

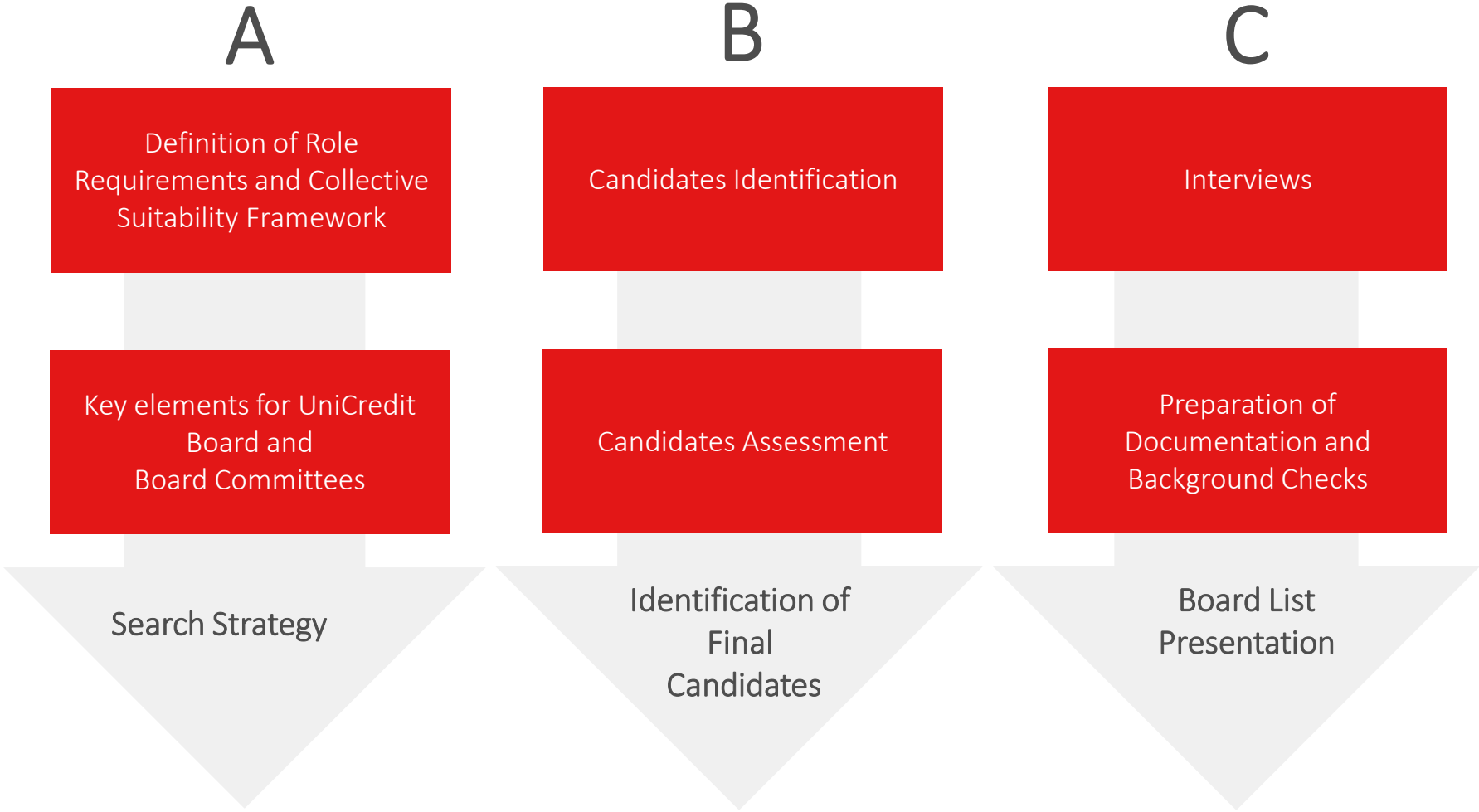
Introducing the candidates for the 2018 Board of Directors

