



Transform 2019

One Bank
One
 **UniCredit**

UniCredit Company Profile as at March, 2018

Banking that matters. |  **UniCredit**

Our vision is to be One Bank, One UniCredit.

Our strategy is clear and long-term: 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: 25 million clients.

UniCredit offers both local and international expertise to its clients, providing them with unparalleled access to leading banks in its 14 core markets through its European banking network: **Italy, Germany, Austria, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Hungary, Romania, Russia, Serbia, Slovakia, Slovenia and Turkey.** Leveraging on an international network of representative offices and branches, UniCredit serves clients in another 18 countries worldwide.

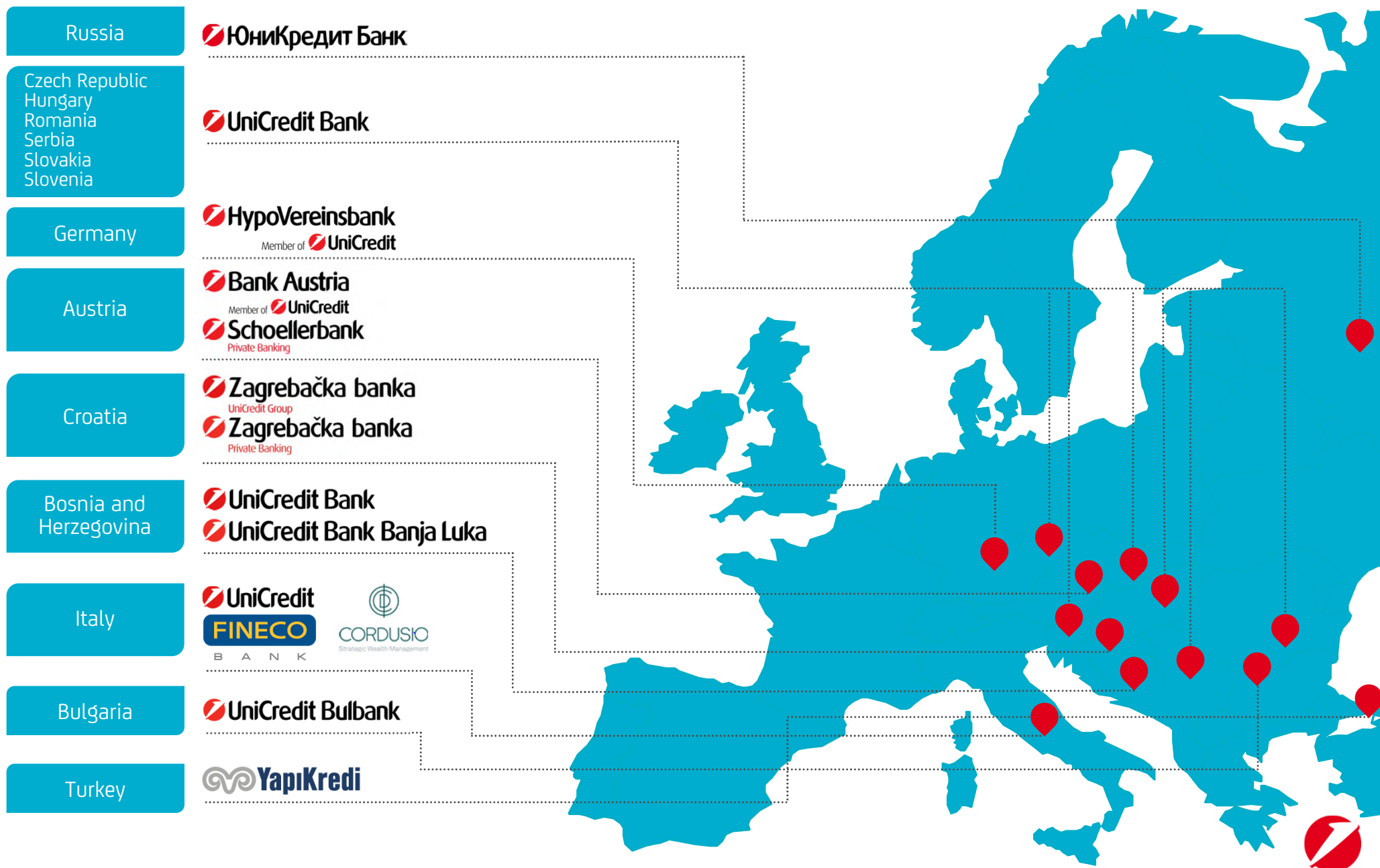
One Bank
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 **UniCredit**

Everything we do is based on 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**).



