



WE ENHANCE THE **BFG** TO SAFEGUARD DEPOSITORS' SAVINGS

STRATEGY **2030**



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INTRODUCTION

In 2025, the Bank Guarantee Fund celebrates the 30th anniversary of its establishment. While we are proud of the Fund's achievements to date, in deposit protection and efforts to enhance the national financial system stability, we also look towards the future. Building on our experience, best international standards, and expertise of our employees, we are committed to creating a modern and efficient institution. Therefore, for the first time in BFG's history, we present a long-term strategy for the years 2025-2030.

The central focus of our Strategy 2030 is the depositor. The Fund was established and operates to ensure the protection of deposits entrusted to banks and cooperative credit unions by millions of clients. Our mission requires us to continue strengthening public awareness of the value we create for depositors. Equally important for us is to build trust and understanding of our contribution to the stability of the Polish financial sector. We must incorporate depositors' perspective and needs as part of our engagement with the financial sector and the financial safety net institutions. Accordingly, the motto of our Strategy 2030 is:



We enhance the BFG to safeguard depositors' savings



We conduct our activities within the framework of applicable laws and obligations arising from national legislation, European Union directives and rules of the international organisations, which we are part of. We also adhere to recommendations and provisions of EU regulatory bodies, in particular the European Banking Authority. However, the success and effectiveness of our work is dependent on us. Hence, our priority was to set long-term strategic goals that would allow us to focus on the most important aspects of the BFG's functioning. We also aim to modernise the Fund's management style. We believe that through Strategy 2030, BFG will become more effective in fulfilling its mission, and better equipped to counteract the impacts of financial crises.

We set ambitious goals for ourselves. Throughout its history, the Fund has proven its effectiveness in protecting deposits and ensuring financial stability by disbursing guaranteed sums to depositors and by executing resolution processes. We aim to further strengthen the BFG's ability to respond to risks in the financial sector in order to fulfil its role as deposit guarantor and resolution authority in Poland in an efficient and independent manner. We intend to carry out technological transformation and increase the Fund's operational efficiency. We want to focus on developing and utilising the skills of our employees more effectively to adapt to the evolving labour market. Additionally, we aim to be recognised as a public entity in Poland that strives for sustainable development.

The Strategy 2030 was developed with the participation of all BFG staff. Over 90% of employees participated in the survey conducted during its creation. Workshops and working sessions with managers were also organized to form Fund's vision, core values and strategic objectives. We are convinced that the vast majority of employees subscribe to the goals we set in this document.

We believe that the Strategy 2030 will enhance the Fund and make it an organisation worth emulating among public institutions in Poland and on the international stage.



MACIEJ SZCZĘŚNY

PRESIDENT OF THE
MANAGEMENT BOARD



TOMASZ OBAL

DEPUTY PRESIDENT OF THE
MANAGEMENT BOARD



KRZYSZTOF BUDZICH

MEMBER OF THE
MANAGEMENT BOARD

OUR MISSION

***We enhance the stability
of the Polish financial
system to ensure effective
deposit protection***



OUR CORE VALUES

RESPONSIBILITY



COOPERATION



RESPECT



TRANSPARENCY



AGILITY



ABOUT US



WE EXIST FOR DEPOSITORS

The Bank Guarantee Fund (BFG) began its operations in 1995 based on the Legal Act enacted in December 1994. The Polish Parliament established the BFG to protect savings and provide a sense of security to depositors. BFG guarantees deposits for individuals clients, businesses and non-financial entities in domestic banks, branches of foreign banks and cooperative credit unions (SKOK). Since the end of 2010, our guarantee limit has been set at PLN equivalent of EUR 100,000. The condition for the reimbursement of our guarantee is met when the Polish FSA suspends the operations of a domestic bank or SKOK and a submission of an insolvency declaration is filed with the court. In such a situation, we reimburse guaranteed sums within 7 working days.

Aside from our deposit guarantee scheme function, we also aim to take preventive measures to mitigate potential insolvencies of banks and credit unions. We act as the resolution authority in Poland. We aim to minimise the costs of insolvencies of banks, SKOKs, investment firms and the central counterparty (CCP) for taxpayers, while aiming to maintain the stability of the entire financial system.

