Banking Outlook: CEE region – the place to be



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2017 EBRD Annual Meeting (Cyprus - May 9th)



AGENDA

- PART 1 CEE Banking outlook Mauro Giorgio Marrano
 - 1.1 Macroeconomic environment
 - 1.2 Banking sector developments
 - 1.3 Banking Outlook
- 2 PART 2 UniCredit in the region: further strengthen our leadership Carlo Vivaldi



EXECUTIVE SUMMARY

- The economic environment in which banks operate in CEE⁽¹⁾ is overall positive. In 2017, for the first time since the 2008-2009 crisis, GDP is expected to grow in all countries, with solid growth rates in most countries (3% or above).
- The banking sector was profitable⁽²⁾ in all CEE countries in 2016, with CEE as a whole performing better than Western Europe⁽³⁾. It was the first year since the 2008-2009 crisis that the sector recorded profits in all countries, although level of profitability varies within the region.
- Some of the vulnerabilities of the past are being addressed, putting the banking sectors of the region on a sounder footing: 1) A more sustainable funding model; 2) A lower share of FX lending in retail; 3) An ongoing improvement of asset quality.
- These developments represent a good basis for a relatively positive outlook. In the next two years, almost all countries are expected to experience growth in lending with the laggards picking up. NPL ratios are expected to decline further and profitability will remain above Western Europe⁽³⁾.
- **Digital banking is expected to play an important role in the region.** Most CEE countries have a relative high degree of digitalization and, while lower than most advanced EU countries, have been catching up. The region is thus a good place for banks to develop more innovative ways of providing banking services.
- **Key considerations** include low interest rate environment in some countries affecting profitability, the regulatory/legislative impact, the outlook for Turkey and limited growth in Russia.



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GDP: ALL COUNTRIES EXPECTED TO GROW IN 2017

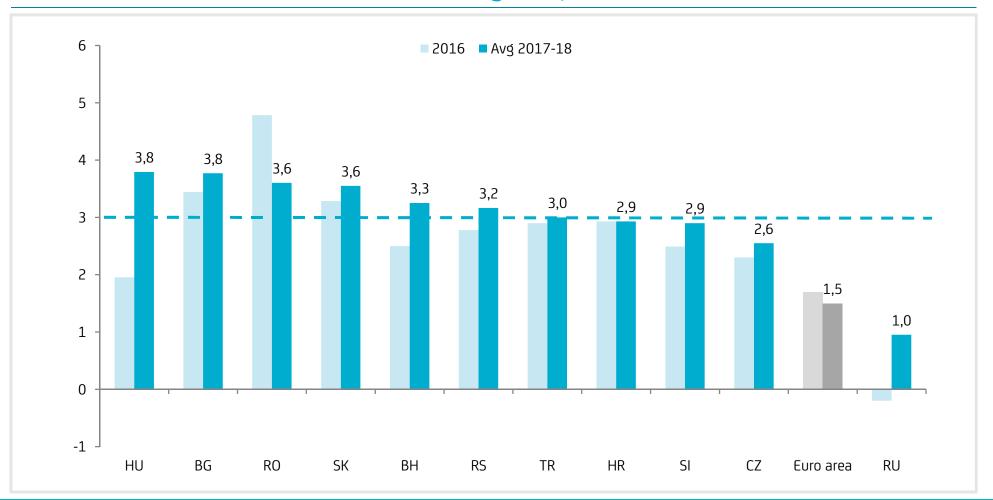
Real GDP growth, %

	2009	2010	2011	2012	2013	2014	2015	2016	2017f	2018f
HU	-6.8	1.3	1.6	-1.6	2.1	4.0	3.1	2.0	4.0	3.6
cz	-4.7	2.1	2.0	-0.7	-0.5	2.7	4.6	2.3	2.6	2.5
SK	-5.4	5.0	2.8	1.7	1.5	2.6	3.8	3.3	3.4	3.7
SI	-7.8	1.2	0.6	-2.6	-1.1	3.0	2.9	2.5	2.9	2.9
BG	-3.6	1.3	1.9	0.0	0.9	1.3	3.6	3.4	3.9	3.6
RO	-7.1	-0.8	1.1	0.6	3.5	3.1	3.9	4.8	3.9	3.3
HR	-7.4	-1.7	-0.3	-2.2	-1.1	-0.4	1.6	2.9	3.0	2.9
ВН	-2.9	0.8	0.9	-0.9	2.4	1.1	3.1	2.5	3.0	3.5
RS	-3.1	0.6	1.4	-1.0	2.6	-1.8	0.8	2.8	3.2	3.2
TR	-4.8	9.2	8.8	2.2	8.5	5.2	6.1	2.9	2.5	3.5
RU	-7.8	4.3	4.3	3.5	1.3	0.7	-2.8	-0.2	1.2	0.7
CEE ⁽¹⁾	-6.5	4.6	4.6	2.4	2.8	2.1	1.2	1.5	2.1	2.1
CEE ex RU, TR	-5.8	1.2	1.5	-0.5	1.3	2.5	3.6	3.1	3.4	3.2