We are a pan European Group, with a strong presence in our core markets...



... and an extended network around the globe.



* Licensed UC Commercial Bank with local branch network in the respective country serving private, corporate and institutional clients

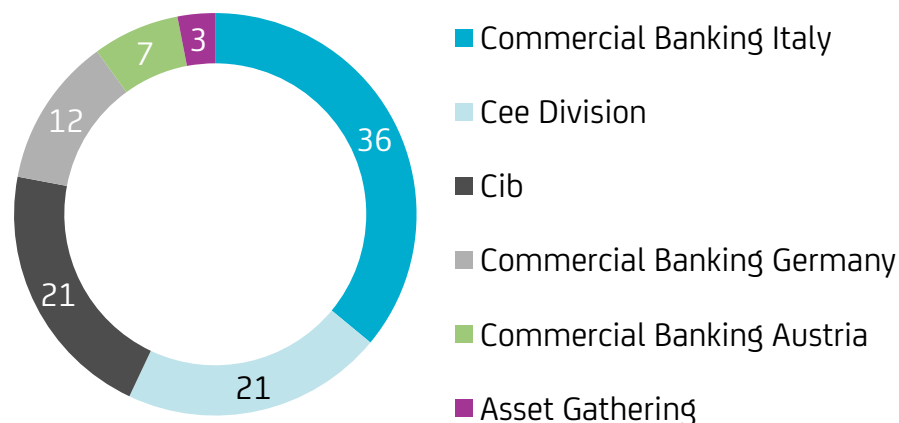
** Licensed Branch of a UC Commercial Bank in the respective country serving corporate and institutional clients

*** Licensed Representation of a UC Commercial Bank in the respective country serving corporate and institutional clients.

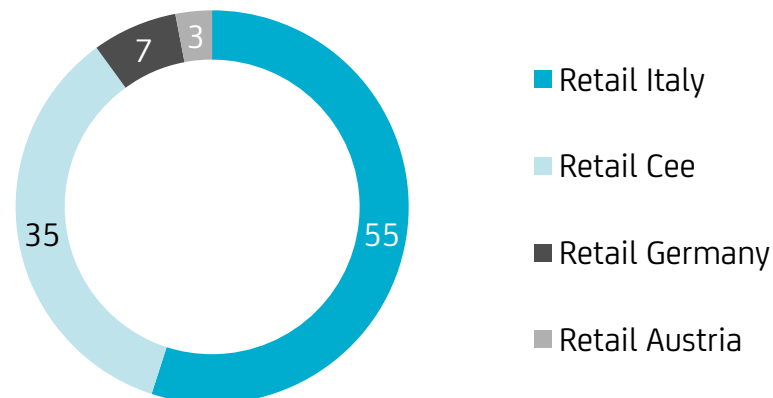


Our international profile is built on a solid European identity, with well diversified revenues...

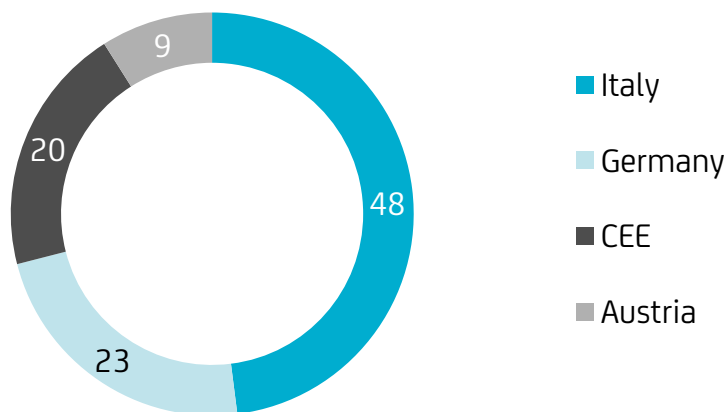
Total Revenues¹ By Business Lines (%)