We are committed to ensuring that every individual customer and every entity subject to our guarantees are aware of our role in safeguarding deposits they hold with banks and credit unions. Therefore, we carry out educational and informational activities regarding our operations, the scope of deposit guarantee scheme, and the broad, transparent, universal and accessible nature of the system.

WE ENGAGE WITH THE SECTOR



We engage in dialogue with the financial sector to ensure that the solutions and regulations we propose or implement provide the required level of security, without excessively impacting the competitiveness of the sector. We enhance our skills to effectively identify, mitigate and respond to risks of insolvency in the banking, SKOK, investment firms and CCP sectors.

We ensure that the contributions we collect from the sector for the deposit guarantee funds and resolution funds we manage are optimal. To this end, we strive to invest the funds' assets efficiently, manage our costs well, and improve the effectiveness of our debt collection.



WE FORM PART OF A SAFETY NET



We are one of the four pillars of financial safety net in Poland, alongside the Ministry of Finance, the Polish Financial Supervision Authority and the National Bank of Poland. The BFG's role in the financial safety net is also emphasized in our corporate governance - representatives of all safety net institutions have representatives in the BFG Council. We are active participants in the Financial Stability Committee and have a representative on the Polish Financial Supervision Authority Board.

Our responsibility within the financial safety net institutions includes information exchange, coordination of actions in crisis management, and support of regulation and legislation processes. We also cooperate with our counterparts in other countries to ensure actions are coordinated in the context of interconnected financial markets.



WE CARE ABOUT THE STABILITY OF THE FINANCIAL SYSTEM

We are the resolution authority in Poland

We act as the resolution authority for banks, SKOKs, investment firms and the central counterparty (CCP) in Poland. Thanks to this, we enhance the resilience of the financial system against the effects of uncontrolled insolvency of these entities.

The use resolution tools, such as the sale of business tool, the establishment of a bridge institution, an asset separation tool and bail-in tool, enable us to intervene rapidly and effectively in case of financial distress. It also ensures the continuation of critical functions by the entity, which are crucial for depositors and the wider economy.

Resolution minimises the involvement of public funds, as its costs are primarily borne by the shareholders and creditors of the restructured entity. As a result, the risk of having to commit public funds and thus burdening taxpayers is significantly reduced. At the same time, resolution does not make the situation of shareholders and creditors of the restructured entity any worse than they would find themselves in a situation of insolvency. Where warranted, resolution process is an effective alternative to the guaranteed deposit reimbursement.

We have significant experience in implementing resolutions. Between 2020 and 2024, we successfully conducted four resolution processes, covering both cooperative and commercial banks. In every such process, depositors and other creditors were protected to a degree no less than would have been possible in the event of the insolvency of such an entity.

We cooperate with international institutions

The Fund collaborates with the European Banking Authority (EBA) on matters related to resolution and the deposit guarantee scheme. Representatives of the BFG participate in the Resolution Committee (ResCo) as well as sub-groups responsible for specific areas, such as planning (SGRPP) and implementation of resolution (SGRE) as well as deposit guarantee (TFDGS).

As part of our work on resolution of domestic entities which are part of cross-border financial groups, the Fund actively participates in EU-wide resolution colleges, and cooperates with both the SRB and resolution authorities from other Member States. In the case of financial entities with global operations, we also actively work with institutions outside of the European Union.

The Fund also cooperates with the European Securities and Markets Authority (ESMA) within the ESMA CCP Resolution Committee. The BFG chairs the resolution college for the KDPW CCP and the resolution college for one investment firm, which includes European supervisors, resolution authorities and other institutions.



WE OPERATE WITHIN A LEGAL FRAMEWORK



Domestic legislation

The Fund was established under the Bank Guarantee Fund Act of 14 December 1994. The current primary legal act regulating the Fund's operations is the Act of 10 June 2016 on the Bank Guarantee Fund, Deposit Guarantee Scheme and Resolution. The detailed tasks of the Fund, its organisation and the rules of creating and using its own funds are set out in the Fund's Statute, which is approved by the Minister of Development and Finance. Additionally, executive acts based on the BFG Act have been issued in the form of regulations by the Minister of Finance. These specify regulate matters such as the functioning of the Fund's Council, detailed accounting principles of the Fund, or other selected issues related to the implementation of the Fund's statutory responsibilities.

