One Bank, One UniCredit

A simple successful Pan European Commercial Bank, with a fully plugged in CIB, delivering a unique Western, Central and Eastern European network to its extensive and growing client franchise

UniCredit: a Pan European winner
A simple successful Pan European Commercial Bank

**Commercial focus**

- **19** Revenues, bn
- **>430** Commercial loans, bn
- **16** clients, m
- **#2** for loans to corporates in Europe
- **#1** by total assets in CEE

**Pan European footprint**

- **Western Europe**
- **CEE**
- **CIB**

Note: This presentation includes rounded figures. Figures restated assuming new Group perimeter. New Group perimeter assumes full deconsolidation of Turkey and disposal of Fineco, Mediobanca and Ocean Breeze.

For ranking methodologies see annex.
1. Including UC Luxembourg and UC Ireland. Other international branches and representative offices in Asia and Oceania, North and South America, Middle East and Africa.
Transform 2019 showed that: we execute, we are transparent, we do the right thing for all stakeholders and we favour long-term sustainable outcomes over short-term solutions.

We are committed to generating sustainable returns by leveraging on our extensive and growing pan European client franchise, maximising productivity through continuous cost optimisation and more efficient business processes.

Thanks to proven discipline in risk management and capital allocation – at all times – we keep a high level of capital to absorb regulatory headwinds, delivering recurring growth of tangible equity, while maximising distribution to shareholders.

Transform 2019 success confirms ability to execute and deliver Team 23 plan
Transform 2019
Targets successfully delivered in worse-than-expected macro environment

2016-2019 headwinds
- Interest rate impact
- Slowdown of economic growth
- BTP-Bund spread volatility
- Deterioration of economic environment in Turkey
- Regulatory headwinds
- US sanctions

Decisive actions
- Acceleration of Non Core run-off
- BTP portfolio reduction
- Intragroup exposure decrease
- Acceleration of balance sheet de-risking
- Additional cost optimisation
- Strong capital position
- Further cost reduction vs initial 2019 target
- Transparent disclosure of regulatory impacts
- Disposal of non-strategic assets

1. Fineco, Mediobanca, Ocean Breeze, selected real estate.
Transform 2019
Focused execution resulted in key targets being exceeded

- Strengthened corporate governance
  - In line with best-in-class EU companies

- Significant de-risking
  - 50bn gross NPE reduction since 2015 down to 29bn, reaching by year-end a gross NPE ratio below 5.5% and a net NPE ratio below 2.3%

- Material cost reduction
  - 2.1bn net cost reduction\(^1\), -21% FTEs and -25% branches in mature markets

- Improved RoTE\(^2\)
  - From 4% in 2015 to above 9\(^\%\)\(^1\) at Group level

- Strong capital position
  - 21bn of CET1 capital equivalent raised, CET1 MDA buffer at the upper end of the 200 to 250bps range

- Regulatory requirement
  - SREP Pillar 2 requirement lowered from 200bps to 175bps\(^3\), 75bps lower than 2016

- Shareholder return
  - FY19 capital distribution at 40\(^\%\)\(^4\) double the initial target\(^5\)

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Figures as of 9M19, unless otherwise stated.
1. FY19 guidance.
2. On adjusted basis.
3. Based on SREP letter received on 2 December 2019.
4. 30% cash dividend and a proposal of 10% share buyback subject to regulatory approval and AGM authorisation.
5. Initial target communicated at CMD16: 20% cash dividend; target revised at CMD17: 30% cash dividend.
Team 23
Plan based on four Pillars

- Grow and strengthen client franchise
- Transform and maximise productivity
- Disciplined risk management & controls
- Capital and balance sheet management
# Team 23
## Key targets

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RoTE</strong>, %</td>
<td>8</td>
<td>&gt;9</td>
<td>8</td>
<td>&gt;8</td>
</tr>
<tr>
<td><strong>Costs</strong>, bn</td>
<td>10.3</td>
<td>10.1</td>
<td>10.2</td>
<td>10.2</td>
</tr>
<tr>
<td><strong>Gross NPE ratio</strong>, %</td>
<td>7.7</td>
<td>&lt;5.5</td>
<td>5.0</td>
<td>&lt;3.8</td>
</tr>
<tr>
<td><strong>Tangible equity</strong>, EoP bn</td>
<td>47.7</td>
<td>51.6²</td>
<td>53</td>
<td>60</td>
</tr>
<tr>
<td><strong>CET1 MDA buffer</strong>, bps</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>between 200 and 250</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Underlying net profit</strong>, bn</td>
<td>3.0</td>
<td>4.7</td>
<td>4.3</td>
<td>5</td>
</tr>
<tr>
<td><strong>Capital distribution</strong>, %</td>
<td>20</td>
<td>40</td>
<td>40</td>
<td>50</td>
</tr>
</tbody>
</table>