GDP: MOST COUNTRIES TO EXPERIENCE GDP GROWTH AT 3% OR ABOVE

Real GDP growth, %





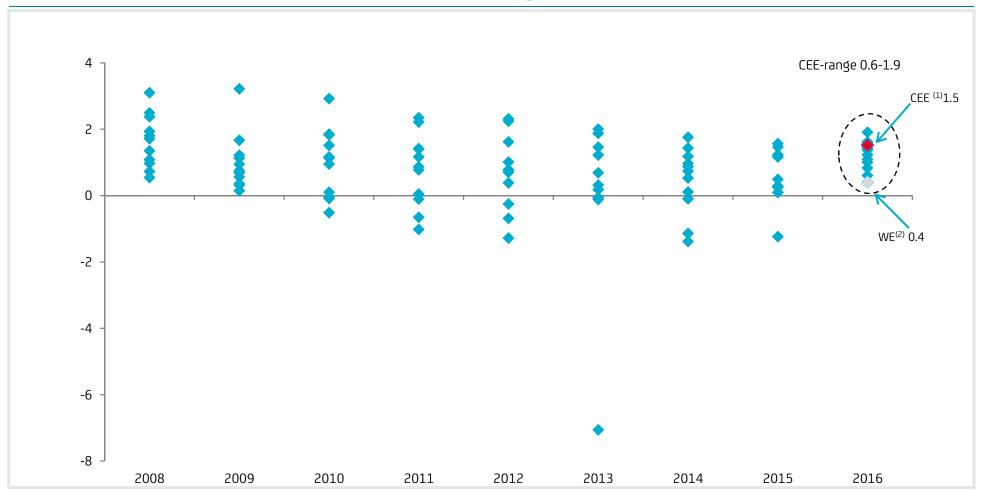
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ALL BANKING SECTORS PROFITABLE IN 2016, CEE PROFITABILITY ABOVE WE

Profit Before Taxes / Avg. Total Assets,%



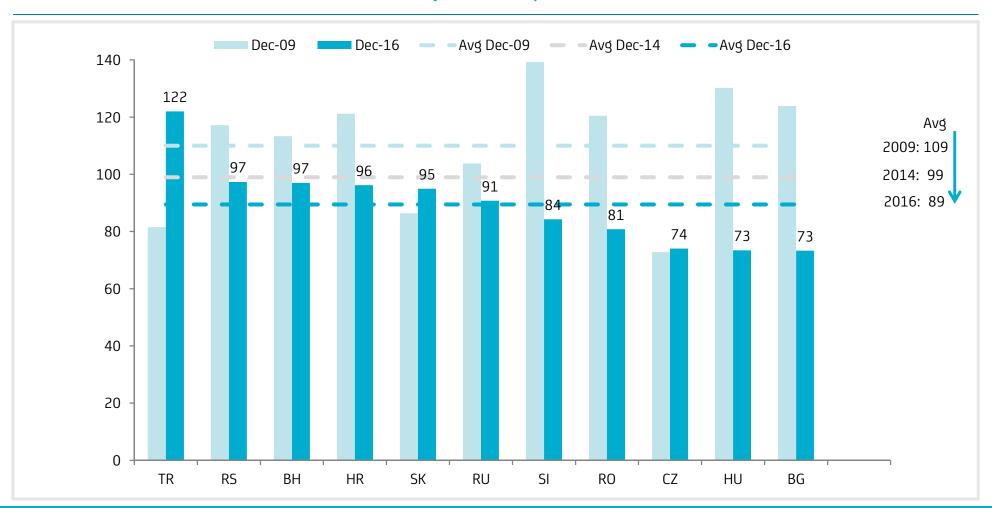
Notes: (1) CEE (Central Eastern Europe) includes Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Hungary, Romania, Russia, Serbia, Slovakia, Slovenia, and Turkey. (2) Western Europe includes Germany, Italy, Austria and it is an estimate based on partial data for 2016.



