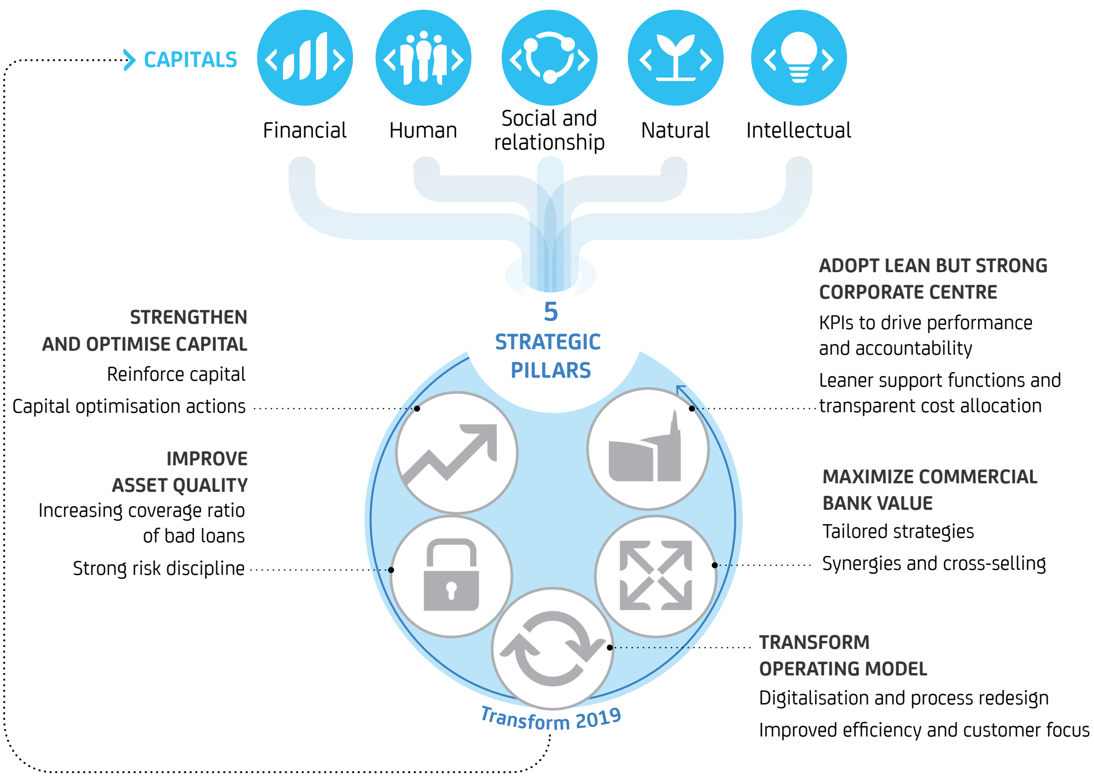
Strategic Plan

Our vision is to be One Bank, One UniCredit: a simple, winning pan-European Commercial bank with a fully plugged in CIB, delivering a unique Western, Central and Eastern European network to our extensive client franchise. In December 2016 we presented our strategic plan, Transform 2019, to ensure the creation of maximum value for all our stakeholders. The plan has been fully on track in 2018 thanks to our commitment to achieve targets, yielding tangible results underpinned by group-wide business momentum.



The banking industry is operating in an era of constant flux, as regulations, macroeconomic conditions and customer behaviours change at a rapid pace. UniCredit aims to anticipate these changes and, whenever possible, turn them into opportunities to enhance our customer focus. This is how we will continue to achieve sustainable, long-term profitability and contribute to the prosperity of the territories where we operate.

Since we released our strategic plan, *Transform 2019*[1], in December 2016, our transformative actions have been delivering tangible results that allow us to be fully on track with the planned targets. In the light of these achievements, we will continue to reinforce and make careful use of the capitals[2] available to us, with due consideration for the ways in which they are interconnected. *One Bank, One UniCredit* is the long-term vision for our Group. As such, our transformation will not conclude in 2019. Our actions today must anticipate the medium-term evolution of our clients, new commercial dynamics will determine how we train and develop our employees and how we steadily optimise our cost base while maintaining a balanced risk profile.

This chapter describes the 5 pillars that are the basis of *Transform 2019* and provides an update of the plan's progress.[3]

2019 key targets:
- RoTE target >9 percent
- Fully loaded CET1 ratio[4] 12.0-12.5 percent (vs >12.5 percent originally set)
- Full year 2019 dividend payout at 30 percent (vs >20 percent originally set)
- Self-funded full rundown of non-core by 2021 (vs 2025 originally set)

1. Refer to the 2016 Integrated Report for more information.
2. Capitals are sources of value and relationships that are affected or transformed by the activities and outputs of our organisation.
3. Refer to the 4Q18 e FY2018 results presentation on our website (www.unicreditgroup.eu) for more information.
4. CET1 ratio measures a bank's core equity capital in proportion to its total risk-weighted assets and is used to assess its financial strength.

