



**Raiffeisen Bank  
International**

Member of RBI Group

# Remuneration Report

Report on the remuneration of the members of the Management Board and the Supervisory Board of Raiffeisen Bank International AG in the 2022 financial year

# Remuneration Report

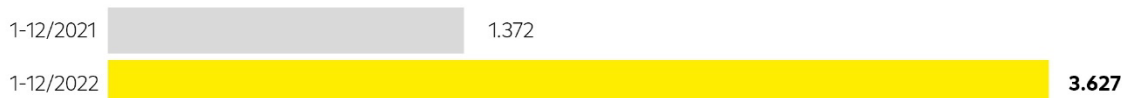
## Report on the remuneration of the members of the Management Board and the Supervisory Board of Raiffeisen Bank International AG in the 2022 financial year

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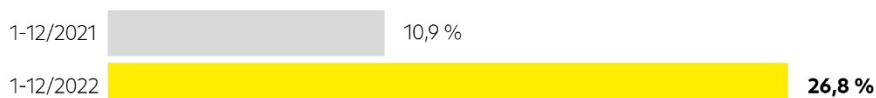
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## 1. At a glance

### Consolidated Profit (in € million)



### Consolidated Return on Equity



### Cost/Income ratio



### NPE Ratio



## 2. Foreword

This **remuneration report**, which was prepared by the Management Board and the Supervisory Board, contains a comprehensive overview of the remuneration awarded or owed to current and former members of the Management Board and the Supervisory Board of Raiffeisen Bank International AG ("RBI" or "**Company**") in the 2022 financial year, including all benefits in any form. <sup>1</sup> The remuneration was granted and paid in accordance with the remuneration policy for members of RBI's Management Board and Supervisory Board ("**remuneration policy**") that was agreed at the Annual General Meeting on 20 October 2020 and in compliance with the legal and regulatory requirements for banks.

All monetary amounts in this remuneration report are rounded to **EUR thousands** and shown as **gross amounts** (excluding employer and other mandatory charges).<sup>2</sup>

<sup>1</sup> The English language version of the remuneration report is a translation of the German language report. The German language version is the sole authentic version.

<sup>2</sup> This remuneration report was prepared with the utmost care and the data have been checked. Nonetheless, rounding, transmission, typesetting or printing errors cannot be ruled out. The aggregation of rounded amounts and percentages may result in rounding differences.

### 3. Introduction – company performance in 2022

For RBI, 2022 was a challenging financial year that was largely defined by the effects of the war in Ukraine and the ensuing economic upheaval. The war affected RBI and its subsidiaries, especially Raiffeisen Bank Ukraine and its employees. As in the past, RBI sees its role as a builder of bridges – between east and west and between peoples and cultures – that aims to contribute to the economic development of individuals and businesses in this region. The war in Ukraine is therefore posing an unprecedented challenge for RBI and its employees. RBI employees joined forces and worked together to meet these challenges. Various initiatives and appeals for donations enabled first aid to be provided and long-term support to be offered to those affected by the war. RBI would like to thank all employees in particular for the time they have given and the contributions they have made in cash or in kind.

RBI is continuing to review all options for its business in Russia, including a carefully managed exit. Despite the challenging conditions, RBI significantly exceeded its prior-year profit again in the 2022 financial year. The consolidated profit of EUR 3.627 billion represented a 164.3% increase on the prior-year level. The cost/income ratio improved 16.9 percentage points to 36.6% and the consolidated return on equity gained 15.9 percentage points to 26.8%. The CET1 ratio rose 2.9 percentage points to 16.0%.

Despite a crisis-ridden financial year, RBI achieved a solid business performance thanks to its employees' hard work and outstanding efforts, proving that RBI's business model and governance are both resilient and sustainable.

Against a backdrop of major changes to working and competitive conditions in 2022, RBI demonstrated the success and strength of its integrated and diversified business model once again. RBI also pledged to meet ambitious sustainability targets as well as financial goals. In an environment of changing markets, including a growing focus on the environment and the responsible use of resources, RBI took further steps towards meeting its goal of becoming the most recommended financial services provider in its core markets by 2025.

Before the outbreak of war in Ukraine, the Management Board, in close liaison with the Supervisory Board, had intended to distribute a dividend of EUR 1.15 for each ordinary share that was entitled to a dividend for the 2021 financial year. Due to the war in Ukraine and the sanctions that have been imposed, the economic environment and resultant effects on the RBI Group remain subject to considerable uncertainty. The General Meeting on 31 March 2022 therefore resolved to carry forward the net profit in full. The Management Board will recommend a dividend of up to € 0.80 per share from the net profit for financial year 2022 although the timing of the decision is uncertain and unlikely to be made at the annual general meeting on 30 March 2023. The date of the decision and a resolution in an extraordinary general meeting will be chosen subject to capital ratios and on-going strategic considerations.

## 4. Report on the remuneration of Management Board members in 2022 financial years

The remuneration policy stipulates that the following remuneration components may be granted to members of the Management Board:

Compensation components		
Start of contract	Contract period	Termination of contract
<ul style="list-style-type: none"> <li>• <b>Buyout bonus</b>, limited to the first year of employment</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Base salary</b> and other <b>additional and fringe benefits</b> attributable to the fixed remuneration</li> <li>• <b>Annual performance bonus</b></li> </ul>	<ul style="list-style-type: none"> <li>• Statutory, voluntary or contractually agreed <b>severance payments</b></li> <li>• Entitlement to a fixed part of the base salary during post-contractual validity period of the <b>competition clause</b></li> </ul>
Time schedule		

In line with these guidelines, the following remuneration was granted to members of the Management Board in the 2022 financial year:

- **Fixed remuneration:**
  - base salary,
  - additional & fringe benefits and
  - remuneration for any supervisory board mandates in affiliated companies
- **Variable remuneration:** allocation of annual performance bonus for the 2022 financial year and payment of bonus allocations from previous periods

No other variable remuneration was granted or paid to the Management Board members. Members of the Management Board do not receive any variable remuneration for their supervisory board roles in affiliated companies. Moreover, apart from the allocation of some of the bonus in the form of phantom shares (see section 4.1.1), members of the Management Board were not granted any **share-based remuneration**.

**No buyout awards** were granted or paid to members of the Management Board in the 2022 financial year.

**Section 4.1** of the remuneration report below contains disclosures on the total remuneration that was granted, allocated and/or paid to members of the Management Board in relation to the 2022 financial year. This includes fixed remuneration paid in 2022 and the performance bonus allocated with regard to the 2022 financial year. In addition, information on variable remuneration relating to previous financial years that was granted, allocated or paid in 2022 can be found in section 4.1.2. Section 4.1.3 contains information on pension payments to former Management Board members.

**Section 4.2** contains detailed information on the annual performance bonus for the 2022 financial year.

Please refer to the **remuneration policy** (section 2.2. ff) for details of the individual remuneration components.<sup>3</sup>

<sup>3</sup> [https://www.rbinternational.com/en/investors/corporate-governance/\\_jcr\\_content/root/responsivegrid/contentcontainer\\_388\\_713307442/contentbox/downloadbutton.download.html/-/avGM\\_2020\\_remuneration\\_policy\\_extra.pdf](https://www.rbinternational.com/en/investors/corporate-governance/_jcr_content/root/responsivegrid/contentcontainer_388_713307442/contentbox/downloadbutton.download.html/-/avGM_2020_remuneration_policy_extra.pdf)

## 4.1 Total remuneration of Management Board members in relation to the 2022 financial year

### 4.1.1 Total remuneration of Management Board members in relation to the 2022 financial year

#### Overview of total remuneration of active Management Board members in relation to the 2022 financial year (table 1)

Amounts rounded in EUR thsd.

Name of board member	Business year	1 Fixed remuneration				2 Annual variable remuneration	2a Up-front portion of annual variable remuneration	2b Deferred portion of annual variable remuneration	3 Total remuneration	4 Variable remuneration as a proportion of total remuneration (including remuneration for supervisory board mandates)	5 Variable remuneration as a proportion of total remuneration (excluding remuneration for supervisory board mandates)
		1a Base salary	1b Remuneration for supervisory board mandates in affiliated companies	1c Benefits	1d Pension fund contributions						
Johann Strobl CEO	2022	1,071	340	0	68	1,071	429	643	2,551	42%	48%
Peter Lennkh Corporate Banking	2022	750	381	18	47	750	300	450	1,946	39%	48%
Andreas Gschwenter COO/CIO	2022	750	334	14	47	750	300	450	1,895	40%	48%
Hannes Mösenbacher CRO	2022	750	325	13	47	750	300	450	1,885	40%	48%
Łukasz Januszewski Markets & Investment Banking	2022	750	355	111	20	750	300	450	1,987	38%	46%
Andrii Stepanenko, Retail Banking	2022	750	410	114	47	750	300	450	2,071	36%	45%

#### Notes to Table 1:

This table shows the fixed compensation paid to the Executive Board members in 2022 and the performance bonus allocated in respect of the performance year 2022.

#### 1. Fixed remuneration:

##### 1a. Base salary:

The amount of the base salary is based on the relevant professional training and experience and is commensurate with the individual Management Board member's duties and responsibilities, and the remuneration customary for the specific function. Base salary also includes monthly salary payments for the thirteenth and fourteenth months. The legally stipulated employer and other charges are not included (this pertains in particular to the employer contribution to social security, municipal taxes, employer contributions to the Family Burden Equalization Fund as well as the supplementary employer contributions and the contribution to the corporate pension fund).

### **1b. Remuneration for supervisory board mandates in affiliated companies:**

This relates to fixed remuneration that was paid to members of the Management Board in their role as supervisory board members in companies affiliated with RBI (§ 189a (8) of the Austrian Commercial Code (UGB)) in the 2022 financial year. The amount of the remuneration was determined at an appropriate level at the shareholder meetings of the affiliated companies.

### **1c. Benefits:**

Benefits comprise the additional and fringe benefits besides the fixed remuneration and include, in accordance with the Company's remuneration policy, provision of a company car (incl. parking space), an allowance for the Group health insurance scheme, contributions to personal accident insurance and life insurance policies as well as reimbursement of relocation and accommodation expenses incurred by Management Board members coming from abroad. Additionally, there is a D&O insurance policy for the Management Board, the costs of which are borne by the Company.

### **1d. Pension fund contributions**

This consists of the basic contribution and where applicable a supplementary contribution to the corporate pension fund, in accordance with the remuneration policy. The contributions are not dependent on the performance of the individual Management Board member.

