same time the companies supporting the MPS programme recycled 5,300 toners.

In addition, in 2013, the Bank continued to outsource the servicing of its Managed Print Services (MPS) printing needs at its central offices based in 38 central buildings and 103 Branches. This agreement also includes the environmentally friendly management of waste originating from the device consumables. This pilot programme has led to a reduction in printing and, as a consequence, reductions in paper and ink/toner consumption. The project establishes centralized management of printing needs. The number of users currently using the system amounts to circa 7,500 individuals. The implementation of the MPS project was extended to the A Building of Ethniki Insurance, which houses 770 employees. For 2014, the Management decided to extend the implementation of the MPS project to 329 more Branches. It is anticipated that the future benefit for the Bank will be a 25-35% reduction in printing costs.

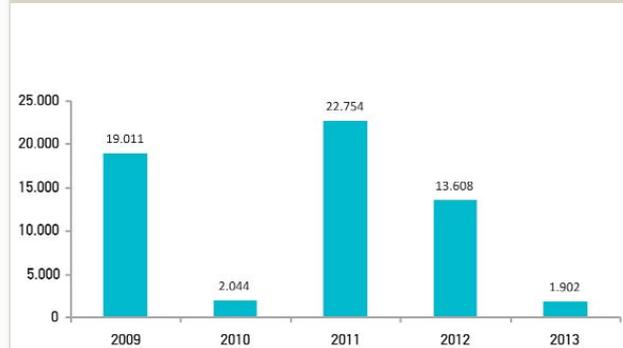
Accumulator Management

The quantity of used accumulators withdrawn in 2013 from the Bank's premises and sent for recycling, via partner companies, to the accredited recycling organisation SYDESYS SA, amounted to 1,902 kg.

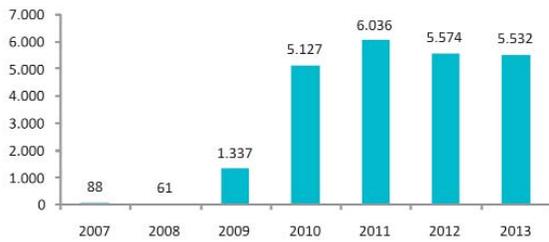
NUMBER OF TONER ITEMS WITHDRAWN



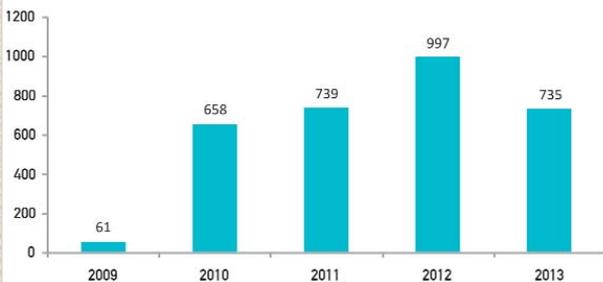
WITHDRAWAL OF ACCUMULATORS FROM THE BANK'S PREMISES FOR RECYCLING (in kg)



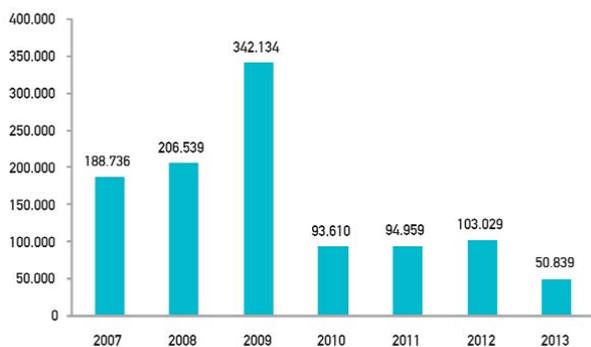
WITHDRAWAL OF SMALL BATTERIES FOR RECYCLING (in kg)



WITHDRAWAL OF LIGHT BULBS FROM THE BANK'S PREMISES FOR RECYCLING (in kg)



WITHDRAWAL OF THE BANK'S WASTE ELECTRICAL AND ELECTRONIC EQUIPMENT FOR ALTERNATIVE MANAGEMENT (in kg)



Small battery management

In 2013, via AFIS SA, 5,532 Kg of small batteries were sent for recycling from 649 collection points that cover all the premises of the Bank, as well as TYPET's summer camps.

Management of waste lighting items and bulbs

In the framework of the Bank's Environmental Management System, the programme for the recycling of low-energy light bulbs was continued in 2013 in all its premises (439 collection points at administration and branches). Via accredited organizations, 735 kg of light bulbs were withdrawn by means of an alternative collection management system for light bulb disposal.

Management of equipment

In seeking to effectively manage the environmental impact of its electrical and electronic equipment such as PCs, monitors and printers, the Bank endeavours to recover reusable materials and deliver discontinued or obsolete equipment to external accredited bodies for their further handling and recycling. In 2013, NBG delivered over 50,839 kg of electrical and electronic appliances from Bank's installations (175 collection points, 199 recycle bins) to "Appliances Recycling S.A." ("Anakyklosi Syskevon S.A."). In addition, 319 items of computers and other electrical equipment, as well as 162 items of furniture were donated to various organisations.

Environmental criteria for supplies

Besides its other CSR actions, NBG seeks to act responsibly in the sphere of purchasing, with a view to reducing its own environmental footprint and exercising indirect pressure on its suppliers to improve their own CSR.

Accordingly, it strives to promote best practices within its sphere of influence, including its suppliers and associates. To do this, NBG evaluates its suppliers in terms of environmental criteria, including:

- Technical specifications of the products (i.e. low energy consumption).
- Compliance with legal requirements concerning environmental issues (e.g. avoiding the use of harmful chemicals).
- Participation in alternative management and recycling systems for obsolete equipment.

In 2013, the Bank included corporate responsibility terms in all invitations for bids and supply contracts, as provided for in the relevant EU directives on environmental protection, respect for human rights and child labour, health and safety at work, and social equality and solidarity.

Paper recycling

To meet all its needs for paper (A4, A3, and special printing), in 2013 the Bank purchased recyclable paper awarded the EU Ecolabel logo for certified sustainable forests: FSC (Forest Stewardship Council) or PEFC (Programme for the Endorsement of Forest Certification). This paper is bleached using environmentally friendly methods (ECF, PCF, TCF) and not using elemental chlorine that is environmentally harmful. The total weight of recyclable A3 and A4 paper purchased amounted to 454,962.50 kg.

Electrical and electronic equipment

To minimize the impact of its electrical and electronic equipment on the environment, the Bank applies a number of environmental criteria, on both the mandatory and optional levels:

- Mandatory criteria include the supplier's declaration that the equipment in question meets legal provisions regarding recycling/alternative management.
- Optional criteria include an environmental management certificate issued by the manufacturer or any other document evidencing environmental actions taken by the manufacturer or supplier.

Responsible financing – Environmental risk evaluation and management

NBG uses the Risk Advisor Model included in the Risk Analyst system developed by Moody's KMV to assess the credit ratings of most enterprises (large and medium-sized) included in its corporate loan book. Alongside various other criteria, the said model includes industry risk due to adverse events, with three score levels (high, moderate and low-risk) regarding the environmental impact and risks associated with the industry sector, in line with the ratings of the independent international organization Ethical Investment Research Services (EIRIS).

In addition, the Bank places special emphasis on approvals of loans that serve to support business activities that will enhance employment and protect the environment. Failure on the borrower's or the guarantor's part to comply with the environmental and sanitary legislation may lead to termination of the loan contract by the Bank. Polluting businesses that do not take any protective measures are deemed undesirable on the basis of the Bank's credit policy.

The Bank supports business activities that boost the total environmental potential of Greece, such as:

- Production of "green", traditional and biological products.
- Infrastructures (local government organizations etc).
- Investment in environmental protection, "clean" technology, certification of environmental management systems, saving energy and natural resources.

- Participation in joint funding packages for “environmental” programmes for the enhancement of entrepreneurship.
- R&D of environmental products and practices.

The Bank does not undertake the funding of activities banned by EU regulations, such as trade in protected wild fauna, production and trade of radioactive materials and chemicals that have been banned by international protocols, transportation and release of genetically modified products into the natural environment, etc. NBG channels funding into a variety of business activities, taking into consideration assessments and studies by relevant authorities, as well as by independent bodies specializing in the evaluation and supervision of environmental risks. Moreover, in line with its credit policy, the Bank assesses risks on the basis of the Risk Analyst platform (which includes, inter alia, environmental criteria). The assessment is carried out every 12 months (in certain cases more frequently, i.e. every 4-6 months), including visits by Relationship Managers to the premises of the borrowers.

NBG also monitors, on an annual basis, borrowers’ compliance with the relevant contractual terms by sending special units from its Technical Services Division to borrowers’ premises to reassess their property and industrial facilities. Note that in the case of funding handled by the Bank’s Project Finance Division, environmental risks are assessed ad hoc by specialized environment advisors who act for the account of the lending banks. These advisors carry out relevant reviews on projects to be financed and certify that the project in question complies with the requirements of environmental legislation and that relevant permits are obtained. Specialized environment advisors have been employed for most of the 20 projects included in the Project Finance Division’s portfolio, while compliance and the obtaining of relevant environmental permits are among the prerequisites for the loan disbursement.

Protecting biodiversity

For the Bank, responsibility to the environment and the implementation of an Environmental Policy are cornerstones of good corporate conduct and encourage businesses to pursue sustainable development and reduce global warming. To this end, NBG implements a policy for the analysis and assessment of environmental risks involved in investment and credit processes, and is committed to fully complying with the relevant environmental legislation, turning down applications for financing in protected regions. In addition, in line with its traditional awareness of social and environmental responsibility issues, each year NBG donates funds for the protection and best management of some of the country’s most important nature reserves.

Inclusion of environmental and social terms in funding contracts

To receive financing for works and investments, the firm or owner of the works or investments has to provide the Bank with documentation confirming authorization by the competent authorities, which include a study of the environmental and social impact of the project (e.g., in the case of financing of Renewable Energy Sources, infrastructure projects, national highways, subway networks etc). Compliance with

environmental specifications is a precondition for the disbursement of the loans. In the case of syndicated loan contracts, the Bank specifies in the terms that the Issuer and any Guarantors must observe environmental and health legislation. Following disbursement, any impact of the financed works on the environment is covered by insurance policies.

Resolving environmental complaints

Following a complaint/referral, the Bank took all appropriate measures to clean a building in Spetses and repair damages caused by extreme weather conditions in order to prevent accidents. In addition, the Bank initiated the procedures required to resolve 5 more complaints/referrals concerning cleaning and securing some of its buildings.

PROMOTING GREEN BANKING

NBG is fully aware of its customers' increasing interest in services and products that contribute to environmental protection. Accordingly, the Bank endeavours to finance environmentally friendly projects.

Green products

In response to the signs of the times, and giving full consideration to the risks resulting from climate change and the deterioration of the environment and perceiving the new opportunities offered by the development of green banking products and services that encourage and reward green entrepreneurship, NBG has taken a range of initiatives in financing projects and technologies that contribute to fighting climate change.

To date, NBG has launched the following green banking products that contribute to the protection of the environment:

- Loan for participation in the "Energy-Saving at Home" programme in collaboration with the National Fund for Entrepreneurship and Development ("ETEAN", former TEMPME); 16,355 loan applications were approved in 2013.
- "Green Loan": a loan granted under favourable terms and conditions for financing the purchase and installation of energy-saving products.
- "Photovoltaic Home" Loan for the installation of photovoltaic systems in homes.
- "Energy-NBG Housing" for the purchase, repair or construction of energy upgraded homes..
- DELOS "Green Energy" Mutual Fund.

The Bank also participates in JESSICA (Joint European Support for Sustainable Investment in City Areas), a European funding initiative under which NBG has undertaken the management of Urban Development Funds for Attica, Western Greece, the Ionian Islands and the Environment Fund by signing with the European Investment Bank a contract for funds amounting to €83.3 million.

Urban development actions and projects financially supported by JESSICA include, for instance, improving energy efficiency,

upgrading the natural environment, enhancing the use of RES, developing state-of-the-art energy network and infrastructure technologies, and so on. The projects that are eligible for financing under the initiative include:

- Reutilisation of abandoned areas.
- Urban infrastructures (parking areas, green areas, road infrastructures, etc).
- Public networks (transport, water supply, energy supply).
- Infrastructures for the development of entrepreneurship (technology parks, etc).
- Health and education (hospitals, rehabilitation centres, etc).
- Tourism (hotels, leisure centres).
- Restoration of historical buildings.
- Cultural centres and multi-purpose leisure areas.

For more details on NBG's green products see also the section Responsibility to the Market, as well as the Bank's website: www.nbg.gr, under Retail/ Ecological Solutions, under Business Banking/Co-funded Loans and under Corporate Banking/Specialized Lending & Project Finance



Renewable Energy Sources (RES)

One of the Bank's strategic targets for 2013 was to increase financing of RES, a sector displaying high growth potential. NBG focused on investment initiatives presenting innovation and strong know-how, and on financing research programmes for technologies that contribute to the country's efforts to improve its environmental balance. Accordingly, it has set up a special team that handles investment applications for funding of RES projects and provides advice to potential project finance investors as well as to SMEs.

Loans for investment in RES and management of urban and industrial waste contribute to a reduction in CO₂ emissions.

In 2013, the Bank approved a total of approximately €128.1million for financing RES projects undertaken by large corporations, whose anticipated power generation will be in the region of 153 MW (of which 24 MW is photovoltaic 125 MW wind farms and 4MW hydroelectric projects). Respectively, financing RES projects undertaken by medium-sized enterprises amounted to 5% of the total of the Bank's financing activity in this business sector. In 2013, new approvals for participation in financing RES investments amounted to €378.02 million.

Approvals for RES financing (€ millions)

RES investments	2013	2012	2011	2010	2009	2008
Wind farms	109,50	12,10	0,00	200,80	303,40	121,70
Photovoltaic farms	266,82	232,20	267,31	174,64	63,70	30,40
Other	1,70	1,30	7,20	0,00	10,00	0,00
Total RES projects	378,02	245,50	274,51	375,44	377,10	152,10

Shipping

The global economic crisis has not left the shipping industry unscathed. Accordingly, the Bank applies conservative management to its existing loan book, extending financing in a very cautious and selective manner:

- Dry cargo vessels: financing focuses on new or recently built ships, with a view to the modernization of the fleet with more energy efficient vessels.
- Tankers: due to the nature of their cargo, arrangements are being made to finance vessels meeting the latest safety and marine pollution prevention standards, in accordance with International Treaties and Regulations on environmental protection.

The Shipping Division's portfolio amounts to €1,942.10million, represents 11.58% of the Bank's domestic corporate portfolio and includes 311 financed vessels through bilateral or syndicated loaning attending 125 financed customers. Loans to vessels aged 0-5 years amount to €774.63 million, of which €277.63million concern double-hull tankers. If international environmental norms are not met by the ship-owner according to the loan agreements, the Bank can terminate the loan.

Financing to Shipping (USD millions) *

Year	2013	2012	2011	2010	2009
Approved credit to new double-hull vessels per year (USD millions)	55,20**	0,00	5,80	70,00	337,00
Number of new double-hull vessels under finance	2	0	1	1	6

* It should be noted that in 2013 the Bank did not finance any Single Hull Tanker, as they present a higher risk of leakage in the event of an accident.

** Of which USD 40.30 million were approved the previous year.

ENHANCING STAKEHOLDER AWARENESS

With a view to improving, on an ongoing basis, the implementation of our Environmental Management System, enhancing our business environmental culture and promoting stakeholder awareness of environmental protection issues, we carried out the following actions in 2013:

Personnel

To enhance effective application of its Environmental Management System, the Bank has appointed, since 2011, EMS officers and deputy officers in all of its units (central management and branches). In addition, through 8 articles published in the Group's in-house magazine "Leading Ahead" and 19 intranet announcements, the Bank's staff was given updates on environmental issues related to the Bank's environmental management, as well as on general environmental themes.



E-Learning “Environmental Policy and Management”

In the context of the Bank’s CSR and, in particular, environmental protection actions, NBG continued the staff training e-seminar “Environmental Policy and Management”. The e-seminar is provided by the Group HR Development Division to the entire NBG staff, and was attended in 2013 by 63 employees (378 training hours).

Customers

In the context of enhancing customer awareness about sustainable development issues, a special leaflet describing “Good practices” in the sphere of daily environmental actions was included in the Bank’s CSR information booklet that was distributed in 2013 throughout the Bank’s branch network.

WWF’s global “Earth Hour” campaign

The bank participated for the fifth year in the WWF’s global “Earth Hour” campaign, by switching off the electric power in 5 of its central premises and encouraging its human resources and customers to support this significant initiative.

“Find out your energy-related footprint!”

Aiming at informing and raising customer awareness regarding the protection of the environment and taking the appropriate measures, NBG – in cooperation with the Department of Environmental Studies of the University of Aegean – has set up a special section on the Bank’s website www.nbg.gr under Eco Solutions entitled “Find out your energy-related footprint!” Through this section visitors can access information on how and to what extent the way we go about our daily lives impacts the environment. In addition, there is information available on actions designed to contribute to reducing energy consumption while saving money through the choices we make in our homes and when commuting.

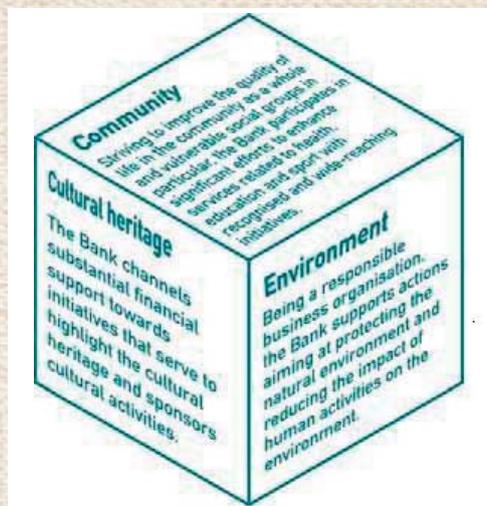


Targets 2014

- Providing financial support to the Renewable Energy Sources industry by selectively financing viable investments of large enterprises, supporting investments by applying new RES technologies (e.g. solar thermal, biomass, etc) and financing medium scale investments through EIB's available funds.
- Selectively participating in viable investment programmes related to the management and utilization of industrial and urban wastes, energy saving, etc.
- Channelling financing to medium-sized companies for investment in RES via new loans to SMEs, arranged between NBG and the EIB.
- Forwarding plan approvals to be incorporated in the Jessica programme for their financing by the Environmental Fund.
- Participating in financing waste management investments implemented by the PPP.
- Supporting customers by financing, by priority, changes, interventions, etc that help reduce the energy consumption and increase the use of renewable energy sources.
- Increasing i-bank transactions by transferring operations to electronic service networks and expanding the capabilities of i-bank payment services by improving the functionality of IT systems.
- Taking measures to limit complaints/referrals on degradation of the environment due to waste left by third parties in properties owned by the Bank.
- Expanding/effectively operating the SAP-SRM system for all supplies (stationery, services, equipment) in all NBG units and branches.
- Expanding paper and toner recycling programs to as many bank units as possible.
- Developing a Supplier Code of Conduct and relevant procedures of compliance with it during the regular assessment of suppliers as provided for in the Bank's Purchasing and Technical Works Regulations.
- Technical Improvements in the Bank's building infrastructures.
- In the sphere of SMEs, guided by the conviction that investments in green energy and saving natural resources contribute to the financial development of Greece and the protection of the environment, NBG is financing investment plans that aim at improving energy saving in business facilities, as well as electric power production via RES.



Responsibility to Society

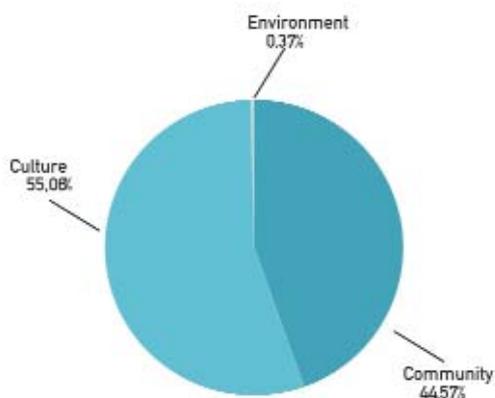


NBG's Sponsorship Programme

Financial Data	2013	2012	2011	2010	2009	2008*	2007*
Sponsorship Programme (in € millions)	9,96	9,3	14,3	19,7	23,1	17,6	15,3

*These figures do not include support provided to areas destroyed by wildfires, as this was an extraordinary payout (sponsorship years: 2007 and 2008)

BREAKDOWN OF NBG SPONSORSHIP PROGRAMME (2013)



In the context of responsible business operations, NBG continues to undertake actions with a view to supporting the community. In 2013, NBG contributed substantially to economic growth, social development and prosperity, environmental protection and preservation of the Greek cultural heritage.

