


3Q23  
9M23 GROUP  
RESULTS

# UniCredit Unlocked

Continuing to deliver quality profitable growth while investing for the future

Milan, 24 October 2023

Empowering  
Communities to Progress. |  UniCredit

# The Bank for Europe's future

A new benchmark for banking leveraging our unique pan-European model

## A VISION OF BANKING EXCELLENCE ...

- » We build everything around our **Clients**, offering them value-added Group products and a unique gateway to Europe
- » We empower and trust our **People** to create value for our clients leading to a more agile and focused organisation
- » We offer an attractive and sustainable opportunity for our **Investors**, both in terms of returns and profitable growth
- » We foster a two-way approach with our global **Partners**, unlocking access across 13 countries
- » We support and give back to **Local Economies**, empowering communities in which our clients operate

## DELIVERED BY A WINNING STRATEGY ...



Our focus:  
**OUR CLIENTS  
AND COMMUNITIES**



Served by:  
**LOCAL PEOPLE  
AND FRANCHISE**



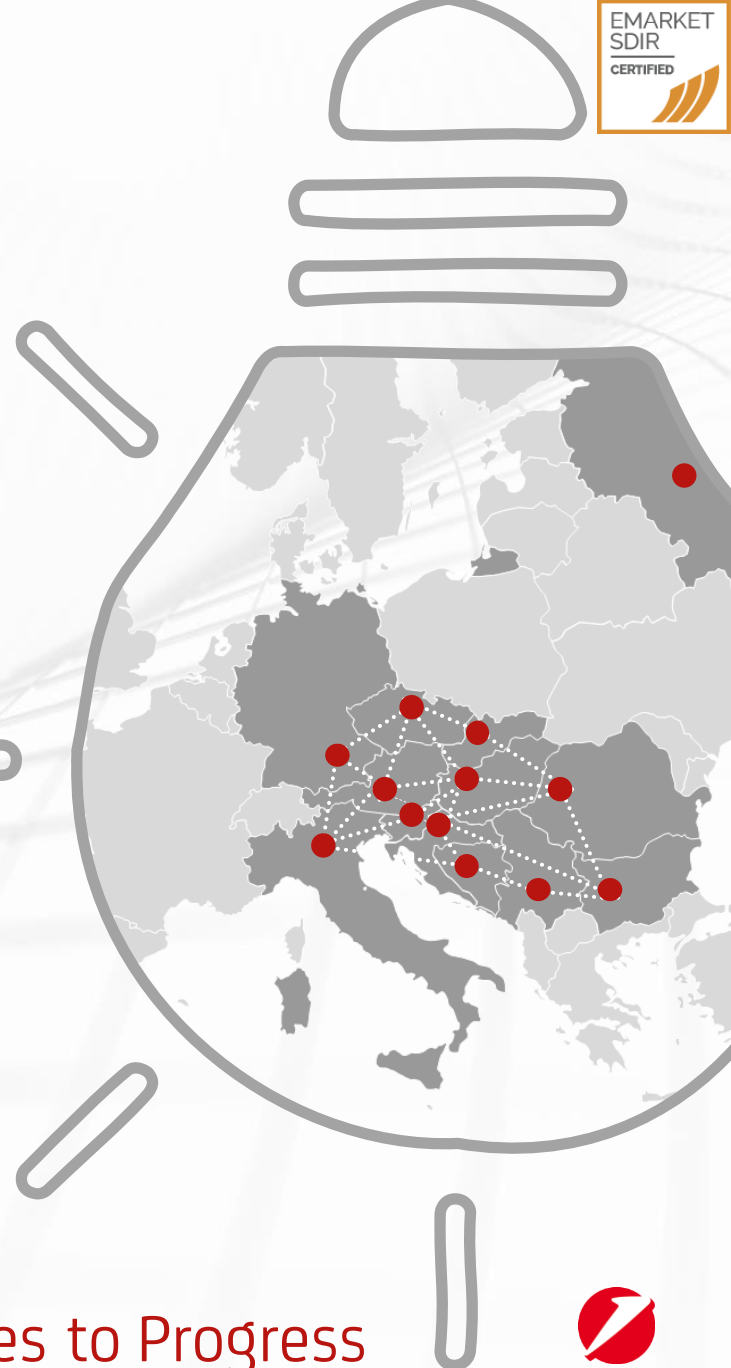
Delivering:  
**BEST-IN-CLASS  
GROUP PRODUCTS**



Supported by:  
**DIGITAL, DATA  
AND OPERATIONS**



Glued by:  
**CULTURE, PRINCIPLES  
AND VALUES**



Inspired by our purpose of **Empowering Communities to Progress**



# 3Q23: delivering quality profitable growth, investing for the future

A further milestone towards becoming the Bank for Europe's future

We continue to deliver ...