Source: National statistics, UniCredit Strategy and Corporate Foresight

FUNDING: A MORE SUSTAINABLE MODEL

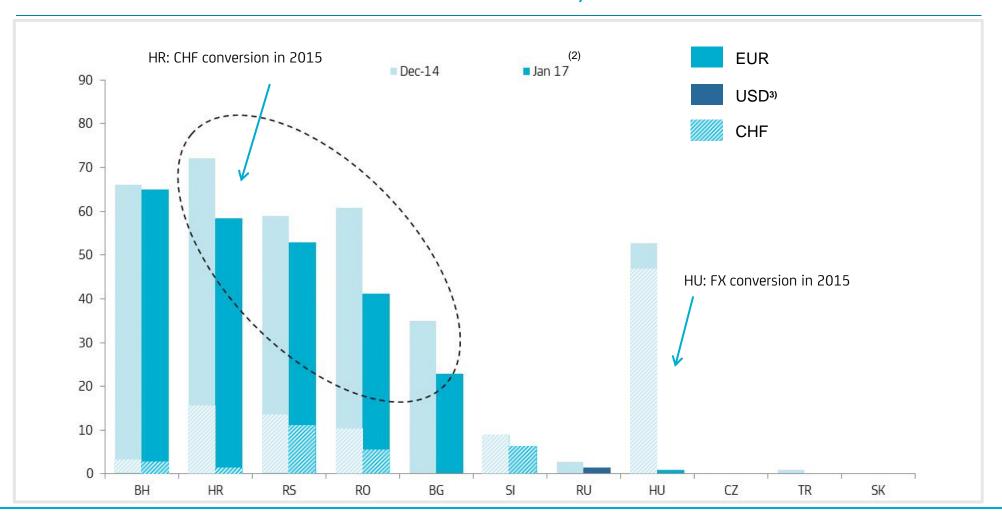
Loan to deposit ratio, %





FX LENDING: LOWER SHARE OF FX LOANS IN RETAIL, MAINLY EUR

FX loans share in retail⁽¹⁾, %

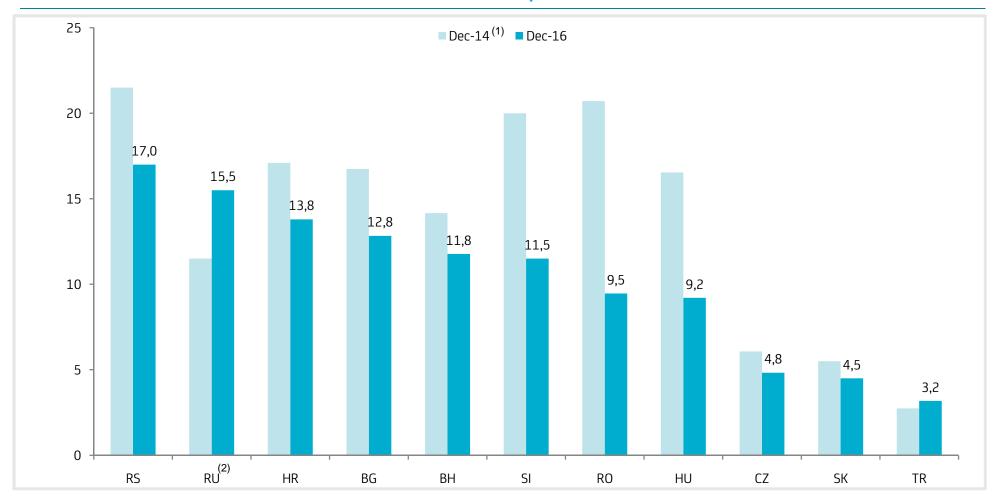


Notes: (1) Predominant part of FX loans share in retail is in EUR and in CHF. All currencies that have smaller than 1% share are not shown; (2) data for HR refer to Dec-16, data for BH refer to Dec-15. FX share for RU and TK mainly in USD.

Source: National statistics, UniCredit Strategy and Corporate Foresight

ASSET QUALITY: SIGNIFICANT REDUCTION OF NPL RATIOS IN THE REGION

NPL ratio, %

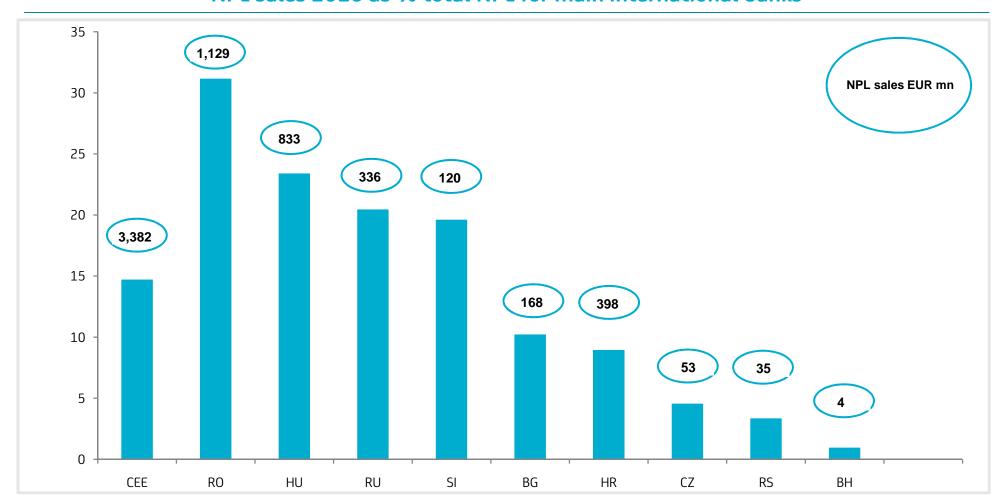


Notes: (1) NPL ratio refers to Top 30 banks; Figures for SI refer to June-15; (2) NPL ratio refers to Top 30 banks Source: National statistics, UniCredit Strategy and Corporate Foresight



SIGNIFICANT NPL SALES IN 2016

NPL sales 2016 as % total NPL for main international banks (1)



Notes: (1) Data reflect only NPL sales and NPL volumes of UC, RBI, OTP, ERS, ISP in the respective countries. Data are based on Group reporting which show the biggest transactions, therefore banks might have done smaller transactions which they do not report. For ISP the figures in the table are estimates based on local information and EBRD analysis. For OTP data include both NPL sales and write-offs.