## **2. Annual variable remuneration**

The amounts shown in the table under "Annual variable remuneration" reflect the annual performance bonus allocated by the Company's Supervisory Board and/or the Personnel Committee of the Supervisory Board in March 2022 for the 2022 financial year in accordance with the remuneration policy (see section 4.2 for details).

The annual bonus for all members of the Management Board in 2022 is subject to special payment procedures in accordance with the remuneration policy and the legal requirements for banks (see especially § 39b of the Austrian Banking Act (BWG) including the annex to § 39b BWG). Please refer to the remuneration policy for details (section 2.4.3).<sup>4</sup>

Accordingly, depending on the bonus amount, at least 40% (although usually 60% based on the bonus amount) is deferred, i.e. the final allocation (in accordance with an ex-post risk adjustment relating to any malus or clawback events) and the payments are made on a pro-rata basis over a five-year period. In addition, half of the total bonus is granted in the form of non-cash instruments (phantom shares), subject to a retention period of one year, with the value paid out in cash after the retention period has expired. The number of phantom shares allocated remains unchanged during the deferral and retention period. The calculation of the number of phantom shares allocated and the calculation of their respective (payout) value is based on the average annual stock market price of the Company's share (in the respective preceding year). Thus, it can be assumed that the total payments made with regard to phantom shares in the years ahead will differ from (i.e. either exceed or fall short of) the bonus amounts originally allocated in the form of phantom shares.

### **2a. Up-front portion of annual variable remuneration**

This is the portion of the annual performance bonus that is not subject to deferral. All members of the Management Board were allocated 40% of their 2022 bonuses up front. Half of this amount was paid out in cash in 2023. The other half was allocated in the form of phantom shares and cannot be paid out until the one-year retention period has expired in 2024.

### **2b. Deferred portion of annual variable remuneration**

This is the portion of the annual performance bonus that is deferred for a five-year period. The deferred portion is 60% for all members of the Management Board, whereby half of this amount was allocated in the form of phantom shares (with a retention period of one year). Further information on the payment model can be found in section 4.2.6.

## **3. Total remuneration**

The total remuneration for the 2022 financial year is the sum of column 1 (fixed remuneration) plus column 2 (variable remuneration).

### **4. Variable remuneration as a proportion of total remuneration (including remuneration for supervisory board mandates)**

Indicates the variable remuneration (column 2) as a percentage of the total remuneration (column 3).

### **5. Variable remuneration as a proportion of total remuneration (excluding remuneration for supervisory board mandates)**

Indicates the variable remuneration (column 2) as a percentage of the total remuneration (column 3), excluding remuneration for supervisory board mandates (excluding column 1b).

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<sup>4</sup> [https://www.rbiinternational.com/en/investors/corporate-governance/\\_jcr\\_content/root/responsivegrid/contentcontainer\\_388\\_713307442/contentbox/downloadbutton.download.html/-1/avGM\\_2020\\_remuneration\\_policy\\_extra.pdf](https://www.rbiinternational.com/en/investors/corporate-governance/_jcr_content/root/responsivegrid/contentcontainer_388_713307442/contentbox/downloadbutton.download.html/-1/avGM_2020_remuneration_policy_extra.pdf)

#### 4.1.2 Variable remuneration of Management Board members in relation to previous financial years

Overview of payments made to members of the Management Board in the 2022 financial year in relation to bonus allocations in previous years (table 3):

Amounts rounded in EUR thsd.

	Bonus 2021	Bonus 2020	Bonus 2019	Bonus 2018	Bonus 2017	Bonus 2016	Bonus 2015	Sum
Johann Strobl CEO	178	135	182	86	89	92	121	875
Peter Lennkh Corporate Banking	148	113	139	71	69	71	94	706
Andreas Gschwenter, COO/CIO	148	113	152	71	68	66	44	671
Hannes Mösenbacher, CRO	148	113	152	70	54	-	-	546
Łukasz Januszewski, Markets & Investment Banking	148	113	152	59	-	-	-	475
Andrii Stepanenko, Retail Banking	148	113	152	54	-	-	-	469

Amounts rounded in EUR thsd.

Former Board Members	Bonus 2021	Bonus 2020	Bonus 2019	Bonus 2018	Bonus 2017	Bonus 2016	Bonus 2015	Sum
Martin Grill	-	40	85	78	82	88	71	443
Klemens Breuer	-	-	-	-	73	94	75	242
Karl Sevelda	-	-	-	-	60	129	104	293

#### Notes on table 2:

This table shows the payments made to active and former members of the Management Board in the 2022 financial year with regard to bonus allocations for the 2022 financial year and previous financial years.

#### 4.1.3 Pension payments to former members of the Management Board

Furthermore, an amount of EUR 1,386 thousand was paid in the financial year to former members of the Management Board and their surviving dependents.



## 4.2 Performance bonus for the 2022 financial year

### 4.2.1 Introduction/overview

The bonus system for members of the Company's Management Board is as follows:

Bonus system for members of the Company's Management Board		
1. Step-in criteria	Regulatory step-in criteria	Performance-related step-in criteria
2. Bonus amount	Return on Equity (ROE)	Cost Income Ratio (CIR)
3. Payment	Deferral of a portion of the bonus for five years, use of non-cash instruments with a retention period of one year, bonus cap	
4. Malus/Clawback	Ex-post risk adjustment within a structured and transparent process ("malus/clawback")	

**Step 1:** Any bonus allocation or payment requires that the regulatory and performance-related **step-in criteria** are met. The step-in criteria are applied cumulatively, i.e. if one of the step-in criteria is not met, the Management Board or Management Board member concerned is not entitled to a bonus for the relevant performance year. For further details, see sections 4.2.2, 4.2.3 and 4.2.4.

**Step 2:** If all step-in criteria are met, the bonus process continues with the calculation of the **bonus amount**. The specific amount of the bonus is calculated on the basis of the degree of fulfillment of the performance targets set by the Personnel Committee of the Company's Supervisory Board for the respective financial year regarding the two ratios ROE and CIR (each related to RBI Group results) with a weighting of 50% for each ratio. For further details, see section 4.2.5.

**Step 3: Payment** of the annual performance bonus is made in accordance with the payment model stipulated in the Austrian Banking Act (deferral of 40% or 60% of the bonus, 50% phantom shares). For more details on the payment model, see sections 4.1.1 (clause 2 on variable remuneration) and 4.2.6.

**Step 4:** In subsequent years, an ex-post risk adjustment will be made and the sustainability of performance will be reviewed before the deferred portions of the performance bonus are allocated or paid out. Clawback rules and clawback agreements ensure that the bonus can be reduced if **malus and clawback** events arise. For further details, see section 5.

### 4.2.2 Fulfillment of regulatory step-in criteria

The regulatory step-in criteria refer to the regulatory requirements for granting and paying out variable remuneration, which are intended to ensure, in particular, that an adequate capital base is maintained and that the overall commercial and financial situation of the Company and of the RBI Group is taken into appropriate account.

The Supervisory Board's Remuneration Committee found in February 2023 that all regulatory requirements for granting and paying out the performance bonus for the 2022 financial year had been met:

- The granting and payment of variable remuneration (including the deferred portions from preceding years) is acceptable given the financial situation of RBI and the RBI Group and justified given the performance of RBI and the RBI Group.
- The legally required CET 1 ratio of RBI and the RBI Group has been achieved and all other capital and buffer requirements of the CRR and CRD that are necessary for regulatory purposes have been met.
- There is no prohibition on the granting or payment of variable remuneration by the relevant regulator, the ECB.
- The granting and payment of variable remuneration is not detrimental to the sound capitalization of RBI and the RBI Group.

### 4.2.3 Fulfillment of performance-related step-in criteria

#### General performance-related step-in criteria

Any bonus payment also requires that the general performance-related step-in criteria are met, which relate to the achievement of the threshold target set for the respective performance year by the Supervisory Board or the Remuneration- and Personnel Committee in relation to the Group's CET 1 ratio ("capital-based step-in criterion") as well as the achievement of the consolidated ROE mid-term target.

The general performance-related step-in criteria for 2022 and the degree to which they have been fulfilled are as follows:

Step-in Criterion	Target	Achieved	Status
Capital-based step-in criterion	11.65%	16.01%	ok
50% of the consolidated ROE mid-term target	5.50%	26.80%	ok

#### Individual performance-related step-in criteria

The individual performance-related step-in criteria for the 2022 financial year were determined by the Supervisory Board's Personnel Committee for each individual Management Board member as part of the performance management process, taking into account his or her duties and responsibilities. Details of the individually defined performance targets and their achievement can be found in section 4.2.4.

The specific individual key figures (performance criteria) for each member of the Management Board were defined in accordance with the remuneration policy and the performance management rules as set out by the Remuneration Committee. This ensured that the performance assessment was based on relevant key figures (performance criteria) for the specific Management Board area. These performance criteria should:

- be derived from the **business and risk strategy**, objectives, values and long-term interests of the Company
- meet **regulatory requirements**, especially regarding risk orientation and performance assessment
- contain both **financial and non-financial objectives**, in an appropriate proportion
- not lead to inappropriate short-term success orientation
- be **ambitious** enough
- have a **relative weighting**
- be formulated in **clear and comprehensible** terms
- contain clear and, as far as possible, objectifiable **parameters and methods for measuring** the achievement of objectives (including minimum performance levels)

Individual performance criteria for the 2022 financial year include financial performance criteria (quantitative, with a minimum weighting of 40%) and non-financial performance criteria (quantitative and qualitative, with a maximum weighting of 60%). A minimum weighting of 50% with regard to quantitative targets was taken into account in each of the individual performance agreements.

The **financial performance criteria** were determined by the Personnel Committee on the basis of a proposal from experts in the Finance division that focuses heavily on Group steering aspects, while taking account of mid-term planning considerations. The extensive harmonization of financial steering criteria between RBI and the other banks of the RBI Group in Austria and other countries ensures that the success of the Management Boards is measured according to a single standard to guarantee the success of the entire Group. In particular, the important control function for risk aspects was given due consideration, which was especially necessary given the war in Ukraine and the resultant economic upheaval.

In this way, factors relevant from a risk perspective as well as financial efficiency indicators were taken into account in the specification of the financial performance indicators, such as: NPE ratio (non-performing exposure ratio), RORAC (return on risk-adjusted capital) and CIR (cost/income ratio).