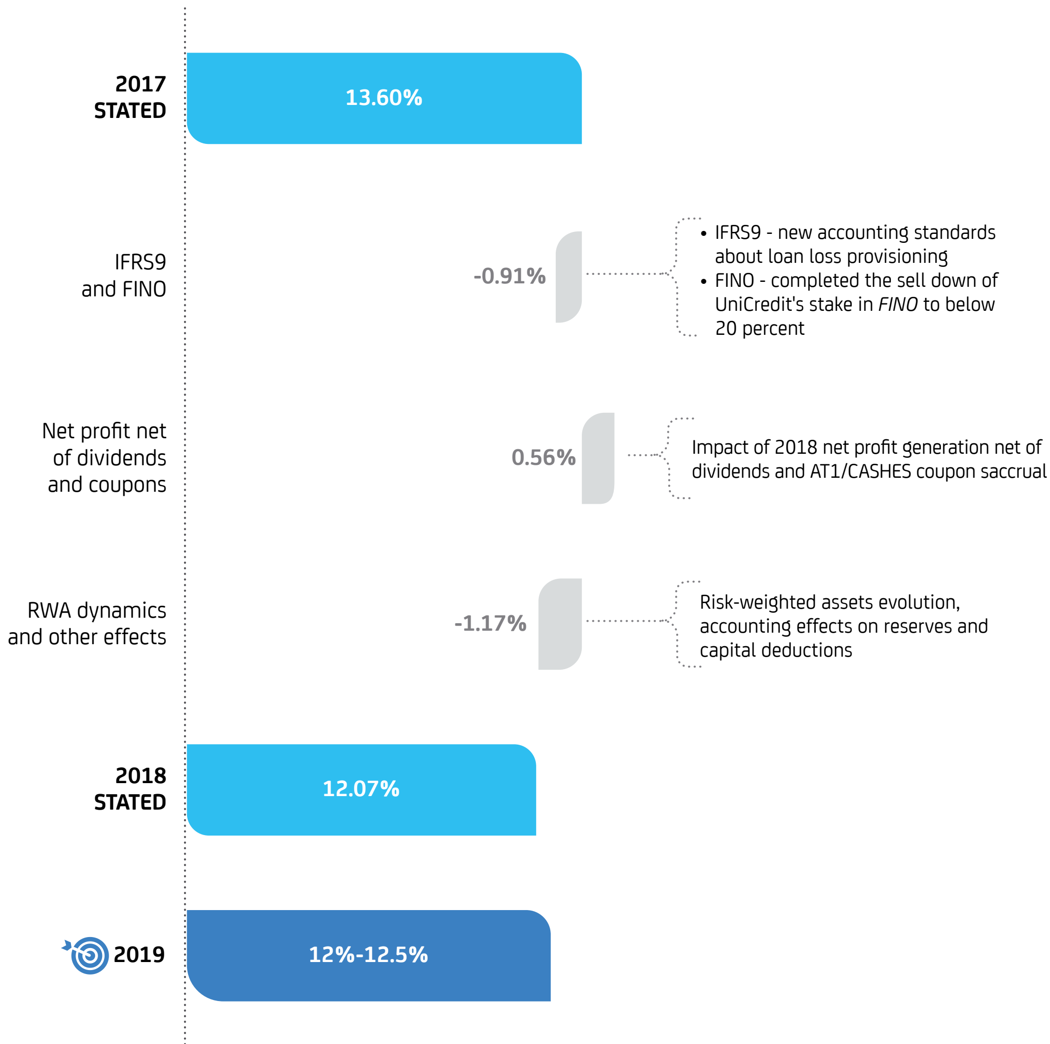
MATERIAL TOPICS

Strengthen and optimise capital

Leveraging on the decisive actions deployed after the launch of *Transform 2019*, we are delivering a fully-loaded CET1 ratio of 12.07 percent, in line with our targets, allowing us to confirm our expectation of 12.0-12.5 percent in 2019 and the estimated dividend payout ratio for 2019 increased from 20 percent to 30 percent, to be paid in 2020.

Our strong capital position enabled us to anticipate regulatory headwinds in 2018, and we will continue to manage such changes in order to keep focus and resources on growing our business and developing additional client activity in the medium-term.

Fully loaded CET1 ratio evolution



Improve asset quality

The Group continues to be focused on a strong capital management discipline accompanied by an enhanced risk discipline: we are still deploying actions aimed at addressing legacy issues, mainly related to our non-core portfolio in Italy, and improving the quality of new loans.

As a result of that, all relevant Group asset quality metrics have materially improved during the last 12 months as well, thanks to ongoing disposals, disciplined loan origination and strict risk management.

Enforcing risk discipline

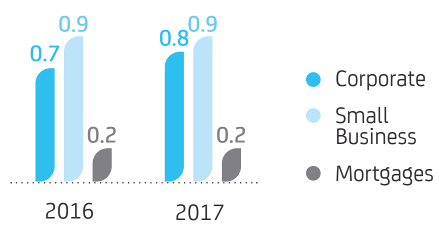
Our continuous commitment to risk discipline is upheld by two critical measures that we have deployed: our strict underwriting policy and the constant monitoring of our portfolio.