In 2013, in spite of the particularly adverse economic climate, NBG - standing by its commitment to social support - continued its sponsorship programme, with funds amounting to €9.96 million. In this context, NBG supported a wide range of corporate, social and cultural responsibility initiatives, both directly as a bank, and via its Cultural Foundation (MIET) and Historical Archives.

"RESPONSIBILITY" CORPORATE SOCIAL ACTION PROGRAMME

NBG's "Responsibility" Corporate Social Action programme is based on three core lines of action: the Community, the Cultural Heritage and the Environment. Aggregate sponsorships granted in 2013 through the "Responsibility" programme for a variety of actions amounted to €9.96 million.

Responsibility to the Community

This part of the "Responsibility" programme entails actions that include sponsorships and initiatives focusing on:

- Vulnerable social groups (such as children and the elderly), individuals with special needs, and health issues relating to the general public
- Sports.
- Education, training, research and development of sciences.

Vulnerable social groups

In the context of the Bank's aim to make a real contribution to the community as a whole, a key priority for the Bank is to provide for the welfare of vulnerable social groups. To this end, through its significant financial and other contributions, it has long demonstrated its support for well-regarded organizations that address social problems and has also played a key role in the upgrading of the health sector and the development of social solidarity programmes. The list below includes activities that were launched or completed in 2013:

- Construction of a new surgical wing at Evangelismos Hospital (Long-term Sponsorship Programme): final plans, commencement of preliminary and Phase 1 works of the new surgical wing.
- Support for "Mission", the NGO run by the Holy Archbishopric of Athens to help them continue their charity actions, providing 10,000 daily portions of food to poverty-stricken families, 1,300 gift packages to 300 multi-member families via "MISSION'S SUPPORT TO MULTI-MEMBER FAMILIES", operating five community grocery stores for 800 families in cooperation with the municipalities of Moschato, Tavros, Kallithea, Daphni and Ymittos, operating boarding houses for mentally ill and aged people suffering from Alzheimer, providing healthcare programmes to more than 4,000 uninsured citizens in cooperation with the Athens Medical

Association via Social Mission Medical Care and creating a medical care network with branches in frontier areas (including Didymoteicho, Soufli, Edessa, Corfu, Paxoi and elsewhere).

- For yet another year, NBG provided support to the "Aretaieio" University Hospital to ensure uninterrupted provision of its services to the public and provision of top quality services by its 2nd Surgical University Wing.
- Continued support for the "Greek Blind People's Lighthouse" Association to raise public awareness and facilitate blind persons' prompt and equitable access to society, education and work.
- Financial support for the programme of the Substance-Dependent Persons' Rehabilitation Centre "Strofi".
- Sponsorship in support of the music event "Opera supports Research" in cooperation with "Trio Lirico" to support the community actions of the Artemis LCH (Langerhans Cell Histiocytosis) Association.
- Sponsorship for meeting the running costs of the Model Education Centre of Cerebral Palsy Greece - "Open Door" Centre for Education & Rehabilitation.
- Financial support for the annual Telemarathon run by the Hellenic National Committee of UNICEF to support children suffering poverty in Greece and around the world.
- Financial support for the annual Radiomarathon run by UNICEF for the implementation of immunization programmes to protect children from life-threatening diseases such as measles, whooping cough, tetanus and diphtheria via vaccination programmes.
- Sponsorship in support of the scientific workshop titled: "Trauma: Prevention and Treatment" held by "Andreas Papandreou" General Hospital of Pyrgos in cooperation with the Hellenic Trauma Society and the Medical Association of Pyrgos, Olympia as part of a public awareness programme for residents of Ilias Prefecture.
- Sponsorship in support of the social actions of the Children's Heart Association that protects and encourages children suffering from congenital heart defects and provides support to their parents.
- Financial support to meet part of the annual running costs of the National Association of the Physically Handicapped.
- Sponsorship in support of "Hara" (Joy), an Institution for Individuals with Special Needs, to support the running of a home for children and adults with serious mental and mobility problems.
- Financial support for a charity concert held to raise funds for the creation of a guest house in the "Women's Shelter", a Support Centre for Abused Women.
- Sponsorship in support of the implementation of actions designed by the "Paediatric Trauma Care", including the establishment of an Emergency Room in "Ippokrateio" General Hospital, Thessaloniki, the promotion of a programme for the "Support of Children with Respiratory Diseases" in paediatric hospitals, the supply of equipment to the Intensive Care Unit of the Children's Hospital of the General University Hospital of Heraklion, and the purchase of

equipment needed in children's hospitals in Attica.

- Sponsorship in support of the "Senologic Hellenic Society" for the organization of a concert featuring music by composer Mimis Plessas (Irodeio, 30.08.2013). The funds raised were donated to the Elli Lambeti Centre for Provision of Psychological Support to Women with Breast Cancer, in order to ensure its ongoing operation.
- Sponsorship in support of the "Lampsi" (Sparkle) Association – Parents of Children with Neoplastic Diseases Northern Greece to support the purchase of space to accommodate families coming from other cities of Northern Greece whose children are hospitalised for malignant diseases in child-tumour wards of Thessaloniki Hospitals.
- Sponsorship for the "Friends of Social Paediatrics" for the realisation of preventive medicine campaigns in frontier regions of Greece, the effective operation of Open Arms Day Centre, support for destitute families, as well as the implementation of programmes for hospitalized children in the country's paediatric hospitals.
- Sponsorship for the Hellenic Heart Foundation to help reach the Foundation's targets with regard to preventing and treating heart diseases.
- Sponsorship for the "Aegean Seagull" Association to support its work, as a team of volunteer paediatricians, regarding first degree preventive paediatric care (free check-ups, vaccination, medicine, referrals, and other) and linking up Tzanneio Hospital medical care services with children living on Greek islands.
- Sponsorship in support of the 6th Scientific Conference held by the Greek Alliance of Rare Diseases aiming at the briefing of patients and Northern Greece professionals of the health sector with regard to rare diseases.
- Sponsorship for the Athens Institute for the Protection of Adolescents to cover the fees of specialised staff (child psychiatrist, child psychologist, social workers and educators) employed in the Model Shelter for Boys, which hosts 19 adolescent boys aged 10 to 18 years old, in order to protect them and provide appropriate education and learning.
- Financial support for the General Hospital of Kyparissia to cover the purchase cost of consumables.
- Financial support for the Hellenic Red Cross Fund Raising Campaign at national level.
- Financial support for "Gefyra Zois" (Bridge to Life) Association of Volunteer Blood Donors of Kozani to meet the cost of purchasing electrical equipment.
- Financial support to the Anti-Drug Association in Livadeia to set up an art workshop where members participating in the drug treatment programme will produce handmade craftworks.
- Financial support for the Association of NBG Employees and Pensioners with Children with Special Needs.

- Financial contribution to "Elpizo" (I Hope), the Social Solidarity Network of the Municipality of Agios Nikolaos to support individuals and families who experience social exclusion or adverse financial conditions.
- Financial assistance to the Solidarity Association of Samothraki to support poor individuals and families living on the island, who are in need of food, essentials and clothes.
- Financial assistance to support the "Agios Vasileios" Association of Parents and Friends of Autistic Individuals in Evros Prefecture.
- Donation to "Elpida" (Hope), the Association of Parents and Friends of Children with Kidney Disease to support its work via actions implemented to provide assistance and support to children suffering from kidney disease as well as to their families.
- Financial support for the "Frontida" (Care) Panhellenic Association for individuals with cerebral palsy and Down syndrome, which will be accommodated in a space granted by Ag. Ioannis Rentis at the Day Accommodation Centre, which will provide care, medical check-ups and physiotherapy to children with cerebral palsy, Down syndrome and mental handicaps.
- Donation to help improve the conditions of the Junior and Senior General High school of Goura by meeting the cost of heating, renewing old school equipment, and supporting students.
- Financial support for the Association of Multi-child Parents of Kalamata to help multi-child and poor families with unemployed members meet basic living standards.
- Assistance to the Holy Metropolis of Chios, Psara and Oinousses to support the continuation of its community work by offering soup kitchens on a daily basis to 570 poor individuals and 100 economically weak students of the University of Aegean, providing medical services in cooperation with the Medical Association of Chios, supporting poor and multi-child families to meet their basic needs, and supporting the operation of three Primary Schools.
- Donation to the Parents' Association of the 1st Special Primary – Nursery School of Agios Dimitrios, which hosts 70 children with special needs (mental handicaps, Down syndrome and other) to meet basic educational costs and cover the improvement of their school equipment.
- Financial support for the Special School of Chania to meet the cost of the relocation of the school and of the participation of economically disadvantaged students with cognitive and other difficulties, mobility problems and other, in school activities.
- Donation for the purchase of equipment for the "Orizontes" (Horizons) Fitness Centre, a Centre for the Vocational Training of Children with special needs, which aims at improving the physical condition and alleviating musculoskeletal disorders of trainees.
- Contribution to meet part of the cost of constructing an external elevator - lift at the 2nd Special Primary School, ELEPAP - Rehabilitation for The Disabled and the 2nd Special Nursery School to ensure safe conveyance of pupils who face mobility problems.

- Financial support for the Volunteer Rescue Team of Ptolemaida to meet part of the cost for the purchase of special equipment for mountain rescue, massive disaster, first-aid and telecommunications required for the implementation of the Team's training programmes.
- Sponsorship in support of the ongoing sports actions of the "Aghios Christoforos" Association in which individuals with handicaps, cerebral palsy, paraplegia and others take part.
- Donation to meet running costs of the Theatre for the Deaf in Greece.
- Meeting the cost of accommodation for students of the Greek Orthodox College of Constantinople in the summer camps of the NBG Staff Health Fund.
- Support for the community work of the "Galilaia" of The Holy Metropolis of Mesogaia & Lavreotiki, a community relief organization.
- Financial assistance to support community programmes run by the Holy Metropolis of Syros, Tinos, Andros, Kea and Milos including financial support for poor students, maintenance of its Early Childhood Centre, Old People's Home, Student Residence and three Camps.
- Financial assistance to the OASIS Rehabilitation Centre supporting Substance-Dependent Persons.
- Financial support for the community work of the Church of the Assumption of the Virgin, Hidira Lesvos.
- Financial assistance to support the community and cultural actions of "Omonoia Society" at Aghia Paraskevi, Lesvos.
- Contribution to back the operation of the Filiki Folia Centre, which is active in Mandra, Aspropyrgos and Elefsina, and supports over 10,000 children and their families by offering care and food.
- Donation to meet the basic operating cost of the Hellenic Association of Paraplegic Persons - Patra Branch.
- Financial support for the "Childcare Association of Kavala" to meet the cost of food supplies and other building maintenance costs. The childcare facilities have been in operation since 1956 with the support of the said Association and hosts circa 80 infants of low-income families, age 2 to 5.
- Assistance to the Holy Church of Aghios Nikolaos, Plomari to back the efforts of the Community Grocery Store which supports 180 families as well as poor residents in the region and another ten village mountains.
- Meeting the cost of hosting 4 boarders of the "Melissa" Girls Orphanage in the summer camps of the NBG Staff Health Fund.
- Support for the Association of Volunteer Blood and Organ Donors of Mytilini within the context of their effort to meet the blood needs of the General Hospital of Mytilini for emergency accidents or chronic conditions.
- Meeting the cost of accommodating children, age 7 through 12 from MITERA Centre for the protection of deprived children in Attica, who are hosted by the "Aghios Andreas" children's care

community, in the summer camps of the NBG Staff Health Fund.

- Donation in favour of the Holy Metropolis of Gortys and Megalopolis to support its Charitable Fund which offers care and soup kitchens to individuals facing serious survival problems.
- Donation to support the community actions of "Agkalia" (Embrace), a not-for-profit organization.
- Sponsorship for the "Anadysi" Association for the Protection of Autistic Children, to facilitate the implementation of the programme titled "Summer on Aigina island", via which they are hosted free of charge in the "Autistic Children's Home from July through September.
- Financial support for the Association of Parents of Mentally Retarded Individuals to meet running costs.
- Donation to Artemis LCH (Langerhans Cell Histiocytosis) Association to support the organization of an event, the profits from which will be allocated to the implementation of research programmes on the disease as well as the support of patients.
- Financial support for the ongoing community work performed in the Old People's Home at Zosimades, Ioannina.
- Sponsorship in support of the not-for-profit "AMEA Greek" Association to facilitate the implementation of actions as well as the introduction of an electronic platform aiming at updating and raising public awareness about issues related to handicapped individuals.
- Financial support for "Ilihtida" (Sun-ray), an Association for the Child and the Family - Home for Children, hosting poor children with their parents from all over Greece and Cyprus. These children suffer from serious health problems and come to Athens for hospitalization.
- Sponsorship in support of the "IKID" Special Learning, Speech Therapy, Dyslexia, Autism, and Consultancy Centres for the preparation, promotion and implementation of online courses and the creation of a digital platform for the purpose of holding Webinars aimed at enhancing awareness of parents and teachers on matters of psychological support, growth and education of children.
- Meeting the cost of the "Lifeline" charity organization's participation in "Adopting the Elderly, Victims of domestic violence". This programme enables the distribution of 36 "alarm buttons" to elderly people who feel threatened on a daily basis and wish to take advantage of Paging Services available in the event of danger.
- Participation as a "Sponsor of Volunteers" in the 5th "Greece Race for the Cure" run by "Alma Zois" the Panhellenic Association of Women with Breast Cancer.

Sports

The Bank has a long history of supporting sports and the sporting spirit, which through the concept of fair play aims at promoting culture and solidarity among nations. NBG's sponsorships for sportsmen and women preparing and participating in international sporting events have contributed to unique distinctions for Greece.

One of the most important NBG sponsorships in 2013 was the financial support provided to the National Show Jumping and Dressage Competition run by the Hellenic Equestrian Federation. The said event is related to Therapy-related Riding, while the calendar includes sports for Paralympic equestrian athletes as well as Special Olympics athletes.

Science – Research – Training

NBG promotes initiatives in the sphere of education and sciences via various actions:

- Scholarships for graduate and post-graduate studies at Greek and overseas universities.
- Organization and financial support for international scientific meetings (conferences, summer schools, seminars, workshops) aiming at fostering scientific research.
- Support to educational bodies and libraries.
In 2013, sponsorships in this sphere included:
 - Three-year sponsorship programme (2011-2013) for the London School of Economics to support the operation of the South East European Research Centre and sponsorship to support the implementation of "The National Bank of Greece Fellowship in Contemporary Greek Studies 2013-2016".
 - Sponsorship for the Astronomy and Space Association to support the hosting of the 7th International Olympiad on Astronomy and Astrophysics, with the participation of 30 countries and 170-200 students.
 - Sponsorship for the Foundation for Mediterranean Studies.
 - Sponsorship in support of the scholarship programme of the Fulbright Foundation.
 - "Scholarships in memory of M. Vranopoulos" One year scholarship (2013-2014) for the studies of:
 - one Masters in the Science of Finance student at the University of Illinois at Urbana - Champaign USA;
 - one MBA student at the University of Stanford - USA;
 - one MBA student at the Athens University of Economics and Business.
 - Financial sponsorship for Tufts University - The Fletcher School of Law and Diplomacy for the "NBG Term Scholarship Fund" and the "Programmatic Support of the Constantine G. Karamanlis Chair in Hellenic and European Studies".
 - Sponsorship in support of the scholarship programme of the "Athens Club" which grants scholarships to students of poor families studying in Athens or the provinces.
 - Sponsorship for the National Observatory of Athens for the 18th Summer School titled: "Space and the latest discoveries" to raise the awareness of students on issues related to Astrophysics, Space and Environment.
 - Sponsorship in support of the "Georgios Chalkiopoulos Foundation" programme granting scholarships to AEUB (Athens University of Economics and Business) students with excellent academic performance and limited financial resources.
 - Sponsorship in support of the scholarship programme of the Department of Banking and Financial Management, University of Piraeus.

- Financial support to the University of Ioannina within the context of holding a Series of Seminar Courses and a Competition for Innovation and Entrepreneurship titled "Innovation Odysseys 2013" in cooperation with the Scientific and Technological Park of Epirus.
- Sponsorship in support of various activities of the Young Entrepreneurs Association of Greece.
- Sponsorship in support of the Hellenic Foundation for European and Foreign Policy.
- Support to the scholarship fund of ALBA Graduate Business School.
- Sponsorship programme enabling "Dodekanesiaki Melissa" charity institution to grant scholarships to two Dodecanese students for 4 academic years (2010-2014).

Responsibility to the Environment

For NBG, responsible business operation is intimately related to environmental responsibility. Accordingly, in addition to its efforts to minimize its environmental footprint, NBG each year offers generous support to activities, bodies and environmental organizations with well planned agendas that strive to promote sustainable development and protection of the environment and raise environmental awareness among the public. Some of the most important sponsorships in this sphere granted by the Bank in 2013 included:

- Sponsorship in support of the programme: "Protection of the Greek biodiversity: collection of reproductive material and breeding of endangered rare endemic species of Greece, with the prospect of creating a Department of endangered rare endemic species of the Greek flora in the Julia and Alexander N. Diomedes Botanical Gardens".
- Sponsorship for the not-for-profit "Arcturus" Organization for the Protection of Wildlife and the Natural Environment, to enable it to carry out environmental projects such as breeding and protecting Greek shepherd dogs, organizing a rapid-response rescue team for car accident victims, and running shelters for bears and wolves. The sponsorship is linked to the Bank's GREEN LOAN product.
- Sponsorship for meeting the travel expenses and cost of the Anatolia College team's participation in the Junior Achievement European Competition (London, 17-19/7/13). The team won first prize in the National Competition "Best Virtual Business 2013", which was held by the "Junior Achievement Greece" Association, and then went on to win "Sage's Financial Management in Business Award" in the European "Best Company of the Year Competition 2013". The awarded student business "RevoRootion Inc" was based on the design, manufacture and marketing of a smart automated irrigation system which saves water by using sensors for the measurement of temperature and moisture.
- Sponsorship for meeting the cost of repairing a multi-purpose fire engine vehicle of the 2nd Fire Department of Thessaloniki.
- Financial support for the "Kokkinovrahos" (Red-rock) District Association of Kaltetzi within the context of the campaign to replant trees, safeguard and ensure protection from fire in the area of Penteli and Marathon Lake.



Responsibility to our Cultural Heritage

Enhancing the national heritage and promoting culture are two cornerstones of NBG's sponsorship programme. The most important sponsorships include:

- Support for activities and events that involve music, fine arts and the performing arts.
- Sponsorship to ensure and promote historical and cultural developments, to maintain and restore monuments and support archaeological excavations.
- Sponsorship support for initiatives involving publications of cultural and historical interest.