The **non-financial** performance criteria are based on the RBI Group's Vision/Mission 2025. This ensures that the performance targets are consistent with the strategic goals of RBI and the RBI Group and that the Management Board members make a significant contribution towards these.

**VISION 2025: WE ARE THE MOST RECOMMENDED  
FINANCIAL SERVICES GROUP**

**MISSION: WE TRANSFORM CONTINUOUS INNO-  
VATION INTO SUPERIOR CUSTOMER EXPERIENCE**

Achievement of the Vision/Mission is assured by "Strategic Roadmaps" within the individual Management Board areas, which each have a two-year planning horizon. The Management Board and the Strategy department have jointly developed a proposal for the Management Board targets for 2022 derived from these, which has been approved by the Supervisory Board's Personnel Committee. In setting the targets, a clear focus was placed on RBI employees and the adaptive and digital transformation of the organization. The objective in this respect is to further strengthen the future ability to provide the best possible service to customers and to put them first.

Well-qualified employees and increasing gender diversity at the top management level form a key pillar of the company's long-term success and are therefore reflected in the goals of all Management Board responsibilities. As in the preceding years, we still consider a high level of employee engagement and enablement to be the basis of RBI's success. In line with the social component of sustainability, we aim to enable all employees to deliver their best performance and realize their full potential, thereby contributing to the company's long-term success. This strategically important goal thus falls under the full responsibility of our CEO and is measured using an employee survey based on an internationally recognized standard from the KornFerryHay Group.

RBI will consistently continue to expand its digital offering to customers, with the dual aim of achieving strong growth in customer numbers and enhancing customer satisfaction. This is intended to ensure that customers will recommend RBI and RBI Group as competent business partners that generate added value. Fulfilling the social responsibility of RBI and the RBI Group by providing banking services to customers in a sustainable and socially acceptable manner, while offering support and advice in the process, remains an essential component of RBI's strategy. The corresponding initiatives fall under the banner of "Focusing on responsible customers/business".

All of the core strategic issues stated for 2022 are appropriately reflected in the individual targets for the respective Management Board members.

The Ukraine crisis, which occurred at the beginning of the performance year 2022, presented RBI with major challenges. The Management Board was particularly focused on managing the various impacts on RBI after the outbreak of the war, which is also reflected in the non-financial performance criteria. In this extraordinary crisis situation, it was our utmost priority to provide swift guidance to our employees at an emotional level, as well as coordinated help and support to our Ukrainian colleagues.

Under the working title of "Support for Ukraine", the RBI Management Board set up a central management and coordination hub to pool all offers of support within the RBI Group under one banner. Employees and their families that were forced to leave Ukraine were offered "support packages" to facilitate the move. The aim was to provide immediate support and help those affected to help themselves. The packages included facilities such as a 24-hour hotline, border pick-up services, emergency packages, three months' accommodation and psychological support. Smaller collaborative projects were also organized by colleagues, which were supported by the "Colleagues for colleagues" fund managed by the Stepic CEE Charity. This centrally managed "Support for Ukraine" initiative has helped more than 1,000 families and 3,000 individuals since February 2022.

The members of the Management Board have created a sustainable and solid financial capital base in the course of the year, underpinning healthy growth in the markets of the network banks. The RBI Management Board, in close liaison with the RBI supervisory board, has steered the RBI Group through a turbulent and dynamic period. Where necessary, it has initiated strategy amendments and promptly reacted to constantly changing circumstances such as macroeconomic developments, regulatory and other requirements.

Further details of the bonus system for members of the Company's Management Board can be found in section 2.4 of the remuneration policy<sup>5</sup>

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<sup>5</sup> [https://www.rbinternational.com/en/investors/corporate-governance/\\_jcr\\_content/root/responsivegrid/contentcontainer\\_388\\_713307442/contentbox/downloadbutton.download.html/-1/avGM\\_2020\\_remuneration\\_policy\\_extra.pdf](https://www.rbinternational.com/en/investors/corporate-governance/_jcr_content/root/responsivegrid/contentcontainer_388_713307442/contentbox/downloadbutton.download.html/-1/avGM_2020_remuneration_policy_extra.pdf)

#### 4.2.4 Fulfillment of performance targets by individual Management Board members

Breakdown of the individual targets including their weighting and the performance level achieved by the individual Management Board members (performance targets in EUR m, unless otherwise indicated):

Individual Objectives CEO: Johann Strobl																																																							
Financial Objectives (50%)	%	Measured Performance	Result																																																				
<ul style="list-style-type: none"> <li>Consolidated Profit - Group</li> <li>RORAC - Group</li> <li>Cost/Income Ratio – Group</li> <li>Board Area Costs</li> </ul> <p><b>2: Meets expectations 1.2-0.8</b></p>	50%	<table border="1"> <thead> <tr> <th colspan="4">KPI: Consolidated Profit – Group</th> </tr> <tr> <th>% Deviation Actual vs. Budget</th> <th>Factor</th> <th>Weighting</th> <th>W-Factor</th> </tr> </thead> <tbody> <tr> <td>111%</td> <td>1.60</td> <td>0.25</td> <td>0.40</td> </tr> <tr> <th colspan="4">KPI: RORAC – Group</th> </tr> <tr> <th>% Deviation Actual vs. Budget</th> <th>Factor</th> <th>Weighting</th> <th>W-Factor</th> </tr> <tr> <td>120%</td> <td>1.60</td> <td>0.25</td> <td>0.40</td> </tr> <tr> <th colspan="4">KPI: Cost/Income Ratio – Group</th> </tr> <tr> <th>% Deviation Actual vs. Budget</th> <th>Factor</th> <th>Weighting</th> <th>W-Factor</th> </tr> <tr> <td>37%</td> <td>1.37</td> <td>0.25</td> <td>0.34</td> </tr> <tr> <th colspan="4">KPI: Board Area Costs</th> </tr> <tr> <th>% Deviation Actual vs. Budget</th> <th>Factor</th> <th>Weighting</th> <th>W-Factor</th> </tr> <tr> <td>12%</td> <td>1.12</td> <td>0.25</td> <td>0.28</td> </tr> <tr> <th colspan="4">Average Factor calculated: 1.42</th> </tr> </tbody> </table>	KPI: Consolidated Profit – Group				% Deviation Actual vs. Budget	Factor	Weighting	W-Factor	111%	1.60	0.25	0.40	KPI: RORAC – Group				% Deviation Actual vs. Budget	Factor	Weighting	W-Factor	120%	1.60	0.25	0.40	KPI: Cost/Income Ratio – Group				% Deviation Actual vs. Budget	Factor	Weighting	W-Factor	37%	1.37	0.25	0.34	KPI: Board Area Costs				% Deviation Actual vs. Budget	Factor	Weighting	W-Factor	12%	1.12	0.25	0.28	Average Factor calculated: 1.42				3.00
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<p><b>Highly engaged and enabled Employees</b></p> <p><b>Gender diversity in top management</b></p> <p><b>Develop Skills for the future</b></p> <p>1) Engagement Index RBI AT total 2021: 68 Enablement Index RBI AT total 2021: 74</p> <p>2) Reach the targets of gender diversity in top management, both in RBI AT and RBI Group.</p> <p>3) 75% of our employees have an agreed upon an individual development plan Initiate 2-3 leadership interventions to invest in the leadership consciousness Develop a strategy for learning needs covered by digital learning elements incl. a digital learning infrastructure</p>	15%	<p><b>Engagement Index RBI AT total 2022: 69</b> <b>Enablement Index RBI AT total 2022: 75</b></p> <p>2) Gender diversity achieved:</p> <ul style="list-style-type: none"> <li>RBI AT: 27 %</li> <li>RBI Group: 34%</li> </ul> <p>3) Development Plans: 71.38% documented</p> <p><b>Leadership interventions:</b></p> <ul style="list-style-type: none"> <li>Leadership learning Journeys organized for around 65 B-2 and agile leader</li> <li>Leadership Journey conducted with around 60 high potentials</li> <li>18 B-1 level leaders deep-dived into leadership standards and culture patterns; outcome of the community will be used in 2023 for subsequent projects</li> </ul> <p><b>Digital learning strategy:</b></p> <ul style="list-style-type: none"> <li>Learning strategy set up for main strategic priorities</li> <li>15% increase in digital learning usage of 3rd party content in RBI</li> <li>Development of digital infrastructure by implementation of new tools as well as integration of new content provider</li> <li>Test pilots with potential new providers done</li> <li>Testpilot on usage of artificial intelligence driven people analytics tool set up</li> <li>Mobile app usage launched</li> </ul>	2.00																																																				

<p><b>2: Meets expectations: overall achievement calculated on achievement level of each topic, all weighted equally balanced</b></p> <ul style="list-style-type: none"> <li>ad 1) meets expectations Engagement 71% +/- 4% measured by pulse survey</li> <li>ad 1) meets expectations Enablement 74% +/- 4% measured by pulse survey</li> <li>ad 2) meets expectations Gender Diversity in RBI AT 25% +/- 2%</li> <li>ad 2) Meets expectations Gender Diversity in RBI Group 33% +/- 1%</li> <li>ad 3) Development plan: meet the expectations 75% +/- 5%</li> <li>ad 3) Conscious leadership: meet the expectation: 2 – 3 interventions</li> <li>ad 3) Digital learning strategy: qualitative assessment</li> </ul>			
<p><b>Become the most recommended bank (measured by NPS)</b></p> <p>Overall NPS as sum of NPS Retail/NPS Corporate &amp; NPS MIB</p> <p><b>1: Below expectations if only one Business Line meets NPS expectations and two are below</b></p> <p><b>2: Meets expectations if at least two Business Lines meet NPS expectations</b></p> <p><b>3: Exceed if two meet Business Lines meet the NPS expectations and at least one exceeds</b></p>	10%	<ul style="list-style-type: none"> <li>In all 3 Business lines the 2022 achievement is "Meets expectations"</li> </ul>	2.00
<p><b>Crisis Management</b></p> <p>Navigate both RBI AG as well as Group through crisis, ensuring a sustainably solid financial basis, implementing all regulatory requirements as well as support our employees through crisis</p> <p><b>2: Meets expectations qualitative assessment</b></p>	15%	<ul style="list-style-type: none"> <li>Sustainable and solid financial basis ensured</li> <li>Capital base is solid and stable and also supported healthy growth in NWB markets (except from Russia, Belarus and Ukraine)</li> <li>Strong alignment with RBI Supervisory Board in multiple meetings ensured</li> <li>Regulatory requirements implemented in time and high quality, no incidences</li> <li>Various initiatives launched to support colleagues both in AT and Group but especially in Ukraine</li> </ul>	2.00
<p><b>Focus on responsible customers / businesses</b></p> <ul style="list-style-type: none"> <li>New ESG Business volume (Sum of Business lines)</li> <li>Establishment of a BoM approved Human Rights Policy for RBI Group</li> <li>Based on RBI's PRB commitment: setting of SMART ESG TARGETS in at least two negative ESG impact areas ("climate" and "resource efficiency") - until end 2022:</li> </ul> <p><b>2: Meets expectations: quantitative and qualitative assessment</b></p>	10%	<p><b>New ESG Business volume (Sum of Business lines):</b></p> <ul style="list-style-type: none"> <li>Average of progress across the three business lines (96 %)</li> </ul> <p><b>Human Rights Policy for RBI Group:</b></p> <ul style="list-style-type: none"> <li>Group Human Rights Policy has been approved</li> <li>A cross-functional working group established to start implementation tasks</li> </ul> <p><b>RBI's commitment on the Principles for Responsible Banking:</b></p> <ul style="list-style-type: none"> <li>RBI's developed science based targets were approved</li> <li>Qualitative targets on "resource efficiency" are implemented via selected RBI group industry/sectorial policies (e.g. steel) and E-scoring of large corporate customers</li> <li>Climate and resource efficiency data is collected via the ESG customer questionnaire</li> </ul>	2.00
	100%		2.50