We believe strong risk discipline is key to ensuring the quality of our loan portfolio; in this effort, our business and risk management functions are closely cooperating, jointly reviewing the quality of new loans and our existing credit portfolio. This has steered our business development activities toward high-quality exposures and is supporting prompt identification of the areas where risk mitigation actions are needed.

Our origination of new loans is strictly controlled through the increased centralisation and automation of our credit processes. This helped us to improve our default rate by 1.7 percent in 2018. Business functions, which are our first line of defence against poor-quality loans, are equally vital to maintaining the quality of the existing credit portfolio. In addition, automated early warning signals help us to proactively intervene in potentially critical positions and catch severely deteriorating loans earlier.

Commercial Banking Italy:
First 12 months default rate on new loans

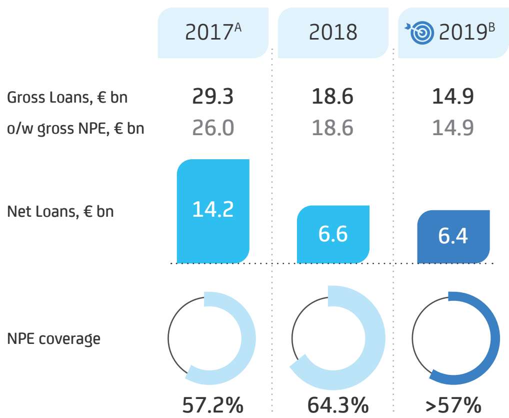
%



Deleveraging our stock of NPEs

In 2013, UniCredit set up a separate segment of Italian loans, the so called non-core portfolio, which has a risk-return profile not compatible with the Group's plan to reduce its exposure and free up capital for business development and value creation initiatives.

Non core evolution



A. 2017 recasted.
B. Recast mainly due to IFRS9 adoption and extraordinary write-offs on residential mortgages carried out in 2018.

As part of our Non-Performing Exposure (NPE) deleveraging plan, in 2018 we reduced Gross NPEs by 16.5 percent compared to 2017 year-end, down to €38.2 billion. Group gross NPE disposals progressed during the year and reached €4.4 billion in the period, of which €2.1 billion in the non-core. The rundown of the non-core progressed with gross loans down to €18.6 billion (-€5.2 billion in the year not considering the manoeuvre of beginning of year) on track to reach *Transform 2019* target of €14.9 billion. In addition, we target the entirely self-funded run down of our non-core exposure by 2021.

Several relevant deals were made towards the disposal of NPL exposure. Around €3.5 billion have been sold on the Italian market. The most relevant transactions of non-performing loans were the disposal of three portfolios composed by loans to small & medium enterprises with an aggregate value of around €2.3 billion, a consumer unsecured non performing credit portfolio with a gross book value of approximately €124 million and €170 million related to UniCredit Leasing, as well as several single files disposal. Regarding the CEE perimeter, similar portfolios transactions were successfully carried out in Russia, Croatia and Bulgaria; together with the ordinary disposal activities (both portfolios and single files), CEE Region disposals reached an aggregated value of nearly €600 million (excluding Yapi Kredi).

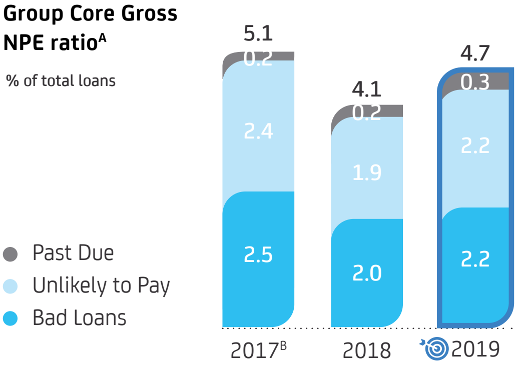
Achieving NPE targets

Thanks to the above-mentioned bold and continuous actions, we are delivering NPEs targets and improving their management. This allowed us to further enhance our **gross NPEs targets, from €40.3 billion to €37.9 billion at the Group level** by the end of 2019, with the ambition to achieve an even more challenging target.

The planned reduction will be achieved through sound origination, tight monitoring and an active recovery strategy, including disposals.

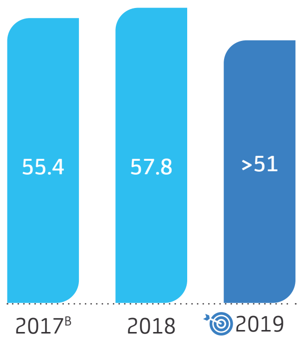
Group Core Gross NPE ratio[A]

% of total loans



NPE coverage[A]

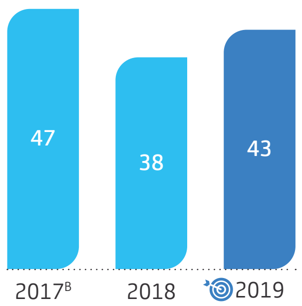
Group Core NPE coverage %



	2017[B]	2018	2019
Group Core UTP coverage	43%	47%	>39%
Group Core Bad Loans coverage	69%	71%	>64%

Cost of risk[A]

Group Core bps



A. Numbers might not add due to rounding reasons.
B. 2017 recasted.

Transform operating model and Maximise value of the commercial bank

MATERIAL TOPICS

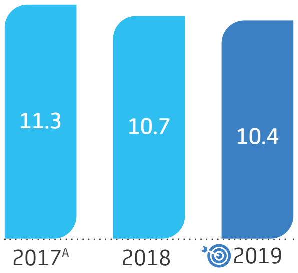
We aim to take our operating model to the next level in terms of its technological sophistication, resource efficiency and commercial effectiveness. To nurture this process, a number of programs have already been put in place.