Board of Directors

Milan, February 7, 2018



The Process to support UniCredit Board succession



Highlights on the List for the new Board of Directors

- » The List is in line with international **best practices**, the applicable laws and the European Central Bank’s “Guide to fit and proper assessment”
- » ensures **complementarity** in terms of professional experience and competencies. In particular, the mix of individuals with diversified knowledge, skills and experience ensures a collective understanding of the major business areas of the UniCredit Group and reflects the strategic priorities that the Bank will face over the coming years
- » reflects the international nature of UniCredit’s business and the mix of Italian and non-Italian experience is well balanced; irrespective of nationality, the list has a high proportion of individuals **with broad international experience**
- » is aligned with international best practice in terms of the proportion of **Independent Directors**, who represent almost 90 per cent of the list, so to allow for an ideal composition of the Board Committees
- » with regards to specific professional experience, the List includes individuals who possess two or more of the **required areas of competence**, such as Banking Business, Banking Governance, Risk and Control, Legal and Regulatory, Strategic Planning, Accounting and Audit, Financial and International Markets
- » In order to ensure a constructive Board dynamic, the individuals selected enjoy **personal qualities** essential for the role of Director of UniCredit. Among the important characteristics are: the ability to handle complexity, independent mindedness, the ability to build relationships at all levels, respect for the differing roles of Board and management, integrity and the willingness to invest time and energy in their role

What the new Board of Directors will bring



- This cohort of 15 directors represent a modern Board that is able to address contemporary issues, yet understands the pan-European foundation of the Bank



- The composition of this board represents the gold standard of best practice with 87% of directors being independent, one-third being female



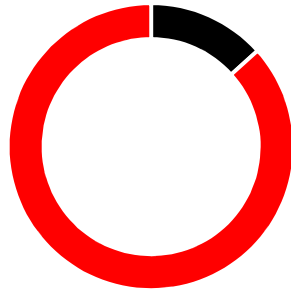
- This slate embodies diverse professional experience with only 2 Directors having significant experience outside of the financial services sector, complementing the extensive experience of the majority of Directors in banking and related financial services.



- This Board also reflects upon the pan-European nature of the Bank, with almost 90% of candidates with International Experience and almost all of them with Financial and International markets experience

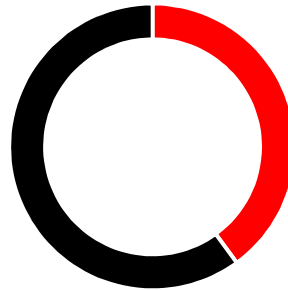
Collective Suitability

Independence



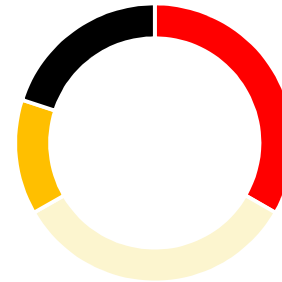
■ Non-independent ■ Independent

CEO Experience



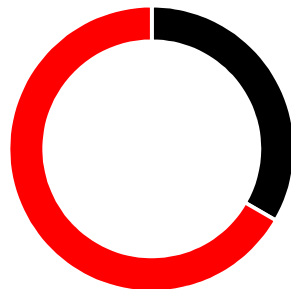
■ Yes ■ No

Clusters of Experience



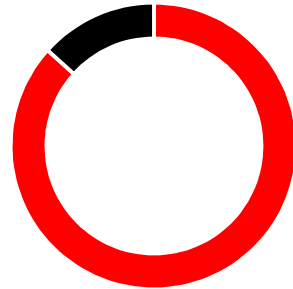
■ Banking ■ Financial Services
■ Industrial ■ Advisor/Academia