Individual Objectives Market & Investment Banking: Lukasz Januszewski											
Financial Objectives (40%)	%	Measured Performance	Result								
<ul style="list-style-type: none"> <li>NPAT - Total Business Line IC &amp; Markets (weighted within objective 20%)</li> <li>RORAC - Total Business Line IC &amp; Markets (weighted within objective 20%)</li> <li>Cost/Income Ratio - Total Business Line IC &amp; Markets (weighted within objective 10%)</li> <li>Total Gross Income in Products related to Board Area (weighted within objective 50%)</li> </ul> <p><b>2: Meets expectations 1,2-0,8</b></p>	40%	<b>KPI: Net Profit after Tax – Total Business Line IC &amp; Markets</b> <table border="1"> <thead> <tr> <th>% Deviation Actual vs. Budget</th> <th>Factor</th> <th>Weighting</th> <th>W-Factor</th> </tr> </thead> <tbody> <tr> <td>294%</td> <td>1.60</td> <td>0.20</td> <td>0.32</td> </tr> </tbody> </table>	% Deviation Actual vs. Budget	Factor	Weighting	W-Factor	294%	1.60	0.20	0.32	3.00
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<b>Average Factor calculated: 1.60</b>											
Non-financial Objectives (60%)	%	Measured Performance	Result								
<p><b>Highly engaged and enabled Employees</b></p> <p><b>Gender diversity in top management</b></p> <p><b>Develop Skills for the future</b></p> <p>Reach the targets of gender diversity in top management, both in RBI AT and RBI Group.</p> <p>75% of our employees have an agreed upon an individual development plan</p> <p><b>2: Meets expectations: 50% diversity; 50% development plan</b></p> <ul style="list-style-type: none"> <li><b>Gender Diversity in RBI AT: meet the expectations: 25% +/- 2%</b></li> <li><b>Gender Diversity in RBI Group: meet the expectations 33% +/- 1%</b></li> <li><b>Development plan: meet the expectations 75% +/- 5%</b></li> </ul>	10%	<ul style="list-style-type: none"> <li>Gender diversity achieved: RBI AT: 27 % RBI Group: 34%</li> <li>Development Plans: 71.38% documented</li> </ul>	2.00								
<p><b>Focus on responsible customers / businesses</b></p> <ul style="list-style-type: none"> <li>Raiffeisen Research: increased ESG coverage of European listed and non-listed companies (ambition 90%+ of all companies covered), at least three ESG deep-dive reports, roll out of Raiffeisen Research ESG scoring within RBI/Raiffeisen Banking Group Austria (as payable service within Raiffeisen Banking Group Austria)</li> <li>Investment Banking / DCM: RBI DCM will achieve a share of lead-managed Sustainable(*) Bonds and Schuldschein loans to 15%(**) of the total lead-managed Bond and Schuldscheinvolume. (*) includes Green, Social, Sustainability Bonds and Schuldscheinloans as well as Sustainability linked Bonds and Schuldscheinloans</li> </ul>	10%	<p><b>Raiffeisen Research:</b></p> <ul style="list-style-type: none"> <li>ESG coverage overachieved with 96%</li> <li>7 ESG deep dive reports</li> <li>Monthly publication of "Green Deal Responsible Banking", ESG News-flow part daily ("Vienna Calling") and own ESG bond indexes ("calculation greenium").</li> <li>Four ESG Scoring roll-outs</li> <li>ESG Database as base for Risk's ESG Corporate Scoring and country Scores</li> </ul> <p><b>Investment Banking / Debt capital markets:</b></p> <ul style="list-style-type: none"> <li>15% share achieved</li> </ul> <p><b>Investment products:</b></p> <ul style="list-style-type: none"> <li>42% of ESG Funds to total fund volume achieved (Nov 2022)</li> <li>31% of certificates with sustainable focus (including ESG transitional products) to total certificate outstanding volume achieved</li> </ul>	3.00								

<p>(**) from a baseline of 6% in 2020 and 18% in 2021</p> <ul style="list-style-type: none"> <li>Investment products: Based on ESG targeted sales initiatives, achieve minimum level of 35% in Assets under Management (AuM) groupwide(*) related to ESG in 2022. RCB's goal is to raise the percentage of certificates with sustainability focus (including ESG transitional products) of the overall outstanding RCB certificates volume from currently 20% to 25% in 2022.</li> </ul> <p>(*) Excluding AuM of pension fund companies</p> <p><b>2: Meets expectations: Qualitative assessment</b></p>			
<p><b>Become the best bank for IC in the region measured by NPS</b></p> <p>Become most recommended bank measured by NPS.</p> <p><b>Measurement:</b> Nr 1 NPS in 1 country = 1 point; Nr 2 = 2 points; basis 3 countries sum of points equals KPI; total number of available observations 3-5; i.e. best possible score for 4 markets = 4</p> <p><b>2: Meets expectations for 4 markets: 4-8</b></p>	10%	<p>Exact NPS position not measurable across all markets due to lack of data for peer comparison.</p> <ul style="list-style-type: none"> <li>NPS score above market average in 4 NWUs where a competitor comparison could be performed.</li> <li>Measurement methodology to be reevaluated for 2023 with more focus on qualitative insights</li> </ul>	2.00
<p><b>Bring digital product experience to our customer universe</b></p> <p>Extend scope of group products/solutions (e.g. R-Flex, EDI, Group CRM)</p> <p><b>2: Meets expectations: 4 new markets added</b></p>	10%	<p><b>4 new markets added in line with target:</b></p> <ul style="list-style-type: none"> <li>Go live of easy-to-use and secure digital platform for foreign exchange R-Flex FX</li> <li>Go live of Raiffeisen Mobile Investing app (Easy Digital Investing)</li> <li>Roll-out of our in-house build Customer Relationship Management tool in 2 Networkbanks</li> </ul>	2.00
<p><b>Grow client base</b></p> <ul style="list-style-type: none"> <li>Baseline IC (12/2021) is 2.148 active clients in 10 NWBs(*) and Head Office. Target growth rate is 4%</li> <li>Baseline Corporate clients active in FX products (12/2021) is 18.312 in 10 NWBs(*) and Head Office. Target growth rate is 4%</li> <li>Baseline Retail clients active in FX products (12/2021) is 1.948.552 in 10 NWBs(*) and Head Office. Target growth rate is 7%</li> </ul> <p>*NWBs included: RBRO, RBHU, RBCZ, TBSK, RBHR, RBAL, RBRS, RBKO, RBBH, RBUA</p> <p><b>2: Meets expectations 1,2-0,8</b></p>	10%	<p><b>Institutional Clients:</b></p> <ul style="list-style-type: none"> <li>18% growth rate; Client base increased from 2.148 to 2.537</li> </ul> <p><b>Corporate Clients:</b></p> <ul style="list-style-type: none"> <li>5% growth rate of clients active in FX (foreign exchange)</li> <li>Client base increased from 18.642* to 19.562</li> <li>(* The 2021 baseline was increased from 18.312 to 18.642 following a group-wide data screening and data consistency exercise together with Agile Delivery Controlling</li> </ul> <p><b>Retail:</b></p> <ul style="list-style-type: none"> <li>31% growth rate of clients active in FX (foreign exchange)</li> <li>Client base increased from 1.797.747* to 2.355.260</li> <li>(* The 2021 baseline was decreased from 1.948.552 to 1.797.747 following a group-wide data screening and data consistency exercise together with Agile Delivery Controlling</li> </ul>	3.00

<p><b>Crisis Management</b></p> <p>Navigate both RBI AG as well as Group through crisis, ensuring a sustainably solid financial basis, implementing all regulatory requirements as well as support our employees through crisis</p> <p><b>2: Meets expectations: qualitative assessment</b></p>	10%	<ul style="list-style-type: none"> <li>• Sustainable and solid financial basis ensured</li> <li>• Capital base is solid and stable and also supported healthy growth in NWB markets (except from Russia, Belarus and Ukraine)</li> <li>• Strong alignment with RBI Supervisory Board in multiple meetings ensured</li> <li>• Regulatory requirements implemented in time and high quality, no incidences</li> <li>• Various initiatives launched to support colleagues both in AT and Group but especially in Ukraine</li> </ul>	2.00
	100%		2.60