We are continuing to optimise our operating model, from IT simplification to procurement and real estate, to ensure efficiencies over time. As we embark on this transformation journey, necessary IT investments will be complemented by strong attention to cost, project selection, and project execution.

One of our top priorities addressed so far, is the redesigning of our end-to-end processes. This is supporting our customers' growing use of digital channels and further improving their experience when interacting with the bank. At the same time, digitization allowed us to further transform our processes and achieve greater operational efficiency with a lower, sustainable cost base.

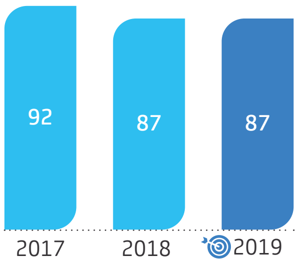
This achievement has been possible thanks to a secured execution of the plan through a disciplined demand management and a rigorous implementation, supported by strong monitoring and project management that closely involves senior management.
Overall, implementing a lower, more sustainable cost structure is already generating recurring cost savings that are fully on track with the achievement of €1.7 billion in net annual recurring cost reduction expected by 2019. In 2018 Group costs decreased at €10.7 billion, better than €11.0 billion target. 2019 cost target is confirmed at €10.4 billion. A key part is related to staff expenses (70 percent). We achieved **our *Transform 2019* target of 14,000 Full Time Equivalent (FTEs) reduction throughout the strategic plan time framework reaching around 87,000 FTEs at Group level.** At the same time we are making targeted hiring to ensure that the right mix of skills and experience are distributed throughout the Group. Our FTE reduction programme is being responsibly managed with due consideration for all local business requirements and laws.

Group costs
€ bn



A. 2017 recasted.

Group FTEs
'000



We are a pan-European winning commercial bank with a fully plugged in Corporate & Investment Banking (CIB) that delivers a unique Western, Central and Eastern European network to our extensive client franchise of individuals and companies; to further drive the transformation of our operating model and maximise the value of our commercial bank, we are strongly committed to:

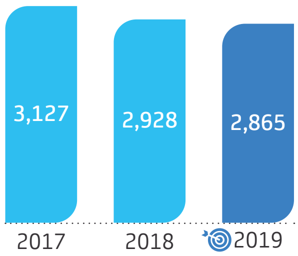
- transforming our Western European[5] commercial banking operations to improve focus on customers and create a sustainable, lower-cost structure
- further strengthening our leadership position in CEE
- capturing more cross-selling opportunities through an efficient CIB Division that is fully plugged into commercial banking
- maximising revenue synergies and sharing of best practices across business lines and countries.

Transforming our Western European commercial banking operations

In Italy, Germany and Austria, our core countries in Western Europe, we have worked to further **enhance our customer focus** while deploying a more efficient, innovative and digital service model with a sustainable, lower cost structure.

The increasing use of technology is changing consumer behaviour and expectations. Thanks to digital innovation, the number of interactions between customers and banks is rapidly increasing. Consequently, we are designing services to provide seamless multichannel experiences; this will meet customers' increasingly sophisticated requirements and enhance our customer focus. These developments are making UniCredit a leaner, more efficient organization. We have deployed our plans to make the distribution model and the sales channels more accessible and efficient. While we are continuing to optimise our footprint, 93 percent of branch reduction targets already achieved, by concentrating our presence wherever our clients are, our network has adopted new formats that make use of a higher degree of automation (e.g., smart/cashless branches in Italy) and are fully integrated with our remote and digital channels.

Branches in Western Europe[A]
N. of branches



A. Number of branches consistent with Capital Markets Day 2016 perimeter.

In Italy the transformation of our distribution model, supported by the review and strengthening of the End-to-End (E2E) processes, generated positive results and was extended to Germany and Austria.

At present 60 MVPs (Minimum Viable Products[6]) related to 20 key banking products/processes have been identified and almost 40 percent already fully released on the network. Customer and network experience remained the core of our focus and was positively affected by the implemented solutions: for instance, in terms of instant feedback, current accounts opened in branches registered an improvement of the satisfaction index at the end of 2018 (82/100 vs. 81/100 at the end of 2017) while current accounts opened online have become popular since their first launch (79/100 on average). Similarly, on credit cards the introduction of key self-service functionalities on remote channels (credit card opening, card block and automatic renewal) marked a progress in terms of customer satisfaction in the second half of 2018 when clients became familiar with these new opportunities (7 points of improvement in satisfaction index vs. the first half of 2018).