EU legislation

The BFG Act incorporates into Polish law the provisions of two EU directives:

- Directive 2014/49/EU of the European Parliament and of the Council of 16 April 2014 on deposit guarantee schemes,
- Directive 2014/59/EU of the European Parliament and of the Council of 15 May 2014 establishing a framework for the recovery and resolution of credit institutions and investment firms.

In addition, the Fund operates under delegated regulations issued by the European Commission, which are based on aforementioned directives and are directly binding.

Principles of international organisations

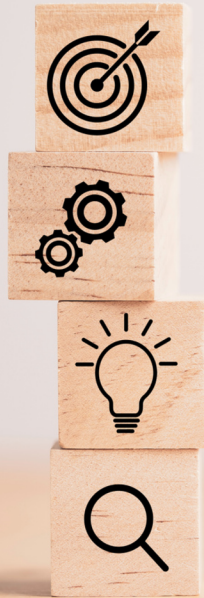
The BFG is also a member of two international organisations:

- International Association of Deposit Insurers (IADI),
- European Forum of Deposit Insurers (EFDI).

As a member of these organisations, we adhere to internationally recognised Core Principles for Effective Deposit Insurance Systems, and we are bound by the Code of Ethics and Conduct.

Internal regulations

As part of our corporate governance, Fund's day-to-day operations are based on a various internal regulations adopted by the Fund's Council, Management Board or by orders of the President of the Management Board. These regulations cover selected issues relevant to the Fund's ongoing activities, ensuring timely execution of its statutory responsibilities.



STRATEGY 2030

OVER THE NEXT FIVE YEARS:

I

We will enhance our ability to respond effectively to risks within the financial sector

II

We will adopt modern technologies, advance digitalisation and ensure readiness for cloud migration

III

We aim to increase operational efficiency of the Fund

IV

We will develop and utilise the skills of our employees more effectively

V

We will strive for sustainable development



I. We will enhance our ability to respond effectively to risks within the financial sector



Operationalisation and feasibility of resolution process

Building on BFG's pioneering and unique experience in Europe with bank resolutions, our focus in the coming years will be on enhancing the effectiveness of this process. We will collaborate with entities covered by the BFG Act to raise awareness of the mechanisms of resolution. We will aim to emphasise the practical utility of the planning phase of resolution process by testing and verifying operational readiness of each institution to implement designated resolution tools (including alternative strategies).

We will develop a multi-year testing plan for key areas under the BFG Act to ensure compliance with resolution process. Success of our work will be measured by the scale and outcomes of tested operational areas, leading to a higher level of preparedness for resolution and comprehensive plan for implementing individual stages of restructuring.

Enhance risk identification system in the financial sector

We aim to improve methods for identifying risks in banks and credit unions, as well as potential threats during financial crises. Our goal is to implement a new version of our Early Warning System. We will strive to use analytical tools based on artificial intelligence. We will cooperate with national and international institutions specialising in crisis prevention. We will organise workshops and seminars with financial safety net institutions and consultations with the banking sector to identify potential risks and best practices of mitigating them.

Increase public awareness of BFG's role and guarantees



Our mission is to effectively protect depositors from the consequences of bank and credit union insolvencies. We aim to ensure that clients of these institutions clearly understand the scope and reliability of our guarantees. Through our educational initiatives, we seek to enhance public awareness of deposit guarantees and resolution processes. Widespread knowledge about our role and guarantees supports the stability of the Polish financial system, helps depositors avoid misinformation and make informed financial decisions. We see these educational activities as a long-term investment in the stability and security of the financial system.

Building competence in resolution within the insurance sector

Following the adoption of the IRR Directive within the EU, in the coming years, insurance and reinsurance institutions will face new obligations related to restructuring and resolution. The BFG will support the safety net institutions, particularly the Ministry of Finance, and will cooperate in the work on national level legislation related to the IRR Directive.

The BFG will continue its engagement in EIOPA's efforts on drafting technical standards and guidelines for the IRR Directive, also incorporating the specific needs of the Polish insurance sector. Additionally, the BFG will systematically enhance its competence in this area to ensure readiness to apply legal regulations related to resolution, should legislation designate this role to the BFG.



II. We will adopt modern technologies, advance digitalisation and ensure readiness for cloud migration



Implement an electronic reimbursement system for guaranteed deposits

The Fund will develop and implement an electronic reimbursement system for guaranteed deposits to depositors of banks and credit unions. This system will enable depositors to access guaranteed funds, when the guarantee condition is met, without the need for physical presence at the branches. The BFG will also enhance communication processes and streamline pathways for handling depositor cases and settling reimbursements.

