

Long-term strategic partnership Piraeus Bank + Intrum

Per Christoffersson, Regional Managing Director Central Europe
Jean-Luc Ferraton, Chief HR Officer

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Strong business logic behind the long-term strategic partnership



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- NPL/NPE reduction
- Capital gain
- Industry partner

- 10-year contract with automatic extension by good performance
- Excellent unit in all assets classes
- Basis for new business
 - Purchase and service banking portfolios
 - Expand into other industries

Strong business logic behind the long-term strategic partnership - creating value for other stake holders



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RBU Employees

- Core business
- Short- and long-term development opportunities
- Centre of excellence

Clients & Customer

- More tools and solutions
- Fair and firm
- Prospering companies
- Individuals with healthy loans

Greek society

- Long-term industry player
- Substantial investment capacity
- Increase job opportunities
- Contribute to the economy

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About Intrum

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Intrum in brief.

Intrum is Europe's undisputed market leading credit management company

24

Countries in Europe

160

Partner countries

Large Cap

Listed on Nasdaq
Stockholm

>10,000

Employees

13,4

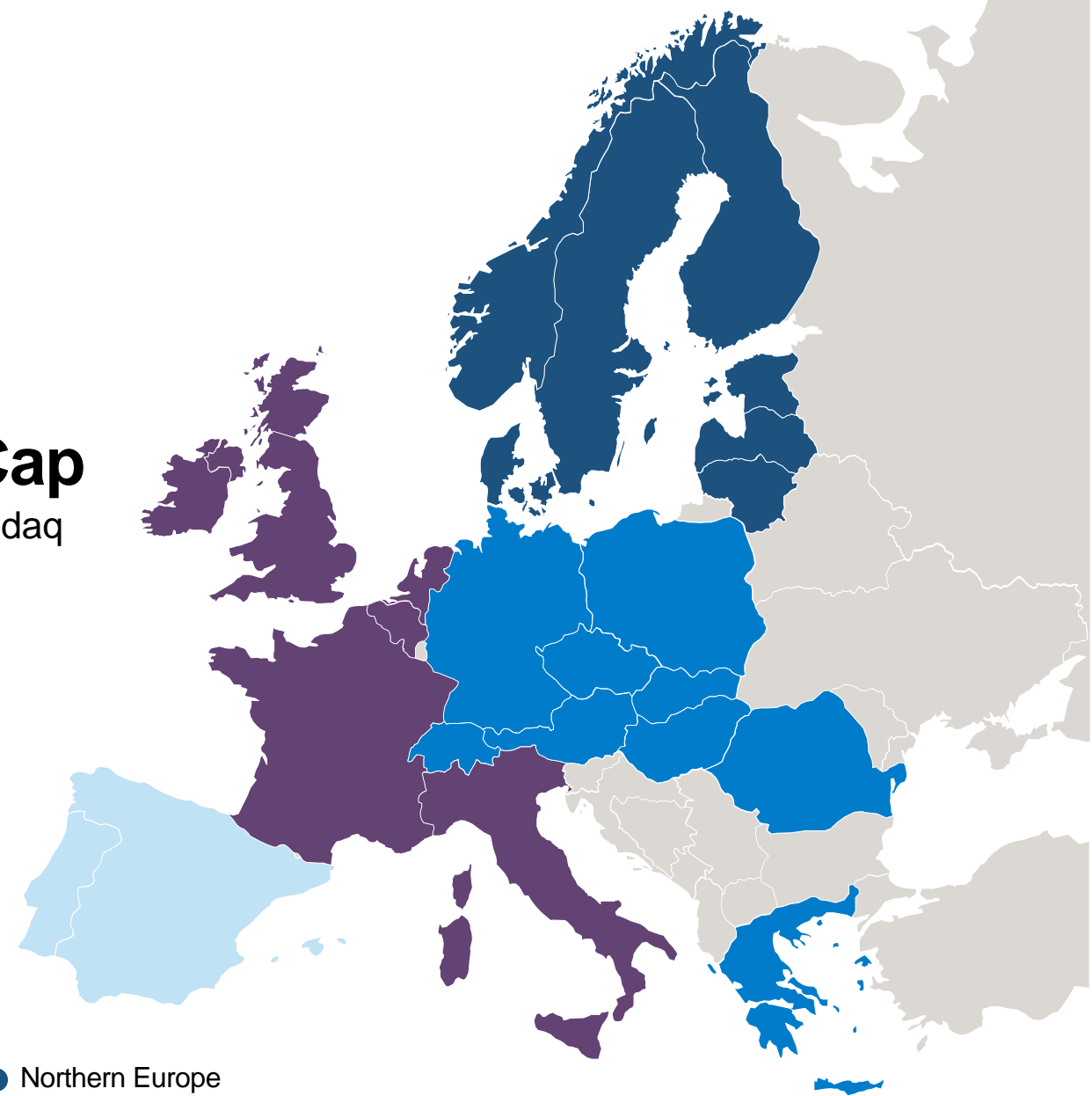
Proforma Revenue
2018 (SEKm)