5. Western Europe includes Commercial Banking in Italy, Germany and Austria.
6. In the development of product/process, the Minimum Viable Product (MVP) represents the single self-supporting and functioning development able to satisfy early adopters' needs in accordance with the investments performed.

In 2018 *buddybank* was launched in Italy providing its customers a distinctive iPhone-based offer with a conversational 24x7 service model, for both banking and lifestyle concierge, based on a mobile-only proposition.

The main aim is to create a fully-customised banking experience leveraging on a pure mobile banking product suite and speaking the same language of new generation customers. In detail the service model is based on an in-app chat with a dedicated human operator for both banking and lifestyle needs (e.g., restaurant reservation, travel advice, etc). This concierge service is also fully integrated with the Apple business chat, one of the first to exploit this technology in Europe.

By enhancing our IT architecture, we are becoming leaner and more efficient, while improving the quality of services and experiences delivered to customers. IT and digital technologies are a linchpin of our transformation. We have adopted a pragmatic approach in these areas, opting to focus on initiatives that enhance customer experiences while investing in opportunities with a high potential for success. The IT investments allocated for *Transform 2019* have been set at €1.7 billion (+€100 million vs. original target in CMD 2016).

We see digitisation as a key support for the implementation of *Transform 2019*. In particular, we want to deliver an excellent customer experience for both retail and business clients, across all channels. We are working to improve our digital channels, with a particular focus on mobile that will become a primary channel to engage customers and execute sales. We are introducing within our catalogue innovative payment solutions, such as Apple Pay, Samsung Pay, Google Pay and Alipay. Apple Pay was also launched in Germany, positioning among the first in the country. In addition, we are continuously working to further improve the quality of our advisory services, providing our network with advanced tools to support their interactions with customers.

A couple of examples are proof of the above. In Italy we have further invested in strengthening our multi-channel strategy through the redesign of our branches and the enhancement of digital channels to ensure a seamless multi-channel experience for our customers. In Austria, we released a new service (*skill*) integrated in Alexa, the Amazon voice assistant, allowing our customers to request and receive information on bank products and services and news about financial markets.

Our new simple yet engaging and secure global internet banking platform, as well as the instant mobile payments experience we offer through our wallet solution, are paying off. This work has strongly increased the number of people who use our internet and mobile banking platforms.
We keep our focus on the development of the digital sales and the migration of transactions towards digital channels, in all our geographies.

In Italy, we have strengthened digital processes, such as digital signatures and the SMS/token signature. This has enabled us to digitalise about 12.6 million contracts, amounting to 38 percent of the digital ready contracts[7] signed in 2018.

In 2018, Commercial Banking Italy continued to focus on the client segmentation model, rolled-out on in 2017 to match different corporate clients' needs and maximise cross-selling opportunities. This helps us to serve every form of enterprise (Small businesses, Mid corporates, Large corporates and Top corporates) with a further focus on real estate and public sector.

In addition, we have adopted an Industry approach, to advise our Corporate clients. This approach allows UniCredit to enhance a strategic dialogue with the customers, proactively identifying financial needs linked with specific industries.

Also, several initiatives have been undertaken to support small and medium enterprises (SMEs) besides the dedicated service model.

Thanks to our exclusive partnership with Alibaba, we support the corporates that want to go international with the Easy Export solution. It provides a series of value added services such as logistic and web marketing, leveraging on the Alibaba.com extensive network.

We offer customised insurance products to small firms in joint ventures with our partners. For example, to ensure uninterrupted operations including in the event of natural disasters, we developed *My Business Care* (powered by CreditRas, our joint venture with Allianz) a modular service providing answers to relevant business concerns quickly and efficiently.

7. Digital ready contracts are those that can be signed in digital way.

To support our people in the commercial network, we continue to improve internal tools like *B.Link*. This is a proprietary CRM tool which leverages on the Group's large trove of data to help relationship managers provide real time answers to client needs. *B.Link* is a digital workbench with, among other applications, portfolio overviews, risk monitoring tools, action planners and pitch libraries. Its advanced commercial targeting capabilities enable us to effectively deploy our approach to customer segmentation by enhancing our interactions with product factories and facilitating cross-selling. Designed for the digital era, *B.Link* is smartphone-friendly, allowing a relationship manager to use the app to contact product specialists. This increases our overall commercial efficiency. *B.Link* is now available in Italy and Germany for Commercial Banking and Corporate & investment Banking, as well as in CEE countries as shown in the dedicated paragraph below. Next, we have improved the front-end of our online banking services enhancing our customers' digital journey by launching a new Global Corporate Portal that allows access to several services in Single Sign On (SSO) with a synthesis dashboard for corporate and CIB customers, while we are analysing possible evolutions for SMEs, together with a suite of value-added services.

Lastly, we are making progress in our efforts to industrialise mid- and back-office functions through the retraining of staff and further digitisation. This is making us more productive and ultimately improving the customer experience.

We have also taken steps to accelerate growth by introducing products and services with higher levels of risk-adjusted profitability.