1. Based on underlying net profit adjusted for non-operating items, see annex for details. RoTE for 2018 based on stated net profit adjusted for Yapi impairment (-0.8 bn) and IFRS9 FTA tax effect (+0.9bn). 2.9M19 actual.
2. For 2023 including estimated impact of CRD5 (article 104a) and Basel 4, FRTB and CVA fully loaded.
3. Adjusted for non-operating items, see annex for details. Adjustments neutral for coupon payments of AT1 and CASHES.
4. Based on underlying net profit. Capital distribution for FY19-FY22: 30% cash dividend and 10% share buyback; for FY23: 40% cash dividend and 10% share buyback. Proposal of share buybacks subject to regulatory approval and AGM authorisation.

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1bn gross cost savings including:
- c. 8,000 FTE reductions
- c. 500 branch closures

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Guidance
Team 23
Tangible actions to deliver targets

- Grow and strengthen client franchise
- Transform and maximise productivity
- Disciplined risk management & controls
- Capital and balance sheet management

Selected examples:
- Customer experience
- "Go-to" bank for SMEs
- Enhanced service model for individuals
- Growth engines
Grow and strengthen client franchise – customer experience
Renewed focus on customer satisfaction and service quality

Transform 2019
From a strong cost efficiency and de-risking effort

Team 2023
to a focus on strengthening and growing customer base

Customer experience as key driver for all strategic initiatives

Client satisfaction measured at channel and touchpoint levels within customer journeys to drive process optimisation

Commitment to improve competitive position for Strategic NPS\(^1\) at group level

1. Strategic Net Promoter Score, definition in glossary.
### Grow and strengthen client franchise – SME

"Go-to" bank for SMEs thanks to enhanced service model

#### Key success factors

- Incumbent advantage thanks to long established presence
- Single group-wide client model leveraging on unique pan-European commercial network
- Full range of corporate offering, with a fully plugged-in CIB
- Enhanced customer experience thanks to value added services

#### 2023 goals - SME

<table>
<thead>
<tr>
<th></th>
<th>WEU¹</th>
<th>CEE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues, bn</td>
<td>1.7</td>
<td>0.6</td>
</tr>
<tr>
<td>CAGR 18-23</td>
<td>+3%</td>
<td>+3%</td>
</tr>
<tr>
<td>o/w fees</td>
<td>47%</td>
<td>24%</td>
</tr>
<tr>
<td>CAGR 18-23</td>
<td>+5%</td>
<td>+4%</td>
</tr>
<tr>
<td>Loans, bn</td>
<td>40</td>
<td>13</td>
</tr>
<tr>
<td>CAGR 18-23</td>
<td>+4%</td>
<td>+3%</td>
</tr>
<tr>
<td>Number of active</td>
<td>155</td>
<td>55</td>
</tr>
<tr>
<td>clients, k</td>
<td>CAGR 18-23</td>
<td>+2%</td>
</tr>
<tr>
<td>RoAC, %</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>Customer journey NPS</td>
<td>&gt;5</td>
<td>&gt;5</td>
</tr>
</tbody>
</table>

#### Confirm position as "go to" bank for small and mid-sized corporates

Managerial figures.
1. Commercial Banking Italy, Germany and Austria.
2. For CEE, CAGR is calculated 19–23 to neutralise methodological changes.
3. Net Promoter Score, definition in glossary.
## Grow and strengthen client franchise – individuals
Redesign customer service for individuals thanks to a mix of integrated channels