The system will be designed to minimise the exclusion of bank customers with less experience or preference for use of technology. The availability of electronic reimbursement system for guaranteed deposits will significantly improve the efficiency of handling payouts, thereby potentially increasing confidence in the guarantee scheme. It should also have a positive impact on the stability of the financial system.

Transform into a data driven institution

The Fund will continue to develop the use of digital technologies to improve the collection and processing of business data. This will help accelerate and optimise BFG's business processes. The Fund will strive to rationalise the reporting burden on the banking sector by enhancing the use of analytical tools and creating simplified reporting procedures. Our efforts will focus on developing an Integrated Analytical Platform to make it a common and useful tool in analysing the economic situation of entities covered by the BFG Act and in planning and implementation of resolution processes.

Additionally, for internal purposes, we will implement a modern accounting and bookkeeping system in order for management to gain additional analytical capabilities in the area of financial, HR and payroll or treasury functions. Furthermore, the digitalisation of document handling and archiving processes will continue, phasing out reliance on paper documentation.

Transformation to cloud-readiness

To foster the adoption of modern technologies while ensuring operational security and business continuity, the Fund will systematically increase the use of cloud computing while adhering to all security standards. Achieving full cloud-readiness will enhance Fund's technological flexibility, scalability, and ability to adapt rapidly to changing technological requirements. Cloud solutions will enable BFG to implement the most innovative projects effectively and efficiently, leveraging its expertise and competences to deliver advanced technological solutions.

Establish an innovation ecosystem

By introducing modern IT solutions, the Fund will enhance its operational efficiency. A dedicated team will be set up to manage innovation initiatives, focusing on the implementation of new technologies. This team will be tasked with identifying solutions that are already in use in the Fund but need updating, as well as new technologies that can be introduced in the Fund to improve its work efficiency. Training programmes will be provided to upskill employees in the use of new systems and tools. Additionally, staff will be encouraged to propose and support technological innovations.



III. We aim to increase operational efficiency of the Fund

Crate a map of the processes in the Fund

The Fund will implement a project to document and map the processes carried out by each department. Such a map will enhance the predictability of operations by assigning responsibility for various stages of processes to specific individuals and identify possible decision paths within each process.

A comprehensive process map will improve the efficiency of the Fund's operations and reduce business continuity risks. The project will also facilitate process improvement based on the experience of individual departments.



Project Management Programme

The organisation of work within the Fund will evolve towards a matrix structure. Under this new model, departments will continue to operate as competence centres, while task forces responsible for the implementation of specific projects will be formed in parallel. This will improve operational efficiency and better align resources with the changing needs of the organisation.

Participation in these teams will be voluntary and open to all the Fund staff, allowing employees to fully utilise their competences while fostering new opportunities for professional development. The implementation of interdepartmental projects will enhance collaboration across the Fund and raise awareness of the tasks carried out at all levels of the organisation.

Reduce excessive bureaucracy in the BFG

A dedicated team will be established within the Fund to streamline the daily operations of BFG. Based on a newly developed map of the processes, this team will identify recurring tasks and propose their rationalisation. Our primary goal in this area is to simplify processes and procedures, enable broader delegation of responsibilities and shorten approval paths, while maintaining adherence to all risk management principles within the Fund.

Develop and implement best practices for internal communication

The development and implementation of best practices for communication will facilitate the exchange of information, decision-making and inter-departmental collaboration. The adoption of these practices aims to improve the efficiency of processes and support informed decision-making across the organisation.

Best practices will include guidelines for organising meetings, sharing knowledge about ongoing tasks, and simplifying and expediting information flow. We will actively promote the use of modern technologies that support effective communication.



IV. We will develop and utilise the skills of our employees more effectively

Implement comprehensive Employee Lifecycle approach at BFG

"The employee lifecycle" is a concept in human resource management aimed at a holistic and optimized approach to employees at every stage of their relationship with the BFG: from attraction, recruitment, onboarding, retention, development, and eventual offboarding.

BFG plans to adapt and introduce modern HR management strategies for each stage of the employee lifecycle within the Fund. These efforts aim to create an attractive and satisfying workplace at BFG, helping retain key talents and ensuring that the Fund is recognized as an employer of choice.