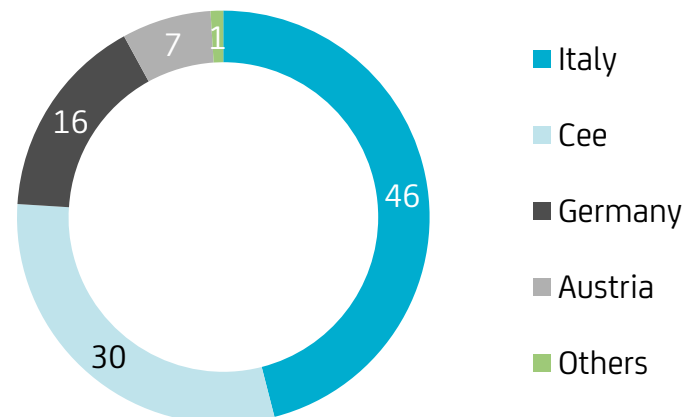
UniCredit Retail Branches by Region (%)²



Total Revenues¹ By Region (%)



UniCredit Employees by Country (%)³



1. As at 31 March 2018. In accordance with IFRS 5 principle Pioneer Global Asset Management S.p.A. and its subsidiaries have been classified as "discontinued operations", therefore: • Asset and Liabilities have been respectively presented in the items "Non-current assets as held for sales" and "Non-current liability as held for sale"; • The post-tax profit or loss has been disclosed in item "Profit/Loss for Discontinued Operations"; • The previous periods have been coherently restated. The item "Profit/Loss for Discontinued Operations" includes also the post-tax profit (or loss) of Bank Pekao S.A. and its subsidiaries till the complete disposal of the shareholding held by UGC." 2. As at 31 March 2018. Branch figures consistent with CMD perimeter. Branches in units.

6 3. As at 31 March, 2018 FTE "Full Time Equivalent"= number of employees counted for the rate of presence.



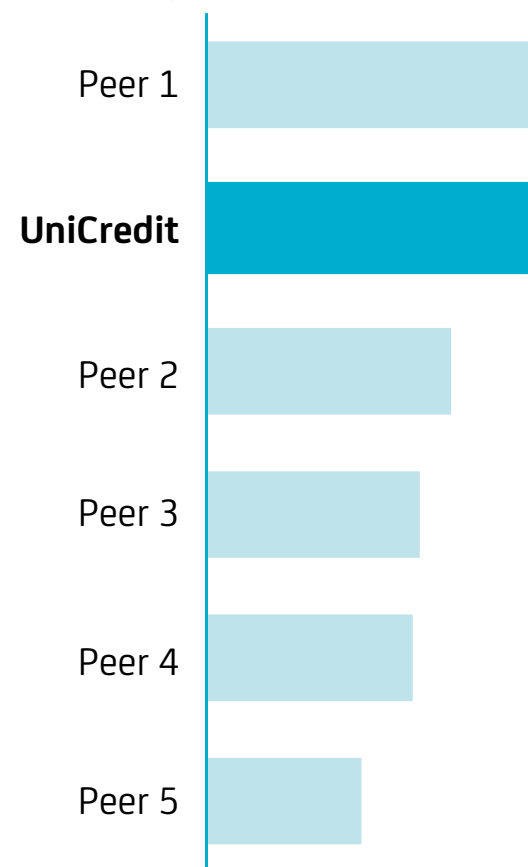
... and strong competitive advantages across our countries.

Strong local Commercial Banks

	#Clients, m ⁴	Ranking by assets in Europe ⁵
Italy	8,9	2
Germany	1,4	3
Austria	1,7	1
Cee	13,8	1