Individual Objectives Corporate Banking: Peter Lennkh																											
Financial Objectives (40%)	%	Measured Performance	Result																								
<ul style="list-style-type: none"> <li>NPAT - Total Business Line Corporate</li> <li>RORAC - Total Business Line Corporate</li> <li>Cost/Income Ratio - Total Business Line Corporate</li> </ul> <p><b>2: Meets expectations 1,2-0,8</b></p>	40%	<p><b>KPI: Net Profit after Tax – Total Business Line Corporate</b></p> <table border="1"> <thead> <tr> <th>% Deviation Actual vs. Budget</th> <th>Factor</th> <th>Weighting</th> <th>W-Factor</th> </tr> </thead> <tbody> <tr> <td>253%</td> <td>1.60</td> <td>0.33</td> <td>0.53</td> </tr> </tbody> </table> <p><b>KPI: RORAC – Total Business Line Corporate</b></p> <table border="1"> <thead> <tr> <th>% Deviation Actual vs. Budget</th> <th>Factor</th> <th>Weighting</th> <th>W-Factor</th> </tr> </thead> <tbody> <tr> <td>282%</td> <td>1.60</td> <td>0.33</td> <td>0.53</td> </tr> </tbody> </table> <p><b>KPI: Cost/Income Ratio – Total Business Line Corporate</b></p> <table border="1"> <thead> <tr> <th>% Deviation Actual vs. Budget</th> <th>Factor</th> <th>Weighting</th> <th>W-Factor</th> </tr> </thead> <tbody> <tr> <td>56%</td> <td>1.56</td> <td>0.33</td> <td>0.52</td> </tr> </tbody> </table> <p><b>Average Factor calculated: 1.59</b></p>	% Deviation Actual vs. Budget	Factor	Weighting	W-Factor	253%	1.60	0.33	0.53	% Deviation Actual vs. Budget	Factor	Weighting	W-Factor	282%	1.60	0.33	0.53	% Deviation Actual vs. Budget	Factor	Weighting	W-Factor	56%	1.56	0.33	0.52	3.00
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<p><b>Focus on responsible customers / businesses</b></p> <ul style="list-style-type: none"> <li>Oil and gas sector policy is approved and published</li> <li>Renewable energy–new policy and roll out across the Group</li> <li>EUR 1 bn new ESG eligible lending (definition based on ESG Rulebook) and a total volume of ESG eligible assets in the amount of EUR 3bn.</li> <li>Develop cross national ESG Advisory team for RBI Group</li> </ul> <p><b>2: Meets expectations: Qualitative assessment</b></p>	10%	<ul style="list-style-type: none"> <li>Oil and gas sector policy approved and published</li> <li>New Renewable energy policy was approved in Q1 and rolled out to all relevant countries by defining new underwriting criteria.</li> <li>ESG eligible Lending: <ul style="list-style-type: none"> <li>Per 31.12.2023: EUR 1,4 bn new ESG eligible lending</li> <li>Per 31.12.2023: total disbursed volume of ESG eligible assets in the amount of EUR 3,8 bn and in addition EUR 1 bn are not disbursed.</li> </ul> </li> <li>Cross national ESG Advisory team further developed and ESG Competence center for all business lines in place, product training roadmap and product trainings for AT and NWBs organized, ESG Community Workshop with all NWBs was organized</li> </ul>	3.00																								

<p><b>Become the most recommended bank (measured by NPS)</b></p> <ul style="list-style-type: none"> <li>Measurement: Nr 1 NPS in 1 country = 1 point; Nr 2 = 2 points etc; basis 10 countries (excl. RB Bulgaria, RB Russia, RB Ukraine, RB Belarus); sum of points equals KPI; total number of banks/observations: 10; i.e. lowest/best possible score =10.</li> </ul> <p><b>2: Meets expectations: 14-18</b></p>	10%	<ul style="list-style-type: none"> <li>RBI has achieved the #1 position in 8 countries out of 10</li> <li>One networkbank achieved #2 position, another #4 position</li> <li>In total overall score of 14</li> </ul>	2.00
<p><b>Digital Transformation</b></p> <p>Digital Transformation: 45% of key services performed digitally (4 key services: drawdowns, KYC, Account Opening, Loan)</p> <p><b>2: Meets expectation: 42% - 48% of the key services are performed digitally if all NWBs are proceeding according to the original plan. Deviations from the original plan will be taken into consideration in a quantitative or qualitative assessment</b></p>	10%	<ul style="list-style-type: none"> <li>49.8% of key services were performed digitally</li> </ul>	3.00
<p><b>Adaptive Transformation</b></p> <p>Support the adaptive transformation by implementing one key process in Head Office together with other Board Areas E2E beyond the piloting phase</p> <p><b>2: Meet expectations: at least one E2E process implemented</b></p>	10%	<p>Standard Lending Process in RBI AT as E2E process with other Board Areas</p> <ul style="list-style-type: none"> <li>"Triangle" consisting of Business Owner, Operations Lead and IT Delivery Lead is fully established and drives the optimization effort from an E2E perspective.</li> <li>A workflow tool was deployed in Q1 and is continuously further developed</li> <li>Process changes triggered by LMS (Limit Management System) go live aligned between all stakeholders</li> <li>For capturing customer perspectives, online customer survey and design thinking workshops have been performed</li> </ul>	2.00
<p><b>Crisis Management</b></p> <p>Navigate both RBI AG as well as Group through crisis, ensuring a sustainably solid financial basis, implementing all regulatory requirements as well as support our employees through crisis</p> <p><b>2: Meets expectations: qualitative assessment</b></p>	10%	<ul style="list-style-type: none"> <li>Sustainable and solid financial basis ensured</li> <li>Capital base is solid and stable and also supported healthy growth in NWB markets (except from Russia, Belarus and Ukraine)</li> <li>Strong alignment with RBI Supervisory Board in multiple meetings ensured</li> <li>Regulatory requirements implemented in time and high quality, no incidences</li> <li>Various initiatives launched to support colleagues both in AT and Group but especially in Ukraine</li> </ul>	2.00
	100%		2.60

Individual Objectives Retail: Andrii Stepanenko											
Financial Objectives (40%)	%	Measured Performance	Result								
<ul style="list-style-type: none"> <li>NPAT - Total Business Line Retail</li> <li>RORAC - Total Business Line Retail</li> <li>Cost/Income Ratio - Total Business Line Retail</li> </ul> <p>2: Meets expectations 1.2-0.8</p>	40%	<b>KPI: Net Profit after Tax – Total Business Line Retail</b> <table border="1"> <thead> <tr> <th>% Abweichung Ist vs. Budget</th> <th>Faktor</th> <th>Gewichtung</th> <th>W-Faktor</th> </tr> </thead> <tbody> <tr> <td>174%</td> <td>1,60</td> <td>0,33</td> <td>0,53</td> </tr> </tbody> </table>	% Abweichung Ist vs. Budget	Faktor	Gewichtung	W-Faktor	174%	1,60	0,33	0,53	3.00
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<b>Focus on responsible customers / businesses</b> <p>New volume of ESG loans (PI &amp; SME) &amp; Gross sale of ESG investment products (shared with MIB): 900 mio€</p> <p>Green Group Offering:</p> <ul style="list-style-type: none"> <li>Develop and align roadmap for issuing sustainable cards across NWBs</li> <li>SME green loan value proposition and carbon footprint app live in 3 markets</li> </ul> <p>Measurement: 50:50 Financial: Green Group Offering</p>	10%	<ul style="list-style-type: none"> <li>New volume of ESG loans &amp; Gross sales in total 821 mio EUR</li> <li>Green Group Offering:</li> <li>Recycled RVC card launched in 4 networkbanks</li> <li>Web platform for SME green loans launched in 1 networkbank</li> <li>Network units onboarded</li> </ul>	2.00								

<ul style="list-style-type: none"> <li>• Financial: <ul style="list-style-type: none"> <li>◦ Below expectations &lt; 800m€</li> <li>◦ Meets expectations 800m€ - 1000m€</li> <li>◦ Exceeds expectations &gt;1000m€</li> </ul> </li> <li>• Green Group Offering</li> </ul> <p><b>2: Meets expectations, if all above mentioned has been achieved</b></p>			
<p><b>Grow Client Base and digital transformation</b></p> <p>1) 7,1 mio active customers (base-line achievement 2021 excl. Russia, Ukraine, Belarus 6,8mio, 4% YoY growth) in 9 NWBs (excl. Russia, Ukraine, Belarus) + Raiffeisen Digital Bank</p> <p>2) Increasing share of mobile banking users to 58% (in 2021 53%)</p> <p><b>2: Meets expectations (equally balanced):</b>  <b>ad 1) 6,7mn - 7,4mn</b>  <b>ad 2) 55-60%</b></p>	10%	<ul style="list-style-type: none"> <li>• 7,24 mio customers in 9 NWBs + Raiffeisen Digital Bank</li> <li>• Share of mobile banking users reached 59%</li> </ul>	2.00
<p><b>Re-Use</b></p> <p>Deliver PaaS roadmaps</p> <p>Definition of Done: Solution is live, when deployed for Friend and family (reach 1st clients solution)</p> <p>Number of expected deployments: 100% = 30 solutions in 9 NWBs</p> <p><b>1: Below expectations &lt; 26</b>  <b>2: Meets expectations 26-32</b>  <b>3: Exceeds expectations &gt; 32</b></p>	10%	<ul style="list-style-type: none"> <li>• Top 13 PaaS solution investments (out of 20) scaled in avg. to 5 NWBs by Q4 2022.</li> </ul>	1.00
<p><b>Become the most recommended bank (measured by NPS)</b></p> <ul style="list-style-type: none"> <li>• Improvement of customer experience/NPS and reaching the position of the most recommended bank across all NWBs in Private individual and SME segment</li> <li>• Measurement: score consisting of position in NPS ranking (60% weight) and change in NPS gap towards the best competitor (40% weight) in 9 NWBs both for PI and for SME (50:50). Russia, Belarus and Ukraine to be treated on best effort basis.</li> </ul> <p>Target value of the score: 8.5 vs current level of 9.7</p> <p><b>1: Below expectation &gt; 11</b>  <b>2: Meets expectation 7-11</b>  <b>3: Above expectation &lt; 7 expectation 7</b></p>	10%	<ul style="list-style-type: none"> <li>• Calculated score taking into consideration 60% NPS ranking and 40% of NPS gaps in 9 networkbanks provides total score of 9.2</li> <li>• Russia, Belarus and Ukraine were treated on best efforts bases and excluded from final score.</li> </ul>	2.00

<p><b>Crisis Management</b></p> <p>Navigate both RBI AG as well as Group through crisis, ensuring a sustainably solid financial basis, implementing all regulatory requirements as well as support our employees through crisis</p> <p><b>2: Meets expectations: qualitative assessment</b></p>	10%	<ul style="list-style-type: none"> <li>• Sustainable and solid financial basis ensured</li> <li>• Capital base is solid and stable and also supported healthy growth in NWB markets (except from Russia, Belarus and Ukraine)</li> <li>• Strong alignment with RBI Supervisory Board in multiple meetings ensured</li> <li>• Regulatory requirements implemented in time and high quality, no incidences</li> <li>• Various initiatives launched to support colleagues both in AT and Group but especially in Ukraine</li> </ul>	2,00
	100%		2,30