~80,000

Clients

>250,000

Calls with consumers on
daily basis



- Northern Europe
- Central & Eastern Europe
- Western & Southern Europe
- Iberian Peninsula & Latin America

Our management team.



Mikael Ericson
Chief Executive Officer & President

Group Functions



Anders Engdahl
Chief Financial Officer



Niklas Lundquist
Chief Legal Officer



Johan Brodin
Chief Risk Officer



Anna Fall
Chief Brand &
Communications Officer



Jean-Luc Ferraton
Chief Human
Resources Officer



Harry Vranjes
Head of Credit
Management Services



Regions



Anette Willumsen
Managing Director
Northern Europe



Per Christofferson
Managing Director
Central & Eastern Europe



Marc Knothe
Managing Director
Western & Southern
Europe

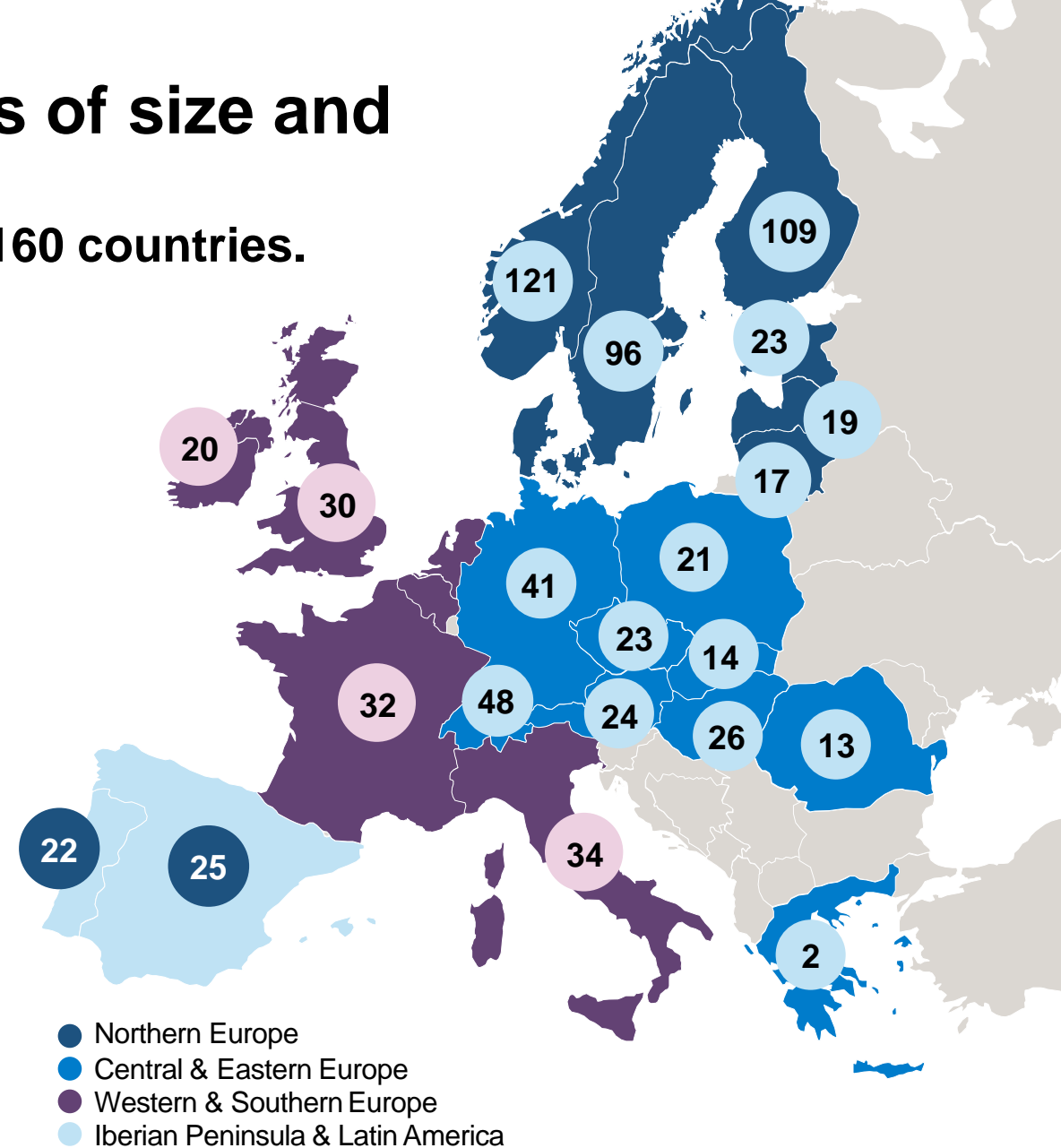


Alejandro Zurbano
Managing Director
Iberian Peninsula & Latin
America

A Swedish company unique in terms of size and geographic reach

–present in 24 European markets and partners in 160 countries.

	Year established		Year established
Norway	1898	Austria	1995
Finland	1910	Czech Republic	1996
Sweden	1923	Estonia	1996
Switzerland	1971	Portugal	1997
Denmark	1977	Spain	1997
Germany	1978	Poland	1998
Netherlands	1983	Ireland	1999
Italy	1985	Latvia	2000
France	1987	Lithuania	2002
Belgium	1988	Slovakia	2005
United Kingdom	1989	Romania	2006
Hungary	1993	Greece	2017



- Northern Europe
- Central & Eastern Europe
- Western & Southern Europe
- Iberian Peninsula & Latin America

Numbers on map is equal to years of Intrums' presence.

Long-term commitment to Greece and the Greek economy.