Some of the most important sponsorships – both those which began in previous years and those launched in 2013 and scheduled for completion in the years ahead – are listed below:

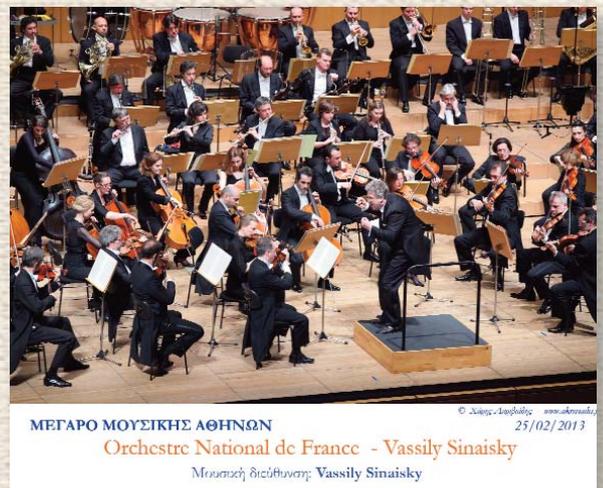
- Sponsorship for the Society of Messinian Archaeological Studies to continue the excavation and restoration works at the site of ancient Messini, where significant monuments have already been excavated and restored. Further exploration is needed at the site of the ancient agora which, according to Pausanias, contained four temples, as well as in the area between the sanctuary of Asclepius and the stadium/gymnasium.
- Sponsorship for the Foundation of the Hellenic World: In 2013, the Bank supported as a Golden Sponsor the operation of the "Hellenic Cosmos" Cultural Centre and the "Ancient Agora of Athens" programme screened in the "Tholos" Virtual Reality Theatre. This programme encompasses exhibitions titled "Interactive Tour of the Ancient Agora" and "Goddess Athena in the Ancient Agora", guided by a museum expert and covering three different historical periods: Classical, Hellenistic and Roman, presenting reconstructions of buildings as evidenced by the archaeological and historical record (religious, commercial and government activities in the area, the Eleusinian Mysteries, the period of the Emperor Hadrian, etc.) both as a reference point of the age and as a timeless symbol of social, political and intellectual innovation.
- Sponsorship for the International Council of Monuments and Sites (ICOMOS) to support the holding of a series of educational events within the context of "Holding Pots", "Byzantine Life " and "Protection of cultural heritage from natural and human generated threats" as part of the efforts to conserve and showcase the Greek cultural heritage. This initiative was triggered by the fact that 2013 was declared as the "Year of Education".
- Sponsorship to support performances related to Homer's epic poems, "Ulysses" directed by Robert Wilson, presented at the Central Stage of the National Theatre through the season 2012-2013. Robert Wilson, a major international artist, was inspired by Homer's epic poems and staged an innovative performance in Greek with Greek actors for the National Theatre (in cooperation with Milan's Piccolo Teatro).
- Sponsorship for the "Athens Megaro" Concert Hall:
Sponsorship for yet another year, for the performance cycle the "Great Orchestras - Great Musical Conductors". Specifically, the Bank sponsored:



-Three concerts by the St. Petersburg Philharmonic, Russia's oldest symphonic orchestra and one of the most renowned orchestras in the world, the first two on 22 and 23 November conducted by Yuri Termikanov and the third by Nikoai Alexeev performing works by J. Brahms, D. Shostakovich, S. Prokofiev, R. Schumann, A. Dvorak and P.I. Tchaikovsky.

-Two concerts, on 25 and 26 February 2013 by Orchestre Nationale de France.

- Financial support for the Thessaloniki Concert Hall Organization (TCHO) for the presentation (within the context of educational programmes designed by TCHO for the season September-December 2013) of Walt Disney's FANTASIA Live in Concert school performances and offering the opportunity to vulnerable groups of children supported by public benefit foundations to attend a performance free of charge.
- Sponsorship for the Museum of Greek Children's Art to support the implementation of educational and cultural programmes for children from socially deprived areas or groups of individuals stricken by unemployment who will participate free of charge or by paying a token amount.
- Sponsorship for the AXANA Arts Society to meet the cost of producing and presenting the new interactive theatrical production titled "Children watching... flying trains", in the new theatre season of 2013-2014, at the Railway Carriage Theatre "To Treno sto Rouf".
- Sponsorship for the Thessaloniki Friends of Music Society to support the children's choir.
- Sponsorship for the Society for the Promotion of Education and Learning in Athens (En Athines Philekpaideutiki Etaireia) to support the music event titled "A trip to Lilipoupolis" which includes songs and scenes from the respective acclaimed Greek children's radio programme. The said programme was launched in 1975 by the Third Programme of the Greek Radio which was then run by Manos Hadjidakis. This event was held at Irodeio on 14/09/13 and at the Thessaloniki Concert Hall Organization in October 2013.
- Sponsorship for the Municipality of Ioannina for the publication of the anniversary catalogue-guide titled "The sculptures of the Municipal Gallery of Ioannina"
- Financial support for the Nikos Kazantzakis Museum.
- Sponsorship in support of the publication, in two languages, of the Symposium proceedings of the "Maria Callas" Foundation for the Opera Hall & Academy for Lyric Art, titled "In the Whirl of Art: Opera - Trends & Reversals".
- Sponsorship in support of the concert "Tribute to Maria Farantouri for her 50 years of artistic creation", held at Irodeio by the Network for Children's Rights - Cultural Workshop. The funds raised from the concert were donated to support deprived children living in the area of Larisis station.
- Participation as a Donor, in the Programme of Supporters, Donors and Sponsors of the Oil Mill - Vranas Museum run by the not-for-profit Archipelagos/Oil-Mill-Vranas Museum in Papados as a model theme museum for the industrial history of the Aegean.



- Sponsorship for the Organization for Cultural Events of Prespes, Florina to support a series of events devoted to Melina Merkouri titled: "Melina: wherever I may go, Greece is there". The said production was carried out in cooperation with the Organization for Cultural Events of Prespes, Florina and Melina Merkouri Foundation.
- Sponsorship for the not-for-profit Classical Music Network to support the 9th International Festival of Cyclades Classical Music, including 7 events of symphonic music, chamber music and song, which took place at the Apollon Theatre, Hermoupolis, Syros in August 2013.
- Sponsorship for Thoricus (legal entity of public law), Municipality of Lavrio, for the creation and production of a CD, with a recording of the cultural route of the Philharmonic Orchestra of the Municipality of Lavrio.
- Sponsorship for the Municipality of Spetses to organize the events of the Armata Festival 2013.
- Sponsorship to the Foundation for the Support of the Ecumenical Patriarchate.
- Financial support to the Archaeological Institute of Aegean Studies for the implementation of the programme for the digitization of valuable treasures kept in the Institute's Library.
- Sponsorship as a "Golden Sponsor" to the "2nd Christmas Kids Festival 2013" held by the NGO "Korifogrammi" (Mountain Crest) with the cooperation of the Children's workshop of Onassis Cultural Centre, Museum of Childhood Emotions, Experiments Museum and Children's Art Museum. The said event included 40 interactive activities, theatrical performances, book presentations, and music and song events.
- Donation to the "Benjamin of Lesbos" Cultural Society, Plomari for operating expenses.
- Donation for the relocation of the Maritime Tradition Museum to Perama and its inauguration ceremony to promote its associated societies and the conservation of Greece's maritime heritage.
- Sponsorship for "DIMOFELIA", the Public Benefit Organization of the City of Kavala for the organization of the 56th Filippi Festival, celebrating 100 years since Kavala's liberation and 150 years since the birth of the poet C.P. Cavafy.
- Sponsorship, for the new theatrical season of 2013-2014, for the ALPHA Theatre Central Stage for the presentation of Henrik Ibsen's classic play "Enemy of the people" and the theatre's second stage for one-act plays for the organization of a three-hour seminar-discussion titled "Theatre Acts" as well as the organization of painting exhibitions.
- Sponsorship for 7 performances by the Grigorovich Ballet Theatre of Russia of "Swan Lake" and "Don Quixote" at the Badminton Theatre.

- Sponsorship for the publication of a bilingual (Greek/ English) scientific catalogue for the exhibition titled "Vaso Katraki. In Black and White," which includes the presentation of material, letters, photos and manuscripts from Tony Spiteris' Archive, as well as for events and learning programmes run by the Teloglion Foundation for students.
- Sponsorship for the completion of the production of "Little England", Pantelis Voulgaris' new film based on the novel by Ioanna Karysianni.
- Sponsorship for the Cybele Institute for running activities on poetic discourse, the Greek diaspora and the major theatre venues of the Mediterranean.

Targets 2014

NBG intends to complete the actions of its "Responsibility" programme that are still under way, and to further enhance its sponsorship programme

NBG CULTURAL FOUNDATION (MIET)

In 2013, MIET brought out 17 new publications and 4 reprints, while 134 titles were selected as university textbooks in 78 university departments and distributed to 16,875 students. In addition, a significant number of books were distributed to school, municipal and other libraries in Greece and abroad.

Notable editions last year included: G.M. Vizyinos, *On the Paths of Scholarship*, E. Cassirer, *The Philosophy of the Enlightenment*, and K. Th. Dimaras, *Variorum, IV* (volumes 1+2).

In summer 2013, MIET launched a new publication series under the title *minima*, which includes short essays in the field of the humanities. Up to the present, the following titles have been translated into Greek and published: E. Cassirer, *Die Idee der republikanischen Verfassung*, *Aufklärung*, T. Judt, *The Glory of Rails*, A. Grafton, *Codex in Crisis* and C. Fahy, *Introduzione alla bibliografia testuale*.

The publication of Roman historical writings was continued with the last two volumes of the *Annals* by Tacitus. In December 2013, MIET published *The National Theatre. The Early Years (1930-1941)*, which was initially offered as a gift for the New Year, on behalf of the NBG Management, and is now available for purchase.

Our customary February discounts in the Foundation's bookstores proved once again highly popular with the book-reading public.

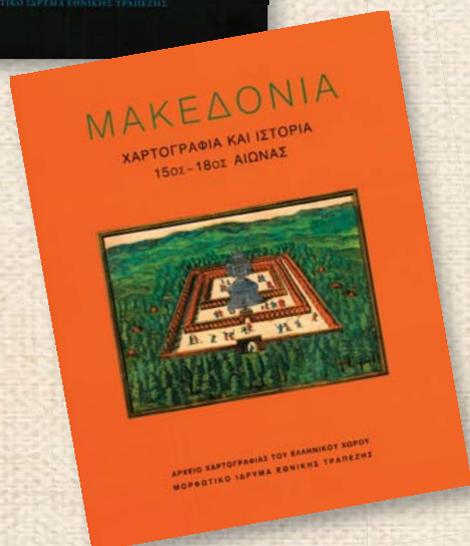
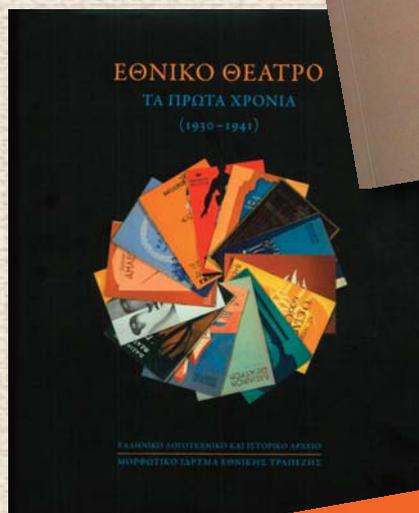
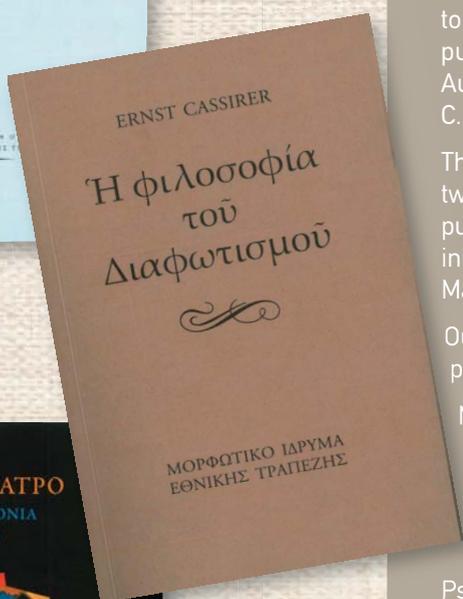
MIET also maintains a notable presence in the field of artistic events. In all, it organized 23 art exhibitions (photography, painting, engravings) in the Foundation's cultural centres and bookstores. It also organized lectures and book presentations.

The exhibitions hosted in the Eynard Mansion included G. Psychopaidis "Red and Black", P. Kyriazi "The Dream and the Familiar" and "D. Kokkinidis: Teacher", an initiative by fifteen of his old students to present their paintings, installations and video-installations as a tribute to their master.

A highly successful exhibition in the Cultural Center in Thessaloniki was that of N.G. Pentzikis "Nature Congregation 1934-1993. 3+1 Themes, 3 Skies", where more than three hundred and fifty works by this important writer and painter were on show. Moreover, Chekhov's "Cherry Orchard" was staged for a second consecutive year having proved highly popular in its first season.

MIET was also involved in various cultural activities in the regions of Greece and abroad. The exhibition "Engravings" of Panagiotis Tetsis was held in collaboration with the Municipal Gallery of Agrinio. In addition, the exhibition "Homer's Odyssey" by D. Kokkinidis was held in Fira, Santorini with the joint contribution of the Bellonio Cultural Centre. Another exhibition that proved to be very popular was "Con lo sguardo di Ghiorgos Seferis" hosted at the Biblioteca Sormani in Milan in collaboration with the Greek Embassy.

In 2013 MIET was involved also in smaller-scale events held at its bookstores. The exhibitions included "Passports, permits and passes from the ELIA collection", and an exhibition of work of the young artist, Marina Provatidou, titled "The Marriage of my Grandmother", where she creates a visual environment by means of an unusual multimedia installation.



MIET's Historical and Palaeographical Archive organized a field trip to the Patriarchate of Jerusalem for the purpose of carrying out digital imaging of the Library's Codex Palimpsest which contains the oldest preserved text of five of Euripides' tragedies and many fragments of Aristotle's Physics. This digital imaging project was part of the collaboration between the Archive and the PALAMEDES program, organised by Göttingen University. In the same framework a meeting was held in Athens with the participation of experts from Göttingen University, Bologna University, Sofia University and the National Library of France.

Also, the Historical and Palaeographical Archive organized three field trips to make digital copies of manuscripts, and held lectures on historical and palaeographical themes concerning the relations of Greece and the Balkan peoples, marine archaeology and cultural relations with the Arab world. Moreover, it organized palaeography courses that were addressed to secondary school students from Verona, Italy, and to Athens University students, scientific meetings with post-graduates and palaeography-related educational visits. Four students of the University of Athens completed their internship in the Archive.

Backed by its research activity, cataloguing of archives, and digitization of microfilms of manuscripts and slides in its collections, the Historical and Palaeographical Archive offered valuable services to academics and researchers.

MIET's Paper Conservation Laboratory provided the necessary technical support for the preparation and organization of the Foundation's exhibitions. The Laboratory also contributed significantly to documenting, recording and cataloguing exhibits and setting up the digital display of artworks. In addition, the Conservation Lab was involved in the conservation of books and archive material held in MIET's and ELIA's and other institutions' collections, such as the Loukas and Evangelos Bellonias Foundation, the Parish Library of Drosato-Fountoto in Karditsa region, L' École Française d'Archéologie d'Athènes. The Laboratory has undertaken the cataloguing and classification of the photo archive of the sculptor Thodoros Papadimitriou.

The Archive of Cartography of Greek Regions successfully continued the presentation of the 5th themed exhibition of old Greek maps of Macedonia, accompanied by the publication titled Macedonia. Cartography and history, 15th–18th century.

In 2013 the collection was enriched by a purchase of another twenty-seven maps. The Archive of Cartography today owns 455 items in its collection of old maps and publications.

Collections and Archives

Significant works were donated to MIET, such as seventy artworks by D. Kokkinidis (acrylic and aquarelles) inspired by themes from the Odyssey, six artworks by Tz. Andriadou (drawings, mixed technique, acrylic), two engravings by P. Tetsis and one artwork by P. Kyriazi (charcoal and Indian ink). Induction of the Moralis Archive is still under way.



ELIA

In 2013, a total of twenty-six important donations of new archives and many additions of archival documents and photographic material were granted to the remarkably rich collection of the Hellenic Literary and Historical Archive of Athens and Thessaloniki (ELIA). The donations to ELIA/MIET Athens included: the archive of Stefanos Lazaridis, donated by Timothy Williams, the archive of Elli Lambeti, donated by her niece Natasa Papadopoulou, the archive of Alexis Solomos, donated by his daughters, the archive of Maria Chors, donated by her, and the archive of the Petsalis-Diomidis family, donated by Marina Petsali-Diomidi. In ELIA/MIET Thessaloniki the archives of particular note include those of Xenofon Kokolis, donated by his daughter, of Giorgos Dellios, donated by him, and the archive of Mois Amir.

All of ELIA's departments hosted Greek and foreign researchers, most of whom come from the academic community, and continued the systematic cataloguing of material in its database.

5712 new items were added and fully recorded in the library, a great part of which derives from the donated collections. Moreover two thousand requests for printed and digital material were processed.

An event in honour of Manos Charitatos, who died in December 2012, was held in the amphitheater of the Benaki Museum, where after the talks, the program "Monogramma" by the public broadcaster ET1 (produced 1994) dedicated to M. Charitatos was screened.

In addition, the publications team of ELIA contributed to the preparation of The National Theatre. The Early Years (1930-1941).

Alexis Minotis Bequest in Memory of Katina Paxinou

MIET, as trustee of the "Alexis Minotis Bequest in Memory of Katina Paxinou", announced for 2013-2014 two scholarships for studies, one overseas and the other for studies in Greece.

The Bequest also funded the publication The National Theatre. The Early Years (1930-1941).

Paxinou-Minotis Museum and Archive

The Paxinou-Minotis Museum and Archive offers material for MIET's exhibitions and collaborates with other museums, cultural institutes and researchers.

The new educational program concerns the Museum and its exhibits as well as the career of the two celebrated actors Alexis Minotis and Katina Paxinou.

Seminars & courses

The three-level courses in Greek Palaeography continued and Latin language courses were organized at the premises of the Historical and Palaeographical Archive. A total of 120 students attended the seminars, which are held free of charge.

Furthermore, the two-year Workshop for Publications Editors continued at MIET's premises. In October 2013, after holding relevant entry exams, the sixth round of the Workshop commenced and still continues.

NBG HISTORICAL ARCHIVE

The year under survey, 2013, saw a host of actions covering all areas of activity of the NBG Historical Archive.

ARCHIVAL WORK

New Acquisitions

A number of significant acquisitions were made this year.

1. Regarding the Bank's history a very important acquisition was the electronic reproduction of the archive of the Stavros family, the originals of which are held by the National Library of Greece. The National Library's Electoral Committee allowed the transfer of this valuable material to the premises of the Historical Archive in order to be microfilmed and scanned.

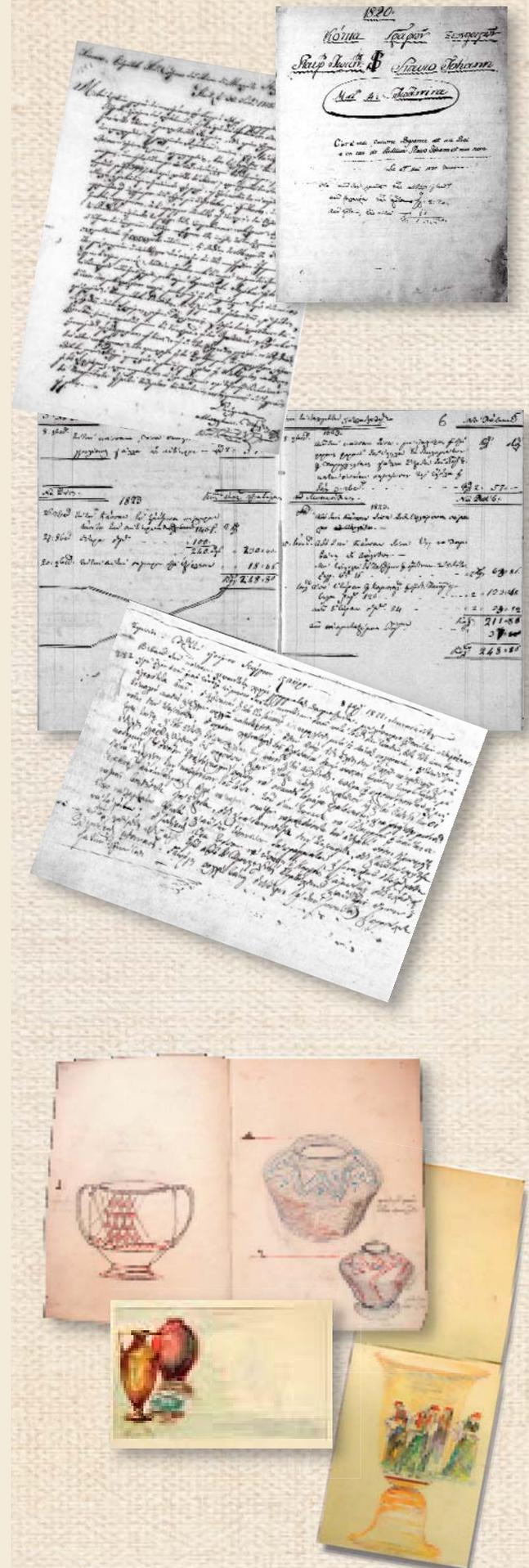
The period covered by this important archive dates from 1785 to 1837. The archive contains documents of Ioannis Stavros, father of the Bank's first governor George Stavros, Sotirios Stavrou, brother of George, Alexios Noutsos, Ali Pasha of Ioannina and his sons Salih Pasha, Mullah Ali, Mullah Omer and others, various documents regarding bequests, documents of the Ioannina Polity, and other various – undefined documents. A total of 2,713 documents and 42 registers are recorded on 8,027 pages.