Individual Objectives CIO/COO: Andreas Gschwenter																											
Financial Objectives (40%)	%	Measured Performance	Result																								
<ul style="list-style-type: none"> <li>Cost/Income Ratio - Group</li> <li>Board Area Costs</li> </ul> <p><b>2: Meets expectations 1.2-0.8</b></p>	40%	<table border="1"> <thead> <tr> <th colspan="4">KPI: Cost/Income Ratio – Group</th> </tr> <tr> <th>% Deviation Actual vs. Budget</th> <th>Factor</th> <th>Weighting</th> <th>W-Factor</th> </tr> </thead> <tbody> <tr> <td>37%</td> <td>1.37</td> <td>0.50</td> <td>0.69</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="4">KPI: Board Area Costs</th> </tr> <tr> <th>% Deviation Actual vs. Budget</th> <th>Factor</th> <th>Weighting</th> <th>W-Factor</th> </tr> </thead> <tbody> <tr> <td>1%</td> <td>1.01</td> <td>0.50</td> <td>0.50</td> </tr> </tbody> </table> <p><b>Average Factor calculated: 1.19</b></p>	KPI: Cost/Income Ratio – Group				% Deviation Actual vs. Budget	Factor	Weighting	W-Factor	37%	1.37	0.50	0.69	KPI: Board Area Costs				% Deviation Actual vs. Budget	Factor	Weighting	W-Factor	1%	1.01	0.50	0.50	2.00
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<p><b>Focus on responsible customers / businesses</b></p> <ul style="list-style-type: none"> <li>Reduction of CO2 inhouse emissions (e.g. Paper, waste, water, energy, facility management, travel)</li> <li>Set up ESG Reporting (GAR) Systems; Ensuring the needed architecture / solution for data collection and sourcing the data needed for performing (same as the Risk Area)</li> <li>Supporting the build up of School42 (150 students per year) to educate newcomers and talents in IT (support of Quality Education in our Society)</li> </ul> <p><b>2: Meets expectations: qualitative assessment</b></p>	5%	<ul style="list-style-type: none"> <li>CO2 Reduction: - 8% CO2 emissions in inhouse ecology</li> <li>ESG Reporting - Simplified reporting system implemented in time, ESG target architecture defined</li> <li>School 42 - opened in October 2022, 2.500 students applied, first class was rolled out with 132 IT students</li> </ul>	2.00																								
<p><b>Become the most recommended bank (measured by NPS)</b></p> <p>Overall NPS as sum of NPS Retail/NPS Corporate &amp; NPS MIB</p>	5%	In all 3 Business lines the 2022 achievement is "Meets expectations"	2.00																								

<p><b>1: Below expectations if only one Business Line meets NPS expectations and two are below</b></p> <p><b>2: Meets expectations if at least two Business Lines meet NPS expectations</b></p> <p><b>3: Exceed if two meet Business Lines meet the NPS expectations and at least one exceeds</b></p>			
<p><b>Adaptive Transformation: Operations Goes Adaptive &amp; Agility in IT</b></p> <p><b>Implement E2E in Head office</b></p> <ul style="list-style-type: none"> <li>Covering 80% of Head Office Operations</li> <li>Finalize and agree on methodology for Group wide roll out</li> <li>Deliver 3 pilots in networkbanks</li> </ul> <p><b>Agile in IT CEE:</b></p> <ul style="list-style-type: none"> <li>Improve status quo of IT Delivery work on agile ground by 10% until EOY 2022</li> <li>Accelerate the Agile Transformation in the Group and achieve in 5 of the NWBs an 80 % coverage for Delivery work IT-Business on agile ground</li> </ul> <p><b>2: Meets expectations: qualitative assessment</b></p>	10%	<p><b>E2E in Head Office:</b></p> <ul style="list-style-type: none"> <li>80%+ achieved</li> <li>Key principles and methodology for a groupwide rollout agreed; rollout team formed, and rollout approach determined</li> <li>Pilot in RB Romania kicked off</li> </ul> <p><b>Agile in IT CEE:</b></p> <ul style="list-style-type: none"> <li>(formal YE assessments pending Q1/23, but several facts are available already now):</li> <li>7 Units deliver more than 80 % of their change the bank (ctb) in agile teams</li> <li>IT fully dedicated to agile more than 50 % in 7 Units which doubled the previous status of below 25% dedication in 2021</li> <li>Special comments: High change efforts this year together with RBRO implemented</li> </ul> <p><b>Operations goes Adaptive (OgA) in Global Investor Services, Corporate Lending, Customer Onboarding and Compliance Transaction Monitoring</b></p>	2.00
<p><b>IT Transformation in technology &amp; data</b></p> <ul style="list-style-type: none"> <li>Execution of the Cloud Acceleration program and private cloud according to plan</li> <li>Consolidate DWH infrastructure and organization according to plan</li> <li>Deliver data provisioning road map (APEX)</li> <li>Scale Neuron and Cortex according to plan</li> <li>Mobilize engineer community for RBI Inner Source according to plan</li> <li>Accelerate Engineering transformation on CI/CD, Test Automation DevOps in the Group with a measurable improvement of 25 % in deployment frequency overall</li> <li>Support and deliver merger projects according to plan</li> <li>Re-Use: Support the Go-live of corporate, retail, markets re-use solutions/MVPs in NWUs</li> </ul> <p><b>2: Meets expectations: qualitative assessment</b></p>	10%	<p><b>Cloud</b></p> <ul style="list-style-type: none"> <li>ONE Cloud platform rolled out, cloud acceleration project according to plan, 30% of apps in Cloud on Group level</li> <li>RB Ukraine as first full cloud bank in production</li> <li>Compliance / regulatory setup in place</li> </ul> <p><b>DWH (Data Warehouse) consolidation and organization</b></p> <ul style="list-style-type: none"> <li>Reorganization of units implemented</li> <li>New ESIF layer architecture piloted in RB Ukraine, RB Poland</li> <li>Group Data Warehouse (GDWH) export to APEX in place, delta load function implemented</li> </ul> <p><b>Data provisioning road map:</b></p> <ul style="list-style-type: none"> <li>Data provisioning roadmap delivered, GDWH connection to APEX</li> <li>Additionally, PROMIS, GCPP and Norkom connected</li> </ul> <p><b>Neuron and Cortex:</b></p> <ul style="list-style-type: none"> <li>Scaling according to release plan to several products in RBI in productive environments</li> <li>Cortex scaling to RBRS successfully done</li> </ul> <p><b>RBI Inner Source:</b></p> <ul style="list-style-type: none"> <li>GitHub installation in the Group as a shared code repository and future sharing platform</li> <li>Cloud scripts as part of RBI Inner Source already, further Mobrix following the Inner Source rules</li> <li>First successful experiments with Inner Source solution for data stage replacement</li> <li>Neuron and Cortex fully on Inner Source Engineering</li> </ul> <p><b>Merger and integration projects:</b></p> <ul style="list-style-type: none"> <li>Demerger project in Bulgaria successfully completed</li> <li>Merger project in Czech Republic successfully completed in November and merger project in Serbia acc. to plan for 2023</li> </ul>	2.00

		<b>Re-use solutions:</b> <ul style="list-style-type: none"> <li>• Strong focus on diverse projects within Retail PaaS, Markets (R-Flex), Corporate (Davinci) and Technology (Github, Cloud, CI&amp;CD, Apex)</li> </ul>	
<b>RBI Information and Cyber Security</b> <ul style="list-style-type: none"> <li>• Deliver Information and Cyber Security Road Map according to plan</li> <li>• ICT Risk: Deliver the „IT Risk and Outsourcing Program“ with focus on regulatory aspects according to plan</li> <li>• Zero Trust delivered in HO and rolled out to at least 4 NWBs</li> <li>• Set up of Group product owner rolled out</li> <li>• Black out concept developed and tested</li> </ul> <b>2: Meets expectations: qualitative assessment</b>	10%	<ul style="list-style-type: none"> <li>• Cyber Security Roadmap delivered according to plan</li> <li>• ICT Risk and Outsourcing Program delivered and closed according to plan</li> <li>• ZeroTrust according to plan implemented: full rollout in HO, full roll out of austrian subsidiaries and 4 NWUs</li> <li>• Group product owner defined and established in several areas</li> <li>• Blackout concept developed, approved and rolled out</li> </ul>	2.00
<b>Crisis Management</b> <p>Navigate both RBI AG as well as Group through crisis, ensuring a sustainably solid financial basis, implementing all regulatory requirements as well as support our employees through crisis</p> <b>2: Meets expectations: qualitative assessment</b>	10%	<ul style="list-style-type: none"> <li>• Sustainable and solid financial basis ensured</li> <li>• Capital base is solid and stable and supported healthy growth in NWB markets (except from Russia, Belarus and Ukraine)</li> <li>• Strong alignment with RBI Supervisory Board in multiple meetings ensured</li> <li>• Regulatory requirements implemented in time and high quality, no incidences</li> <li>• Various initiatives launched to support colleagues both in AT and Group but especially in Ukraine</li> </ul>	2.00
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Individual Objectives CRO: Hannes Mösenbacher																																			
Financial Objectives (40%)	%	Measured Performance	Result																																
<ul style="list-style-type: none"> <li>Portfolio Quality - Group</li> <li>Board Area Costs</li> <li>Risk Costs - Group</li> <li>NPE Ratio - Group</li> </ul> <p>2: Meets expectations 1.2-0.8</p>	40%	<p><b>KPI: Portfolio Quality - Group</b> Portfolio Quality non-EE (without RBRU, RBBY, and RBUA)</p> <table border="1"> <thead> <tr> <th>% Deviation Actual vs. Budget</th> <th>Factor</th> <th>Weighting</th> <th>W-Factor</th> </tr> </thead> <tbody> <tr> <td>-3%</td> <td>0.97</td> <td>0.25</td> <td>0.24</td> </tr> </tbody> </table> <p><b>KPI: Board Area Costs</b></p> <table border="1"> <thead> <tr> <th>% Deviation Actual vs. Budget</th> <th>Factor</th> <th>Weighting</th> <th>W-Factor</th> </tr> </thead> <tbody> <tr> <td>4%</td> <td>1.04</td> <td>0.25</td> <td>0.26</td> </tr> </tbody> </table> <p><b>KPI: Risk Costs - Group</b></p> <table border="1"> <thead> <tr> <th>% Deviation Actual vs. Budget</th> <th>Factor</th> <th>Weighting</th> <th>W-Factor</th> </tr> </thead> <tbody> <tr> <td>5%</td> <td>1.05</td> <td>0.25</td> <td>0.26</td> </tr> </tbody> </table> <p><b>KPI: NPE Ratio - Group</b></p> <table border="1"> <thead> <tr> <th>% Deviation Actual vs. Budget</th> <th>Factor</th> <th>Weighting</th> <th>W-Factor</th> </tr> </thead> <tbody> <tr> <td>56%</td> <td>1.56</td> <td>0.25</td> <td>0.39</td> </tr> </tbody> </table> <p><b>Average Factor calculated: 1.16</b></p>	% Deviation Actual vs. Budget	Factor	Weighting	W-Factor	-3%	0.97	0.25	0.24	% Deviation Actual vs. Budget	Factor	Weighting	W-Factor	4%	1.04	0.25	0.26	% Deviation Actual vs. Budget	Factor	Weighting	W-Factor	5%	1.05	0.25	0.26	% Deviation Actual vs. Budget	Factor	Weighting	W-Factor	56%	1.56	0.25	0.39	2.00
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<p><b>Focus on responsible customers / businesses</b></p> <ul style="list-style-type: none"> <li>ESG Reporting (GAR) -Process implementation</li> <li>2022 Delivery of ESG Risk Project within agreed timeline and performance requirement</li> <li>Main deliveries will include: <ul style="list-style-type: none"> <li>Climate stress test for ECB</li> <li>Design and implement data collection solution / architecture and sourcing strategy to fulfil internal and external stakeholder requirements</li> </ul> </li> </ul>	10%	<ul style="list-style-type: none"> <li>ESG (GAR) Process in place and part of year end reporting 2022</li> <li>ESG project delivered in time and budget including: <ul style="list-style-type: none"> <li>*) ECB climate stress test performed</li> <li>*) Data collection solutions designed and data collection started</li> <li>*) ECB thematic review on ESG performed</li> </ul> </li> <li>6.) E(nvironmental), S(ocial) and G(overnance) scores developed for non-retail segments and implemented on customer level in the rating platform</li> </ul>	2.00																																