### Improved customer service model

<table>
<thead>
<tr>
<th>Distribution model enhancement</th>
<th>Evolution of service model, ranging from mass market to wealth management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on transaction migration towards direct channels across the Group, including mobile channel</td>
<td>Renewed focus on conversion of deposits into AuM</td>
</tr>
<tr>
<td>Network footprint redesign in Western Europe</td>
<td>Grow Private Banking and Wealth Management through enhanced coverage and leveraging on group-wide platform</td>
</tr>
<tr>
<td>Targeted retail growth in selected CEE countries</td>
<td>Targeted growth in selected segments by using data analytics</td>
</tr>
</tbody>
</table>

### 2023 goals - individuals

<table>
<thead>
<tr>
<th></th>
<th>WEU¹</th>
<th>CEE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues, bn</td>
<td>5.7</td>
<td>1.4</td>
</tr>
<tr>
<td>o/w fees</td>
<td>0.8</td>
<td>0.24</td>
</tr>
<tr>
<td>Loans, bn</td>
<td>113</td>
<td>24</td>
</tr>
<tr>
<td>Number of active clients, m</td>
<td>10</td>
<td>6</td>
</tr>
<tr>
<td>AuM, bn</td>
<td>226</td>
<td>4</td>
</tr>
<tr>
<td>Digital users, %</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>Customer journey NPS increase³, points</td>
<td>&gt;5</td>
<td>&gt;5</td>
</tr>
</tbody>
</table>

Managerial figures. Individuals includes retail, private banking and wealth management.

1. Commercial Banking Italy, Germany and Austria.

2. For CEE, CAGR is calculated 19–23 to neutralise methodological changes.

3. Net Promoter Score, definition in glossary.
Grow and strengthen client franchise – growth engines
CEE and fully plugged-in CIB as profitable growth engines

**Key initiatives**

- Reinforce CEE leadership
  - Fully exploit CEE leadership position and economic potential, delivering sustainable returns and further improvement in cost efficiency
  - Reinforce commercial strategy driven by customer focus, and leveraging on digitalisation and international franchise

- CIB fully plugged-in
  - Deliver the full CIB product offer to SME, Corporate, Private Banking, Wealth Management and Financial Institution customers across the Group
  - Confirm market leadership and further grow in loans, debt capital markets and trade finance in Europe

**2023 goals**

- Core revenues\(^1\) CAGR: 2%
- Client driven revenues CAGR: 3%

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CAGRs refer to 2018-2023 period.
1. Revenues excluding Trading.
Team 23
Tangible actions to deliver targets

Grow and strengthen client franchise

Transform and maximise productivity

Selected examples
- Paperless bank
- Process optimisation

Disciplined risk management & controls

Capital and balance sheet management
Transform and maximise productivity – paperless bank
Dematerialised processes to reduce costs and operational risk

Key priorities
- Enhancement of customer experience in branches
- Decrease of operational risk
- Reduction of cost to serve
- Fully dematerialised processes

Main actions
- Converge to a digital experience in the branch
- Implement straight-through processing leading to faster transactions
- Enable exchange of digital documents between bank and customers
- Provide a wider set of digital-ready contracts, increasing use of client digital signature

2023 goals
- >150m Cost saving
- >5 Customer journey NPS increase, points

Digital product roll out
in Italy by early 2H20, in Austria and in Germany by 2021 and in CEE by 2023

1. 2023 run rate, cost equivalent of HR and non-HR efficiency.
2. Net Promoter Score, definition in glossary.
**Transform and maximise productivity – process optimisation**
Continuous process optimisation leading to a new way of working

<table>
<thead>
<tr>
<th>Customer journey</th>
<th>Main objectives</th>
<th>2023 goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current accounts</td>
<td>Transform and streamline processes to enhance customer experience and grow client business</td>
<td>&gt;60m Cost saving²</td>
</tr>
<tr>
<td>Investment products</td>
<td>Maximise productivity across the value chain</td>
<td>&gt;5 Customer journey NPS³ increase, points</td>
</tr>
<tr>
<td>Residential mortgages</td>
<td>Improve processes and products to minimise operational risk</td>
<td></td>
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<tr>
<td>Consumer finance</td>
<td></td>
<td></td>
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<tr>
<td>Cards</td>
<td></td>
<td></td>
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<tr>
<td>SME banking</td>
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<td></td>
</tr>
</tbody>
</table>

Seamless cooperation between business, support functions and IT to drive product innovation across dedicated customer journeys

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1. E2E permanent rooms: working on process redesign of identified customer journeys, requiring involvement of representatives of all functions (e.g., Business, IT and support functions).
2. 2023 run rate.
3. Net Promoter Score, definition in glossary.
Team 23
Tangible actions to deliver targets