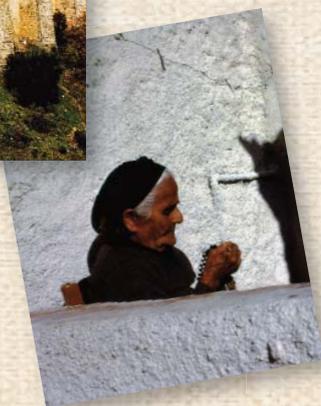
This material has remained unused by researchers despite the fact that its existence was recorded and made public in 1940 by Socrates Kougeas. It is an invaluable source of information regarding the mercantile company of the Stavros family in Vienna, which was run by George Stavros for 16 years having succeeded his father. The records preserve details of dealings with Greeks of the diaspora beyond the borders of the Ottoman Empire and extending across many European countries. There are also George Stavros's letters to his brother Sotirios, following his arrival in revolutionary Greece in 1824. In these letters he describes what was happening in the fledgling Greek state as well as the unsuccessful campaign of the Greeks against Ibrahim in which he himself took part under the leadership of Mavrokordatos.

There is also very valuable information about the history of Ioannina, where the father of George Stavros played a prominent role.

2. A colleague in another museum who was conducting research in the Historical Archive was informed that a certain individual possessed archive material related to the important collection of glassware items contained in the NBG Historical Archive. Following the approval of the Bank's Management, the Bank bought the material which belonged to the artist Ekaterini Petrea who was a glassware designer and decorator at Hellenic Fertilizers in Drapetsona, the company from which the NBG/HA glassware collection originates. The Petrea archive comprises 953 documents, mostly designs, created by Ekaterini Petrea when working for Hellenic Fertilizers.

These two collections – i.e. the glassware and the designs by Ekaterini Petrea – as well as the designs of moulds and machinery





for glassware manufacture at the Drapetsona plant are a rich source of information about the glassware industry in Greece, as well as Greek manufacturing history more generally.

3. Following a request by the relevant Unit, NBG Historical Archive took delivery of part of the archival material of NBG Staff Insurance Funds, amounting to some 300 boxes of material concerning:
 - NBG Staff Pension Fund,
 - Pension Scheme and Welfare Scheme of Bank of Athens Staff
 - Banque D' Orient Employees Fund
 - NBG Self-Insurance Fund
 - NBG Supplementary Insurance Fund

This material dates back to the beginning of the 20th century.

4. The NBG Historical Archive contains records of the Karavasili Bank and Tobacco Industry, obtained from previous acquisitions and donations by members of the Karavasili family.

On 15 April 2013, Jason N. Karavasilis donated to the NBG/HA furniture from the office of Vasilis Karavasilis, founder of the Tobacco Industry along with portraits of him and his wife, books, and a collection of securities (stocks and bonds) which complement the existing Archive.

Activities

1. In 2013, the NBG/HA commenced archival processing of the NBG Multimedia Show Service, the material of which was obtained by the historical Archive in the previous year.

The classification of the specific archive and of the photographs recording the activities of the Division in 2013 was completed and indexing of the slides that formed the basis of all 35 multimedia shows was begun.

These pictures, made by talented photographers, have now been digitized to ensure preservation and a catalogue description of them was prepared, which will be linked to the Electronic Archival and Historical Data System.

These tasks produced 28 sub-series and 492 files containing around 30,000 documents.

2. In 2013, archival processing of the archive of the NBG Staff Union (SYETE) was completed, with the addition of 12 sub-series containing 530 files and 6 registers.
3. A further 6,554 documents were added to 22 sub-series in 9 collections: these include Plans from the Technical Services Division, Graphics Company Aspiotis – ELKA, NBG Staff Union SYETE, glassware collection from Hellenic Fertilizers, and others.

Library

Further work was carried out on improving the digital catalogue of the NBG/HA Library. A total of 926 new entries were added, barcodes were aligned with 4,477 items, and a catalogue of topographical references for entries 1 to 23,882 was created. 436 new acquisitions were recorded.

Services to researchers

The NBG/HA provided its services and facilities to a total of 429 researchers during the course of the year. They consulted all 86 series of the NBG/HA. Their research focused mostly on the following series: Industrial Credit, 62 visits; Legal, 53 visits; Numismatic, 46 visits; and Loans, 10 visits.

The Aspiotis–ELKA S.A. archive was studied by 8 researchers, while the Ceramics Company of Lavrio and the Hellenic–German Financial Company both received two researchers each. Last, 82 researchers used the services of the NBH/HA library.

Conservation Lab

In 2013, conservation work focused on glassware and metal items of the HA's collections.

The Lab helped in unpacking the storage boxes containing the glassware items, and contributed to cleaning and conservation, where needed, before the collection was photographed, classified, and placed in its final storage area.

It also supervised the cleaning and conservation of metal and silverware items.

The Lab continued conservation work on paper items of the following archival series:

- Documents of the series "Undefined content"
- The Ekaterini Karatheodori Archive
- Photographic documents

The Conservation Lab carried out a number of research tasks and mentored senior students studying conservation during their practical training in the Historical Archive. It also participated in career orientation meetings that were made within the framework of training programs for students.

TRAINING PROGRAMS

1. In 2013, the Bank's Management provided the opportunity for the History department of the Faculty of Philosophy of Athens University to run a postgraduate studies program for school teachers of history, which took place on the premises of the NBG Historical Archive.

During 72 teaching hours, over the course of 5 weeks, 109 high school teachers attended classes by 29 academic teachers.

Topics covered theory and methodology, world and European history, history of Islam and the Arab world, the Ottoman Empire, as well as Greek civilization from prehistoric times to the present day. Topics related to the Greek diaspora and Greek and European art were also covered.

2. The Historical Archive was particularly active in the area of





educational programs in 2013, making it a notable player in the education community, and among people and bodies working in the culture sphere.

115 schools and 3,851 students from Attica and outside Attica (13), from public and private elementary schools, junior high and high schools, EPAL, TEI, universities and special schools, and night schools visited and attended educational programs held by the NBG/HA.

The programs included the following:

- Special programs for high school and university graduates who took part in the lifelong learning program “Plato’s Academy – Polity and Citizen”
 - “Reading together” actions: within the framework of “Children’s Book Day” organized in conjunction with the Network for Children’s Rights. The activities included a workshop for children and a seminar for parents from the neighbourhood in which the HA is located.
 - Activities within the context of Museum Night 2013 whose theme was “Museum (memory + creativity) = social change” in cooperation with the Hellenic Folklore Research Centre of the Athens KETHEA - Strofi Centre for Rehabilitation of Addicted Persons and 10 artists. Activities included visual arts, photography and painting exhibitions, video screenings, archival material, guided tours around the permanent exhibitions of the NBG/HA and art workshops for the young and adults.
 - Educational colloquium for Primary School teachers of the Third Region of Attica on the theme of “Lost in the Archive. Discovering archives and sources through learning programs”. The target of the colloquium was to maintain creative contact with the teaching community.
 - Special educational workshop for a junior intercultural school, within the framework of World Children’s Rights Day in cooperation with the Network for Children’s Rights on the theme of “Access to information is a right of everyone”
 - Two educational programs run in cooperation with an engraver that included practical workshops. The programs were entitled “A banknotes stories. Students and parents work together for knowledge and creation” and “Experiential workshop on engraving at the Historical Archive of National Bank. From the museum to the workshop and from the workshop to the school”.
3. The NBG/HA also hosted and/or participated in the following activities:
- The International Contemporary Art Fair of Athens – Art Athina 2013 within the framework of the Museums Network, of which it is a member.
 - Participation by the NBG/HA in the joint educational action “Culture Actions in the park”. Twenty museums and cultural

institutions present their actions and educational programs and invite adults and young children to participate free of charge". The event was organized within the framework of the Museums Network, jointly with three other museums of the Network, and was held in the Athens Municipality Arts Centre in Liberty Park. The NBG/HA presented educational program under the title "Searching for traces of Mrs Mitrogianni through the archival records".

- A colloquium organized by the Hellenic Working Group for Education and Cultural Actions in Museums, of the International Council of Museums (ICOM-CECA), under the title "Educational actions for special social groups". The title of the presentation at the colloquium given by the education program officer of the Historical Archive was "Diversity in practice. Educational programs at the NBG Historical Archive", in which she presented five different educational programs.
4. Within the framework of collaboration with special schools and universities, NBG/HA carried out a number of educational meetings, including with:
- State University of Murray,
 - Armenian School of Nikaia
 - Special School for Cerebral Paralysis in Ilioupoli,
 - EPAS-OAED Graphic Arts in Neo Iraklio,
 - IASIS Day Centre
 - Sivitanidios School (vocational training institute)



PUBLICATIONS & RESEARCH

1. In publishing, for a second year, using its own resources and with the cooperation of staff members of various specialities, two small publications were researched, written, formatted and prepared for publication:

i. National Bank: The First Steps, stems from the work of transcribing older handwritten manuscripts of the Minutes of the Board of Directors of NBG, carried out by the publications editor at the Historical Archive.

This publication focused on the Board's minutes from the first five months in the life of the Bank, and explored the historical information regarding the staffing of the Bank that can be gleaned from the minutes. This gives a picture of the early organization chart of the Bank and the criteria by which staff was selected, as well as the way in which the Bank established its modus operandi beyond its one and only branch in Athens.

ii. Besides carefully preserving its business records, NBG has also endeavoured to preserve the records and documents of other banks and enterprises that have come into its possession. To illustrate the





importance of this activity by NBG, the Historical Archive published a small book on the Historical Archive's glassware collection, which numbers some 2,105 items. The glass manufacturer, the glass factory, and the production series (some of which are decorated with designs by Ekaterini Petrea, whose archive is also held by the NBG/HA) are presented in the book.

iii. *National Bank of Greece. History from 1841* a publication prepared for use by the Bank's Management when holding meetings outside Athens and for other events.

2. In 2013 the transcription of the minutes of the Board of Directors for the period 14 July 1849 to 12 February 1859 was completed.

The indexing of proper names and place names has been completed for the first book of Minutes.

The creation of short biographies of the people named in the minutes of the Board of Directors has also started. As these data are entered into the electronic index, beside their historical significance these tasks will also create a useful search tool.

EXHIBITIONS & EVENTS

1. On 28-29 September in Corfu, the friends of the Albert Cohen Foundation, together with the Swiss embassy and the NBG/HA, organized a two-day conference in memory of the philhellene Jean Gabriel Eynard, honorary first governor of NBG, on the occasion of the 150th anniversary since his death.

During the conference, which included lectures, guided tours and exhibitions, the NBG/HA presented the exhibition "*The philhellene J.G. Eynard*" held in the Palace of Sts Michael and George. The head of the Historical Archive gave a lecture at the Corfu Reading Society on "*Jean Gabriel Eynard: a deus ex machina during the formation of the Hellenic state. The case of the launch of the first Greek banknotes*".

2. On the occasion of the centenary anniversary of the foundation of the NBG Branch in the city of Ioannina, the Historical Archive prepared a parallel exhibition on the first 100 years of the Bank, as well as its presence in the region of Epirus before and after the opening of the Ioannina Branch.
3. On the occasion of the 72nd congress of chancellors and vice chancellors of Greek universities, the NBG/HA organized their hosting on 5 April at its conference premises. The participants were informed about the rich archives and collections of the Bank, the functions and the activities of the Historical Archive, and were given a presentation of the NBG/HA's Electronic Archival and Historical Data System and a guided tour of its exhibition spaces.

PHOTOGRAPHING & DIGITIZATING RECORDS

In 2013, two photography teams were active in the Historical Archive's Tritis Septembriou St. and Epidamnou St. buildings. The following tasks were carried out:

- Photographing collections, archives, events (around 26,000 shots).
- Scanning of banknotes, preparing material for future exhibitions, archival material, material for educational programs, collections, in order to help researchers in their work, for the making of future multimedia shows (22,000 digital scans).
- Photoshop editing of 11,000 images.
- Artwork, multimedia productions, for all activities of the Division.

OTHER ACTIVITIES

- On the basis of the outcome of auctions over the course of ten years, a database was made regarding the current value of collectible banknotes.
- Tasks to enhance the Electronic Historical and Archival Data System to 3G
- Update of the Historical Archive's web page
- Retraining/specialist training of the Historical Archive staff was promoted with the input of the HR Division, particularly with regard to use of Adobe Photoshop CS6, Adobe Premier CS6, Quark Xpress 9 and Windows Server 2008 and photography skills.
- Almost all the employees attended a one-year palaeography course run by the NBG Cultural Foundation (MIET), which enables participants to read old manuscripts.

SCIENTIFIC WORK

On the international level:

NBG/HA is an active member of the European Association of Banking History (EABH), and the Chairman of the Bank Georgios Zantias is an elected member of its Board of Patrons.

The head of the NBG/HA is an auditor of the EABH and a member of its Academic Council.

During 2013 the head of the NBG/HA:

- jointly with his counterpart of Intesa Sanpaolo banking group, organized a summer one-week workshop on the theme of digital archives in Venice
- acted as co-organizer and speaker at the 3rd conference on Archival Legislation for Finance in Europe, held in Reykjavik.

In Greece:

- The head of the NBG/HA holds the position of Vice President of the General State Archives.
- The NBG/HA is a founding member of the Hellenic Archival Society and all its employees are members of this society.



SOCIAL ACTIONS BY THE BANKS OF THE NBG GROUP

The NBG Group enjoys a dynamic business presence in SE Europe and East Mediterranean region through its extensive branch and ATM network.

	GREECE	TURKEY	BULGARIA	ROMANIA	SERBIA	FYROM	ALBANIA	CYPRUS	EGYPT	SOUTH AFRICA	OTHER*	TOTAL*
Number of Branches	540	674	199	115	109	64	27	14**	18	7	3	1.770
Number of ATMs	1.396	2.736	810	134	136	127	35	16	18	-	-	5.408

* Other: 1 London, 1 Malta, 1 Representative Office in Melbourne, Australia

** 3 of which are sub-branches

The NBG Group undertakes various community actions, the most important of which are described below by country.



Turkey - Finansbank

Finansbank, established in 1987 and headquartered in Turkey, has been part of the NBG Group since August 2006. Thanks to its impressive growth over the last twenty years, the Bank today enjoys a strong presence in the Turkish market, being ranked 5th largest private bank.

In 2013, Finansbank continued to contribute to the community in which it operates through a variety of CSR programmes and actions, in accordance with its business strategy, as follows:

- **Full education scholarships (TED):** In 2013 Finansbank, jointly with the Turkish Education Association (TED), has offered financial support to 140 students. In the framework of this action 47,000 students have been supported over the years. The Bank runs this program via its branch network on behalf of its customers that receive a certificate for their contribution to a child's education every year in January.
- **Young Guru Academy in collaboration with Ozyegin University:** The aim of the program is the training of "socially responsible leaders". Each year, 2,000 students are accepted out of nearly 50,000 candidates who attend the summit in Istanbul and another 200 centres around the country. To date, no less than 10,000 members of the Young Guru Academy initiative received training so as to become the "socially responsible leaders" of the future.
- **Leaders of the Future in collaboration with Bilkent University:** The program aims at generating employment opportunities for pioneering business ideas and at giving the participants the chance to run their own business. The program is in the form of a competition. All the participants attend a training program and the three best ideas are awarded non-return capital support. In 2013, a total of 4,000 business ideas participated in the competition.
- **Program "7 Continents - 7 Ultramarathons":** Alper Dalkilic is taking part in the 7-continent ultramarathon. In 2013 he ran through three continents and his last stop was Australia (The Track Outback Race). Thanks to his admirable endeavour, Alper is helping to enhance awareness about reforestation actions and environmental protection.

Awards:

In 2013 the Bank was awarded a number of prestigious international prizes:

"Stevie" International Awards: Enpara.com, the first electronic banking service of its kind set up for Finansbank, was awarded 7 "Stevie" prizes. Enpara.com was designed to meet the needs of a very specific customer group (tech-savvy, time-strained young professionals). Delivered through non-branch channels Enpara.com has launched innovations with a view to offering exceptional customer service. Finansbank was the only bank to receive three gold "Stevies" in the respective competition. Altogether the awards and distinctions gained were as follows:

- Best Product Development / Product Management Team – Gold Stevie.
- Marketing Campaign of the year – Gold Stevie.
- New Product Development and Management Award - Gold Stevie.



- Video Award- Silver Stevie.
- New Product or Service Introduction of the year Award - Bronze Stevie.
- Website Award – Bronze Stevie.
- Customer Service Team Award – Bronze Stevie.

Horizon Interactive Awards: Finansbank's SME Forum webpage (KOBİ Meydan) won a bronze prize at the Horizon Interactive Awards, one of the world's most prestigious business awards. The Kobi Meydan is the only SME platform in Turkey operated by a bank. Businesses can get advisory services via the platform while they can also use it to communicate with each other.

Global Business Excellence-: The Bank was awarded another significant prize for its "Finans Up", a career club launched by Finansbank to attract the best talent among university students, and to give career opportunities to interested youngsters. "Finans Up" received the "Outstanding HR Initiative" award from Global Business Excellence, a UK based top tier award program. Finans Up was designed as the first career club in Turkey and, besides its purpose of seeking out promising recruits, is totally different from other talent-spotting programs run by other Banks. The program aims at developing the skills of its members, giving them networking opportunities, and creating a kind of "alumni club" that enables Finans Up to keep in contact with future executives, enabling them to feel that they belong to the Finans Up network even if they work for other organizations during their careers. To achieve this goal, from a short-term perspective Finans Up offers its members various personal and professional development opportunities and benefits during the course of an academic year, and rewards students' success. From a long-term perspective, Finans Up enables students to broaden their networks while also standing by them throughout their future career.

Bulgaria - United Bulgarian Bank

United Bulgarian Bank (UBB) has operated in Bulgaria since 1992. A member of the NBG Group since 2004, UBB continued its contribution to the community in 2013 seeking to encourage voluntary actions by its staff, supporting vulnerable social groups, education and sports, and promoting culture in general. Specifically, it organized 50 CSR activities and over 30 regional events.

UBB's principal CSR activities in 2013 included the following:

- **"Opera in the Park" - Opera and Ballet of Sofia:** UBB supported for the first time the action "Opera in the Park" which took place in the Military Academy Park in Sofia.
- **"Opera in Kavala" - In collaboration with Opera and Ballet of Sofia:** The Opera and Ballet of Sofia was invited to take part in the 56th International Philippi and Thasos Festival under the auspices of the Municipality of Kavala. UBB together with NBG supported the performance of the opera "Don Carlo" and the "Zorbas" ballet.
- **Sponsorship for the National Academy for Theatre and Film Arts in Sofia:** UBB supported the Drama Theatre Academy of the National Academy for Theatre and Film Arts (NATFA) for the second year running. The Drama Theatre Academy is a theatre hub where promising actors have the opportunity to stage or participate in productions written by world-renowned dramatists.
- **Sponsorship for Cultural Festivals:** In 2013, UBB continued to provide financial support for some of the biggest cultural festivals in Bulgaria (Varna Theatre Summer Festival, Apolonia Festival of Arts in Sozopol, March Music Days in Rousse, Crossroad Scene Festival – Plovdiv, and others).
- **Sponsorship for the National Museum of Natural Studies:** UBB supported for the second year in a row the expansion of its mammals' collection with a stuffed specimen of the Siberian tiger and the renovation of the Mineralogy Room of the Museum.
- **Photography contest by National Geographic Bulgaria:** UBB embarked on a partnership with National Geographic Bulgaria in the organization of a photography contest under the title "The world in one flag" as well as three photography exhibitions.
- **Support for the photography workshop "Photography for the little":** UBB supported the photography workshop by renting the venues and supplying the children with materials. Children of the Bank's employees participated also in the workshop.
- **Sponsorship for the Bulgarian Biathlon Federation:** UBB supported the Winter Biathlon Federation for the 6th year in a row and awarded a prize to Krassimir Anev, who won a bronze medal in the European Biathlon Championship.
- **Sponsorship for Children's Tennis Tournaments:** The Bank supported three children's tennis tournaments under the slogan "For UBB prizes".
- **Sponsorship for the Hellenic Business Council in Bulgaria.**



Romania – Banca Romaneasca

Banca Romaneasca (BR) was established in November 1992 and has been a member of the NBG Group since October 2003. In 2013, Banca Romaneasca carried out various CSR actions, by supporting the community with a focus on vulnerable social groups (disadvantaged children and elderly people), financing actions for the preservation of the cultural heritage (Greek community and foundations active in Romania, such as the Greek School and the Greek Embassy) and the protection of the environment, and encouraging voluntarism among its employees. BR's principal CSR activities in 2013 included the following:



- **“Christmas Tree Festival – 2013”:** Banca Romaneasca has established a tradition of supporting (for the 4th year in succession) the “Christmas Tree Festival”, a popular action organized by “Save the Children – Romania” aiming at gathering funds. 2013 was the 13th year of the Festival, which as every year presented a rich collection of Christmas tree designs, expressing the main theme “CV for the future”, created by famous designers and artists, which were auctioned and the proceeds given to support children without access to schooling. The Bank participated in the efforts of the Organization to gather funds during the event, which will be used to support 2,000 children and their families participating in its “Pre School Education”, “School after School”, and “Second Chance” programs.
- **Financial support for “The Sunny Palm Sunday”:** The event was organized by the “Dimitris Custi” Village Museum in Bucharest before the Easter holidays. The Bank, as sponsor for the event, supported an interactive program aiming at reviving traditions and customs related to Easter celebrations. The Bank employees’ children participated in the workshops run during the event and learnt from traditional artists how to paint pictures on glass, paint Easter eggs, and make masks.
- **Support for education:** In its endeavour to support education issues, the Bank supported financially the celebrations on the 100 years since the foundation of the Bucharest University of Economic Studies.
- **Support for the cultural heritage:** The Bank supports programs that contribute to the preservation of cultural values and every year stands by the Greek community and institutions which operate in Romania, including the Hellenic Romanian Chamber of Commerce and Industry, Hellenic Foundation for Culture, and the Greek Embassy. It thereby contributes to the diffusion of Greek culture and traditions in Romania.
- **“Credit card without secrets”:** In March 2013, the Bank participated in an educational program designed to “teach” customers who shop how to use a credit card to their benefit and highlight the advantages of Banca Romaneasca credit cards (interest-free

payments, grace period, discounts on associated businesses programs through smart discount programs etc).