In this context, we aim to consolidate our asset gathering position, reaffirm our leadership in banking and capture the full potential of our corporate franchise, while progressively reducing our NPE ratio. As with our Group-wide commercial banking model, the same simple approach has been rolled out to all of our operations in Western Europe.

Accordingly, UniCredit is promoting commercial offers related to asset gathering in all geographies, through the launch of special initiatives for all client segments.

In Italy, in this respect, we are continuing to benefit from Amundi's product offer, risk management and investment diversification; we had positive Asset under Management (AuM) net sales in 2018 as well.

Regarding our advisory services, Fineco is our multichannel bank with a cutting edge advisory model. By leveraging its best-in-class internal IT culture, Fineco is able to allocate assets with an algorithmic/quantitative approach. In this way, its network can dedicate more time to managing relationships with clients, and better understand their needs and how they evolve over time, thereby increasing the quality of services and the customer experience.

We have also changed our approach to consumer finance; with progressive use of pre-approved lending plafonds and remote channels, we can be more proactive with our clients, employing an approach supported by quicker response-rates.

Key 2019 Targets
(vs. 2015)

	2019
TFA[A] growth by	**+2.8% CAGR**
Consumer Finance volumes growth	**+11.8% CAGR**
Small Business volumes growth	**+3.2% CAGR**

A. Total Financial Assets, excluding market performance and including Fineco.

Further strengthening our leadership position in CEE

UniCredit's Central and Eastern Europe franchise is the largest and most diversified in the region. We provide strong local coverage, with more than 1,600 retail branches[8] across 11 countries, and are one of the region's leading corporate banks.

In line with the *Transform 2019* plan, we continued to invest in organic growth in our CEE operations. We are consolidating our leadership in the region, which enables us to further stimulate its socio-economic development. Our approach consists of enhancing our capacity to innovate and digitally transform our operations. In this way, we can better respond to rapidly changing customer needs while maintaining a sustainable cost structure and strong risk discipline.

CEE is carrying on the focus on organic growth, leveraging client acquisition and value propositions for multi-country corporate customers. The revenues trend in CEE is proceeding in line with targets, and our customer base in the region continues to grow towards our target of 2.6 million new clients in 2019. Moreover, our cost income is at 36.7 percent, a very strong sign of our well-established cost savings culture, and we are further enhancing our risk discipline, reducing our gross NPE ratio from 7.9 percent at the end of 2017 to 6.4 percent at the end of 2018.

Key targets

	2019[A]	
Organic growth	+2.6% CAGR[B]	Revenue growth
Innovation and digitalisation	+2.6m	Net new clients
Cost savings culture	36.9%	Cost / Income[C]
Continuous risk discipline	7.2%	Gross NPE ratio

A. vs. 2015; all 2015 figures are restated assuming new Group perimeter.
B. At current FX rate, constant FX Rate CAGR 3.4%.
C. In 2019. At current FX, 36.3% at constant FX.

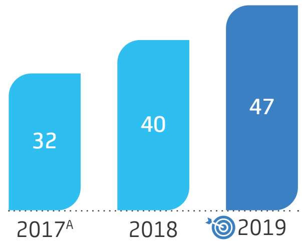
The region's innovation, exemplified by the strong growth of its digital customer base, makes it the perfect testing ground for new digital and IT solutions.

MATERIAL TOPICS

A number of important transformation programmes have been launched in CEE, particularly in areas related to innovation and digitalisation, which have been rolled out across the Group.

Solid growth of mobile users at ~40 percent (yoy growth of ~9 percent), well on track vs. 2019 target of ~47 percent.

Active mobile banking users, CEE
Penetration, %



A. 2017 recasted.

We remain focused on maximising synergies across the Group. Cross-border activity is growing, thanks to an increasing number of international customers. As of December 2018, CEE customers active in more than one country where our Group is present had grown in all Group CEE Banks, confirming the target of 28,000 in 2019 presented in Capital Markets Day 2016.

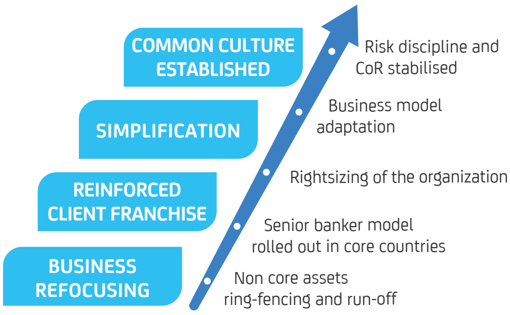
In addition, we have further developed our data analytics capabilities and our advisory tools to support relationship managers in their work. For example, the CRM tool *B.Link* is available in all CEE and this tool embeds the *GTB Spider* tool which is able to rapidly process large amounts of data and provide a deeper understanding of corporate customers' behaviour in relation to global transaction products in order to provide our customers with a best in class and tailored service.

In the CEE an important partnership with Vodafone was launched in Romania in 2018, regarding Device Financing, aiming at increasing the customer base and the lending volumes.

