UniCredit is and will remain a **simple successful pan-European commercial bank**, with a fully plugged in CIB, delivering a unique Western, Central and Eastern European network to our extensive client franchise.

We meet real client needs with real solutions which harness synergies between our business divisions: **CIB, Commercial Banking and Wealth Management**. The way in which these solutions are developed and provided is as important as the solution itself, which is why everything we do is based on **ethics and respect**.

**By focusing on banking that matters**, we offer local and international expertise, providing unparalleled access to market leading products and services in 14 core markets through our European banking network.

Through sustainable business growth, we ensure UniCredit remains a **pan-European winner**.
Our values
Ethics & respect: Do the right thing!

**Ethics and Respect**: two values unite us and define our Group culture – how we make decisions and how we act on them. **Do the right thing!** is a simple, guiding principle to help us live these values every day, everywhere.

Applying these will help us become the bank we want to be because "Ethics and respect"
- Guide interactions amongst all our colleagues
- Promote diversity and work-life balance
- Strengthen our “speak-up culture” and protect against retaliation
- Apply to all Group business policies of sustainability and client interaction
- Mean fairness towards all stakeholders, at all times, to achieve sustainable results

**Ethics and respect: Do the right thing!**
clarify expectations about how to work as One Team, One UniCredit and **support us in the fulfilment of our five fundamentals**, which guide our daily operations and actions.
How we act  
Our Five Fundamentals

Our top priority, every minute of the day, is to serve our customers the very best we can (Customers First). To do this, we rely on the quality and commitment of our people (People Development) and on our ability to cooperate and generate synergies as One Bank, One UniCredit (Cooperation & Synergies). We will take the right kind of risk (Risk Management) while being disciplined in executing our strategy (Execution & Discipline).
Pan-European commercial bank
We have a solid European identity with well-diversified revenues

1. As at 30 September 2019.
3. As at 30 June 2019 FTE “Full Time Equivalent”= number of employees counted for the rate of presence.
Local and international expertise (1/2)
We are a pan-European group, with a strong presence in our core markets...
Local and international expertise (2/2)
... and an extended network around the globe

- UniCredit Commercial Banks
- UniCredit International Branches
- UniCredit Representative Offices and other presence
# Market leading products and services

We have strong competitive advantages across our countries

## Strong local Commercial Banks

<table>
<thead>
<tr>
<th>Country</th>
<th># Clients, m</th>
<th>Ranking by assets in Europe(^{(5)})</th>
</tr>
</thead>
<tbody>
<tr>
<td>Italy</td>
<td>7.6</td>
<td>2</td>
</tr>
<tr>
<td>Germany</td>
<td>1.6</td>
<td>3</td>
</tr>
<tr>
<td>Austria</td>
<td>1.6</td>
<td>1</td>
</tr>
<tr>
<td>CEE</td>
<td>14.7</td>
<td>1</td>
</tr>
</tbody>
</table>

4. Data as of 3Q includes 100% clients on Yapi
5. Data as of 3Q19 based on available public data. For Germany, only private banks, for CEE compared to Erste, KBC, Intesa Sanpaolo, OTP, RBI, SocGen, UC data incl. Yapi pro quota, for Austria ranking as of FY18

## "Go to" bank for European "Mittelstand" Corporates

<table>
<thead>
<tr>
<th>Loans to corporates in EU zone, €bn(^{(6)})</th>
<th>Peer 1</th>
<th>UniCredit</th>
<th>Peer 3</th>
<th>Peer 4</th>
<th>Peer 5</th>
<th>Peer 6</th>
<th>Peer 7</th>
</tr>
</thead>
</table>

6. Data as of 3Q19, where available (otherwise as of 2Q19), based on available public data; peers include: BNP, Deutsche Bank, Santander, HSBC, ISP, Société Générale. FX exchange rate at 30 September 2019
### Transform 2019 (1/2)
Well on track to achieving our objectives

<table>
<thead>
<tr>
<th>STRENGTHEN AND OPTIMISE CAPITAL</th>
<th>FY19 CET1 ratio guidance confirmed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>TLAC guidance confirmed</td>
</tr>
<tr>
<td></td>
<td>TLAC pre-funding at tight spread</td>
</tr>
</tbody>
</table>

- 3Q19 CET1 ratio at 12.60%. MDA buffer of 252bps
- 2019 CET1 MDA buffer confirmed at the upper end of target range of 200-250bps\(^7\) by year end
- 3Q19 TLAC ratio 21.85%\(^8\), MDA buffer of 226bps, well above the target of being at the upper end of 50-100bps range, also thanks to pre-funding
- Successful pre-funding of TLAC with 1.25bn Tier 2 placement with a coupon of 2.0%, at 240bps\(^9\), the tightest issue spread for UniCredit's Tier 2 since 2011

<table>
<thead>
<tr>
<th>IMPROVE ASSET QUALITY</th>
<th>Group gross NPE ratio below 6%</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19 Non Core gross NPEs below 10bn</td>
<td></td>
</tr>
</tbody>
</table>