"Go to" bank for European "Mittelstand" Corporates

Loans to corporates in EU zone, €bn⁽⁶⁾



4. Data as of 1Q18 includes 100% clients on Turkey

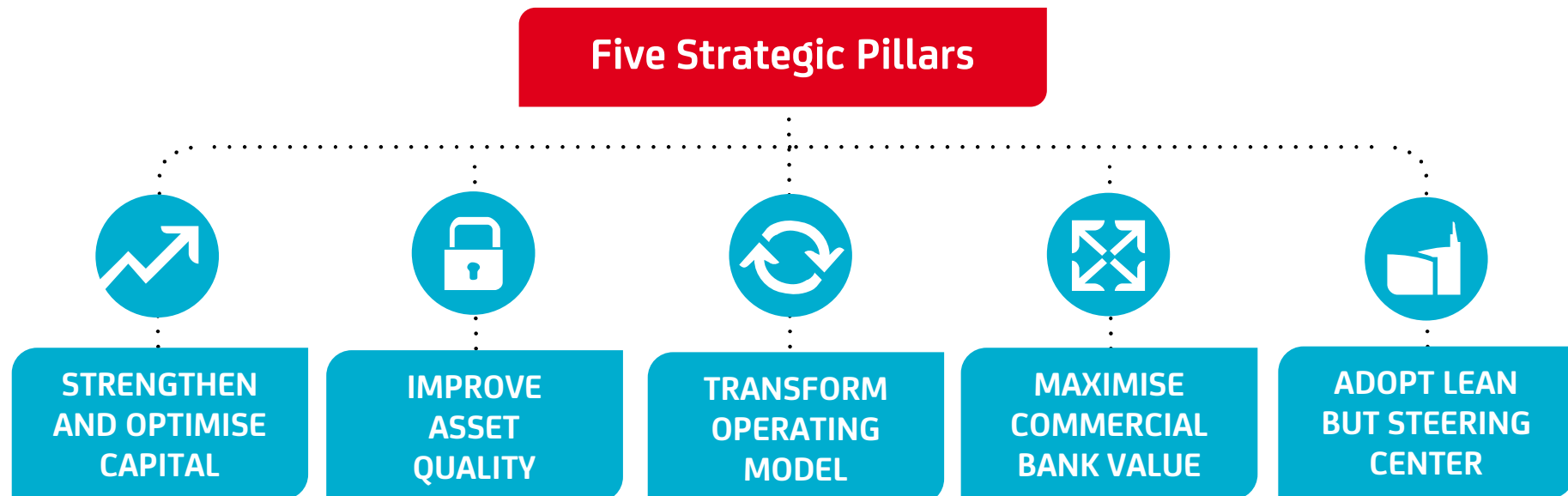
5. Data as of FY17, for Germany, only private banks; for CEE compared to Erste, KBC, Intesa Sanpaolo, OTP, RBI, Société Générale (data as of FY17)