**3Q23: YET ANOTHER STRONG QUARTER OF QUALITY PROFITABLE GROWTH**



Delivering the 11th consecutive quarter of consistent quality profitable growth across all regions leveraging a unique pan-European model. Leading in all crucial metrics and in shareholders' returns

We continue to re-invest ...

**PROPELLED BY INVESTMENTS TO SECURE AND BOOST PROFITABILITY TOMORROW**



Investing in our future and building unrivalled lines of defence, while continuing to deliver in the short-term

We have only just started ...

**A RUN-RATE THAT FEW CAN MATCH**



Profitability and distribution guidance confirmed for 2023-24 and beyond<sup>1</sup>. Rooted in continuing investments while reinforcing lines of defense that support current results and propel the future

1. Distribution subject to supervisory and shareholder approvals



**WE CONTINUE TO DELIVER ...**

3Q23: Yet another  
strong quarter of quality  
profitable growth



# Another quarter of quality profitable growth



11th consecutive quarter of effectively balancing our three levers to deliver sustainable quality profitable growth, underpinning current and future distributions

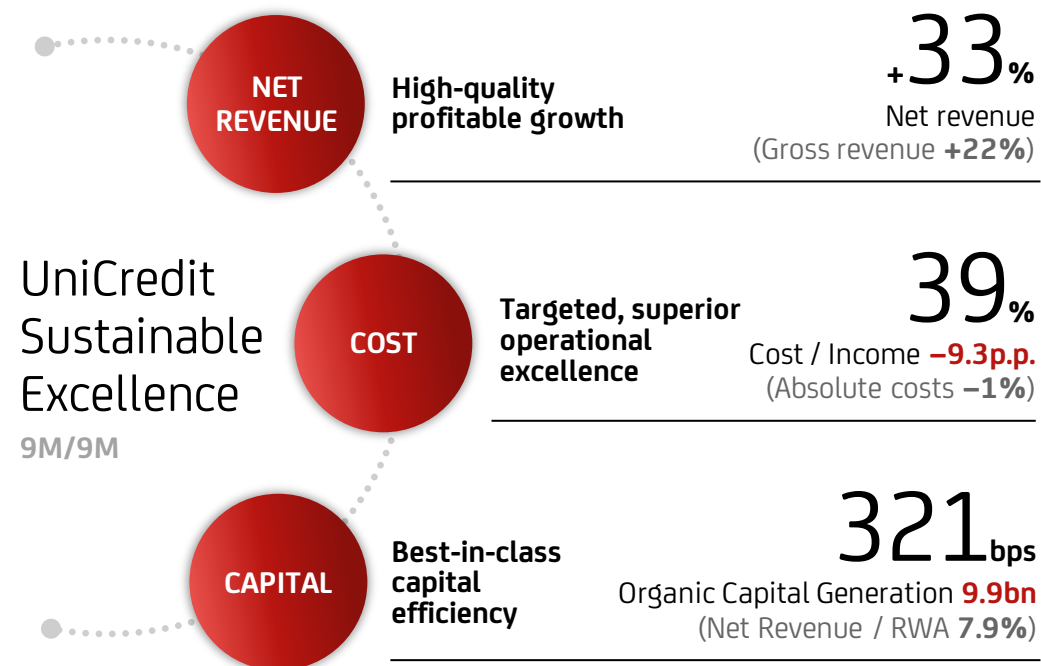
## KEY METRICS

In million	3Q23	Y/Y	Q/Q	9M23	9M/9M
<b>Net Revenue</b>	<b>5,832</b>	<b>+23%</b>	<b>-2%</b>	<b>17,616</b>	<b>+33%</b>
o/w NII	3,600	+45%	+3%	10,395	+43%
o/w Fees	1,769	-5% <span>#</span>	-7%	5,670	-3% <span>Flat</span>
o/w Trading	499	+27%	+3%	1,485	+10%
o/w LLP	-135	+60%	n.m.	-249	-82%
<b>Total Costs</b>	<b>-2,327</b>	<b>-2%</b>	<b>-0%</b>	<b>-6,982</b>	<b>-1%</b>
<b>GOP</b>	<b>3,640</b>	<b>+49%</b>	<b>+0%</b>	<b>10,882</b>	<b>+44%</b>
<b>Net Profit</b>	<b>2,322</b>	<b>+36%</b>	<b>+1%</b>	<b>6,696</b>	<b>+68%</b>
<b>C/I Ratio</b>	<b>39%</b>	<b>-10.4p.p.</b>	<b>-0.0p.p.</b>	<b>39%</b>	<b>-9.3p.p.</b>
<b>RWA EoP (bn)</b>	<b>290</b>	<b>-9%</b>	<b>-2%</b>	<b>290</b>	<b>-9%</b>