- Grow and strengthen client franchise
- Transform and maximise productivity
- Disciplined risk management & controls
- Capital and balance sheet management

- Credit and financial risk
- Operational risk and compliance
Disciplined risk management & controls - credit and financial risk

Strengthened monitoring and management

**Credit risk**
- Disciplined origination targeting best rated clients
- Automatic risk approval by segments and products with enhanced data analytics during pre-evaluation phase
- Strengthened monitoring with new technologies and data sources, operating model based on client risk level
- Proactive NPE management to optimise value and capital

**Financial risk**
- Prudent liquidity policies embedded in decision making and business activities

**Enhanced business accountability and in-depth monitoring by control functions**

**2023 targets**
- CoR, bps: 40
- Gross NPE ratio, %: <3.8
Disciplined risk management & controls – compliance and operational risk

Targeted actions on Compliance and Operational risk

<table>
<thead>
<tr>
<th>Reinforced governance and steering</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Anti Financial Crime controls, AML and KYC</strong></td>
</tr>
<tr>
<td>- Rotation of people between business and control functions</td>
</tr>
<tr>
<td>- Improved oversight through strengthened centralised compliance requirements</td>
</tr>
<tr>
<td>- Further enhancement in controls, processes and overall risk culture</td>
</tr>
<tr>
<td><strong>Cyber security</strong></td>
</tr>
<tr>
<td>- Continuous strong focus on data protection and security</td>
</tr>
<tr>
<td>- Secured Cloud usage and stricter protocol for third parties engagement</td>
</tr>
<tr>
<td><strong>Operational risk</strong></td>
</tr>
<tr>
<td>- Reinforced controls of business and governance processes across legal entities</td>
</tr>
<tr>
<td>- Continued focus on operational and reputational risk culture and control</td>
</tr>
</tbody>
</table>

**Group culture driven by "Do the right thing!" principle**

Each employee is part of the first line of defense

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1. Including "OFAC Program", i.e., set of initiatives resulting from settlement with US Authorities in April 2019.
Team 23
Tangible actions to deliver targets

- Grow and strengthen client franchise
- Transform and maximise productivity
- Disciplined risk management & controls
- Capital and balance sheet management
## Capital and balance sheet management

### Decisive actions to increase flexibility

<table>
<thead>
<tr>
<th>Main actions</th>
<th>2023 target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Capital allocation</strong></td>
<td></td>
</tr>
<tr>
<td>▪ Preference for share buybacks over M&amp;A</td>
<td></td>
</tr>
<tr>
<td>▪ Only small bolt-on acquisitions might be considered to accelerate capital allocation</td>
<td></td>
</tr>
<tr>
<td>▪ Proactive capital allocation based on financial performance at country(^1), segment(^1) and individual client(^2) level</td>
<td></td>
</tr>
<tr>
<td><strong>Domestic sovereign portfolio</strong></td>
<td>200 - 250 CET1 MDA buffer(^3), bps</td>
</tr>
<tr>
<td>▪ Gradual alignment of domestic sovereign bond portfolios with those of European peers</td>
<td></td>
</tr>
<tr>
<td><strong>Group structure</strong></td>
<td></td>
</tr>
<tr>
<td>▪ UC SpA to remain as operating holding</td>
<td></td>
</tr>
<tr>
<td>▪ Project of subholding – including UCB AG, UCBA AG and CEE countries – incorporated in Italy and not listed</td>
<td></td>
</tr>
<tr>
<td>▪ Subholding to optimise MREL requirement in the medium term</td>
<td></td>
</tr>
<tr>
<td>▪ Reduction of intragroup exposures and improvement of Group resolvability as pre-conditions for Group structure evolution</td>
<td></td>
</tr>
</tbody>
</table>

1. In terms of RoAC vs. cost of equity.
2. In terms of EVA.
3. For 2023 including estimated impact of CRD5 (article 104a) and Basel 4, FRTB and CVA fully loaded.
The way in which results are achieved is as important as the actual results

- Grow and strengthen client franchise
- Transform and maximise productivity
- Disciplined risk management & controls
- Capital and balance sheet management

Ethics & Respect
Do the right thing!
Ethics & Respect: Do the right thing!
Guiding principle for all stakeholder interactions