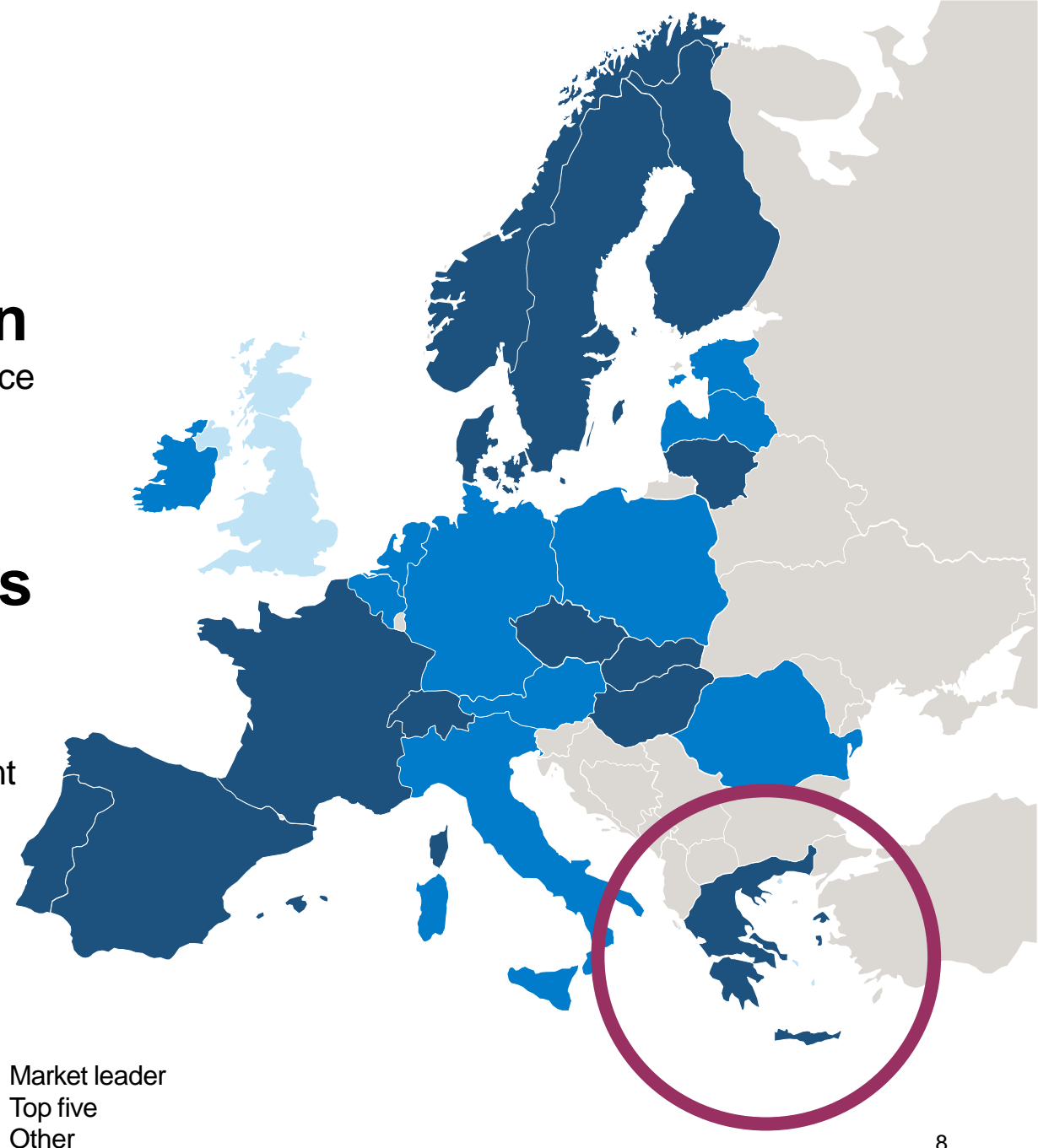
We are now in a leading position in one of the largest markets for non-performing loans in Europe, which creates strong growth opportunities going forward and aligned with our strategy.

With more than 100 years history, we are entering markets with a long-term commitment and sustainable presence.

Our investment demonstrates our confidence in the Greek market's growth opportunities and the economy's ability to recover.

>€300mIn
Investment in Greece

~1,300 employees
Greece will be the second biggest Intrum country in terms of head count



Intrum is the only player in the industry that can claim true market leadership.

- Widest geographical reach
- Highest turnover
- Largest number of employees
- Long-term commitment