Establish the BFG Training Centre

The creation of a training centre will serve three main purposes:

1. To design a transparent, efficient and effective training system, to offer our employees ability to improve their professional skills, tailored to the Fund's requirements,
2. To enable new employees to quickly adapt and integrate into the organisation, and
3. To fulfil the educational role of the Fund in relation to national and international external institutions, leveraging the competences of our employees.

Develop the BFG Talent Programme

To ensure equal, transparent and attractive professional development opportunities, the BFG will launch a Talent Development Programme. This programme will support employees in developing key competencies essential for the Fund's operations. It will target both, employees at the start of their careers and those with experience, who are seeking new professional challenges, aiming to upgrade their qualifications or change their current specialisation. Through this programme, the Fund will enable employees to achieve their full potential whilst securing its own continuity planning.

Develop unique employee competencies

Given the scope of the tasks and responsibilities of the BFG, as well as specific nature of our organisation, it is essential for the Fund to employ staff with a specialist professional training as well as a group of employees with comprehensive competences, high flexibility and readiness to engage in the dynamic, unique and often demanding processes associated with the Fund's tasks. The latter group will be the focus of a competence development project.

As part of this initiative, the Fund will train and prepare a group of individuals for so-called special tasks, such as acting as trustees or administrators of entities under restructuring, participating in supervisory board membership or contributing to projects that require comprehensive competencies.



V. We will strive for sustainable development

Implement CSRD-compliant reporting

In order to increase the transparency of its operations, BFG on its own initiative, will align with the reporting requirements arising from the implementation of the CSRD. To this end, a methodology for calculating sustainability-related indicators will be developed and introduced.

We will systematically expand the scope of information reported on the environmental, social and governance impact of the BFG's activities to achieve reporting compliance in 2026.



Obtain the EMAS certification

The Eco-Management and Audit Scheme (EMAS) is an EU environmental management system established by the European Commission. It facilitates the assessment, reporting and reduction of the environmental impact of an institution's activities. By aiming to meet all requirements necessary to implement EMAS, BFG targets to enhance its efficiency in managing available resources and energy. EMAS has been adopted by over 4,000 organisations across Europe, including over 70 in Poland. For instance, in Poland, the certificate is held by the Ministry of Climate and Environment, while in the EU, by the ECB and the EIB. The SRB is also in the process of obtaining this certification.

Implement the Diversity Charter

To underscore the importance of our core values, the BFG plans to commit to the Diversity Charter. Through this commitment, an organization pledges to uphold principles of equality, diversity and mutual respect in the workplace. These values need to be reflected in internal policies such as recruitment, promotions, remuneration, work-life balance or prevention of mobbing and discrimination. We believe that diversity and equal treatment in the workplace will improve the effectiveness, engagement and innovation within our institution.

Launch and operate an internal Wellbeing Academy

The establishment of the Wellbeing Academy at BFG is an initiative aimed at supporting employees in their personal and professional development. The academy will run periodic campaigns addressing challenges such as burnout, soft skills, effective communication, and coping with stress to enhance mental wellbeing.

These campaigns will be delivered through multi-channel internal communications and carefully selected training programmes. The success and impact of the campaigns will be evaluated through dedicated employee surveys and participation rates.

GLOSSARY OF TERMS

BFG, Fund

Bank Guarantee Fund

Central Counterparty, CCP

Central Clearing Counterparty

IRR Directive

Insurance Recovery and Resolution Directive

EBA

European Banking Authority

ECB

European Central Bank

EFDI

European Forum of Deposit Insurers

EIB

European Investment Bank

EIOPA

European Insurance and Occupational Pensions Authority

ESMA

European Securities and Markets Authority

IADI

International Association of Deposit Insurers

Financial safety net institutions

National Bank of Poland, Financial Supervision Authority, Ministry of Finance and Bank Guarantee Fund

Credit Union, SKOK

Co-operative Savings and Credit Union

BRRD

The Bank Recovery and Resolution Directive

SRB

Single Resolution Board

EU

European Union

the BFG Act, uBFG

the Act of 10 June 2016 on the Bank Guarantee Fund, Deposit Guarantee Scheme and Resolution (Journal of Laws 2024, item 487)



Bank Guarantee Fund
4 Skorupki Street
00-546 Warsaw, Poland