- **"The Idea Box"**: In 2013, an in-house competition entitled "The Idea Box" was launched for staff, and proved to be highly successful. The purpose of the competition was to involve employees in the process of improving the bank's operations by proposing their own ideas and thereby play a role in shaping the way they work. A total of 210 ideas were submitted. Over 130 ideas of the Bank's employees entered the final phase of the competition; 2 ideas have already been implemented; 44 have been deemed feasible, and there is a possibility of implementing another 16. At the end of the competition an award ceremony was held, where the three top ideas were awarded a prize by the bank's management. To encourage teamwork and cooperation, the competition will be held again in 2014, this time also including group entries.
- **Environmental awareness – Paper recycling actions**: With a view to reducing its environmental footprint, the Bank decided to implement a paper recycling program in its two Head Offices. The paper recycled in 2013 weighed a total of 2,265 kg.

Serbia – Vojvodjanska Banka

The history of Vojvodjanska Banka, known locally as “The Home of True Financial Values”, goes back to 1868. Since 2006 it has been a member of the NBG Group, enhancing the Group’s presence in SE Europe. In the framework of CSR, the Bank continued in 2013 to support children and young people by undertaking a series of actions focusing on health, welfare and education, in the belief that such actions are “investments in the future”. Specifically, Vojvodjanska Banka’s principal CSR activities in 2013 included the following:

- **Support for the Serbian Olympic Committee:** In 2013, Vojvodjanska Banka announced the launch of a new four-year sponsorship commitment for the Serbian Olympic Committee. On signing an agreement with the Serbian Olympic Committee, the Bank became a member of the great “Olympic Family” which will support the preparation of Serbian athletes for the Olympic Games in Rio. Besides providing support for athletes who are preparing for the Games, the bank is participating in the promotion of Olympic Values through a series of campaigns organized by the Serbian Olympic Committee. One such campaign includes the EcOlympic Games, which brought together top athletes of the Serbian Olympic Team, and were held throughout the country thereby communicating the Olympic spirit directly to children. As preparations for the Olympic Games in Rio progress, the Bank will be standing alongside the Olympic Committee of Serbia.
- **"Generation Next" Social Inclusion Program:** Currently in Serbia over 6,000 children are growing up without parental care. The National Assembly of the Republic of Serbia supports the Generation Next program which is designed to help children aged between 15 and 17 years who are living in institutions and foster families. The program also aims at motivating young people to continue their schooling and education and at preparing them to begin an independent life. The program is based on the Dale Carnegie methodology, which includes a five-phase continuous improvement cycle and is carried out by certified trainers who present to the participants topics such as team dynamics, motivation, success, and the importance of education. Vojvodjanska Banka announced during the respective event in the National Assembly of the Republic of Serbia that it is becoming engaged in the program. On this occasion, the National Assembly welcomed the children participating in the Generation Next program who were hosted at the training facilities of the bank in Palić. In the summer, a camp was organized with the participation of two famous football players who spoke about the value of team spirit. Furthermore, a competition was also launched for the participants of the Future ME program, where the top twelve projects were awarded a prize and used in the bank’s 2014 calendar. The program will continue in 2014, and the bank has decided to include the organization of the Friends Club in its scheduled actions.



- Part of the Bank's investments in the community was used for humanitarian campaigns aiming at raising money in order to cover the expenses of the medical treatment abroad of seriously ill children.
- The Bank offered computers and books to the library of the elementary school in Kosovo.
- The Bank supported the Palić tennis tournament and enhanced the participation of the Greek community with the traditional Christmas bazaar.





FYROM – Stopanska Banka

Stopanska Banka (SB) was established in 1944 and has been a member of the NBG Group since 2000. Stopanska Banka is among the first companies in FYROM that joined the United Nations Global Compact initiative. In 2013, the Bank supported activities that focus on the goal of sustainable growth for the local and wider community. In 2013, the most important CSR actions implemented by the Bank were as follows:

- **Donation of equipment to the University Pediatric Clinic in Skopje and a respective awareness campaign:** The bank donated to the University Pediatric Clinic portable colour ultrasound equipment (Doppler), which is used for early diagnosis of cerebral injuries and will provide care to 100 children per year, which otherwise would have been either diagnosed incorrectly or transferred abroad. Thanks to this donation, the University Pediatric Clinic is upgraded to one of the leading local healthcare facilities in its field. In addition, the bank organized a campaign to raise awareness about the importance of the clinic and asked the local community to participate in the renovation of the area where the clinic is located.
- **Support for participation by employees of the bank in the Annual Banking Sports Competition:** Stopanska Banka's employees have successfully participated for many years in this sports competition. This action strengthens the team spirit and promotes the values of a healthy lifestyle. The sponsorship covers the cost of transportation, accommodation and also supports the sport facilities where the athletes train throughout the year.
- **Donation to the public kitchens:** By resolution of the Board of Directors, instead of corporate gifts the bank offered a donation which will ensure 5,000 hot meals in 11 public kitchens around New Year. The overall program was carried out under the auspices of the Ministry of Labour.
- **General sponsor of the Strumica Carnival:** Thanks to the long tradition of its carnival, Strumica is a celebrated city both in the region and throughout the country, while it has also been a member of the Federation of European Carnival Cities since 1994. The carnival's events are associated with the Trimeri Days, a Christian tradition, and in 2013 they took place from the 14th until the 20th March. By sponsoring the carnival the bank actively supports the local community and its traditions.
- **Sponsor of the Ohrid Summer Festival:** The bank is a sponsor of the Ohrid Summer Festival, which is one of the oldest and most popular cultural events in the country, involving many well known international artists.
- **Investing in our people:** In 2013, Stopanska Banka AD-Skopje was chosen by the NBG Group as the first bank to implement the HR Performance Management System (PMS). This new system is a transparent process for evaluating the overall performance of the staff on an annual basis, it was initially applied as a performance evaluation process for the bank's executives but its use will be extended to evaluate the performance of all employees. The new

system has set up a method for measuring the performance of each employee on an annual basis, while also setting out clearly their duties and goals. The evaluation of performance, carried out every six months, included consultative meetings between employees and executives, where they discuss the performance and progress of the employee and the steps needed to enhance performance, problems they may have encountered, and ways to solve them. Once a year, the performance evaluation shall include an assessment of specific goals as well as identification of opportunities for personal and professional development. Most important, however, is the fact that this performance management model enables everyone at the bank to participate in the evaluation and self-evaluation process, the planning of their career, and continuous professional development, promoting and generally rewarding process through an objective, transparent and measurable way. By implementing this state-of-the-art system, the bank has joined a growing number of international organizations that have improved the capacity of their staff in a similar way. To achieve the above the HR Development Division of the Bank and the Group ran a series of training programs under the supervision of Professor A. Papalexandris of the Athens University of Economics and Business.

Other CSR actions undertaken by Stopanska Banka include:

- Scholarships for school and university students who are children of the bank's employees and have achieved academic distinctions.
- Sponsor of the National Team and the Football Federation.
- Sponsorship for the Balkan Music Square 2013 Festival.
- Support for the construction of the Church of Sts. Constantine and Helen in Skopje.
- Sponsorship for the Convention of the Surgical Association.
- Sponsorship for the Prilep Beer Festival.
- Sponsorship for "AIESEC – Career Days"



Albania – Banka NBB Albania SH.A.

NBB launched its business in Albania in November 1996 through a network of Branches, representative offices and ATMs in all the major cities of the country, providing services to over 100,000 customers. On 28 May 2012, the Central Bank of Albania approved the conversion of NBB's Branch network in Albania into a subsidiary bank, Banka NBB Albania SH.A with a network comprised of 27 units.

The Bank supports a series of social actions with a view to promoting culture and supporting socially vulnerable groups. The most significant CSR actions of the Bank in 2013 were as follows:

- **Sponsorship of students who excelled at the Economic Faculty of Tirana Public University:** the Bank supported the first year of studies of postgraduate students who gained distinctions in the School of Economics, Tirana Public University. The graduation ceremony was attended by Albania's Prime Minister and the prizes were awarded by the Chairman of the bank, Ioannis Kougionas.
- **Financial support for Charity, Social and other Foundations:**
 - Support for "Albania Donates", an initiative of the Ministry of Welfare. Banka NBB Albania took part in this action by giving gifts and aiding people with special needs in the city of Berat. Banka NBB Albania employees participated as volunteers by preparing packages with clothes and food.
 - Jointly with the Ministry of Education, in Gjirokastrë the bank donated gifts to 50 school-students who succeeded in gaining distinctions.
 - Together with the Local Social Services and Gjirokastrë Prefecture, the bank donated food supplies to families in need and gave gifts to orphans in the care of the "Warm Fireplace" center.
 - Together with the Social Services of Tirana, the bank organized an event for the celebration of New Year and gave gifts to children of families in need.
 - **Award:** "Sofra Tiranase" is a key event held in the city of Tirana at which personalities who have made a significant contribution to the life of the city are awarded distinctions. At the event, CEO of Banka NBB Albania Ioannis Kougionas was awarded the "Gratitude of Tirana" prize, the most important given by the Tirana Association.
- **Other activities:** sponsorship for the Skenderbeu soccer team of the city of Korçë, and renovation of the Lushnja soccer stadium.

Cyprus – National Bank of Greece (Cyprus)

NBG's presence in Cyprus dates back to 1910. Aware of its leading role, the Bank contributes to the community at large through a series of actions that aim at supporting vulnerable social groups and strengthening education and culture. In this context, National Bank of Greece (Cyprus) carried out, in 2013, the following CSR actions:

- **Support for the Scholarship Fund for children of “Committee for the Support of Children of Cyprus»:** Beneficiaries are children of refugees, missing and imprisoned people.
- **Campaign for food collection to support deprived families:**
The Bank took the initiative to organize a campaign for food collection to support deprived families in Cyprus, which proved to be a great success. The food was distributed to deprived school students, the Community Grocery Store of each city and the Young Volunteers charity foundation.
- **Voluntary blood donations:** The Bank organized blood donations among its employees, thereby promoting the values of voluntarism and community contribution.
- **Financial support to the “Young Volunteers”:** The Bank subsidized events organized by the Young Volunteers by donating books and toys in the context of its charity actions.
- **Support for Cultural Events and Charity Foundations:**
The Bank offered its Events Hall free of charge for the organization of cultural events (lectures on social, economic and cultural issues). Moreover, instead of Christmas presents and cards, the Bank offered funds to various charity foundations either in the form of contributions or by purchasing from them items available for sale. The Bank actively participated in the awareness enhancing campaigns of the Cyprus Autistic Association “Light it Blue” and sponsored the Pancyprian Association of Cancer Patients and their Friends.

Egypt – NBG Egypt

NBG's presence in Egypt goes back more than two decades. Today the Bank, through its subsidiary, runs 18 branches in Egypt. In 2013 NBG Egypt continued its CSR programs and actions, thereby demonstrating its social awareness alongside its focus on business objectives. The principal CSR actions of NBG Egypt in 2013 were as follows:

- **Second consecutive year of financial support for the “Children’s Cancer Hospital 57357”:** The Bank provided sponsorship regarding the printing of the information material (brochures designed as part of a public awareness enhancement campaign and for the registration of friends) of the “Children’s Cancer Hospital 57357”.
- **Financial support for the “Children’s Cancer Hospital 57357” event** to celebrate the Institution’s volunteers. NBG was the Platinum Sponsor for the event which was held on 11 May 2013 in the Hospital’s auditorium in the presence of representatives of volunteer groups and celebrities of the country.
- **Concert of Greek Music:** NBG Egypt was the golden sponsor of the event held in the Cairo Opera House – Main Hall on 2 of June 2013 with the singer Alkinoos Ioannidis and the cellist Yiorgos Kaloudis. The event was organized by the Greek Embassy in Cairo.
- **13th Cavafy Festival.** NBG Egypt sponsored the Greek poetry festival held at Gesira Art Gallery on 3 December 2013. The purpose of the event was to celebrate the literary work of the poet C.P. Cavafy and present the prizes for the “Cavafy and I” competition organized by the International Cavafy Awards.



South Africa - South African Bank of Athens (SABA)

South African Bank of Athens Ltd (SABA), established in 1947 and since then headquartered in South Africa, is part of the NBG Group. In 2013, in the context of its social contribution, SABA focused primarily on two initiatives in the sphere of education and charity. More specifically:

- **“George Bizos” – “SAHETI” scholarship:** SABA is committed to supporting financially the studies of an underprivileged child in one of the top private schools of S. Africa (Saheti School). The financing is carried out through the “George Bizos” Scholarship Fund. Wandile Matshinge obtained the 2013 scholarship, which helped him finish Secondary School. This action was launched 5 years ago and is expected to continue for a minimum of 4 more years.
- **Initiative taken by SABA’s staff for charity actions:** In 2012, in its endeavor to foster staff awareness regarding their contribution to the community at large, SABA launched its “SABA Staff Initiative for Corporate Social Responsibility”. This initiative was highly successful and for this reason was repeated in 2013. In the context of this action, each department of the bank was asked to propose support for a charity organization working in the local area where SABA is active. SABA’s staff was invited to prepare a summary list of each organization’s charity work. Proposals were assessed by the CSR Committee so as to select the charity organization to be sponsored, and the choice was also certified by the Bank’s Executive Board and the Ethics Committee. The main factor that determined the final winners was the ability of SABA’S Team to actively participate in supporting the organization. The Committee chose the following two foundations:
 - Akani Foundation, which provides a child support centre for the underprivileged township of Diepsloot and the surrounding areas. Akani caters for approximately 550 children mid-week in the afternoons and 650 children on Saturdays. The children receive learning support for what they do at school, including numeracy, literacy, handicrafts, religious instruction and life skills (hygiene, nutrition, etc.). The bank’s support for Akani is used to enhance the foundation’s work (including the planting of trees so that the children have a shaded area where they can have lunch together)
 - Isithembiso Place of Safety, Port Elizabeth, is a place of safety and an orphanage for abandoned, abused and neglected babies from birth up to the age of 3 years. It is a home where babies are cared for, nursed back to health and loved until such time that they are placed into foster care or adopted or their families are rehabilitated to the point where the child can be placed back in their parent’s care. The babies stay at the home for anything from 3 months to a year. The financial aid provided by the bank is used for the supply of consumables for the babies and toddlers.

Information on this Report

Key CSR Performance Data

Below are presented Key financial, environmental and social performance data for NBG in 2013.

Economy	2013	2012	2011	2010
Net operating income (€ millions)	1.872	840	2.306,9	2.112,2
Profit / (loss) before tax (€ millions)	(501)	(3.015)	(13.135,6)	(333,6)
Net profit / (loss) κέρδη after tax (€ millions)	618	(2.926)	(12.144,7)	(360,9)
Total operating charges (€ millions)	1.347	1.209	1.479,5	1.401,3
Total capitalization (€ millions)	9.228	1.242,9	1.548,9	5.784,3
Total assets (€ billions)	84,2	77,9	87,2 ⁽¹⁾	96,3
Liabilities to financial institutions (capital providers) (€ millions)	26.473	33.287	33.870,9	28.869,5
Dividends (€ millions)	-	-	0,7	71,6
Taxes (€ millions)	1.119 ⁽⁷⁾	89 ⁽⁶⁾	990,8 ⁽⁴⁾	(27,2) ⁽²⁾
Profit / (loss) per share (€)	0,45	(15,41)	(12,70)	(0,57)
Depreciation charges (€ millions)	88	92 ⁽¹⁾	90,4	87,3
Independent non-executive Board members	7 out of 14	8 out of 14	8 out of 14	8 out of 16 ⁽³⁾
Employees	2013	2012	2011	2010
Total staff	12.275 ⁽⁵⁾	11.230 ⁽⁵⁾	11.640 ⁽⁵⁾	12.217 ⁽⁵⁾
Women in Senior Management posts	3	3	3	4
Women in managerial positions	130	116	118	133
Women on the Board	2	2	2	2
Training man-hours (participations multiplied by hours)	113.631	228.831	173.901	130.838
Training expenses (€ millions)	3,5	3,06	3,8	3,8
Total staff pay (€ millions)	915	802,3	1.036,6	995 ⁽¹⁾
Death and injuries	26	14	3	0
Market	2013	2012	2011	2010
Financing for RES projects (€ millions)	378,02	245,5	274,5	375,4
Financing for modern shipping (USD millions)	55,20	0	5,8	70
Number of (money) transactions via alternative delivery channels (millions)	62,9	54,8	44,7	37,2
Environment	2013	2012	2011	2010
Recycled paper supply (tn)	0	0	3,3	341
Paper recycling (tn)	432	408	404	456
Paper recycling (Kg per employee)	35,2	36,3	34,7	37,3
Toner refilled or recycled (items)	1.429	1.425	3.098	3.947
Community	2013	2012	2011	2010
Total sponsorships	9,96	9,30	14,30	19,73

⁽¹⁾ Revised to correct rounding.

⁽²⁾ This amount includes the extraordinary social solidarity contribution and the tax of € 74.9 million not subject to offset, as well as deferred tax assets of € (47.7) million. In addition to these taxes, the Bank has also paid further taxes and duties totaling € 162.6 million. This note has been revised to reflect the data more precisely.

⁽³⁾ NBG Board composition as at 31.5.2011

⁽⁴⁾ This amount includes a deferred tax benefit and accordingly reduces the losses for the period. Besides the said taxes, the Bank has also paid other taxes and duties totaling € 169.8 million.

⁽⁵⁾ It concerns the amount of the Bank's employees in Greece.

⁽⁶⁾ This amount includes a deferred tax benefit and accordingly reduces the losses for the period. In addition to these taxes, the Bank has also paid other taxes and duties totaling € 171.8 million.

⁽⁷⁾ This amount includes a deferred tax benefit € 1,104 million and € 15 million due to refund of withholding taxes and reversal of provision for income tax of previous years.

Further Information on this CSR Report

Introduction

The key aim of NBG's CSR Report is to provide reliable information regarding its support for, and ongoing promotion of, dialogue between the Bank and the steadily growing number of involved bodies.

NBG publishes the CSR Report on an annual basis. Originally, the report is published in the form of an annual "Social Report" (1996). In 2008, however, the Bank publishes its first CSR Report in line with international standards, presenting data and information for the period 2005-2007. The current CSR Report, concerns the period 1 January 2013 to 31 December 2013 (unless otherwise stated) and is the seventh of its kind to be published by the Bank following the 2012 CSR Report. The previous Reports are available on the Bank's website www.nbg.gr (see under Corporate Social Responsibility / CSR Report).