<b>RoTE based on 13% CET1r</b>	<b>23.4%</b>	<b>+7.3p.p.</b>	<b>+2.2p.p.</b>	<b>21.7%</b>	<b>+9.9p.p.</b>
<b>CET1r Stated<sup>1</sup></b>	<b>17.2%</b>			<b>17.2%</b>	

# Adjusting for Current Account Fee Reduction in Italy and increased cost from accelerated securitisation

All figures related to Group incl. Russia unless otherwise specified  
1. Considering full FY22 distribution and 9M23 Cash dividend accrual

## 9M23 HIGHLIGHTS ACROSS OUR 3 LEVERS



Record 9M RoTE at 21.7% based on 13% CET1r

# Local excellence powered by our pan-European franchise



Benefitting from outstanding performance in each region

	ITALY	GERMANY	CENTRAL EUROPE	EASTERN EUROPE
<b>PROFIT BEFORE TAX</b> 9M/9M	<b>4.3bn</b> +44%	<b>2.0bn</b> +42%	<b>1.8bn</b> +68%	<b>1.3bn</b> +78%
<b>NET REVENUE</b>	<b>7.8bn</b> +23%	<b>4.1bn</b> +15%	<b>3.2bn</b> +31%	<b>1.9bn</b> +45%
<b>C/I RATIO</b>	<b>35.6%</b> -9.7p.p.	<b>42.8%</b> -8.6p.p.	<b>37.5%</b> -11.0p.p.	<b>32.7%</b> -8.5p.p.
<b>NET REVENUE/RWA</b>	<b>9.2%</b> +2.7p.p.	<b>7.2%</b> +1.3p.p.	<b>7.1%</b> +1.6p.p.	<b>9.4%</b> +2.9p.p.
<b>RoAC</b>	<b>25.1%</b>	<b>17.9%</b>	<b>23.2%</b>	<b>36.9%</b>
<b>ORGANIC CAPITAL GEN.</b>	<b>127bps</b> 3.9bn	<b>83bps</b> 2.6bn	<b>51bps</b> 1.6bn	<b>29bps</b> 0.9bn

Connecting European clients



**+21%** Cross-border revenue<sup>1</sup>

**>3x** Cross-border payments market share vs. Intra-country market share

Data as of 30 September 2023, 9M for P&L, all deltas 9M/9M unless otherwise stated  
 1. Cross-Border business as of August 2023 (Y/Y), considering outbound revenue from Italy, Germany and Austria



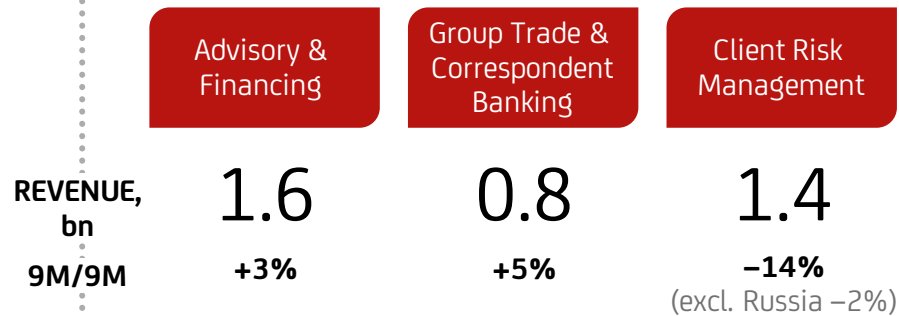
# Quality growth as priority with our best-in-class factories



Enhancing our product factories and capitalising on scale and scope, to deliver best-in-class products

-1% 9M/9M (excl. Russia +2%)

## CORPORATE

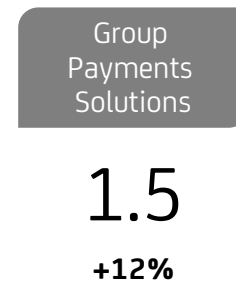


+2% 9M/9M excluding Russia driven by:

- Sustained fee growth in Advisory and Financing while continuing origination discipline and RWA optimisation
- Positive NII development in trade finance partially offset by lower trade loans and reduced client hedging

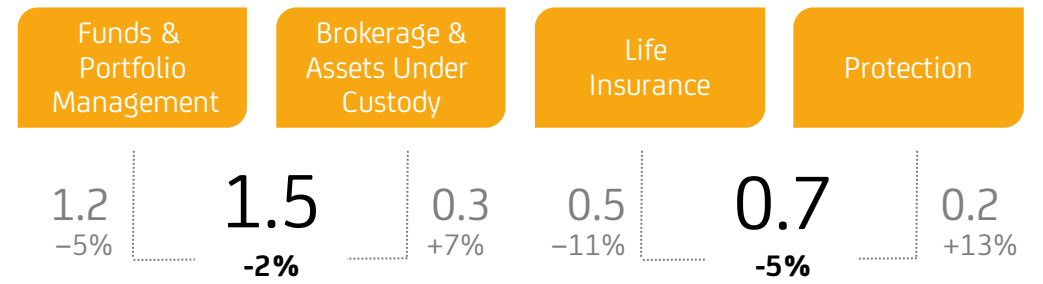
All figures related to Group incl. Russia unless otherwise specified

## PAYMENTS



Positive performance sustained by NII growth and propelled by our European footprint and recent investment in the business

## INDIVIDUAL



Growing brokerage and assets under custody leveraging leadership position in structured products

Visible increase in UCG managed funds (+93% 9M/9M) partially offsetting reduction in 3rd party funds

Continued strong performance in protection leveraging a new omni-channel platform and Allianz partnership

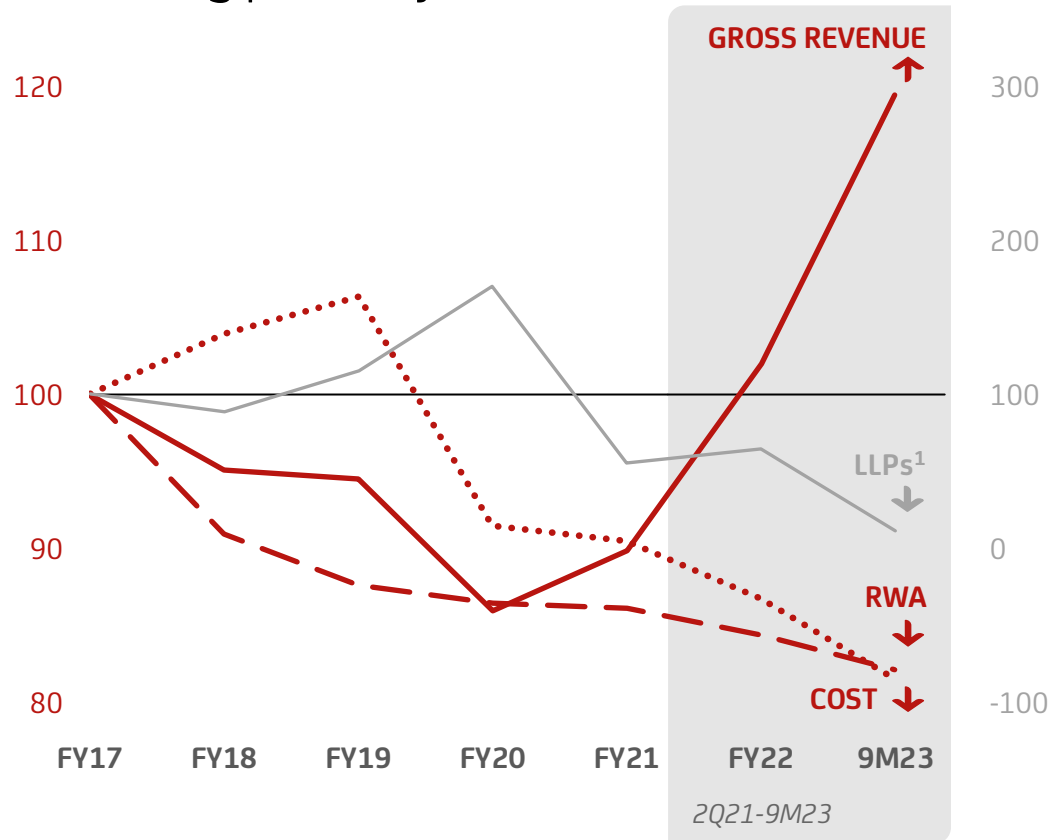
Engine of capital-light fee generation



# We are setting an unparalleled standard across all key metrics



## Generating positive jaws



1. Stated LLPs scaled at RHS axis

2. Publicly available data as of 2Q23 for the following peers: BBVA, BNP Paribas, Commerzbank, Credit Agricole S.A, Deutsche bank, ING, Intesa Sanpaolo, Santander, Société Générale; growth rates refer to 1H23 (annualized) vs FY21 while absolute metrics as of 1H23; Total distribution referring to 2022