Source: Company reports, UniCredit Strategy and Corporate Foresight

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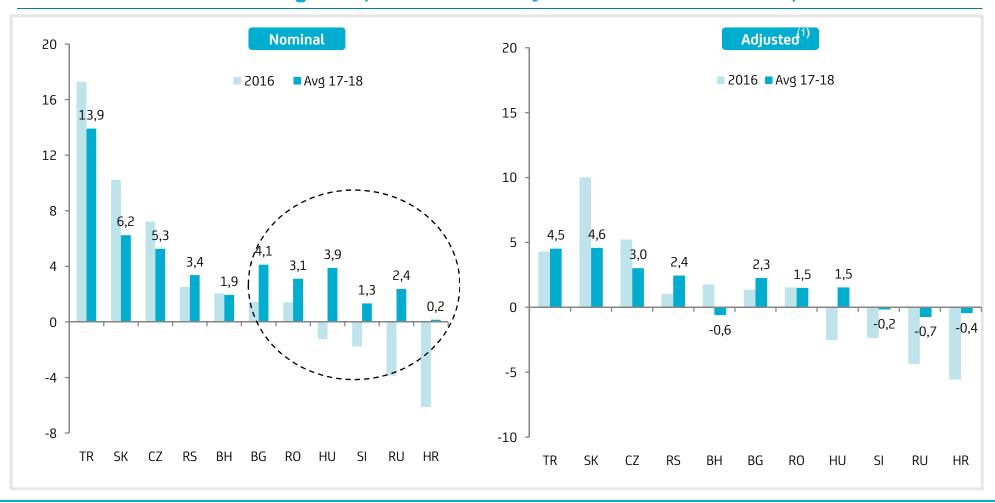
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MODERATE RECOVERY IN LENDING GOING FORWARD

Gross loans growth, nominal and adjusted for FX and inflation, %





FURTHER REDUCTION IN NPL RATIOS IN MOST COUNTRIES

NPL ratio forecast, %

	2016	2018	Chg 2018-2016	Chg 2018-2014	
RS	17.0	15.0	-2.0	-6.5	
(1) RU	15.5	14.8	-0.8	3.3	
HR	13.8	14.0	0.2	-3.1	
ВН	11.8	10.5	-1.3	-3.7	
BG	12.8	9.5	-3.3	-7.2	
SI	11.5	9.0	-2.5	(2) -11.0	
RO	9.5	6.7	-2.7	-14.0	
ни	9.2	4.8	-4.4	-11.8	
cz	4.8	4.5	-0.4	-1.6	
SK	4.5	4.2	-0.3	-1.3	
TR	3.2	3.6	0.4	1.0	

Drivers:

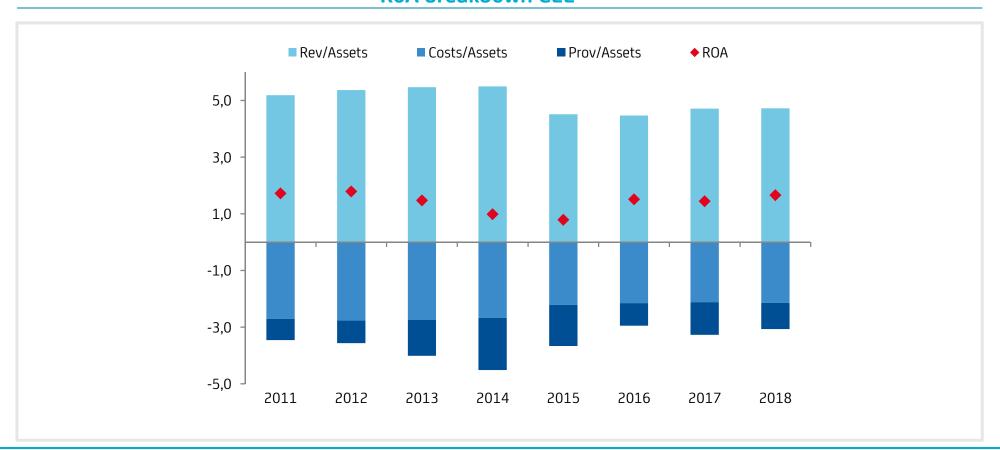
- 1) Economic recovery
- 2) NPL sales
- 3) Better collection

Notes: (1) (2) The delta refers to the period between 2018 and June 2015. Source: National statistics, UniCredit Strategy and Corporate Foresight



PROFITABILITY: RoA TO REMAIN AROUND 1.5% AND STILL ABOVE WESTERN EUROPE(1)

RoA breakdown CEE (2)(3)



Notes: (1) Western Europe include Germany, Italy and Austria; (2) CEE is aggregated using weights with current FX, all KPIs are calculated as a ratio of average total assets, RoA calculate as Profit Before Tax on average total assets.