Gender Diversity



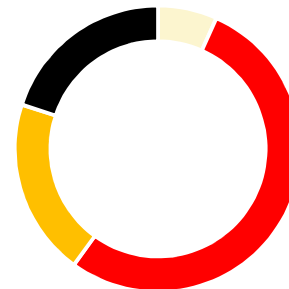
■ Female ■ Male

International Experience



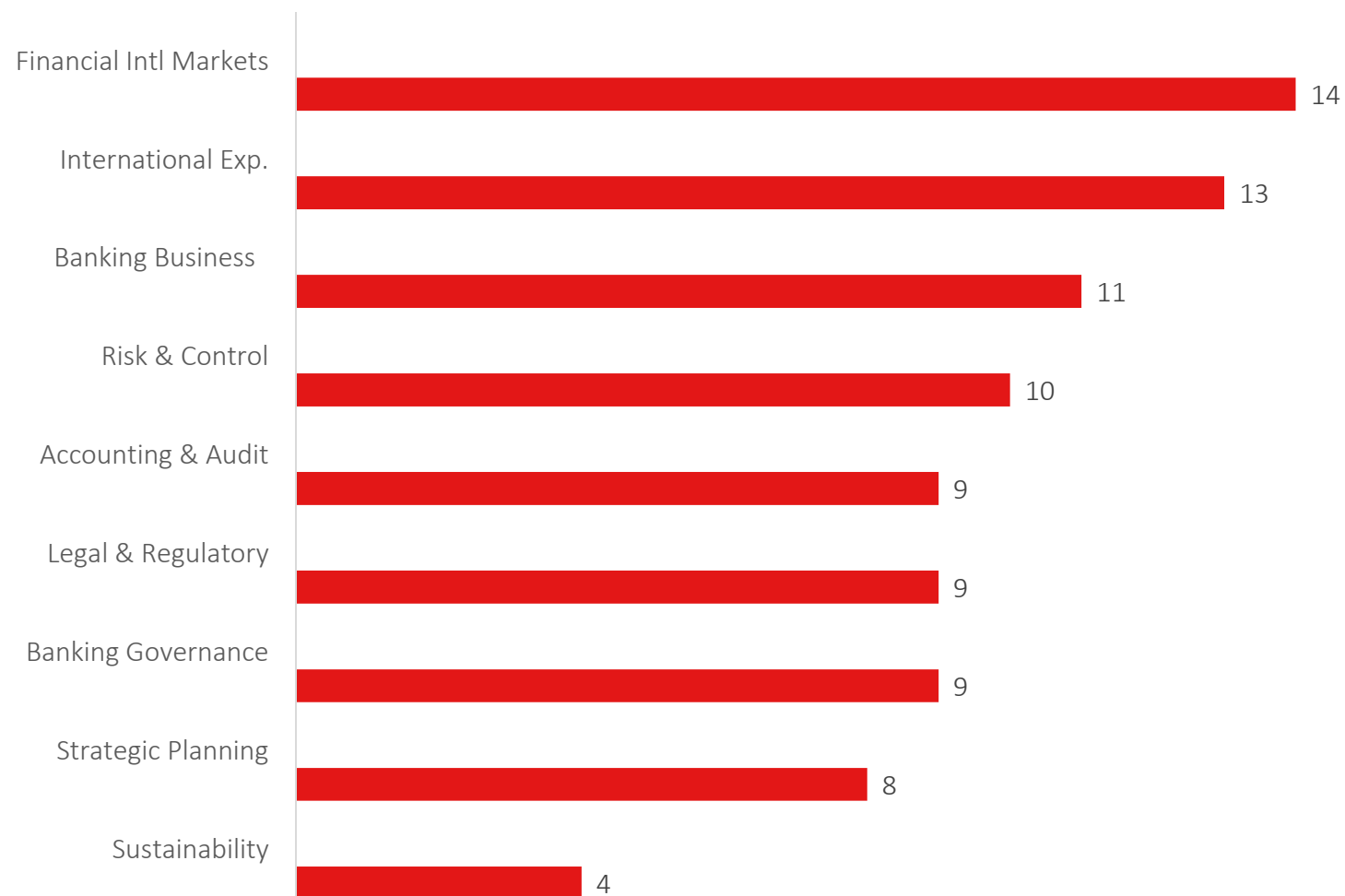
■ International ■ Domestic

Age



■ <50 ■ 50-59 ■ 60-69 ■ >70

Distribution of core competencies



Board of Directors



Fabrizio Saccomanni



Jean Pierre Mustier



Sergio Balbinot



Martha D. Boeckenfeld



Lamberto Andreotti



Stefano Micossi



Cesare Bioni



Mohamed Hamad Al Mehairi



Isabelle De Wismes



Elena Zambon



Maria Pierdicchi



Alexander Wolfgring



Giuseppe Cannizzaro



Elisabetta Pizzini



Andrea Sironi



Board Chairman



Chief Executive Officer



Independent Director



Non-Independent Director