"Do the right thing" to generate sustainable results

See annex for details
Team 23
Key financials

- Grow and strengthen client franchise
- Transform and maximise productivity
- Disciplined risk management & controls
- Capital and balance sheet management
Team 23
A clear commitment to deliver whatever the environment

- Team 23 plan based on pragmatic macro assumptions, more conservative than market expectations
- Two sensitivities to capture uncertainty in a volatile environment:
  - "Lagarde" - interest rate policy normalisation
  - "Draghi" - maintaining the current policy

Resilient underlying net profit, adjusted for non-operating items\(^1\), the basis for increasing capital distribution

Capital distribution of 40% for FY19-FY22, and 50% for FY23, a combination of cash dividends and share buybacks\(^2\)

200 – 250bps CET1 MDA buffer\(^3\)

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1. Adjustments neutral for coupon payments of AT1 and CASHES.
2. Based on underlying net profit. Capital distribution for FY19-FY22: 30% cash dividend and 10% share buyback; for FY23: 40% cash dividend and 10% share buyback. Proposal of share buybacks subject to regulatory approval and AGM authorisation.
3. For 2023 including estimated impact of CRD5 (article 104a) and Basel 4, FRTB and CVA fully loaded.
Team 23 – Key targets
16bn value creation, 8bn capital distribution and 8bn tangible equity increase

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<td>&gt;9</td>
<td>8</td>
<td>&gt;8</td>
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<tr>
<td><strong>Costs, bn</strong></td>
<td>10.3</td>
<td>10.1</td>
<td>10.2</td>
<td>10.2</td>
</tr>
<tr>
<td><strong>Gross NPE ratio, %</strong></td>
<td>7.7</td>
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<td><strong>Tangible equity, EoP bn</strong></td>
<td>47.7</td>
<td>51.6(^3)</td>
<td>53</td>
<td>60</td>
</tr>
<tr>
<td><strong>CET1 MDA buffer</strong>, bps</td>
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<td>4.3</td>
<td>5</td>
</tr>
<tr>
<td><strong>Capital distribution</strong>, %</td>
<td>20</td>
<td>40</td>
<td>40</td>
<td>50</td>
</tr>
</tbody>
</table>

1. Based on Team 23 economic assumptions. For Tangible Equity period is 9M19 – 2023, for Capital distribution period is FY20 – FY23. Capital distribution for FY19-FY22: 30% cash dividend and 10% share buyback; for FY23: 40% cash dividend and 10% share buyback. Proposal of share buybacks subject to regulatory approval and AGM authorisation.

2. Based on underlying net profit adjusted for non-operating items, see annex for details. Adjustments neutral for coupon payments of AT1 and CASHES. RoTE for 2018 based on stated net profit adjusted for Yapi impairment (-0.8bn) and IFRS9 FTA tax effect (+0.9bn).

3. 9M19 actual.

4. For 2023 including estimated impact of CRD5 (article 104a) and Basel 4, FRTB and CVA fully loaded.

5. Adjusted for non-operating items, see annex for details. Adjustments neutral for coupon payments of AT1 and CASHES.
Team 23: a clear commitment to deliver

Proven ability to execute as confirmed by Transform 2019 success

16bn value creation, 8bn capital distribution and 8bn tangible equity increase\(^1\)

"Do the right thing!"

1. Based on Team 23 economic assumptions.
All figures in this presentation are in Euros unless otherwise stated; Figures might not add up due to rounding reasons.

**Page 3**

- Revenues refer to Business Divisions, excluding Group Corporate Centre and Non Core
- Ranking by corporate loans in Europe
  - Peers including BNP Paribas, BBVA, Crédit Agricole SA, Commerzbank, Deutsche Bank, HSBC, ING, Intesa Sanpaolo, Santander, Société Générale
  - Data as of 3Q19 based on publicly available information
  - Referring to Europe as geographic area
- Ranking by total assets in CEE
  - Peers including Erste, Intesa Sanpaolo, KBC, OTP, RBI, Société Générale
  - Data as of 3Q19 based on publicly available information for all peers besides KBC and Société Générale for which data as of 2Q19 (based on Local Accounting Standards except for Slovenia and Slovakia on IFRS)
  - UC data exclude Turkey and include Profit Center in Holding
Ethics & respect: do the right thing!
2023 targets: a firm commitment to sustainability with tangible initiatives