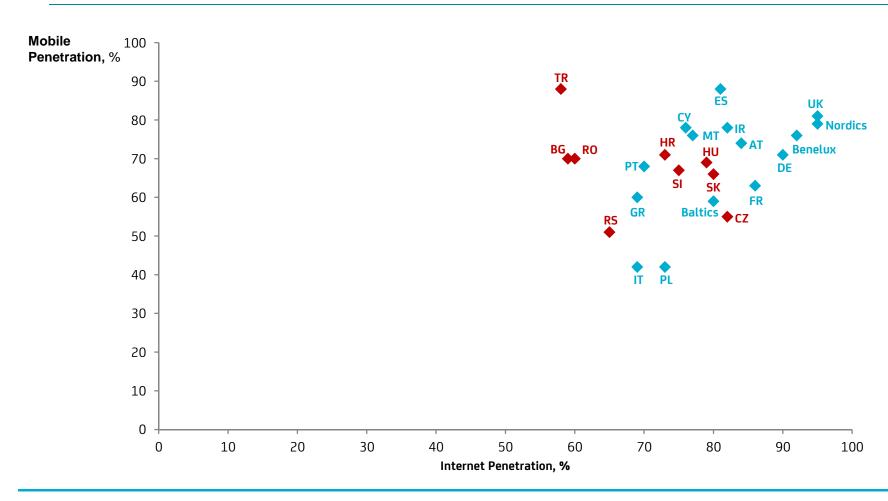
(3) CEE (Central Eastern Europe) includes Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Hungary, Romania, Russia, Serbia, Slovakia, Slovenia, Turkey, CESEE (Central Europe and South Eastern Europe) is CEE excluding Russia and Turkey.

Source: UniCredit Strategy and Corporate Foresight



RELATIVE HIGH DIGITALIZATION IN MOST COUNTRIES IN CEE

Internet and mobile penetration⁽¹⁾

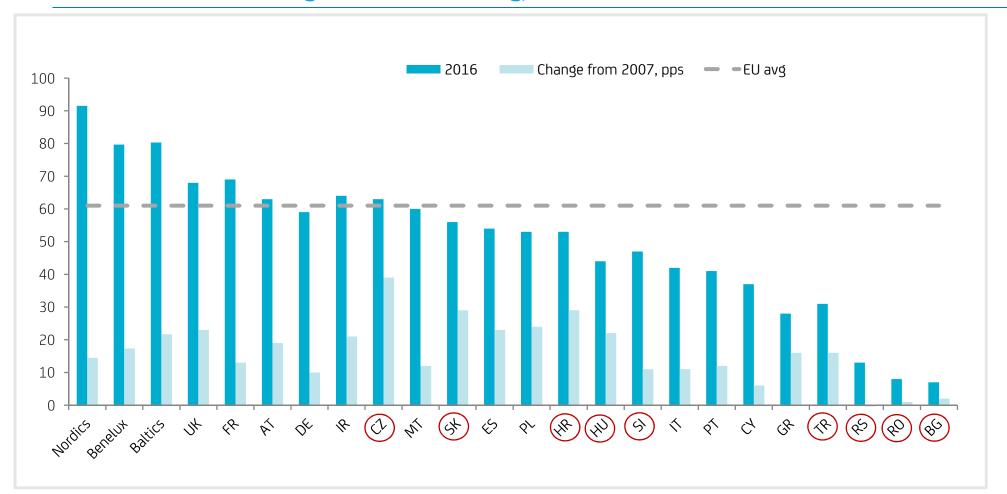


Notes: (1) percentage of individual using internet and mobile internet in the past 3 months. All data refer to 2016, only data for RS refer to 2015. Source: Eurostat; UniCredit Research CEE Quarterly 2Q17, Unicredit Strategy and Corporate Foresight



INTERNET BANKING PENETRATION IN CEE IS STILL BELOW EU AVERAGE BUT CATCHING UP

Usage of internet banking, % total individuals⁽¹⁾



Notes: (1) Percentage of individuals who have used internet in the last 3 months $\,$

Source: Eurostat, Unicredit Strategy and Corporate Foresight



KEY CONSIDERATIONS

- Low interest rate environment in some countries affecting profitability
- Regulatory/legislative measures affecting banks profitability
- PSD2 regulation introducing competition from banks and non-banks
- 4 The outlook for Turkey: geopolitical uncertainty
- 5 Low growth in Russia in absence of structural reforms