- 3Q19 Group gross NPE ratio improved to 5.7% (-264bps Y/Y)\(^{10}\) with Group gross NPEs down 12.0bn Y/Y and 5.7bn Q/Q, of which 5.4bn\(^{11},^{12}\) disposals in 3Q19
- Group Core gross NPE ratio 3.6%\(^{10},^{12}\), down 78bps Y/Y, well below FY19 4.7% target
- FY19 Non Core gross NPEs below 10bn

<table>
<thead>
<tr>
<th>TRANSFORM OPERATING MODEL</th>
<th>Transform 2019 branch and FTE targets achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY19 costs confirmed</td>
</tr>
</tbody>
</table>

- Transform 2019 Western European branch closure target achieved. Branches down by 19 Q/Q
- Transform 2019 net FTE reduction target of 14,000 achieved. FTEs down by 184 Q/Q
- FY19 cost confirmed at 10.1bn, materially better than original Transform 2019 target

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7. Assuming BTP spreads remain at 3Q19 levels.
8. 3Q19 TLAC ratio 21.85%, o/w 19.37% TLAC subordination ratio and 2.5% senior preferred exemption.
9. Over mid swap of equivalent maturity.
10. Figures as of 3Q19 benefit from IFRS5 classification of a NPL residential mortgage portfolio in Italy of 4.1bn (gross book value).
11. Of which 4.0bn in Non Core.
12. Weighted average "NPL" ratio of EBA sample banks is 3.0%. Source: EBA risk dashboard (data as at 2Q19). UniCredit's definition of "NPE" ratio is more conservative than EBA. Comparable "NPL" ratio for UniCredit at 3Q19 would be 3.2% for Group Core.
Transform 2019 (2/2)
Well on track to achieving our objectives

MAXIMISE COMMERCIAL BANK VALUE
- Leading European CIB franchise
  - “Made4Italy”, a new initiative to support Italian SMEs and promote an integrated agri-tourism sector, supported by 5bn of new financing and consultancy services
  - Agreement with the European Investment Fund to support Italian micro enterprises with additional 60m
  - Subscription of the first social impact minibond of 5m
  - Successful joint venture with Allianz with over 100,000 clients choosing My Care Family, an innovative non-life product customised to cover a wide range of client needs
  - Memorandum of Understanding signed with the Export-Import Bank of China to intensify cooperation between Chinese, Italian and Central Eastern European companies
  - Euromoney Cash Management 2019: Best Service Provider in 9 European countries
  - The Banker Transaction Banking Award 2019: Best Transaction Services Provider in W.E.
  - Leading bond and loan market franchise confirmed: #2 in “EMEA All Bonds in EUR” by number of transactions, #1 in EMEA Syndicated Loans in All Currencies in Italy, Austria and CEE, #2 in Germany(1)

ADOPT LEAN BUT STEERING CENTRE
- Governance
- Group CC streamlining
  - Cesare Bioni appointed as new Chairman
  - The ratio of GCC costs to total costs is down to 3.3% in 9M19. FY19 target of 3.5% confirmed

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13. Source: Dealogic, as at 1 October 2019. Period: 1 January – 30 September 2019; rankings by volume, unless otherwise stated.
We have completed the second year of our plan, confirming all 2019 targets, with a better risk profile.

**2018**

- **Improve Asset Quality**
  - 07.02.18
- **Adopt Lean but Steering Corporate Center**
  - 13.04.18
- **Transform Operating Model**
  - 23.05.18
- **Strengthen and Optimise Capital**
  - 02.11.18
- **maximise commercial bank value**
  - 31.12.18

**PROJECT FINO**
Completion of final phase of Project Fino

**CHAIRMAN CORPORATE GOVERNANCE**
New appointed (Fabrizio Saccomanni) based on the Board presenting its own list of candidates

**GROUP CHIEF TRANSFORMATION OFFICE**
Group Chief Transformation Officer appointed (Finja Carolin Kütz)

**EBA STRESS TEST**
EBA stress test results: third highest CET1 ratio among systemic banks in the Eurozone

**FINO PHASE 1 SUCCESSFULLY CLOSED**
FINO Phase 1 definitive agreements signed with Pimco and Fortress for the sale of €17.7bn portfolio

**Transform 2019**
We are focused on business growth

Our positive overall financial performance proves our good progress in strengthening the Group through strategic business initiatives and a focus on digitalisation and process simplification, leveraging on best practices across the Group. This is already driving significant growth. As the banking industry continues to evolve, we will maintain our focus on changing customer needs, ensuring the future sustainability of our business.

In UniCredit, building the bank of tomorrow means:
- Constant focus on customer satisfaction and consistent service quality
- Continued review of processes to improve the customer experience and optimise cost, with a strong focus on risk management
- Further revenues growth

<table>
<thead>
<tr>
<th></th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost-Income Ratio</td>
<td>56,9%</td>
<td>54.2 %</td>
<td>52/53%</td>
</tr>
<tr>
<td>Group Gross NPEs Ratio</td>
<td>10.33 %</td>
<td>7,67%</td>
<td>7,5%</td>
</tr>
<tr>
<td>Revenues</td>
<td>19.9 € bn</td>
<td>19,7 bn</td>
<td>19,8 bn</td>
</tr>
</tbody>
</table>