Policy and principles

- Adhere to the highest standards
  - Endorsement of Task Force on Climate Related Financial Disclosures (TCFD)\(^1\)
  - Adhesion to Principles for Responsible Banking\(^1\)
  - Participation in the development of PACTA\(^2\) methodology for lending portfolio
  - Further improvement of policies for climate-related sectors

Social impact banking

- Support financial access and inclusion
  - Support projects with a positive social impact, bn

Climate actions

- Be a partner in the shift towards a low carbon economy
  - Exposure to renewable energy sector\(^3\), % increase
  - Exposure to thermal coal mining and coal fired power plants projects, m
  - Position in EMEA combined Green Bonds & ESG-linked loans\(^4\)

- Energy efficiency loans to WEU SME, % increase
- Energy efficiency loans to WEU Individuals, % increase
- New origination of energy efficiency loans in CEE\(^5\), % total loan

Endorsement of Task Force on Climate Related Financial Disclosures (TCFD)\(^1\)
Adhesion to Principles for Responsible Banking\(^1\)
Participation in the development of PACTA\(^2\) methodology for lending portfolio
Further improvement of policies for climate-related sectors

Support financial access and inclusion
Support projects with a positive social impact, bn

2. Paris Agreement Capital Transition Assessment.
3. Including: biomass, hydro, photovoltaic, wind, CHP, battery storage, energy from waste and other renewables as well as corporates predominantly operating renewable energy assets.
4. ESG-linked include: green Loans, KPI-linked loans, ESG-score linked loans. Green Bonds: include Green, Social and Sustainability bonds. Positioning based on Loan Radar and Dealogic League Tables.
5. Including Individuals and SME.
Material non-operating items basis for underlying net profit adjustment

<table>
<thead>
<tr>
<th>4Q19</th>
<th>Net P&amp;L impact, bn</th>
<th>CET1, %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unwinding of Yapi joint venture¹</td>
<td>-0.4</td>
<td>-0.1</td>
</tr>
<tr>
<td>Integration costs in Germany &amp; Austria</td>
<td>-0.3</td>
<td>-0.1</td>
</tr>
<tr>
<td>Revaluation of Real Estate and effects of disposals²</td>
<td>-0.2</td>
<td>+0.5</td>
</tr>
<tr>
<td>Non Core LLPs brought forward for updated rundown strategy</td>
<td>-1.0</td>
<td>-0.3</td>
</tr>
<tr>
<td>Impairment of intangible and other</td>
<td>-0.6</td>
<td>-0.1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2020 and beyond</th>
<th>Net P&amp;L impact, bn</th>
<th>CET1, %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yapi deconsolidation³</td>
<td>-3.1</td>
<td>+0.7</td>
</tr>
<tr>
<td>Integration costs in Italy</td>
<td>-1.1</td>
<td>-0.3</td>
</tr>
<tr>
<td>Additional Real Estate disposals</td>
<td>+0.3</td>
<td>+0.1</td>
</tr>
<tr>
<td>Regulatory headwinds impact on CoR⁴</td>
<td>-0.6</td>
<td>n.a.</td>
</tr>
</tbody>
</table>

Managerial estimates based on latest available information.

2. According to both the accounting adoption of the current value model for the evaluation of the held for investments (IAS 40) and used in business (IAS 16) Group real estate portfolio following its active management, and the disposal of real estate assets in 4Q19. The P&L and CET1 impacts are calculated as FY19 impact minus 9M19 actual. The positive CET1 ratio impact (+0.5 p.p.) is mainly generated by c.+2bn Net Equity increase, in addition to -0.2bn negative P&L impact and other positive regulatory effects.
3. Assuming full accounting and regulatory deconsolidation. Including -0.6bn P&L impact following the closing of the transaction as per specific Press Release published on 30 November 2019. The overall P&L impact includes the effect deriving from the negative FX reserve release, which it is neutral on CET1 being already considered.
4. LLPs related to regulatory headwinds.
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Pursuant the consolidated law on financial intermediation of 24 February 1998 (article 154-bis, paragraph 2) Stefano Porro, in his capacity as manager responsible for the preparation of the Company’s financial reports declares that the accounting information contained in this Presentation reflects the UniCredit Group’s documented results, financial accounts and accounting records.

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