Improved collection performance and lowered costs

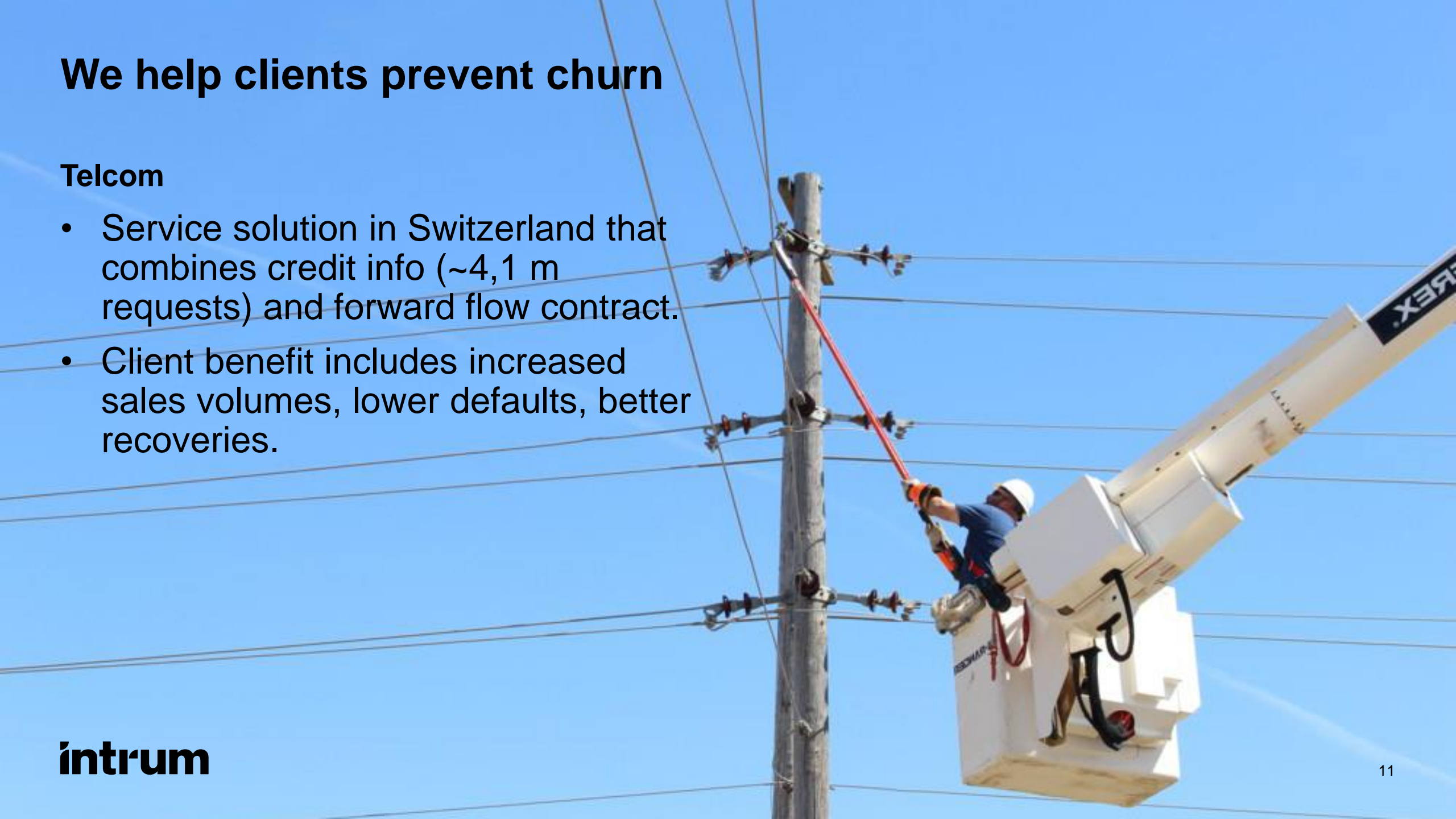
Utilities

- **Business Process Outsourcing late payment, >300k claim stock plus new defaults, 2 offices.**
- **Client benefits include, improved cash flow, lower costs, core business focus**

We help clients prevent churn

Telcom

- Service solution in Switzerland that combines credit info (~4,1 m requests) and forward flow contract.
- Client benefit includes increased sales volumes, lower defaults, better recoveries.



Revolutionary public-private joint venture

Public Sector

- Service solution built upon joint venture with one municipal in UK, Intrum takes care of customer service including late payments.
- Solution being rolled out to additional municipals.
- Client benefits include improved customer service, lower costs, and special treatment of vulnerable customers.