8. Including Yapi Kredi (YKB) in Turkey.

Capturing more cross-selling opportunities through an efficient CIB Division that is fully plugged into Commercial Banking

Over the past few years, our CIB Division has been significantly reshaped and simplified to establish a common culture and strong risk discipline.



Thanks to this effort, CIB is now fully plugged in our Commercial Banking Division and is an established leader in our core geographies, serving multinational corporates and key financial institutions, delivering services to corporate and public sector clients and offering investment solutions for around 26 million clients across the Group.

We are consolidating and improving CIB's market-leading position. To achieve this, we are leveraging our international network and clients. So far, such actions have already enabled 75 percent of CIB's total revenues to be client-driven, and we aim to further increase that figure as planned in *Transform 2019*.
We remain focused on enhancing Group synergies by strengthening cross-selling. Our joint ventures between CIB Division and both Commercial Banking Italy and Germany, integrate our traditional corporate customers offerings with a wider range of products and services that enable them to take advantage of structural changes in the financial markets. This client-centric approach benefits from direct senior management involvement, fully coordinated commercial activities, and an aligned incentive system. Its customised service model provides our customers access to high-value-added products and services, enabling them to access capital markets and advisory for financial risk and liquidity management.

The third and final step of the strategy, which is in line with both our efforts over the past few years and our *Transform 2019* plan, is to deploy strong cost and risk discipline to enable CIB to grow.

There is a considerable foundation to build on, as CIB leading position among European financial institutions is recognized in multiple league tables.

- n.1 by number of transactions in EMEA Bonds in EUR
- n.2 in Combined EMEA Bonds and Loans in EUR
- n.1 in Syndicated Loans in EUR in Italy, Germany, Austria and CEE[9]
- n.1 Covered Bonds in EMEA.

Moreover, it is recognized as a leading player in Europe, as confirmed by several awards it received in 2018, such as Global Best Service Provider for All Services, Advisory, Financing / payments, Overall Execution and Products (Euromoney Trade Finance Survey 2019).

Maximising synergies across the Group

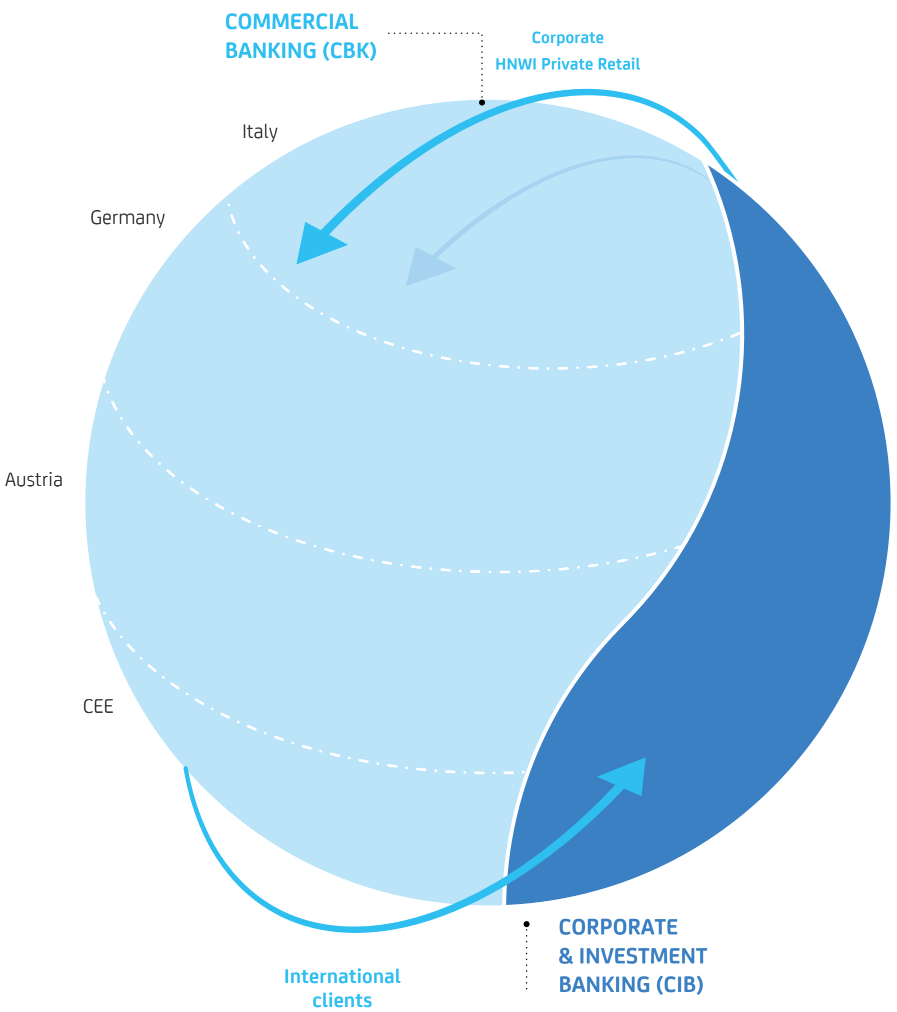
UniCredit is exploiting the significant potential to promote synergies across business lines and countries. With our *One Bank, One UniCredit* approach, we are strongly working to take full advantage of every opportunity by leveraging Group-wide best practice sharing platforms to better serve our customers, with the scope to provide them *Banking that Matters*.
With the objective of maximising synergies across the Group, we have deployed several different business initiatives.