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UNICREDIT: A STRONG AND SUCCESSFUL PAN-EUROPEAN COMMERCIAL BANK WITH INHERENT COMPETITIVE ADVANTAGES

Commercial Banking model delivering **unique Western, Central and Eastern European** network to extensive Retail and Corporate client franchise

25 million clients¹ **79%** revenues from Commercial Banking²

"One Bank" business model replicated across full network, driving synergies and streamlined operations

Commercial Banks with leadership position³ in **12** out of **14** countries⁴

CIB plugged into Commercial Banking, enabling crossselling and synergies across business lines and countries €2.8bn

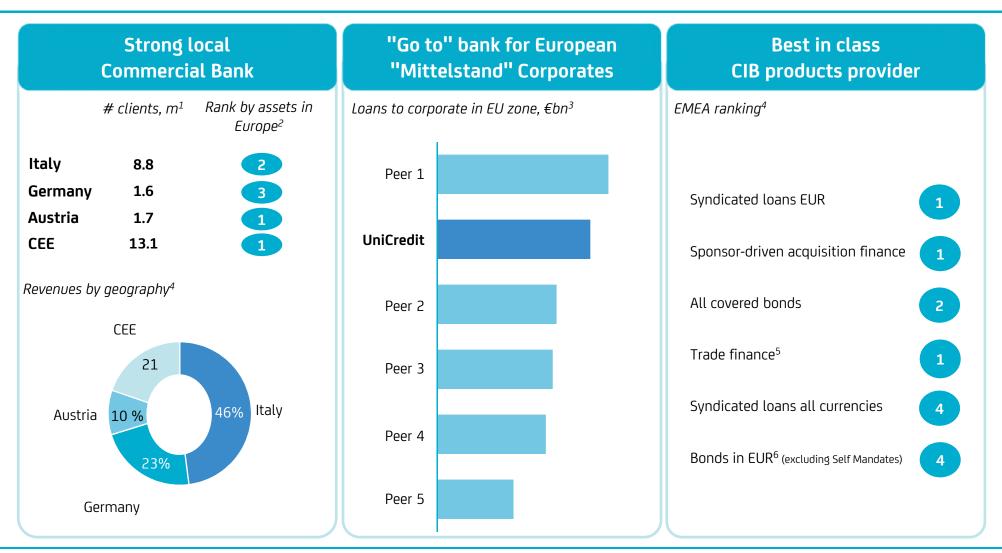
joint CIB-Commercial Banking revenues⁵

Low risk profile business model benefiting from diversification and a more stable national/regulatory environment

94% revenues in EU **52%** outside Italy



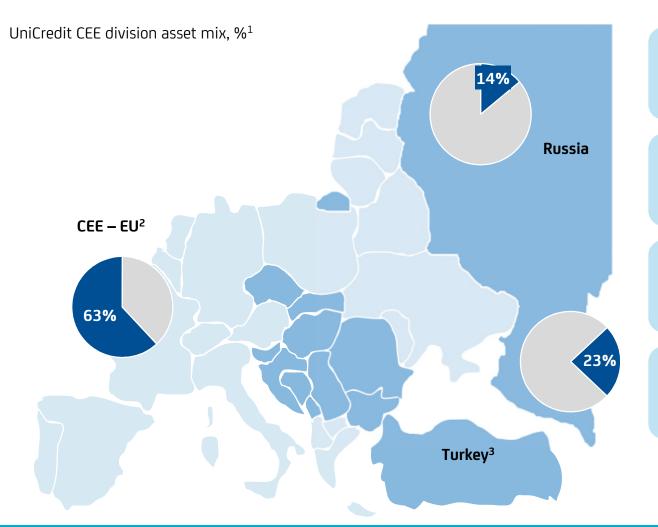
STRONG COMPETITIVE ADVANTAGE ACROSS COUNTRIES AND PRODUCTS



[•] Notes: (1) Data as of FY2016, includes 100% clients on Turkey (2) Data as of FY2016, for Austria domestic assets as of end of 2015 on local GAAP (source OeNB), for Germany only private banks; CEE compared to Erste, KBC, Intesa Sanpaolo, OTP, RBI, Societe Generale (3) Data as of 9M2016; peers includes: BNP Paribas, Deutsche Bank, Intesa Sanpaolo, Santander, Société Générale (4) Data from league tables as of FY2016 (5) "Source Euromoney 2017, Best trade finance provider in Western Europe and CEE" (6) Excluding self mandated. sources: for total assets, central bank statistics, if available, or local company reports; dealogic, Euromoney