**We're unlike any
other credit
management
company.**

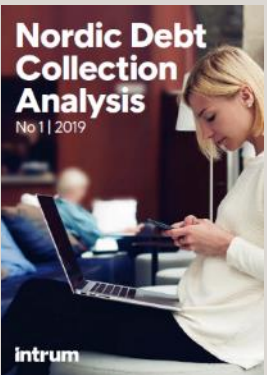
**Our purpose explains why we exist – why we show up
for work everyday beyond generating profit**

Our purpose

**Leading the way to
a sound economy**

Examples of initiatives to contribute to a sound economy

Studies about late payment in Europe



Financial education for young adults



Public affairs: Lobbying in Brussels



This very logic forms the basis of how we do what we do:

Our mission

**We help companies prosper by
caring for their customers.**

Our vision points to where we are going

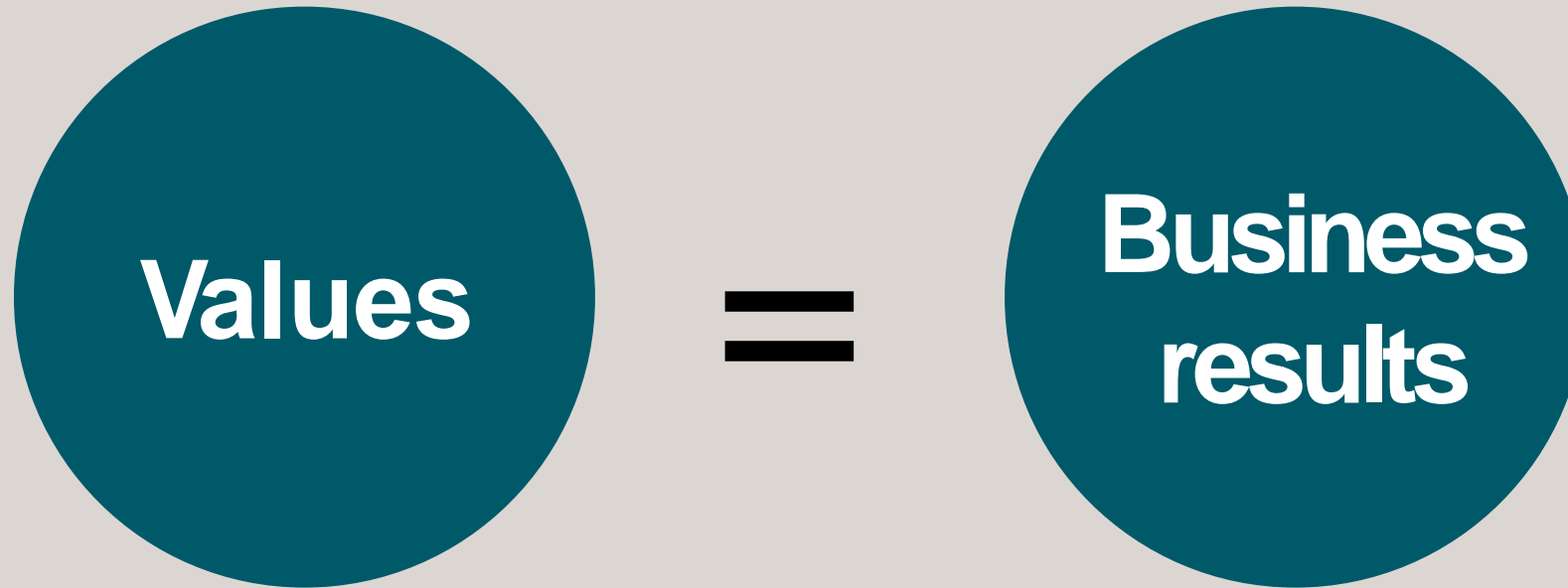
Our vision

**Trusted and respected by
everyone who provides and
receives credit.**

Our values are the internal compass that guide our behavior and support us in making decisions – externally and internally.