As previously discussed, we have greatly increased cooperation between CIB and Commercial Banking to capture more cross-selling opportunities. In this approach, we introduced dedicated cross-selling committees in all Group geographies. These committees involve key representatives from both the Commercial Banking and CIB activities. To further boost this effort, we have introduced cross-selling targets within the key performance indicators (KPIs) of our managers.

9. Source: Dealogic, as of 11 Jan 2019. Period 1 Jan – 31 Dec 2018; rankings by volume unless otherwise stated.

MATERIAL TOPICS

Maximize synergies and best practice sharing



Another opportunity for greater synergies is available in the service we offer to international customers, in the form of cross-border support. We are working to increase the cross-border business generated by CIB and international corporate banking clients across our 14 European core markets and across our international network.

We have identified a third opportunity for synergies between our corporate and high net worth individual and private and retail services, moreover we have implemented initiatives in every country to maximise cooperation and share best practices in this area.

Group-wide, we continue to work on the optimisation of our product and investment platform, which will enable us to generate more synergies among business segments. All of these opportunities for greater cooperation across the Group are fostered through our *Best Practice Sharing*[10] Programme, both between divisions and countries.

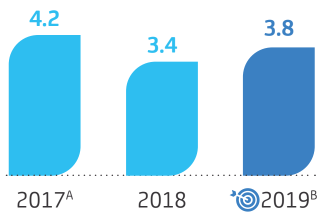
10. Refer to the 2017 Integrated Report for more information.

Adopt lean but strong corporate centre

We have taken several important steps to create a strong steering centre that can firmly guide our various divisions and business lines. At the same time, we have implemented measures to reduce the impact of our corporate centre in terms of costs.

Reduction of weight of Group Corporate Center on total costs

Weight of Group Corporate Center on total costs, %



A. 2017 recasted.
B. Recast mainly due to IFRS9 adoption and extraordinary write-offs on residential mortgages carried out in 2018

With a simplified organisation and a strong management team, we are reaping the benefits from the goals achieved so far and are fully committed to complete the implementation of *Transform 2019*, supported by a well-established strong governance and monitoring framework, overseeing 18 Group-wide projects based on three core platforms.

These platforms[11] are:
- the IT demand platform
- the finance platform
- the human resources platform.

Regular monitoring of the implementation of our transformation programmes is carried out at weekly or monthly Steering Committee meetings focused on the status of specific work streams with pillar sponsors, programme owners and, when required, the CEO.
There are also regular monthly Transformation Jour Fixe involving the CEO and the sponsors of the 5 pillars and programme owners to update on the plan developments.

Effective execution and governance of the transformation program

KPIs cascaded down to divisions

KPIs	Rationale
Value Creation	
ROAC	Business profitability including all P&L items
Risk & capital governance	
CET1 ratio fully loaded	Focus on capital strength
New business EL^A	Quality of new business
Performing stock EL^A	Risk dynamics of performing credit portfolio
Gross NPE	Development of non-performing credit portfolio
Loan and deposit volumes	Liquidity position
Industrial drivers and clients	
Opex	Cost-efficiency developments vs. targets
Cross-selling	Cross-selling effectiveness across business lines and countries
Net new clients	New client origination

A. EL stands for Expected Loss.

These measures promote accountability and help drive the Group's transformation forward.

- 11 Transformation Jour Fixe in 2018
- roughly 130 Steering Committees, covering all pillars.

Managerial KPIs, which are uniformly applied across the Group, are fully aligned with our overall Group Risk Appetite Framework and tightly linked to our incentive scheme. These KPIs have been disseminated to every division and business line.

11. Refer to the 2017 Integrated Report for more information.

Divisional KPIs

MATERIAL TOPICS

	Revenues € bn	Cost / income %	Cost of risk bps	RWA[A] € bn	Branches[B] n.
CBK ITA					
2017	7.4	59.6	72	86	2,663
2018	7.3	56.9	74	95	2,466
2019	7.5	52.6	58	105	2,400
CBK GER					
2017	2.7	67.2	15	34	341
2018	2.5	69.0	17	36	339
2019	2.5	67.0	15	36	341
CBK AUT					
2017	1.6	68.5	-4	21	123
2018	1.6	65.3	-5	23	123
2019	1.6	63.3	16	23	124
CEE					
2017	4.2	36.9	97	86	1,690[C]
2018	4.3	36.7	73	86	1,663[C]
2019	4.4	36.9	102	99	1,693[C]
CIB					
2017	4.1	39.5	27	76	-
2018	3.8	41.0	7	81	-
2019	3.9	40.2	21	87	-

A. Excluding intercompany and repos.
B. Retail only - excluded minor premises, corporate and private banking.
C. Including Turkey at 100 percent.