UNICREDIT COMPETITIVE ADVANTAGES: LEADER IN CEE



Leadership position in market with Total Assets of €2,600 bn⁴

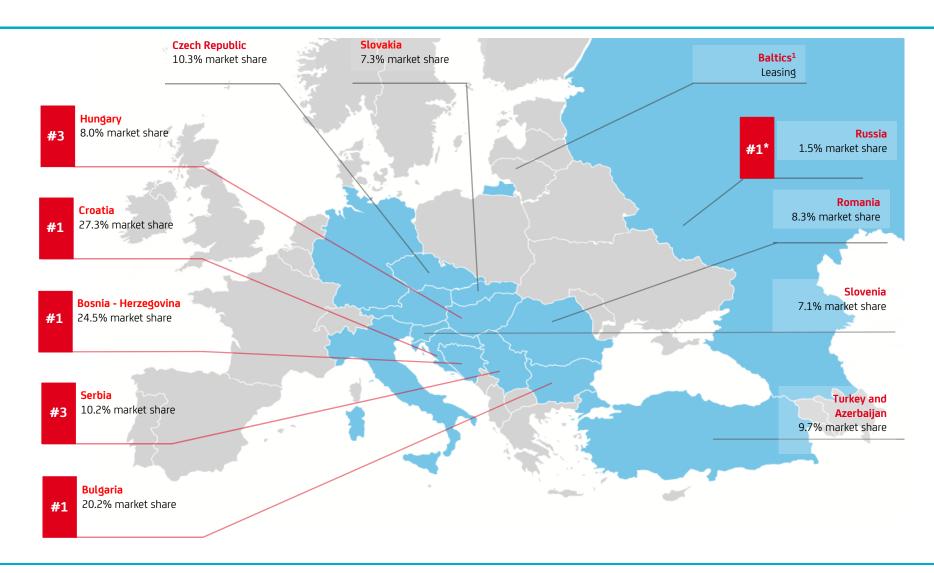
#1 in CEE⁵, top 5 ranked in most of CEE countries⁶

Mainly **present in EU** countries (63% of CEE assets)

Well diversified ensuring resilient performance throughout the cycle



UNICREDIT NETWORK IN CEE



Notes: Data as of FY 2016 except for Czech Republic and Slovenia (data as of 3Q 2016) - Market share and ranking in terms of total assets .



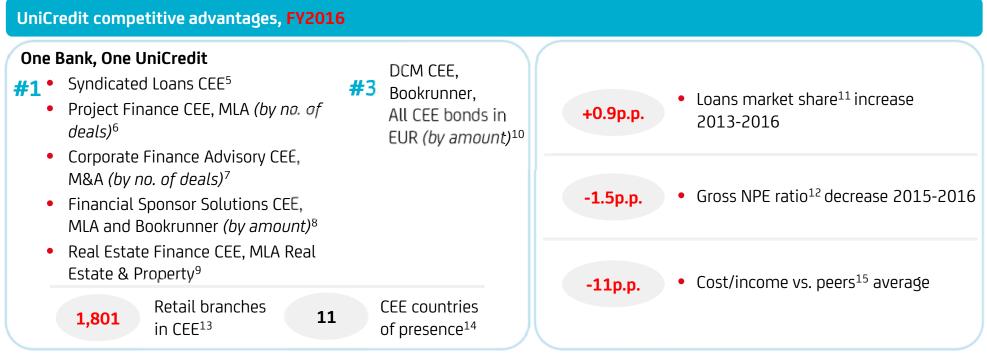
⁽¹⁾ Estonia, Latvia and Lithuania

^{*}AO UniCredit Bank is ranked #1 as foreign capital bank in Russia

COMMERCIAL BANKING CEE: CONTEXT & COMPETITIVE ADVANTAGES

Market context

- High real GDP growth (3.3% average GDP growth 2017-2018 in CEE EU¹ vs. 1.5% in Euro area)
- Underpenetrated banking market (loans/GDP ratio of 53% in 2016) with younger customer base²
- High lending growth³ (5.7% in 2016)
- High profitability (market profitability in CEE 1.5% vs. 0.4% in Western Europe⁴)



Notes: (1) Bulgaria, Croatia, Czech Republic, Hungary, Romania, Slovakia, Slovenia, includes Bosnia and Herzegovina (managerially mainly under Zagrebacka Banka in Croatia) and Serbia (EU membership process initiated). If considering total CEE, GDP growth at 2.2% (2) CEE's weighted median age is 37 years vs. Western Europe's 46 years, 2015 (3) The growth rate refer to CEE as a whole and it is calculated aggregating the countries' growth rates using their share in total CEE loans and keeping the FX vs. EUR constant at the value of end-2015 (4) Profitability measured as PBT on total assets. Western Europe includes Germany, Italy, Austria and it is an estimate based on partial data for 2016 (5) Source: Dealogic Loan Analytics, January 2017 (6) Source: Dealogic, January 2017 (7) Source: Mergermarket as of 24.01.2017. Auditors excluded. (8) Source: Dealogic Loan Analytics, 3 January 2017. No. 1 position refers to Sponsor-driven Acquisition Finance (9) Source: Dealogic, 16 February 2017 (10) Source: Dealogic as of 1 January 2017 (11) Gross loans at current FX (%), including BH, BG, HR, CZ, HU, RO, RU, RS, SK, SI, and TR at 40.9% (12) Including PCV/PCM (13) Including YKB in Turkey (14) Excluding Azerbaijan, Estonia, Latvia, Lithuania, considering only Retail branches (15). Data are based on FY2016 Group reporting. UniCredit data include also TR (at equity), Baltics, PCV, CC and others (UCTAM, Consolidation, etc.). Data for ERSTE, Intesa Sanpaolo, KBC and RBI, obtained by summing the volumes for the countries of presence. Data for OTP are based on group consolidated reporting. For all groups contributions to the deposit guarantee funds and resolution funds are in Opex. Financial Transaction Tax and Special Banking Tax are excluded from Opex.