By living our values everyday, we ensure that the results we achieve together are in line with who we want to be and where we want to go.



Our core values

Four small words that
have a big impact.

Empathy
Ethics
Dedication
Solutions

Our core values, that comes from within the organization generated through employee workshops and surveys, are the foundation of our Code of Conduct. Those four words hold everything we believe in and give us guidance in every aspect of our work and decision making. They also make sure that our clients, their customers and others will always know what to expect from us. By staying true to our values, we will grow and prosper both as a company and as individuals.

Empathy

- We listen actively and seek to understand
- We are open-minded and flexible
- We show patience and offer support

Ethics

- We put society and sustainable business at the forefront
- We are accountable for our actions
- We do the right thing – living and leading by our values and code of conduct

Dedication

- We share knowledge and best-practice to cross internal borders
- We are committed to and responsible for our own development
- We go the extra mile and never give up

Solutions

- We focus on results, not problems
- We collaborate to deliver innovation to our clients
- We push for quality and professionalism

Life at Intrum

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MERLIN

“Working in a multinational environment with a wide range of opportunities has been great for my career development. I have changed departments and tried different roles in an environment that gives you the opportunity to grow. Working at Intrum is challenging, exciting and rewarding!”

Gael Terzopoulos
Portfolio Manager
Intrum Greece
Previous working in Intrum Netherlands
and Intrum Ireland.

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“My career at Intrum started in one of our call centers as a case handler where I worked part time to finance my studies. The combination of my experience working with the core of our business and my political science studies led me to my current position. My background has been very useful in my daily work driving the sustainability agenda for Intrum. By being the market leader, I really believe that we as a company can be a role model for our industry and be in the forefront of how to run sustainable business.”

Vanessa Söderberg
Sustainability Manager
Intrum AB, Sweden

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A man with short, light-colored hair, wearing a dark suit jacket, a white shirt, and a striped tie, is smiling. He is standing outdoors in an urban setting, with a blurred background of buildings and a street. The text is overlaid on the left side of the image.

“Intrum acquired the company I worked for in Czech Republic 2014 and since the start we have always felt great support from the Group. The nice company culture helped to speed up the integration and after 5 years, I’m very proud to lead a dedicated team in our prospering business in Czech Republic”

Karol Jurak
Managing Director
Intrum Czech Republic

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Employer brand story

**At Intrum, you will grow
by making a difference.
For us, for other people,
for companies and in the
end for society. Welcome!**

A bouquet of eucalyptus leaves is arranged in a clear glass vase. A pink sticky note is attached to the bouquet with a gold paperclip. The sticky note contains the text "Working for a market leader has its advantages." and the "intrum" logo.

**Working for a
market leader has
its advantages.**

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For Intrum employees everywhere

International
market leader

Meaningful work

Opportunity to grow

Supportive culture
where effort counts

Growing by making a difference

What this means for Intrum in Greece

International market leader

Strong presence throughout the EU

Employment in a market leading organisation

Meaningful work

Strong ethics and compliance where employees can feel proud

A compelling purpose – Leading the way to a sound economy

Opportunity to grow


Growth opportunities in Greece and abroad

Long-term job security and growth based on performance

Supportive culture where effort counts

Intrum will invest in training the employees to become part of the culture

Opportunity to be a part of a supportive culture where colleagues help each other



We wish to be the employer of choice for you and your colleagues as well as potential employees.

Our aim is to develop all our offices in Greece and continue to grow in this important market.

Joining Intrum means joining a culture driven by you



Add Value – a game to build Intrum's culture together



Intrum identity workshops; values, purpose, mission & vision



Main sponsor Intrum Stockholm Open



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Employees shape our values. Values shape our business.

Once you work for Intrum, you will soon understand that people, both employees, clients and customers, are at the heart of our business.

Our values have been generated through employee workshops and surveys. We strive to get better at what we do and how we do business. We are committed to continue building Intrum's culture together.