<ul style="list-style-type: none"> <li>Develop internally the prototype for the E(S)G scoring model at customer level(i.e. score model 1.0) for non-retail segments.</li> </ul> <p><b>2: Meets expectations: Qualitative assessment</b></p>			
<p><b>Strong Risk Governance</b></p> <ol style="list-style-type: none"> <li>Accurate, timely and reliable data</li> <li>Independence of risk management</li> <li>Pro-active, common, forward looking and consistent ownership for risk appetite, portfolio limits, strategies &amp; policies (1st and 2nd line responsible)</li> <li>1st and 2nd line collaborate to understand principles of risk measurement and underlying assumptions</li> <li>We act responsibly in accordance with Environmental, Social and Governance (ESG) criteria</li> </ol> <p>We are eager to learn from each other both internally (groupwise, business and risk) and externally (industry, academia). We benefit from experiences, education and failure.</p> <p><b>2: Meets expectations: Qualitative assessment</b></p>	10%	<ul style="list-style-type: none"> <li>Long established committee structures have been working</li> <li>The forward looking risk management approach have been proofed + risk mitigation measures implemented</li> <li>Resilience measure and concentration limits have been proofed effective</li> <li>Rapidly changed sanction requirements have been implemented and monitored</li> <li>Russian loan portfolio has been reduced by -25% on local currency basis and Russian cross boarder business has been set on run-down</li> <li>Daily group wide reliable position data ensured effective market risk and liquidity risk handling; Daily credit risk RWA calculations enhanced steering tools</li> <li>Clear guidance on potential risk costs on overall group level was effectively communicated to external stakeholders on very early stage.</li> <li>ESG criterias as new risk dimension have been incorporate in risk management frame</li> <li>External references on RBIs risk management approach</li> <li>Standard &amp; Poors Report 29.6. 2022: 'its sound risk management expertise and risk management policies in each market, and its continued focus on underwriting quality and collateralization standards...' page 13: 'We also note that domestic and foreign operations are run as stand-alone banks, but apply the group's strategy locally, are supported by groupwide risk tools, and apply the group's risk management standards' page 16: 'As a large commercial banking group operating in multiple jurisdictions, RBI has robust controls in its operating markets. This has prevented recent major incidents and significant litigations</li> </ul>	3.00
<p><b>Data &amp; Analytics: # of applied smart models</b></p> <p><b># of employees participating in data / modelling trainings</b></p> <p>Use state of the art environment &amp; models</p> <p>Regular validation on these criteria: SMART:</p> <ul style="list-style-type: none"> <li>Efficient: Before a new model is developed, existing models shall be tried first to provide a baseline</li> <li>Scalable: The usage in more than one unit is the guiding principle for model development. Exceptions must be documented</li> <li>Utilized: the model is used on regular basis and is either steering relevant or provides a measurable top- or bottom-line impact</li> <li>Proven: the model was found fit for purpose, i.e. it was tested/validated according to the standards defined in the Model Risk Framework</li> </ul> <p><b>2: Meets expectations: Qualitative assessment</b></p>	10%	<p>The following SMART tools have been introduced:</p> <ul style="list-style-type: none"> <li>New limit management system (LMS) parallel phase (4) went live</li> <li>New rating model for financial institutions approved by ECB</li> <li>Set-up of APEX platform as new central analytic platform</li> <li>Automatic scoring of balance sheet and PnL items for rating database</li> <li>ESG scores available for non-retail customers on rating platform</li> <li>On advanced analytics side various use cases have been implemented</li> <li>Advanced analytics trainings have been completed by in total 817 colleagues</li> </ul>	2.00

<p><b>Advance Agile/Adaptive Transformation in Risk Area</b></p> <ul style="list-style-type: none"> <li>Improving risk tribes based on the Agile expert assessment</li> <li>Implement one pilot E2E together with other Board Areas in HO to support the adaptive transformation</li> </ul> <p><b>2: Meets expectations: both targets weight 50%; ad E2E: at least one E2E pilot implemented</b></p>	10%	<p>The Agile expert assessment outcome:</p> <ul style="list-style-type: none"> <li>Product &amp; Value from 59 % to 65 %</li> <li>Engineering &amp; Architecture from 49 % to 52 %</li> <li>People Skills &amp; Methodology from 71 % to 80 %</li> <li>Substantial measurable progress and measurability in E2E Corporates Lending process together with Corporates and COO/</li> <li>CIO Further improvement of E2E Customer Onboarding together with MIB, Corporates and COO/CIO</li> </ul>	2.00
<p><b>Crisis Management</b></p> <p>Navigate both RBI AG as well as Group through crisis, ensuring a sustainably solid financial basis, implementing all regulatory requirements as well as support our employees through crisis</p> <p><b>2: Meets expectations: qualitative assessment</b></p>	10%	<ul style="list-style-type: none"> <li>Sustainable and solid financial basis ensured</li> <li>Capital base is solid and stable and also supported healthy growth in NWB markets (except from Russia, Belarus and Ukraine)</li> <li>Strong alignment with RBI Supervisory Board in multiple meetings ensured</li> <li>Regulatory requirements implemented in time and high quality, no incidences</li> <li>Various initiatives launched to support colleagues both in AT and Group but especially in Ukraine</li> </ul>	2.00
	100%		2.10

#### Notes on the tables

The tables show the achievement of the individual Management Board member's performance targets along with explanations in accordance with the Performance Management Guidelines defined by the Remuneration Committee.

The overall assessment is calculated based on the weighted rating of each target. Each target assessed/performance criteria is assigned a value for the calculation:

Exceeds expectations = evaluation rating 3

Fully meets expectations = evaluation rating 2

Below expectations = evaluation rating 1

For a performance evaluation of "fully meets expectations", it is necessary that a weighted overall assessment rating of at least 1.71 is achieved. This rating was achieved by all Management Board members.

The Personnel Committee of the Company's Supervisory Board therefore determined in February 2023 that all Management Board members had performed to the level of "fully meets expectations" at a minimum and that the individual step-in criterion for a bonus payment is thus met for all Management Board members.

#### 4.2.5 Bonus amount

The specific amount of the bonus for all members of the Company's Management Board is calculated on the basis of the degree of fulfillment of the two ratios ROE and CIR (each related to RBI Group results) with a weighting of 50% for each ratio. For both of these ratios, strategic goals exist that were set by the Personnel Committee as performance targets over several years and against which RBI Group ROE and CIR values actually achieved in a performance year are measured (see table below). For a bonus to be granted, the minimum performance threshold (hurdle rate) set for the ROE and CIR of 50% must be reached. Overall performance is calculated as the weighted average level of ROE and CIR target fulfillment. In order to incentivize the Management Board to exceed the targets in the interest of shareholders, under-fulfillment of one key figure may be offset by over-fulfillment of the other, provided that the hurdle rates for both ROE and CIR are reached. This does not affect the maximum possible bonus cap of 100% of the target bonus.

Please refer to section 2.4.2 of the Company's remuneration policy for further details on how the bonus system for members of the Management Board works <sup>6</sup>

<sup>6</sup> [https://www.rbinternational.com/en/investors/corporate-governance/jcr\\_content/root/responsivegrid/contentcontainer\\_388\\_713307442/contentbox/downloadbut\\_ton.download.html/-1/avGM\\_2020\\_remuneration\\_policy\\_extra.pdf](https://www.rbinternational.com/en/investors/corporate-governance/jcr_content/root/responsivegrid/contentcontainer_388_713307442/contentbox/downloadbut_ton.download.html/-1/avGM_2020_remuneration_policy_extra.pdf)

Fulfillment of the targets for the ROE and CIR ratios in 2022 is as follows:

2021 Targets	% of Bonus	Target	Achieved	% of Target	Performance
Cost Income Ratio RBI Gruppe	50%	52.50%	36.60% <sup>7</sup>	130%	187%
Return on Equity RBI Gruppe	50%	11.00%	26.80%	244%	

The overall performance relevant to bonus payments amounted to 187% in 2022. The percentage of the overall performance calculated in this way (achievement of ROE/CIR targets) was multiplied by the target bonus specifically set by the Personnel Committee for each Management Board member (up to 100% of the base salary) to determine the annual bonus that was granted.<sup>8</sup>



As the Company's Personnel Committee determined that the step-in criteria for granting a bonus for 2022 were met (see sections 4.2.1 to 4.2.4) and there was no reason for the Company to apply the "malus" or "clawback" rules (see section 5), the Company's Personnel Committee allocated the performance bonuses for 2022, as calculated on the basis of the above formula, to the members of the Management Board.