Scope and boundary

The 2013 CSR Report presents all NBG's activities in Greece. The data concerning the healthy parts of former FBB and former PROBANK, transferred to NBG following a relevant tender process, were incorporated for 2013. It does not include activities of its subsidiaries, other NBG institutions, suppliers or generally other activities in the framework of joint ventures with third parties. However, the financial data of the Bank stated on the Table of Key CSR performance data and in other parts of the text concern NBG's activities in Greece as well as its branches in Egypt and the U.K. Moreover, a brief report is presented for some of the Group's social activities carried out by subsidiaries that operated in countries outside Greece, with a view to illustrating the success of NBG's efforts to disseminate CSR principles among its affiliates. Compared with previous years' CSR Reports, there are no significant changes in the 2013 Report as far as the scope, boundary and assessment method are concerned.

NBG's CSR Report describes the various economic, environmental and social impacts of the Bank, while there are no specific restrictions or exceptions. The Report does not include all of NBG's affiliates, potential acquisitions, sales or other changes, which would substantially affect the year-on-year comparison of data and information.

Information Resources

The information contained in this Report derives from NBG's recording processes, and is in large part available in other printed or digital publications of the Bank as well. In cases where figures are the product of estimates or calculations in this Report, the calculation formula or method is stated, while all financial figures are also available in the Bank's Annual Report which are duly audited and countersigned by Senior

Management. The Bank has opted to present the figures for its economic, social and environmental performance on a three-year basis with a view to enabling the comparison of its progress as regards individual indicators as well as the overall performance of the Bank.

Revision of past data, when this occurs, is stated, and the reasons for the revision of the data explained. In addition, with respect to energy information, the use of KWh or MWh was chosen instead of joules (as suggested by the GRI standard) as a unit of measurement, partly because the Bank measures these data using these units, and partly because readers are more familiar with those units.

In defining the content for this Report the nature of the Bank's activities as a financial institution were taken into account, the "Principles to Define Report Quality" as well as the "Principles to Define Report Content" as per Global Reporting Initiative's G3.1 report guidelines. According to these, NBG considers as "significant" information and issues that reflect its economic, environmental and social performance or that impact on the decisions of its stakeholders. This determines the nature and scope of the content of the CSR Report, which focuses on certain important areas such as Corporate Governance, the Economic and Social Impact of NBG, and communication with stakeholders. NBG anticipates that its CSR Report will significantly enhance its communication with stakeholders and cover various aspects of key issues (the main groups of stakeholders who are likely to use the report are listed in the Introduction, under "Stakeholders").

Implementation of the AA1000APS Standard

In 2013, with a view to involving Stakeholders in identifying, understanding and responding to CSR concerns and issues, NBG implemented the 2008 AA1000 Accountability Principles Standard (APS), whose key components are as follows:

The Founding Principle of Inclusivity: In line with this principle, NBG has set up dialogue procedures and mechanisms with its key stakeholder groups in order to gain a comprehensive understanding of who its stakeholders are, their concerns and needs, as well as the ways they communicate with the Bank, with a view to achieving a responsible and strategic response.

The Principle of Materiality: To identify its stakeholders' material issues, NBG has developed a procedure for assessing the materiality of their issues, on the basis of appropriate CSR-related criteria. Assessment is made on

an annual basis and aims at the balanced understanding and prioritization of the issues that concern the Bank's stakeholders.

The Principle of Responsiveness: By assessing stakeholders' issues and depending on the availability of resources, the Bank responds to its stakeholders' concerns by setting up policies, targets, action plans etc.

The tables on pages 20-22 and 205 set out a summary of the methods of dialogue with NBG's stakeholders, which includes the type and frequency of dialogue, the issues that have arisen and NBG's actions.

Ensuring Accuracy of Data

NBG recognizes the value-added of verification of the CSR Report by external bodies, as this process ensures enhanced quality and reliability regarding its accountability to stakeholders. To this end, the Bank has chosen to have its CSR Report verified by an external independent body. The findings and comments of this process shall be used by the Bank to enhance on an ongoing basis the quality of its CSR Reports. The Report of the external assurance Body is included in this Report (pages 207-211).

Methodology

The Bank's 2013 CSR Report has been prepared in line with the "Sustainability Reporting Guidelines" of Global Reporting Initiative (GRI-G3.1). A special team, comprised of members from relevant Divisions, has been set up to prepare the annual CSR Report. The team's principal task is to collect required data relating to the key areas of NBG's CSR activities.

NBG's BoD Secretariat and Shareholder Services Division/Corporate Social Responsibility CSR Sub-Division is responsible for the publication, coordination, design and editing of this Report.

Contact Point

Readers can share their views regarding the CSR Report, suggest improvements and ask for clarification regarding any aspect of the Group's CSR activities via the following address:

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Corporate Social Responsibility Sub-Division
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FAO: Mr Nikolaos Melios
Tel.: +30 210-3343456 Fax: +30 210-3343095
E-mail: csr@nbg.gr

Glossary – Abbreviations

Definitions

Double hull vessels

New specifications applying to double-hull tankers aiming at minimising marine pollution in the event of an accident.

GRI

Global Reporting Initiative (GRI) has developed a framework of sustainability guidelines aiming at standardising the drafting of sustainability reports (www.globalreporting.org).

Sustainability

The terms "Sustainability" or "Sustainable Development" are used to describe the operation of an organization that equitably meets the needs of the present and future generations (Rio Declaration on the environment and development, United Nations, 1992).

Basel II

Basel II is the shorthand name for the new capital requirements framework for banks adopted by the European Council (Directives 2006/48/EC and 2006/49/EC), which replaced the Basel I framework in the beginning of 2007. Basel II is the second of the Basel Agreements, which set forth guidelines for banking laws and regulations, issued by the Basel Committee. The purpose of Basel II, initially published in June 2004, was to create an international standard that can be used when establishing rules on capital adequacy, which banks must observe in order to protect themselves from various financial and operational risks.

Corporate Social Responsibility

CSR is a concept by which businesses incorporate on a voluntary basis social and environmental concerns in their operations and relations with stakeholders, on the understanding that responsible conduct leads to sustainable business success (Green Book on Corporate Social Responsibility, European Commission, 2001).

Sarbanes Oxley Act (Sox-Act)

US federal law by which all businesses listed on the NYSE must abide.

Abbreviations

AML	Anti Money Laundering	NBG	National Bank of Greece
APS	Automated Payment Systems	NGO	Non-Governmental Organization
ASEP	Supreme Council for Civil Personnel Selection	ODP	Ozone Depletion Potential
ATM	Automated Teller Machine	PD.	Presidential Decree
BoD	Board of Directors	PIN	Personal Identification Number
BR	Banca Romaneasca	POS	Point of Sale
CFT	Combating the Financing of Terrorism	PPPs	Public Private Partnerships
CO₂	Carbon Dioxide	PSD	Payment Services Directive
CSR	Corporate Social Responsibility	PV	Photovoltaic System
EABH	European Association for Banking and Financial History	RES	Renewable Energy Sources
ECF	Elemental Chlorine Free	SB	Stopanska Banka
EFT/POS	Electronic Funds Transfer at Point of Sale	SCI	Share Capital Increase
EIRIS	Ethical Investment Research Services	SME	Small and Medium Enterprise
ELIA	Hellenic Literary and Historical Archive	SOE	Supervisory Board of Certified Valuators
ETEAN	National Fund for Entrepreneurship and Development S.A.	TEI	Technological Educational Institute
FTSE	Financial Times Stock Exchange	TEMPME	Credit Guarantee Fund for Small and Micro Enterprises
FTSEA	FTSE/ATHEX Market Index	TYPET	Mutual Health Fund of NBG Personnel
FTSEB	FTSE/ATHEX Bank Index	UBB	United Bulgarian Bank
FTSEI	FTSE/ATHEX International Index	UPS	Uninterruptible Power Supply
FYROM	Former Yugoslav Republic of Macedonia	WEEE	Waste Electrical and Electronic Equipment
GCD	Group Compliance Division		
GDP	Gross Domestic Product		
GSE	Guide Share Europe		
GT30P	ATHEX Greece & Turkey 30 Price Index		
GT30R	ATHEX Greece & Turkey 30 Total Return Index		
GT30TP	ATHEX Greece & Turkey 30 Price Index (TRY)		
GT30TR	ATHEX Greece & Turkey 30 Total Return Index (TRY)		
GWP	Global Warming Potential		
IR	Investor Relations		
ISO 14001	International Environmental Management Standard		
ISO 9001:2008	International Quality Management Standard		
ISO 20000-1	International IT Service Management System Standard		
IWSN	Individuals with Special Needs		
KWh	Kilowatt hour		
LED	Light Emitting Diode		
m³	Cubic metres		
MIET	NBG Cultural Foundation		
MiFID	Markets in Financial Instruments Directive		
MW	Megawatt		
MWh	Megawatt hour		

GRI Indicators

The table below sets out the correspondence between the content at this CSR Report and the GRI – G3.1 indicators.

GRI Ind.	Description	Page	Unit / reference paragraph Remarks
PROFILE			
STRATEGY AND ANALYSIS			
1.1.	Chairman's statement.	4-5	"Message from the Chairman of the Board of Directors and from the CEO of the Bank"
1.2	Description of key impacts, risks, and opportunities.	4-5 22-24 25-31 34 36, 39-40 51 80-81 122-123, 141 155 18 127 135-137	"Message from the Chairman of the Board of Directors and from the CEO of the Bank" "Responding to Stakeholder Concerns- Materiality Analysis" "Targets Recap for 2013" "Creating Value" "Corporate Governance", "Risk Management Framework" "Targets 2014" - "Responsibility to the Economy" "Responsibility to the Market" "Responsibility to our Employees", "Responsibility to the Environment" & "Responsibility to Society" "Organizational Structure for CSR and Environmental Management Issues" "Climate Change: Risks and Opportunities" "Responsible Financing - Environmental Risk Evaluation and Management" Further information on the Annual Report 2013
ORGANIZATIONAL PROFILE			
2.1	Name of the organization.	35	"Shareholder Structure, Legal Status and Registered Office"
2.2	Primary brands, products, and/or services.	54-57 61-66 36-39	"Products and Services" "Electronic Services and Pioneering Initiatives via Alternative Networks" "Regulatory Compliance"
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	10 166-179	"Corporate Profile" "Social Actions by the Banks of the NBG Group"
2.4	Location of organization's headquarters.	35	"Shareholder Structure, Legal Status and Registered Office"
2.5	Countries where the organization is active.	10 166-179	"Corporate Profile" "Social Actions by the Banks of the NBG Group"
2.6	Nature of ownership and legal form.	35	"Shareholder Structure, Legal Status and Registered Office"
2.7	Markets served.	10 166-179	"Corporate Profile" "Social Actions by the Banks of the NBG Group"
2.8	Scale of the reporting organization.	10 34 54-57	"Corporate Profile" (See table in p. 10 Key Financials 31.12.2013) "Key Financial Results" "Products and Services"

GRI Ind.	Description	Page	Unit / reference paragraph Remarks
			Further information on the Financial Statement of the Group and the Bank for the period ended on 31.12.2013 [i-Statement of Financial Position (p.42), ii-Statement of Comprehensive Income (p.43-44), iii-Statement of changes in Equity (p. 45-46), iv- Share Capital, Share premium and treasury shares (p.140)- web link: https://www.nbg.gr/english/the-group/investor-relations/financial-information/annual-interim-financial-statements/Documents/Annual%20and%20interim%20financial%20statements/EN+Financials+Dec+2013_final+document.pdf]
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	35	"Capital Strengthening and Rights Issue"
2.10	Awards received in the reporting period.	13-16	"Awards – Distinctions"
REPORT PARAMETERS			
REPORT PROFILE			
3.1	Reporting period	181	"Further Information on this CSR Report"
3.2	Date of most recent previous report.	181	"Further Information on this CSR Report"
3.3	Reporting cycle	181	"Further Information on this CSR Report"
3.4	Contact point	182	"Contact Point"
DISCLOSURE'S SCOPE AND BOUNDARY			
3.5	Process for defining report content.	181 181-182 182 18 19 20-22 22-24	"Information Resources" "Implementation of the AA1000APS Standard" "Methodology" "Organizational Structure for CSR and Environmental Management Issues" "Stakeholders" "NBG's commitment to its Stakeholders" "Responding to Stakeholder Concerns"
3.6	Boundary of the report.	181	"Scope and Boundary"
3.7	State any specific limitations on the scope or boundary of the report.	181	"Scope and Boundary"
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities etc. .	181	"Scope and Boundary"
3.9	Data measurement techniques and the bases of calculations.	181 129	"Information Resources" "CO ₂ Emissions related to energy consumption (2013)"
3.10	Re-statements of information.	181	"Information Resources"
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	181	"Scope and Boundary"
GRI TABLE CONTENTS			
3.12	Table identifying the location of the Standard Disclosures in the report.	184-204	"GRI Indicators"
ASSURANCE			
3.13	Policy and current practice with regard to seeking external assurance for the report.	182	"Ensuring Accuracy of Data"

GRI Ind.	Description	Page	Unit / reference paragraph Remarks
GOVERNANCE COMMITMENTS AND ENGAGEMENT			
GOVERNANCE			
4.1	Governance structure of the organization.	42-49 48-49 45	"Board of Directors" "Board Committees" "Breakdown of Board members by age group and gender"
4.2	Executive capacity of the Chairman.	42-49	"Board of Directors"
4.3	Independent and/or non-executive members.	42-49 45	"Board of Directors" "Breakdown of Board members by age group and gender"
4.4	Mechanisms for providing recommendations to the Board.	50-51 20-22,120-121 48-49 48	"General Meeting of Shareholders" "NBG's commitment to its Stakeholders" and "Union Organizations – CLAs" "Board Committees" "Climate Change - Sustainable Development"
4.5	Linkage between compensation for senior management and the organization's performance.	48	"Evaluation of the Performance of Board Members"
4.6	Processes in place to ensure conflicts of interest are avoided.	36	"Corporate Governance"
4.7	Process for determining the qualifications and expertise of BoD members.	46-47	"Nomination Procedure for Board Membership"
4.8	Corporate policies – values, mission, and codes of conduct – related to Sustainable Development Strategy.	17 36-42, 126	"NBG and Corporate Social Responsibility" "Corporate Governance" "Environmental Policy"
4.9	Procedures for monitoring and managing Sustainable Development issues by the BoD.	17 19 36-39 42-43 67 68-70	"NBG and Corporate Social Responsibility" "Stakeholders" "Corporate Governance" "Management and its Committees" "Customer Relationship Management" "Customer Opinion and Satisfaction Survey"
4.10	Processes for evaluating the highest governance body's own performance, with respect to economic, environmental, and social performance.	48	"Evaluation of the Performance of Board Members"
COMMITMENTS TO EXTERNAL INITIATIVES			
4.11	Implementation of the precautionary approach or principle.	126	"Principle of Prevention"
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives.	11-12	"Memberships"
4.13	Memberships in associations and organizations.	11-12	"Memberships"
STAKEHOLDER ENGAGEMENT			
4.14	List of stakeholder groups engaged by the organization.	19	"Stakeholders"
4.15	Identification and selection of stakeholders.	19	"Stakeholders"
4.16	Engagement by stakeholders.	19 20-22 212-213	"Stakeholders" "NBG's commitment to its Stakeholders" "Feedback Form"

GRI Ind.	Description	Page	Unit / reference paragraph Remarks
4.17	Key topics and concerns of stakeholders.	20-22 22-24	"NBG's commitment to its Stakeholders" "Responding to Stakeholder Concerns"
ECONOMIC PERFORMANCE INDICATORS			
ECONOMIC PERFORMANCE			
EC1	Direct economic value generated and distributed.	180	"Key CSR Performance Data" ""Retained Earnings" (Annual and interim financial statements 2013, p.143), web link: https://www.nbg.gr/english/the-group/investor-relations/financial-information/annual-interim-financial-statements/Documents/Annual%20and%20interim%20financial%20statements/EN+Financials+Dec+2013_final+document.pdf .
EC2	Financial implications and other risks		NBG pays particular attention to potential risks that may arise as a result of climate change and are associated with sustainability on a broader level. Risks arising from climate change include the following: a) Natural risks, b) Business risks, c) Legal and regulatory risks. Nevertheless, while the risks arising from climate change are evident, a number of significant growth opportunities are emerging, which NBG intends to leverage. In line with our commitment to environmentally responsible operations, since 2004 we have developed and implemented an Environmental Management System, in compliance with international standard ISO 14001. As at 12.31.2013 there were no financial implications arisen from climate change and as a result, NBG does not assess any options climate changes.
EC3	Coverage of the organization's defined benefit plan obligations.	-	<i>Further information on the Annual Report 2013 and in NBG's website www.nbg.gr under THE GROUP/ (Investor Relations/Financial Information/Annual and interim financial statements).</i>
EC4	Significant financial assistance received from government.	-	<i>Further information on the Annual Report 2013 and in NBG's website www.nbg.gr under THE GROUP/ (Investor Relations/Financial Information/Annual and interim financial statements).</i>
MARKET PRESENCE			
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	-	160.4%. According to the latest Banks' CLA, the minimum "entry level wage" amounts to 940 Euros regardless of age and gender. According to the latest "National CLA", the minimum "entry level wage", for individuals over 25 years old, amounts to 586 Euros. There is no minimum wage discrimination by gender or location.
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	134	Equal opportunities are offered to all suppliers from the local community (municipality) or from the wider region. "Environmental Supplies Criteria"
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.		The Bank does not hire senior management officers from the local community. As an established policy of human resource management, NBG holds public competitive recruitment examinations. Especially for the countryside areas, locality for the office staff constitutes important element

GRI Ind.	Description	Page	Unit / reference paragraph Remarks
			of the aforementioned examination process. A new public competitive recruitment is being held on September 2014, in which i) a bachelor degree and ii) locality are prerequisites. As a "senior manager officer" the Bank defines officers that belong to the first out of three levels of the Banks' hierarchy, being capable to service the Bank, even as directors. .
INDIRECT ECONOMIC IMPACTS			
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	67	"Branch Network in sparsely populated or economically weaker areas" NBG communicates regularly with local authorities Most of their requests concern the presence of the Bank in sparsely populated or economically weaker areas.
		144-155	"Responsibility" Corporate Social Action Programme
EC9	Significant indirect economic impacts.	34	"Creating Value"
		57	"Supporting Medium and Large Enterprises"
		58-59	"Supporting SMEs"
		59-60	"Support to households: Debt work-out/ Rescheduling Framework"
		63	"Deixtous ("Show them!") Action"
		62	"i-bank store"
ENVIRONMENTAL PERFORMANCE INDICATORS			
MATERIALS			
EN1	Materials used by weight or volume.	135	"Paper recycling"
		133	"Toner Management"
		135	"Electrical and Electronic Equipment"
		133	"Accumulator Management"
		134	"Small Battery Management"
		134	"Management of waste lighting items and bulbs"
		134	"Management of Equipment"
EN2	Materials used that are recycled input materials.	135	"Paper recycling"
		133	"Toner Management"
ENERGY			
EN3	Direct energy consumption by primary energy source.	128-129	"Energy Management" 1MWh = 3.600.000.000 Joule
EN4	Indirect energy consumption by primary source.	128-129	"Energy Management" RES: 28502753751000 J, LIGNITE: 241665528249000 J, (1kWh=3.600.000 J) Data stated by the providers.
*EN5	Energy saved	128-129	"Energy Management" The total energy amount that has been saved is not reported. The Bank's information system has not been set up to produce this specific analysis for data. We are planning to produce such reports within 2015.
EN6	Initiatives to provide energy-efficient or renewable energy based products and services.	54-57 137	"Products and Services" "Promoting Green Banking"

GRI Ind.	Description	Page	Unit / reference paragraph Remarks
		137-138	"Green Products"
		138	"Renewable Energy Sources (RES)"
		129	"Reducing Emissions"
		128-129	"Energy Management"
		130-131	"Reducing Indirect Emissions"
EN7	Initiatives to reduce indirect energy consumption.	128-129	"Energy Management"
		129	"Rationalizing Travel"
		130	"Rationalizing Travel and NBG's Travel Policy"
		130	"Reducing Direct Emissions"
WATER			
EN8	Total water withdrawal by source.	132	"Water Management"
		-	The Bank's water supply comes from the public water supply. No water pumping is carried out.
EN9	Water sources significantly affected by withdrawal of water.	-	The Bank's water supply comes from the public water supply. No water pumping is carried out.
EN10	Percentage and total volume of water recycled and reused.	-	All water waste goes via the local sewage system. Water after use returns to the local sewage system.
BIODIVERSITY			
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	-	The nature of NBG's business does not relate to any protected areas or areas of high biodiversity. However, when planning the expansion of its branch network, possible impacts on biodiversity or the existing architectural context of the region concerned are taken into account.
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas.	-	N/A. Also see EN11
EN13	Habitats protected or restored.	54-57 151-152	"Products and Services" "Responsibility to the Environment"
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	136 135-136	"Protecting Biodiversity" "Responsible Financing - Environmental Risk Evaluation and Management"
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.		No impacts, given that the Bank does not operate in protected areas.
EMISSIONS, EFFLUENTS AND WASTE			
EN16	Total direct and indirect greenhouse gas emissions by weight.	129	"CO ₂ Emissions related to Energy Consumption"
		129	"Conversion rates for calculations of CO ₂ emissions"
EN17	Other relevant indirect greenhouse gas emissions by weight.	130	"CO ₂ Emissions from Air Travel" We do not consider that the GHG emissions coming from the use of 22 hybrid vehicles are significant compared to the total amount of indirect emissions are concerned..
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	129 130 130	"Rationalizing Travel" "Rationalizing Travel and NBG's Travel Policy" "Reducing Direct Emissions"

GRI Ind.	Description	Page	Unit / reference paragraph Remarks
EN19	Emissions of ozone-depleting substances by weight.	131	"Ozone Layer" During 2013 0,295t of R22 were replaced in the Bank's large cooling units (equivalent to 0,016t of CFC-11). Further information of formula calculation, on website: http://ozone.unep.org/pdfs/Montreal-Protocol2000.pdf (p.47/57)
EN20	NOx, SOx, and other significant air emissions by type and weight.	-	NOx:2,29 t. SOx:1,01 t. Due to the kind of business, the weight of POP,VOC, HAP,stack and fugitive emissions and other standard categories of emissions are of no importance.
EN21	Total water discharge by quality and destination.	-	The Bank's water supply comes from the public water network. All water waste goes via the local sewage system which ends at a biological cleaning system. There were no significant spills.
EN22	Total weight of waste by type and disposal method.	132-133	"Management of Solid Waste"
EN23	Total number and volume of significant spills.	-	No significant spills.
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous.	133 133 134 134 134	"Toner Management" "Accumulator Management" "Small Battery Management" "Management of waste lighting items and bulbs" "Management of Equipment"
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	-	All water waste goes via the local sewage system which ends at a biological cleaning system.
PRODUCTS AND SERVICES			
EN26	Initiatives to mitigate environmental impacts of products and services.	132-133 130-131 131	"Management and recycling of paper" "Reducing Indirect Emissions" "Users of Alternative Delivery Channels and Related Transactions"
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	-	NBG provides financial services and does not use any packaging materials
COPMPLIANCE			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	-	No other significant fines or non monetary sanctions for non compliance with environmental laws and regulations have been incurred.
TRANSPORT			
EN29	Environmental impacts of transport.	129 130 130 130	"Rationalizing Travel" "Rationalizing Travel and NBG's Travel Policy" "Reducing Direct Emissions" "CO ₂ Emissions from Air Travel" We do not consider that the GHG emissions coming from the use of 22 hybrid vehicles are significant compared to the total amount of indirect emissions are concerned.