Our employees shape what Intrum stands for in several different areas and our wanted behaviours.

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**Let's bring out the
best in each other.
Together we lead the way.**

Intrum Hellas

Leadership principles

As a leader you are a role model in living by our values and walking the talk. We have the following leadership principles to guide and support you in your role in leading our teams to the future growth of Intrum.

Leadership principles

Trust

Build trust

- Give mandate
- Create an open climate
- Be reliable

Clarity

Create clarity

- Translate directions
- Set clear expectations
- Follow up regularly

Change

Lead change

- Be inclusive
- Show curiosity
- Be communicative

Growth

Enable growth

- Challenge
- Recognize
- See potential

Trust

Build trust

We aim to be trusted and respected by everyone who provides and receives credit. Trust is built from within the organization and enables teams to be collaborative, creative and agile. This is key to drive performance. We believe in leaders who build trust by delegating and creating an open climate. By encouraging your teams to take risks in a safe environment, and to share successes and failures, we will develop the organisation and improve results. We believe that trust on all levels in the organisation also will impact the culture of trust in your team.

Behaviours:

Give mandate

I empower my teams by delegating responsibility and encouraging them to make decisions within their mandate. I show confidence rather than excessive control.

Create an open climate

I encourage a sense of trust by allowing myself and my team members to safely open up, take appropriate risks, expose vulnerability and care for each other.

Be reliable

I take responsibility for my mandates and deliverables. I keep to my promises, and stand up for my team in case of failure. I demonstrate integrity and dare to act when I experience unethical behaviors.

Clarity

Create clarity

We have an ambitious strategy and high expectations on delivering results in a sustainable way. That's why we need leaders who create clarity and high performing teams. We need leaders who are good communicators, who can make the company's direction relevant and understandable for each team member and make it clear how they can contribute. As leaders we guide our teams to great results by setting clear expectations and continuous follow-up.

Behaviours:

Translate directions

I explain and translate the company's purpose, goals and strategic direction in an understandable way, as well as what they mean for our teams.

Set clear expectations

I set clear expectations by two-way dialogue. I communicate and create ownership of targets, mandates and responsibilities.

Follow up regularly

I follow up on my team members' development and performance through regular check-ins.

Change

Lead change

We lead the way to a sound economy. To do so we must constantly transform, by persistently embrace change. That's why we need leaders who can lead and stimulate this change. We need innovation, but more importantly we need continuous improvement in our daily business. Every day we can do and be a little bit better than yesterday. And every day we need new and different perspectives reflecting external trends and the needs of our different stakeholders .

Behaviours:

Be inclusive

I actively work to create an inclusive environment, where all team members feel respected, valued and able to share perspectives and ideas.

Show curiosity

I show curiosity and keep up-to-date with the world around me. I encourage my team to do the same. I think and act global, in line with what's best for the whole organization guided by our clients' and customers' expectations.

Be communicative

I am transparent and continuously communicate about ongoing changes and the company's direction. I ensure that my team members are supported and have clear mandates through these changes.

Growth

Enable growth

We operate in an ever changing world. Continuous learning is key to create motivated and high performing teams. We believe that everyone can grow their talent, but it needs to be driven by the individual. That's why we need leaders who make it possible for our teams and team members to learn, develop and grow, leaders who positively challenge, guide and support. When our teams are successful, our company will continue to grow by attracting and retaining the best talents.

Behaviors:

Challenge


I challenge my team members through coaching and feedback, to help them embrace new perspectives and insights.

Recognize

I continuously give recognition and praise to my team members through feedback, and encourage them to learn from their mistakes.

See potential

I proactively guide and support my team members in discovering their own potential, developing their talents and finding the right career path.

A person is standing on a large, rounded rock formation in the foreground, looking out over a vast mountain range. The mountains are covered in dense green forests and are bathed in the warm, golden light of a sunset or sunrise. The sky is a mix of soft orange and pale blue. The overall scene is serene and majestic.

Q&A

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