KEY PRIORITIES: STRENGTHEN MARKET LEADERSHIP THROUGH ORGANIC GROWTH

Actions 2019² Client acquisition leveraging on innovative onboarding approach Distinctive value proposition for CEE multi country EU1 Corporate clients Revenue growth Opportunistic approach to selective portfolio +2.6% CAGR³ acquisitions Focus on Large Corporate and Affluent customers Defend current positioning following a selective lending approach compliant with sanctions framework Russia Net new clients Capture opportunities linked to expected economic recovery +2.6m⁴ Focus on profitability via efficiency gains and risk containment Turkey • Further develop digital banking, starting from already innovative positioning



KEY PRIORITIES: TRANSFORM VIA INNOVATION & CAPTURE GROUP SYNERGIES

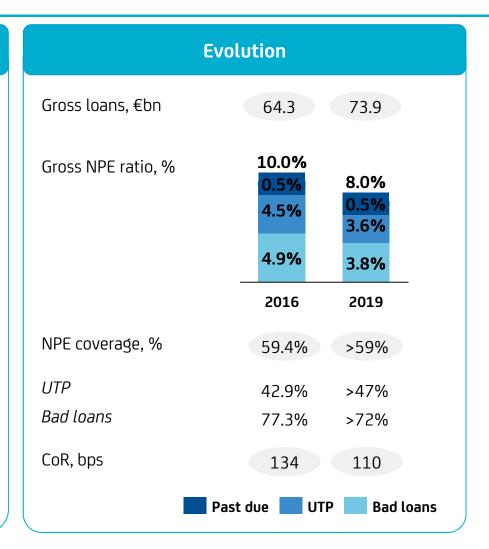
	Actions		2019	Delta vs. 2015
Transform via innovation and digitalization and continuous cost savings	 Completion of infrastructure transformation Further strengthen Big Data and Analytics to 	Online banking penetration	51% ²	+20p.p.
	 exploit cross-selling and increase penetration Continue to maintain lean cost structure Relocation/closure 14% of network branches¹ 	Mobile banking penetration	47%²	+34p.p.
		Cost/income	37%	-0.1p.p.
Capture synergies with the Group	 CEE networks focus on cross-selling to inbound/ outbound clients 	Number of international clients 2019 ³	28000	
	Best practices sharing initiative launched between CEE countries and the Group	Group-wide platform for structured identification and sharing of business best practices across the Group		



KEY PRIORITIES: CONTINUOUS STRICT RISK DISCIPLINE

Risk discipline

- Focus on countries with sound macro environment
- Further underwriting process centralization and a strict criteria for new origination
- Reinforced collection process
- Disposal program and enhanced repossession process leveraging on UCTAM¹
- Managerial KPIs to ensure sound origination and to monitor risk dynamics





KEY TAKE AWAYS

The economy

1 Favorable macro-economic environment, with all CEE countries expected to report GDP growth in 2017, for the first time since 2008-2009 crisis

The banking sector

- Good performance of the CEE banking sector, showing overall profitability in all CEE countries in 2016, for the first time since 2008-2009 crisis
- Past vulnerabilities being addressed and leading to: a) a more sustainable funding model; b) a lower share of FX lending in retail; c) an ongoing improvement of asset quality
- Lending expected to pick up in 2017-18, NPL ratios should decline further and overall profitability to remain higher than in Western Europe
- Digitalization creating new opportunities

UniCredit

1 Transform 2019 confirms CEE as an engine for organic growth for the Group and as a place to stay



CONTACTS 1/2

This is a product of UniCredit Strategy and Corporate Foresight in collaboration with CEE Identity & Communications and Media Relations

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Closing date: 8 May 2017



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- 1. information on past performance of a financial instrument, index or investment service is not indicative of future results;
- 2. if the investment is denominated in a currency other than the investor's currency, the value of the investment may be subject to strong fluctuations depending on changes in exchange rates and have an undesirable effect on the profitability of the investment;
- 3. high yielding investments can undergo strong fluctuations in price as a result of possible downgrades in creditworthiness. In case of bankruptcy of the issuer the investor may lose the entire capital;
- 4. high volatility investments may be subject to sudden and significant decreases in value causing significant losses when sold, up to the entire invested capital;
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