6. Data as of 1Q18; peers include: BNP Paribas, Deutsche Bank, Intesa Sanpaolo, Santander, Société Générale

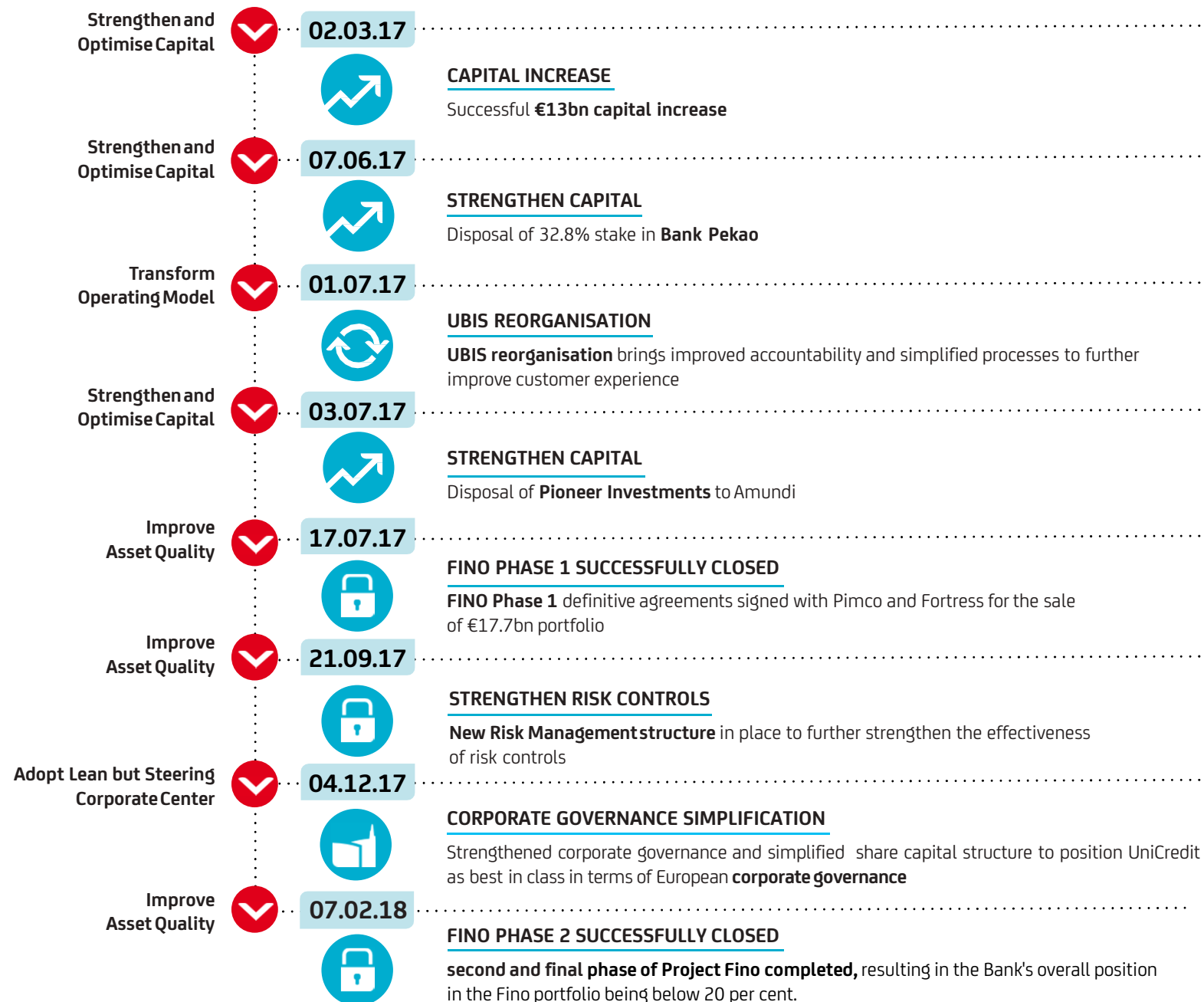


Transform 2019 – our Strategic Plan – was announced on July 21, 2016...

- The strategic review encompassed all major areas of the Bank with specific focus on how to reinforce and optimize the Group's capital position, reduce balance sheet risk profile, improve profitability, ensure the continuous transformation of operations to allow additional cost reduction and cross-selling across the Group, whilst maintaining the flexibility to seize value creating opportunities, as well as further improved risk discipline.
- These concepts are the basis of the five strategic pillars of Transform 2019:



... and is yielding tangible results: we have completed the first year of our plan, confirming all 2019 targets, with a better risk profile.



Our success is thanks to our focus to Maximise Commercial Banking.

Multichannel offer/ customer experience

UniCredit is the only bank in Italy to offer all three mobile payments Apple Pay, Alipay and Samsung Pay, the latter successfully launched in 1Q18, further strengthening the Group's offer. In Italy, 93% (vs. 95% 2019 target) of basic transactions⁷ migrated to self-service channels. In CEE, the mobile user penetration⁸ improved by 2.2p.p. Q/Q to 33.8%

E2E redesign and streamlining

Following the successful execution of the E2E redesign of the first 8 products⁹, 3 additional products launched in Italy (online banking, deposits & withdrawals and bancassurance) taking the total of E2E redesigns running in parallel to 11. Redesign concept extended to Germany

Commercial partnerships

Launched new "Easy Export" product in Italy to support the internationalisation of Italian companies leveraging on new partnership with Alibaba.com

Leading Debt and Trade Finance house in Europe

Confirmed leading Trade Finance House with strong progress in Germany Ranking #1 in "EMEA All Bonds in EUR" by number of transactions underlining the strength of the fully plugged-in CIB platform¹⁰.

7. Includes cash withdrawals, cash deposits and transfers.

8. Including Turkey at 100%. Ratio defined as number of retail mobile users as percentage of active customers.

9. Current accounts, credit cards, receivable financing, residential mortgages, advisory, assets under management, corporate mortgages and debit cards.

10. Source: Dealogic, as of 3 April 2018. Period 1 January – 31 March 2018.