GRI Ind.	Description	Page	Unit / reference paragraph Remarks
OVERALL			
EN30	Total environmental protection expenditures and investments.	125-141	"Responsibility to the Environment"
LABOR PRACTICES AND DECENT WORK INDICATORS			
EMPLOYMENT			
LA1	Workforce and employment data.	84-88	"NBG Human Resources"
LA2	Total number and rate of employee turnover.	84-88	"NBG Human Resources"
LA3	Benefits provided to employees.	106-107	"Social Benefits for Staff"
		107-109	"NBG Staff Health Fund (TYPET)"
		84-88	"NBG Human Resources"
		116-117	"Health and Safety in the Workplace"
		109-110	"NBG Staff Insurance Organizations"
LA15	Return to work and retention rates after parental leave, by gender.	-	The Bank provides employees with parental leave in compliance with the law and relevant CLAs. In 2013, 233 women employees of the Bank were entitled to, and received, maternity leave. In addition, 247 employees, including 2 men, were entitled to, and received a cumulative leave of reduced working schedule. All employees receiving leave under the above categories continue to be employed with the Bank after the lapse of the 12-month period following expiry of the leave and their return to work.
LABOR/MANAGEMENT RELATIONS			
LA4	Percentage of employees covered by collective bargaining agreements.	120-121	"Union Organizations – CLAs "
LA5	Minimum notice period.	-	The Bank complies with the national labour legislation and the Collective Agreements. The Bank's Labour Regulation was drafted and came into force in 2001. It has been revised by a series of Collective Labour Agreements that followed and regulates issues concerning the general working status of the Bank's staff. According to the latest CLA, NBG shall not terminate any contract of employment for financial reasons.
OCCUPATIONAL HEALTH AND SAFETY			
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees.	116-117	"Health and Safety in the Workplace "
*LA7	Rates of injury, occupational diseases, lost days, and absenteeism.	116-117	"Health and Safety in the Workplace" "Cases of injury, occupational illness and death" There is no segmentation of the existing statistical data by gender and geographical region. The bank's information system has not yet been set up to produce this specific analysis for data. We are planning to produce such reports within 2014.

GRI Ind.	Description	Page	Unit / reference paragraph Remarks
LA8	Education, training, counseling, prevention, and risk-control programmes regarding serious diseases.	106-107 163 144-149 107-109	"Support for employee's Families" "Deixtous Program" "Responsibility to the Community" "NBG Staff Health Fund" Bancassurance.
LA9	Health and safety topics covered in formal agreements with trade unions.	116-117 117	"Health and Safety in the Workplace" "Health and Safety Issues Governed by Agreements between Staff and Management"
TRAINING AND EDUCATION			
LA10	Average hours of training per year per employee.	97-106	"HR Training and Development "
LA11	Programmes for skills management and lifelong learning.	97-106 92	"HR Training and Development" "Job Rotation"
LA12	Percentage of employees receiving regular performance and career development reviews.	96 96-97 97 96,174-175	"HR Evaluation" "Employee Participation in Evaluation" "HR Selection" "Pilot implementation of the new HR Performance Management System (PMS) in Stopanska Banka a.d., Skopje (SB)"
DIVERSITY AND EQUAL OPPORTUNITY			
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group and other indications of diversity.	84-88 44-45	"NBG Human Resources" "Allocation of members of BOD by age and gender" Further information on NBG's website www.nbg.gr
EQUAL REMUNERATION FOR WOMEN AND MEN			
LA14	Ratio of basic salary and remuneration of women to men by employee category.	115 115	"Equal Opportunities and Diversity" "Gender and Equality" (p.115) There are no pay differentiations for the Bank employees on the basis of geographical area.
HUMAN RIGHTS INDICATORS			
INVESTMENT AND PROCUREMENT PRACTICES			
*HR1	Percentage and total number of significant investment agreements that include human right clauses or that have undergone human rights screening	80 115	NBG takes into consideration all the relative legislation regarding human rights concerns on investment agreements. Further information on CSR Report 2013 "Supplier Evaluation" "Equal Opportunities and Diversity" The "significant investment agreements" have not been defined and their calculation is not provided defined and their calculation is not provided yet by the Bank's Information System. We are planning to produce such reports within 2015.
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	78, 134 78 80	"Environmental Supplies Criteria" "Transparency in Supplies" "Supplier Evaluation" Specific purchasing groups were audited. Relevant audits did not indicate any human rights violation.

GRI Ind.	Description	Page	Unit / reference paragraph Remarks
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations.	-	No relevant training. The Bank explores the possibility of integrating human rights issues into the Bank's staff training programme.
NON DISCRIMINATION			
HR4	Total number of incidents of discrimination and corrective actions taken.	115	"Equal Opportunities and Diversity"
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	120-121 80 -	"Union Organizations – CLAs" "Supplier Evaluation" No relevant cases identified.
CHILD LABOR			
HR6	Child labor.	115 80 -	"Equal Opportunities and Diversity" "Supplier Evaluation " No relevant cases identified.
PREVENTION OF FORCED AND COMPULSORY LABOR			
HR7	Forced or compulsory labor.	115 78,134 80	"Equal Opportunities and Diversity" "Environmental Supplies Criteria" "Supplier Evaluation "
SECURITY PRACTICES			
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	-	No relevant training. The Bank explores the possibility of integrating human rights issues into the Bank's staff training programme.
INDIGENOUS RIGHTS			
HR9	Total number of incidents of violations involving rights of indigenous people.	-	No relevant incidents.
ASSESSMENT			
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	-	It is estimated that there is no risk of violation of human rights in the Bank accordingly; to this day it has not been considered necessary to carry out a relevant specialized study.
REMEDATION			
HR11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	-	No relevant incidents or complaints regarding the violation of human rights. It is estimated that there is no risk of violation of human rights in the Bank; accordingly, to this day it has not been considered necessary to set up a relevant mechanism.
COMMUNITY PERFORMANCE INDICATORS			
LOCAL COMMUNITY			
S01	Percentage of operations with implemented local community engagement, impact assessments and development programmes.	137 130-131 66-67 67	"Resolving Environmental Complaints" "Reducing Indirect Emissions" "Branch Network in sparsely populated or economically weaker areas" "Breakdown of NBG off-site ATMs in sparsely populated and economically weaker areas (31.12.2013)" NBG managed to maintain a strong presence in sparsely populated or economically weaker areas

GRI Ind.	Description	Page	Unit / reference paragraph Remarks
			with its transaction offices. As at 31.12.2013, in the 13 regions of the country defined as sparsely populated or economically weaker, NBG claims a 22% share of its units (HBA, HEBIC archive). In these regions the Bank's network included 34 branches and 4 transaction offices. (7% of its network). In 2013 one more transaction office was launched (increase by 3%).
FS13	Access points in low-populated or economically disadvantaged areas by type.	66-67 66-67 67	"Branch Network in sparsely populated or economically weaker areas" "Breakdown of NBG Branches and Transaction weaker areas (31.12.2013)" "Breakdown of NBG off-site ATMs in sparsely populated and economically weaker areas (31.12.2013)"
FS14	Initiatives to improve access to financial services for disadvantaged people.	61-66 61 63 62 130-131	"Electronic Services and Pioneering Initiatives via Alternative Networks" "Access to products and services by special non-privileged population groups" "Deixtous ("Show them!") Action" "i-bank store" "Reducing Indirect Emissions"
S09	Operations with significant potential or actual negative impacts on local communities.	-	There are no negative impacts to the local communities. See also S010.
S010	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	66-67	There are no negative impacts to the local communities. See also S09 and "Branch Network in sparsely populated on economically weaker areas"
CORRUPTION			
S02	Percentage and total number of business units analyzed for risks related to corruption.	36-42 36-39	"Corporate Governance" "Regulatory Compliance" The Bank systematically carries out an audit to the 100% of its business units.
S03	Percentage of employees trained in organization's anti-corruption policies and procedures.	103 103 104	"Anti-corruption Training by employee category (2013)" "AML Training" "Authenticity Features of Euro & Foreign Currency Banknotes"
S04	Actions taken in response to incidents of corruption.	104 77-78	"Internal Audit and Anti-Corruption Measures" "Protection Measures" In the event that an incident of employee/ associate corruption is detected, the Bank immediately terminates the labour/association agreement. Furthermore, in 2013, no incidents occurred, in which contracts with suppliers were not renewed due to incidents of corruption.

GRI Ind.	Description	Page	Unit / reference paragraph Remarks
PUBLIC POLICY			
S05	Public policy positions and participation in public policy development and lobbying.	11-12	"Memberships" The Bank participates actively to all public and individual committees that work on the development of CSR in Greece and EU.
S06	Total value of financial and in-kind contributions to political parties, politicians, and related institutions.	17	"NBG and Corporate Social Responsibility"
ANTI-COMPETITIVE BEHAVIOR			
S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	69-70 74	"NBG Ombudsman" "Compliance with Regulations and Voluntary Codes" No relevant incidents regarding non-compliance with the laws in 2013.
COMPLIANCE			
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	74	"Compliance with Regulations and Voluntary Codes" No such legal actions in 2013.
PRODUCT RESPONSIBILITY INDICATORS			
CUSTOMER HEALTH AND SAFETY			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed.	59-60 61-66 61 62 67-70 68 69-70 70-71 72-78 57 58-59 63 66-67 67 74	"Support to households" "Electronic Services and Pioneering Initiatives via Alternative Networks" "Access to products and services by special non-privileged population groups" "i-bank store" "Customer Relationship Management" "Customer Service Department" "NBG Ombudsman" "Customer Opinion and Satisfaction Survey" "Transparency in Contracts and Pricing" "Supporting Medium and Large Enterprises" "Supporting SMEs" "Deixtous ("Show them!") Action" "Breakdown of NBG Branches and Transaction Offices in sparsely populated and economically weaker areas (31.12.2013)" "Breakdown of NBG off-site ATMs in sparsely populated and economically weaker areas (31.12.2013)" "Launching of New Products and Services"
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services.	-	No incidents of non-compliance.

GRI Ind.	Description	Page	Unit / reference paragraph Remarks
PRODUCT AND SERVICE LABELING			
PR3	Type of product and service information required by procedures.	72-78 74 74	"Communication and Responsible Reporting" "Compliance with Regulations and Voluntary Codes" "Launching of New Products and Services"
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling.	68	"Customer Service Department" No incidents of non-compliance.
PR5	Practices related to customer satisfaction.	70-71	"Customer Opinion and Satisfaction Survey"
FS16	Initiatives to enhance financial literacy by type of beneficiary.	-	Internet Banking Demo (www.nbg.gr)
MARKETING COMMUNICATIONS			
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications including advertising, promotion and sponsorship.	36-39 73 72-73 136	"Regulatory Compliance" "Legal and Regulatory Framework" "Transparency in Contracts and Pricing" The Bank reviews its policies and codes in accordance with the changes taking place within the existing institutional framework. The Bank, as a credit institution operates exclusively in the field provided by the existing institutional framework for credit institutions and it does not sell any banned products.
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications.	74	"Compliance with Regulations and Voluntary Codes"
CUSTOMER PRIVACY			
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	77-78 -	"Protection Measures" No relevant incidents took place in 2013.
COMPLIANCE			
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	-	No relevant legislative, administrative or judicial sanctions.
FINANCIAL SERVICES SECTOR SUPPLEMENT			
PRODUCT PORTFOLIO			
FS1	Policies with specific environmental and social components applied to business lines.	126 135-136 54-57	"Environmental Policy" "Responsible Financing - Environmental Risk Evaluation and Management" "Products and Services"

GRI Ind.	Description	Page	Unit / reference paragraph Remarks
		57	"Supporting Medium and Large Enterprises"
		58-59	"Supporting SMEs"
		63-66	"Supporting Innovation and Technology"
		73	"Legal and Regulatory Framework"
		136-137	"Inclusion of Environmental and Social Terms in Funding Contracts"
		137-138	"Green Products"
		78, 134	"Environmental Supplies Criteria"
		136	"Protecting Biodiversity"
			Approvals of the relevant policies are given by the responsible Body as appointed by the Management of the Bank.
FS2	Procedures for assessing and screening environmental and social risks in business lines.	73 135-136 136-137 136 134	"Legal and Regulatory Framework" "Responsible Financing - Environmental Risk Evaluation and Management" "Inclusion of Environmental and Social Terms in Funding Contracts" "Protecting Biodiversity" "Environmental Supplies Criteria"
FS3	Process for monitoring clients' implementation and compliance with environmental and social requirements included in agreements or transactions.	135-136	"Responsible Financing - Environmental Risk Evaluation and Management"
FS4	Process(es) for improving staff competency to implement the environmental and social policies and procedures as applied to business lines.	105 140	"Training Programmes on CSR and Environmental Management" "E-Learning Environmental Policy and Management"
FS5	Interactions with clients/investees/ business partners regarding environmental and social risks and opportunities.	20-22 22-24 25-31 70-71 74 181-182	"NBG's commitment to its Stakeholders" "Responding to Stakeholder Concerns" "Targets Recap 2013" "Customer Opinion and Satisfaction Survey" "Information and Raising of Customer Awareness regarding Sustainable Growth" "Implementation of the AA1000APS Standard"
*FS6	Percentage of the portfolio for business lines by specific region, size (e.g. micro/SME/large) and by sector.	138 139 66-67 67	"Renewable Energy Sources (RES)" "Shipping" "Breakdown of NBG Branches and Transaction Offices in sparsely populated and economically weaker areas (31.12.2013)" "Breakdown of NBG Off-site ATMs in sparsely populated and economically weaker areas (31.12.2013)" Further information on the Annual Report 2013

GRI Ind.	Description	Page	Unit / reference paragraph Remarks
			<p>and in NBG's website www.nbg.gr (under The Group/ Investor Relations/Financial Information/Annual and interim financial statements (https://www.nbg.gr/english/the-group/investor-relations/financial-information/annual-interim-financial-statements/Documents/Annual%20and%20interim%20financial%20statements/EN+Financials+Dec+2013_final+document.pdf) p. 83-86 and Group/Investor relations/Annual Reports and Offering Circulars (https://www.nbg.gr/the-group/investor-relations/annual-report-offering-circular/Documents/ANNUAL%20REPORT%202013.pdf.) p.21-29.</p> <p><i>The details of classification used for regions sizes and sectors are not included. The Bank's information system has not been set up to produce this specific analysis for data. We are planning to produce such reports within 2015.</i></p>
*FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose.	54-57 137-138 138 139 58-89	<p>"Products and Services"</p> <p>"Green Products"</p> <p>"Renewable Energy Sources (RES)"</p> <p>"Shipping"</p> <p>"Support to Households: Debt Work-Out Rescheduling Framework", "Supporting SMEs"</p> <p>The balance for the restructured/rescheduled debts totaled € 825.5 million as at 31.12.2013.</p> <p>Further information on the Annual Report 2013 and in NBG's website www.nbg.gr (under The Group/Investor Relations/Financial Information/Annual and interim financial statements. For the monetary value of products of rescheduled loans, by business line, see p.92-94. Information not included: List of products and services broken down by business line for monetary value or number of transactions or customers, the proportion of the value of products and services broken down by business line to the total monetary value for each business line.</p> <p>The Bank's information system has not been set up to produce this specific analysis for data of environmental funding. Although such funding type does exist, it does not appear independently in the relevant statements. We are planning to produce such reports within 2015.</p>
*FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose.	57 58-59 56 137-139	<p>"Supporting Medium and Large Enterprises"</p> <p>"Supporting SMEs"</p> <p>"Products and Services"</p> <p>"Promoting green banking"</p>

GRI Ind.	Description	Page	Unit / reference paragraph Remarks
			For more information on the monetary value of green products see: Annual Report 2013 and in NBG's website www.nbg.gr (under The Group/Investor relations/Annual Reports and Offering Circulars, The Group/Investor Relations/Financial Information/Annual and interim financial statements. For the monetary value of products and services -including green products- by business line, see p.95-98). Information not included: The total monetary value of specific environmental products and services by business line. The proportion of the total monetary value of specific environmental products and services by business line to the total value of products and services for the business line. The Bank's information system has not been set up to produce this specific analysis for data of environmental funding. Although such funding type does exist, it does not appear independently in the relevant statements. We are planning to produce such reports within 2015.