The bonus amounts specifically allocated to the individual members of the Management Board for the 2022 financial year are shown in the "Variable remuneration" column of table 1 [and table 2] in section 4.1.

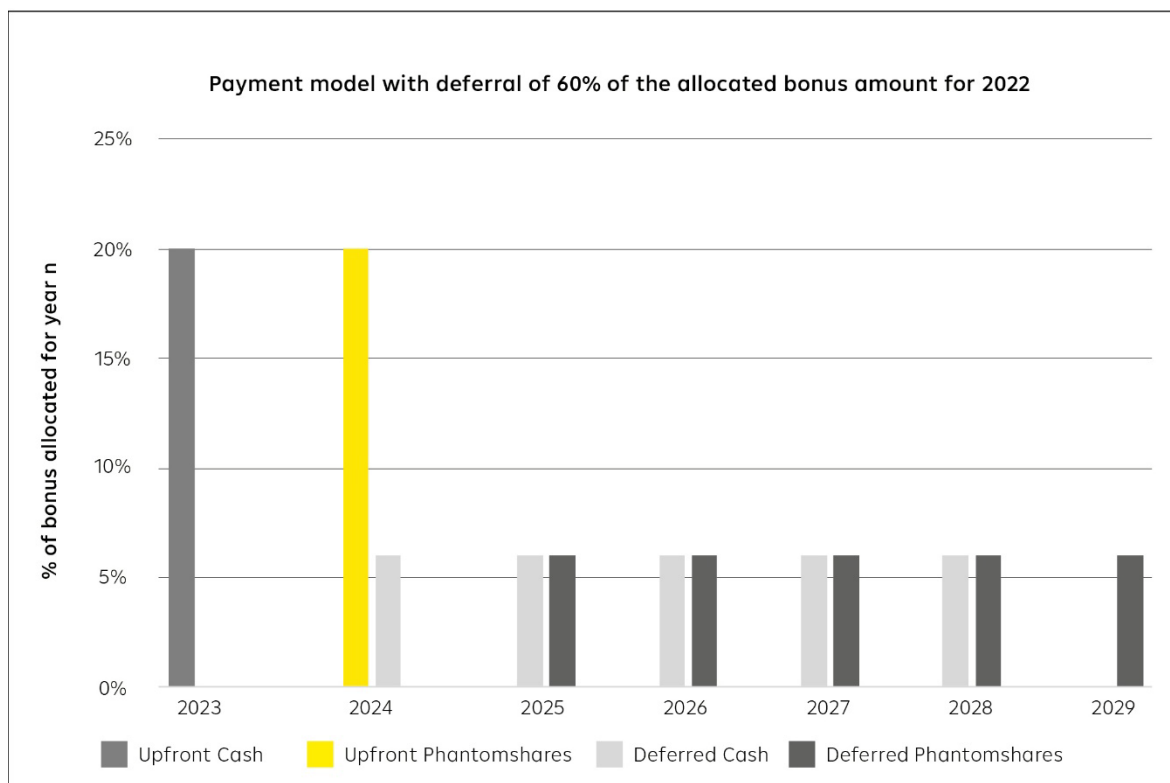
#### 4.2.6 Payment model

The annual performance bonus awarded to members of the Management Board for the 2022 financial year is subject to the statutory payment procedures under banking law. Accordingly, half of the bonus was allocated in the form of non-cash instruments (phantom shares) and a significant portion of the bonus (specifically 60%) will be deferred over a five-year period. Further information can be found in section 4.1.1 (clause 2 on variable remuneration).

<sup>7</sup> Excluding the earnings contributions of the subsidiary banks in Russia and Belarus, the CIR is 50.0% and the ROE is 12.9%. The sale of Raiffeisenbank Bulgaria and Leasing Company had a deconsolidation effect of €398 million.

<sup>8</sup> It is also noted that both target values are exceeded even without taking into account the results from Russia and Belarus.

The following overview illustrates the payment model for the 2022 annual bonus:



## 5. Malus and clawback

### Annual performance bonus for the 2022 financial year

In accordance with the remuneration policy and the regulatory requirements, the performance bonus allocated for the 2022 financial year is subject to clawback rules, and corresponding clawback agreements have been or will be made with the Management Board members. In the event that the performance for which Management Board members have been awarded remuneration is not sustainable or the Company's financial position and profitability have deteriorated, the Company may reduce the deferred variable remuneration or waive it entirely ("malus") in accordance with the payment model (see section 4.2.6). In addition, the Company may, under certain circumstances, reclaim bonus components already paid out in the event of serious misconduct ("clawback").

### Bonus allocations in previous years

In accordance with the remuneration policy, the sustainability of performance for which bonuses were awarded in previous years was reviewed as part of the annual review process. This ex-post risk review did **not produce any evidence of a malus or clawback event**. These findings were confirmed by the Remuneration Committee and the Supervisory Board's Personnel Committee, allowing the bonus portions allocated for the previous years, which were due for payment in the 2023 financial year in accordance with the payment model, to be paid in full (details of the amounts can be found in table 2 under section 4.1.2).

## 6. Deviations from the remuneration policy

None.

## 7. Comparison with the Company's performance and employee remuneration

When determining the Management Board's remuneration, the Company's employees' remuneration and employment conditions were taken into account appropriately. As the table below shows, there is no undue imbalance in the wage and salary structure (including on a year-on-year basis).

The performance criteria for the Management Board's annual performance bonus for the 2022 financial year and the performance criteria for bonus-entitled employees, particularly senior management (pursuant to § 2 (1b) BWG), were determined on the basis of similar criteria oriented to the business strategy (while taking specific tasks and responsibilities into account).

The following **overview** shows the annual changes in the total remuneration of the individual Management Board members, the Group's commercial success (Group performance) and average employee remuneration:

Amounts rounded in EUR thsd.

Year-on-year change of Board Member Compensation		2022 vs 2021	2021 vs 2020	2020 vs 2019
Johann Strobl CEO	In %	20%	14%	-16%
	absolute amount	352	214	-297
Peter Lennkh Corporate Banking	In %	1%	13%	-8%
	absolute amount	8	178	-118
Andreas Gschwenter COO/CIO	In %	1%	13%	-16%
	absolute amount	8	179	-242
Hannes Mösenbacher CRO	In %	1%	13%	-16%
	absolute amount	8	178	-241
Łukasz Januszewski Markets & Investment Banking	In %	0%	12%	-8%
	absolute amount	6	178	-118
Andrii Stepanenko Retail Banking	In %	0%	12%	-15%
	absolute amount	8	177	-239
Year-on-year change of average employees remuneration on FTE basis				
Company employees	In %	1%	0%	1%
	absolute amount	0,96	-0,19	0,8
Group Performance		2022	2021	2020
	ROE	26,80%	10,90%	6,40%
	CIR	36,60%	53,50%	55,80%
				55,10%

### Notes:

**Total remuneration:** The total remuneration is the sum of the fixed remuneration that was paid or allocated in the respective financial year (excluding remuneration for supervisory board mandates and pension fund contributions) and the annual variable remuneration for the respective financial year. See section 4.2.1 for the relevant information on the 2022 financial year. The annual change is listed as both a percentage and an absolute amount.

**Group performance:** The performance of the RBI Group is shown on the basis of the ROE and CIR ratios (consolidated). These figures reflect the performance actually achieved and not the percentage change relative to a prior period

**Average employee remuneration on FTE basis:** The basis for calculation is the average remuneration of all Company employees on a full-time equivalent basis.

## 8. Report on the remuneration of Supervisory Board members in the 2022 financial year

The remuneration policy stipulates that no variable remuneration is granted to members of the Company's Supervisory Board, although they do receive appropriate annual fixed remuneration. The fixed remuneration paid to the members of the Supervisory Board is structured in such a way that it is proportionate to the Company's situation, size and complexity, is in line with market conditions and is differentiated with regard to individual functions on the Supervisory Board. In addition, Supervisory Board members may be granted an appropriate fee for attending meetings.

In line with these principles, as of the 2022 financial year members of the Supervisory Board (shareholder representatives) are granted the following remuneration in accordance with the resolution of the Annual General Meeting dated 22 April 2021, unless the Annual General Meeting passes any future resolutions to the contrary:

- EUR 120,000 for the Chairman of the Supervisory Board
- EUR 95,000 each for the Deputy Chairmen of the Supervisory Board
- EUR 60,000 each for every other elected member of the Supervisory Board
- an additional EUR 17,500 each for the Chairmen/Chairwoman of the Audit Committee and Risk Committee
- an additional attendance fee of EUR 1,000 for every elected member of the Supervisory Board for each meeting they attend

The annual remuneration for the respective financial year is allocated and paid on a pro rata basis or in its entirety depending on how long the Supervisory Board member has served on the Supervisory Board.

On the basis of these principles, remuneration for members of the Supervisory Board for the 2022 financial year has been calculated as follows (subject to a possible deviating resolution at the Annual General Meeting 2023):

Amounts in EUR thsd

Supervisory Board Member	Fixed Remuneration	Attendance Fee	Fixed Remuneration for Committee Chairmanships	Sum
Erwin Hameseder	120	37	-	157
Martin Schaller	95	30	-	125
Heinrich Schaller	95	29	-	124
Klaus Buchleitner	15	2	-	17
Peter Gauper	60	6	-	66
Wilfried Hopfner	15	2	-	17
Rudolf Könighofer	60	7	-	67
Reinhard Mayr	60	15	-	75
Heinz Konrad	60	9	-	69
Eva Eberhartinger	60	19	18	97
Birgit Noggler	60	37	18	115
Andrea Gaal	60	39	-	99
Michael Höllner	45	4	-	49
Michael Alge	45	6	-	51
<b>Sum</b>	<b>850</b>	<b>242</b>	<b>35</b>	<b>1.127</b>

The total remuneration of the Supervisory Board members in relation to the 2022 financial year corresponds to 55% of the average remuneration of a member of RBI's Management Board in the 2022 financial year.

The employee representatives in the Supervisory Board do not receive any remuneration for exercising their supervisory board mandates. There is a D&O insurance policy for the members of the Supervisory Board, the costs of which are borne by the Company.

## 9. Consideration of votes at the Annual General Meeting

In March 2022, the Annual General Meeting approved the remuneration report that was presented by RBI AG for the 2021 financial year, with the vote being of a recommendatory nature.



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