AUDIT

*FS9	Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures.	135-136 139	"Responsible Financing - Environmental Risk Evaluation and Management" "Shipping" Further information on the Annual Report 2013 and in NBG's website www.nbg.gr (under The Group/Investor relations/Annual Reports and Offering Circulars, The Group/Investor Relations/Financial Information/Annual and interim financial statements, p. 79-125). It's a term of the Bank's Credit Policy to grant loans provided for an environmental certificate research to be proceeded. The names of any standards utilized for the audit for each business line are not included. The Bank's information system has not been set up to produce this specific analysis for data of environmental funding. Although such funding type does exist, it does not appear independently in the relevant statements. We are planning to produce such reports within 2015.
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ACTIVE OWNERSHIP

FS10	Percentage and number of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues.	54-57 137-138 138 139	"Products and Services" "Green Products" "Renewable Energy Sources (RES)" "Shipping" During 2013 the Bank supported 40 organizations on environmental and social issues (15.5% of 258 organizations and NGOs).
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GRI Ind.	Description	Page	Unit / reference paragraph Remarks
*FS11	Percentage of assets subject to positive and negative environmental or social screening.	135-136 136	"Responsible Financing - Environmental Risk Evaluation and Management" "Protecting Biodiversity" Percentage of total assets subject to a positive/negative environmental and/or social screen is not included. The Bank's information system has not been set up to produce this specific analysis for data of environmental funding. Although such funding type does exist, it does not appear independently in the relevant statements. We are planning to produce such reports within 2015.
FS12	Voting policies applied to environmental or social issues for shares over which the reporting organization holds the right to vote shares or advises on voting.	-	No relevant Voting Policies.
DISCLOSURES ON MANAGEMENT APPROACH			
DMA EC	Economic Performance	34 180 35	"Key Financial Results" "Key CSR Performance Data" "Capital Strengthening and Rights issue"
DMA EC	Market Presence	54-57 61-66 57 58-59 59-60	"Products and Services" "Electronic Services and Pioneering Initiatives via Alternative Networks" "Supporting Medium and Large Enterprises" "Supporting SMEs" "Support to households: Debt Work-out/Rescheduling Framework"
DMA EC	Indirect economic impacts	20-22 22-24 25-31 34 57 58-59 59-60 62 63 144-155	"NBG's commitment to its Stakeholders" "Responding to Stakeholder Concerns" "Targets Recap 2013" "Creating Value" "Supporting Medium and Large Enterprises" "Supporting SMEs" "Support to households: Debt Work-out/ Rescheduling Framework" "i-bank store" "Deixtous ("Show them") Action" "Responsibility" Corporate Social Action Programme"
DMA EN	Materials	132-135 135 135 25-31 141	"Management of Solid Waste" "Paper recycling" "Electrical and Electronic Equipment" "Targets Recap 2013" "Targets 2014" ("Responsibility to the Environment")
DMA EN	Energy	128-129 141 80-81	"Conserving Energy and Natural Resources" "Targets 2014" ("Responsibility to the Environment") "Targets 2014" ("Responsibility to the Market")
DMA EN	Water	132	"Water Management"

GRI Ind.	Description	Page	Unit / reference paragraph Remarks
DMA EN	Biodiversity	136 135-136 151-152	"Protecting Biodiversity" "Responsible Financing - Environmental Risk Evaluation and Management" "Responsibility to the Environment"
DMA EN	Emissions, effluents and waste	129 132-135	"Reducing Emissions" "Management of Solid Waste"
DMA EN	Products and services	130-131 131 136-137	"Reducing Indirect Emissions" "Users of alternative Delivery Channels and related transactions" "Inclusion of Environmental and Social Terms in Funding Contracts"
DMA EN	Compliance	- 141	No other significant fines or non-monetary sanctions for non compliance with environmental laws and regulations have been incurred. "Targets 2014" ("Responsibility to the Environment")
DMA EN	Transport	141 129	"Targets 2014" ("Responsibility to the Environment") "Reducing Emissions"
DMA EN	Overall	141 126 127 25-31	"Targets 2014" ("Responsibility to the Environment") "Environmental Policy" "Environmental Management System" "Targets Recap 2013"
DMA LA	Employment	84-88 106-107 107-109 109-110 122-123	"NBG Human Resources" "Social Benefits for Staff" "NBG Staff Health Fund (TYPET)" "NBG Staff Insurance Organizations" "Targets 2014" ("Responsibility to our Employees")
DMA LA	Labor /management relations	113 120-121 109-110	"Internal Communication" "Union Organizations – CLAs" "NBG Staff Insurance Organizations"
DMA LA	Occupational health and safety	116-117 106-107	"Health and Safety in the Workplace" "Social Benefits for Staff"
DMA LA	Training and education	96 97 97-107 25-31 122-123	"HR Evaluation" "HR Selection" "HR Training and Development" "Targets Recap 2013" "Targets 2014" ("Responsibility to our Employees")
DMA LA	Diversity and equal opportunity	84-88	"NBG Human Resources" <i>Further information on NBG's website (www.nbg.gr)</i>
DMA LA	Equal remuneration for women and men	115 115	"Equal Opportunities and Diversity"» "Gender and equality"
DMA HR	Investment and procurement practices	78,134 78 80	"Environmental Supplies Criteria" "Transparency in Supplies" "Supplier Evaluation"
DMA HR	Non-discrimination	115	"Equal Opportunities and Diversity"

GRI Ind.	Description	Page	Unit / reference paragraph Remarks
DMA	Freedom of association and collective bargaining	120-121 78 80	"Union Organizations – CLAs" "Environmental Supplies Criteria" "Supplier Evaluation"
DMA HR	Child labor	115 78, 134 80	"Equal Opportunities and Diversity" "Environmental Supplies Criteria" "Supplier Evaluation"
DMA HR	Prevention of forced and compulsory labor	115 78 80	"Equal Opportunities and Diversity" "Environmental Supplies Criteria" "Supplier Evaluation"
DMA HR	Security practices	117-119 119-120 77-78 25-31 122-123	"Physical security regulation" "Safety issues" "Transaction security in NBG's alternative networks" "Targets Recap 2013" "Targets 2014" ("Responsibility to our Employees") No relevant training in 2013. The Bank is exploring the possibility of integrating human rights issues in the Bank's staff training programme.
DMA HR	Indigenous rights	115	"Equal Opportunities and Diversity"
DMA	Assessment	-	It is estimated that there is no risk of violation of human rights in the Bank; accordingly, to this day it has not been considered necessary to carry out a relevant study.
DMA HR	Remediation	-	No relevant incidents or complaints regarding the violation of human rights. It is estimated that there is no risk of violation of human rights in the Bank; accordingly, to this day it has not been considered necessary to set up a relevant mechanism.
DMA SO	Local communities	137 144-149 66-67 67 25-31 80-81,141	"Resolving Environmental Complaints" "Responsibility to the community" "Branch Network in sparsely populated or economically weaker areas" "Breakdown of NBG off-site ATMs in sparsely populated and economically weaker areas (31.12.2013)" "Targets Recap 2013" "Targets" 2014 ("Responsibility to the Market" and "Responsibility to the Environment")
DMA SO	Corruption	103 103 103 104 104 77-78 76 17	"Anti-Fraud Training" "Anti-corruption training by subject matter (2013)" "Anti-Money Laundering Training" "Internal audit and anti-corruption measures" "Authenticity Features of Euro & Foreign Currency Banknotes" "Protection Measures" "Specialized training for AML/CFT prevention" "NBG and Corporate Social Responsibility" The Bank controls systematically the total of its business Units.

GRI Ind.	Description	Page	Unit / reference paragraph Remarks
			In the event that an incident of employee/associate corruption is detected, the Bank immediately terminates the labour/association agreement.
DMA SO	Public policy	11-12 17	"Memberships" "NBG and Corporate Social Responsibility"
DMA SO	Anti-competitive behavior	74	"Compliance with regulations and voluntary codes"
DMA PR	Compliance	69 74	"NBG Ombudsman" "Compliance with regulations and voluntary codes"
DMA PR	Customer health and safety	66-67 67 61	"Branch Network in sparsely populated or economically weaker areas" "Breakdown of NBG off-site ATMs in sparsely populated and economically weaker areas (31.12.2012)" "Access to products and services by special non privileged population groups"
DMA	Product and service labeling.	68-70 70-71 72 73 75	"Customer Service Department" "Customer Opinion and Satisfaction Survey" "Transparency in Contracts and Pricing" "Legal and regulatory framework" "Ensuring legality & protecting financial activities"
FS15	Policies for the fair design and sale of financial products and services.	69-70 73 72 72-77 75 76 76	"NBG Ombudsman" "Legal and Regulatory Framework" "Transparency in Contracts and Pricing" "Communication and Responsible Reporting" "Anti-fraud Policy" "Policies with Regard to AML/CFT Management" "Specialized Training for AML/CFT Prevention" Further information on the CSR Report 2013 under "Responsibility to the Market" and in NBG's website www.nbg.gr
DMA PR	Marketing communications	72-77 73 72 74 74	"Communication and Responsible Reporting" "Legal and Regulatory Framework" "Transparency in Contracts and Pricing" "Launching of new products and services" "Full compliance with regulations and voluntary codes"
DMA PR	Customer privacy	76-77 77-78	"Protection of data privacy" "Protections Measures"
DMA	Compliance	74	"Full compliance with regulations and voluntary codes"
DMA PS	Product Portfolio	135-136 54-57 136-137 137-138 78, 134 136	"Responsible Financing - Environmental Risk Evaluation and Management" "Products and Services" "Inclusion of Environmental and Social Terms in Funding Contracts" "Green Products" "Environmental Supplies Criteria" "Protecting Biodiversity"

GRI Ind.	Description	Page	Unit / reference paragraph Remarks
DMA PS	Audits	135-136 139	"Responsible Financing - Environmental Risk Evaluation and Management" "Shipping" Further information on the Annual Report 2013 and in NBC's website www.nbg.gr (under The Group/Investor relations/Annual Reports and Offering Circulars, The Goup/Investor Relations/Financial Information/Annual and interim financial statements, p. 79-125).
DMA PS	Active Ownership	135-136 136 54-57 137-138 138 139	"Responsible Financing - Environmental Risk Evaluation and Management" "Protecting Biodiversity" "Products and Services" "Green Products" "Renewable Energy Sources (RES)" "Shipping"

Note:: Indicators marked with an asterisk (*) have been partially met.
Indicators marked with an (^) do not apply due to the Bank's activities or the fact that relevant information is not available.

ACCOUNTABILITY PRINCIPLES STANDARD AA1000

PRINCIPLE IMPLEMENTED	METHOD	SECTION	IMPLEMENTATION LEVEL
Stakeholder inclusivity	Identification of stakeholders and dialogue with them with the purpose of understanding significant issues	“Stakeholders” and “NBG’s commitment to its Stakeholders”	Fully met
Materiality	Identification and assessment of issues considered to be material for “NBG’s Stakeholders	“NBG’s commitment to its Stakeholders” and “Responding to Stakeholder Concerns”	Fully met
Responsiveness	NBG’s response to main concerns	“NBG’s response to Stakeholder Concerns”	Fully met

Implementation Level of GRI Indicators in this Report

In the present CSR Report, NBG meets the requirements for Application Level A+ under the G3.1 version of the Global Reporting Initiative guidelines.

Report Application Level	C	C+	B	B+	A	A+
Standard Disclosures  Profile Disclosures  Disclosures on Management Approach  Performance Indicators & Sector Supplement	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Report on all criteria listed for Level B	Same as requirement for Level B	Same as requirement for Level B	 A+ Report Externally Assured
	Not Required	Management Approach Disclosures for each Indicator Category	Management Approach disclosed for each Indicator Category	Management Approach disclosed for each Indicator Category	Management Approach disclosed for each Indicator Category	
	Report fully on a minimum of any 10 Performance Indicators, including at least one from each of: social, economic, and environment.**	Report fully on a minimum of any 20 Performance Indicators, at least one from each of: economic, environment, human rights, labor, society, product responsibility.***	Report fully on a minimum of any 20 Performance Indicators, at least one from each of: economic, environment, human rights, labor, society, product responsibility.***	Report fully on a minimum of any 20 Performance Indicators, at least one from each of: economic, environment, human rights, labor, society, product responsibility.***	Respond on each core and Sector Supplement* indicator with due regard to the materiality Principle by either: a) reporting on the indicator or b) explaining the reason for its omission.	

* Sector supplement in final version
 ** Performance Indicators may be selected from any finalized Sector Supplement, but 7 of the 10 must be from the original GRI Guidelines
 *** Performance Indicators may be selected from any finalized Sector Supplement, but 14 of the 20 must be from the original GRI Guidelines



Statement GRI Application Level Check

GRI hereby states that the **NATIONAL BANK OF GREECE** has presented its report "CORPORATE SOCIAL RESPONSIBILITY REPORT 2013" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level A+.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 10 October 2014

Ásthildur Hjaltadóttir

Ásthildur Hjaltadóttir
Director Services
Global Reporting Initiative



The "+" has been added to this Application Level because the NATIONAL BANK OF GREECE has submitted (part of) this report for external assurance. GRI accepts the reporter's own criteria for choosing the relevant assurance provider.

The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 12 August 2014. GRI explicitly excludes the statement being applied to any later changes to such material.

Independent assurance statement

Independent assurance statement

Independent assurance statement by Deloitte Hadjipavlou Sofianos & Cambanis S.A. ('Deloitte') to the Management of the National Bank of Greece ('NBG' or 'Bank') on the 2013 Corporate Social Responsibility Report ('CSR Report') for the year ended 31 December 2013.

Scope of our work and the assurance standards we used

NBG's Corporate CSR team engaged us to:

1. **Provide Type 1 moderate (limited) assurance in accordance with the AA1000 Assurance Standard 2008 ('AA1000AS'):**
 - Inclusivity – how they identified and engaged with stakeholders to gain a full understanding of the CSR issues;
 - Materiality – how they assessed the relative importance of each issue; and
 - Responsiveness – how they responded to stakeholder issues and how this is reflected in the CSR Report.

2. **Provide limited assurance on the methodologies and practices for the collection, compilation and processing of the information, the assertions and the following key performance indicators included in the sections "Responsibility to the Market", "Corporate Governance" and "Management and Committees"**
 - Total number and distribution of customer complaints, p. 68
 - Percentage of cases addressed within one week and percentage of cases resolved with the positive mediation by the Ombudsman, p. 69
 - Total loans to small and medium sized enterprises provided through ETEAN S.A. programs and the JEREMIE initiative, p. 59

3. **Provide limited assurance on the following key performance indicators:**
 - Breakdown of and total sponsorships, p. 144
 - Paper recycling (tones), p. 132
 - E-learning courses and A4 pages saved, p. 133
 - Breakdown of and total training man-hours, p. 99,100
 - Breakdown of human resources by gender, p. 84
 - Breakdown of human resources by rank in management hierarchy, p. 85

Our scope of work was limited to NBG's activities in Greece. We provided a Type 1 moderate (i.e. limited) assurance in accordance with AA1000AS. A Type 1 engagement requires us to report on the nature and extent of adherence to AA1000 APS. To achieve moderate-level assurance we have used the criteria in AA1000AS to evaluate adherence

to AA1000APS in combination with our robust evidence-based and quality-assured approach to professional and independent assurance.

We provided limited assurance on the above sections and the above selected key performance indicators in accordance with the International Standard on Assurance Engagements 3000 (ISAE 3000) for assurance engagements other than audits or reviews of historical financial information. To achieve limited assurance the ISAE 3000 requires that we review the processes, systems and competencies used to compile the sections on which we provide assurance. This approach is designed to give a similar level of assurance to that obtained in the review of interim financial information. It does not include detailed testing of source data or the operating effectiveness of processes and internal controls.

Our key assurance procedures

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

- We analysed and tested, on a sample basis, the processes related to stakeholder identification and engagement, including the review of a sample of engagements and the outcomes of engagement
- We reviewed the process that NBG used to identify and determine the material issues to be included within the CSR Report. This included a review of external media coverage and peer reporting on CSR in 2013 to corroborate issues identified by NBG;
- We interviewed a selection of NBG executives and senior management who have operational responsibility for CSR issues, including NBG's CSR team, to understand the governance structures used for managing CSR, the engagement with stakeholders on CSR issues, as well as the implementation of CSR related policies and initiatives in 2013 and the monitoring of these activities;
- We analysed and reviewed, on a sample basis, the key structures, systems, processes, procedures and controls relating to the collation, aggregation, validation and reporting processes of the selected CSR performance indicators;
- We reviewed the information and explanations which support the assertions regarding CSR performance included in the sections "Responsibility to the Market", "Corporate Governance" and "Management and Committees"; and
- We reviewed the content of the sections "Responsibility to the Market", "Corporate Governance" and "Management and Committees", in light of the findings of the aforementioned procedures, and, where deemed necessary, made recommendations for improvement / enhancement of the content.

Our independence and competencies in providing assurance to NBG

- We complied with Deloitte’s independence policies, which satisfy and, in certain cases, exceed the requirements of the International Federation of Accountants’ Code of Ethics for Professional Accountants. In particular, these policies preclude us from entering into financial or commercial relationships or assuming governance positions which might affect, or be perceived to affect, our independence and impartiality, and from any involvement in the preparation of the report. We have confirmed to NBG that we have maintained our independence and objectivity throughout the year and, in particular, that there were no events or prohibited services provided which could impair our independence and objectivity.
- Our team consisted of a combination of qualified Accountants with professional assurance qualifications and professionals with a combination of environmental, CSR and stakeholder engagement experience, including extensive experience in providing CSR report assurance.

Roles and responsibilities

The CSR team of NBG prepared the CSR Report for the intended stakeholders, as outlined in the “Stakeholder” section on page 19. The CSR team, which collects and organizes the CSR report data, is also responsible for the preparation of the CSR Report and for the information and statements contained therein. NBG’s General Directors are responsible for approving the CSR report data, determining the CSR targets and for establishing and maintaining appropriate performance monitoring and internal control systems from which the reported information is derived.

Our responsibility is to independently express conclusions in relation to the significant issues, as defined in the “Scope of Work” paragraph above, and in accordance with our letter of engagement. Our work was undertaken in order to enable us to report to NBG those matters which are required to be included in this assurance statement and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than NBG for our work, for this statement, or for the conclusions we have formed.

Our observations and recommendations

NBG has made the following key improvements in managing and reporting its CSR performance during 2013:

- Participated in a workshop, organized by an independent organization, in order to enhance the dialogue with its stakeholders and to assess and prioritize the material CSR issues.

- Applied a centralized system in order to record and monitor the consumption of natural resources, with a view to continuously reduce its environmental footprint.
- Provided training to the CSR correspondents, involved in the preparation of the CSR report, on the GRI G4 reporting guidelines.

To improve future management and reporting of CSR in accordance with AA1000APS we make the following recommendations to NBG:

Inclusivity:

- NBG has improved its communication with the stakeholders within 2013. Enhancing the stakeholders' participation in the process of defining material CSR issues, would assist NBG in further aligning its CSR strategy to the stakeholders' expectations.

Materiality:

- NBG has established a specific procedure for assessing the material stakeholder issues. We recommend that this process is documented and integrated into the policies and procedures related to the decision-making and CSR strategy development of the Bank.

Responsiveness:

- The CSR Report contains a number of targets. We recommend that these targets are more balanced between the various CSR performance areas of the Bank.

The observations and recommendations have been taken into account in forming our conclusions on the CSR Report as set out in this statement.

Our conclusions

Based on the scope of our work and the assurance procedures we performed we conclude that:

1. NBG has implemented processes and procedures, as described on page 205, that adhere with the principles of inclusivity, materiality and responsiveness as set out in the AA1000 AccountAbility Principles Standard 2008 ('AA1000APS'); and

2. Based on the scope of our work and the assurance procedures we performed, nothing has come to our attention that causes us to believe that the information and assertions included in the sections “Responsibility to the Market”, “Corporate Governance” and “Management and Committees” and the specific CSR performance indicators defined above, are materially misstated.

In the event of any inconsistency in the translation between the Greek and English versions of the Corporate Responsibility Report, the Greek version will prevail as far as our conclusions are concerned.

Athens, 14 October 2014
Deloitte Hadjipavlou Sofianos & Cambanis S.A.
Assurance & Advisory Services



Paris Efthymiades
Partner

Corporate Social Responsibility Report

FEEDBACK FORM

NBG seeks open, transparent and two-way dialogue with anyone interested in its activities. Please note here issues and concerns that may have occurred during your dealings with NBG and send us the filled-in questionnaire:

1. To which NBG Stakeholder group do you belong?

- Investors & Shareholders
- Customers
- NBG Employees
- Suppliers
- NGOs
- Media

2. Are you aware of NBG's work regarding its contribution to Society, the Community and the Environment (in terms of the organization's Corporate Social Responsibility)? Choose any of the answers listed below.

- No
 - Yes, through NBG's CSR Report
 - Yes, I am aware of some of NBG's sponsorships
 - Yes, I am aware of NBG's support to vulnerable social groups
 - Yes, I am aware of NBG's support to small and medium enterprises
- Other (Please state):

3. Please describe your main concerns or issues that may have arisen during your dealings with NBG.

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.....
.....
.....

4. What kind of actions would you suggest NBG take in response to your concerns?

.....
.....
.....
.....

5. Which in your opinion is the most convenient mode of communication with NBG? (please select one or more):

- Telephone
 - Internet (e-mail)
 - Special internet portal
 - NBG's representatives (e.g. bank branches)
 - Officially organised events
 - Other (please describe)
-

Your details (optional):

Όνομ/μο:

Εταιρεία / Οργανισμός:

Διεύθυνση:

E-mail:

Please send this feedback form to:
National Bank of Greece,
FAO: Mr Nikolaos Melios
93 Aiolou str., 105 51 Athens, Greece
Tel.: +30 210-3343456
Fax: +30 210-3343095
E-mail: csr@nbg.gr

I hereby grant permission to National Bank of Greece and its associated or affiliated companies to use my personal data and information supplied in this feedback form for the purpose of assessing this Report and carrying out further statistical analysis.