## Accelerating from laggards ... to best-in-class across all our levers<sup>2</sup>

### QUALITY REVENUE GROWTH

#1 Net Revenue growth

### PROFITABILITY

#2 Net Profit growth significantly affected by financial and industrial investments

### OPERATIONAL EXCELLENCE

#1 Cost / Income and #3 absolute cost reduction despite significant investments

### ORGANIC CAPITAL GENERATION

#1 Organic Capital Generation

### CAPITAL EXCELLENCE

#1 Net Revenue / RWA growth

### DISTRIBUTION YIELD

#1 Total Distribution Yield

Achieving leadership position despite enforcing lines of defense and investing for the future



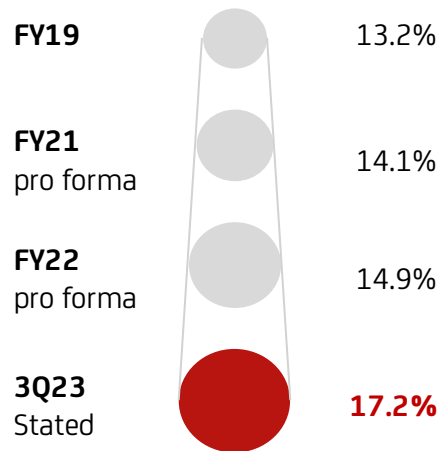




## A trusted and reliable organisation, with a robust balance sheet

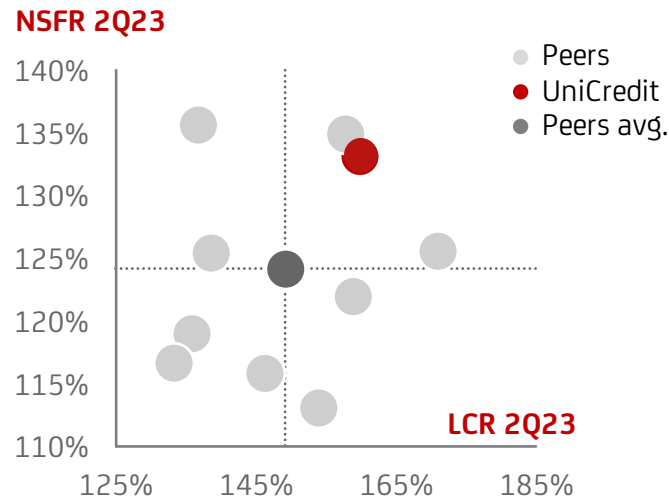
### BEST-IN-CLASS CAPITAL POSITION

Continuously growing CET1r while distributing thanks to outsized organic capital generation



### STRONG LIQUIDITY RATIOS

Better liquidity ratios than peers<sup>1</sup> and a self-funded balance sheet with **LTD at 89%**



### HIGH QUALITY CREDIT PORTFOLIO

Strong credit portfolio with proactive staging

- **Covered 1.1bn** more than peers<sup>2</sup> even excluding **overlays** stock of **1.75bn**
- **c.80%** Investment grade exposure<sup>3</sup> and only **<1%** exposure to high-risk sectors<sup>4</sup>
- **0.8%** default rate, lowest in recent years even before Covid

437 bn<sup>5</sup>

1. Publicly available data (Pillar 3) as of 2Q23; Calculated as simple average of the ratio for the following peers: BBVA, BNP Paribas, Commerzbank, Credit Agricole S.A, Deutsche bank, ING, Intesa Sanpaolo, Santander, Société Générale; UniCredit Group as of 2Q23 for comparison purposes  
 2. Higher coverage ratio than average peers (same group as previous note) in Stage 1, 2 and 3 as of 2Q23 (latest available)  
 3. Investment grade incidence based on EaD using differentiated local masterscales, computed on Group excluding Russia perimeter net of Retail and Private, Wealth Management  
 4. Performed assessment on selected Enterprises portfolio. See Annex for additional details. Total EaD reported including only Enterprises and Individuals segments  
 5. Total Net Customer Loans (incl. Repos)

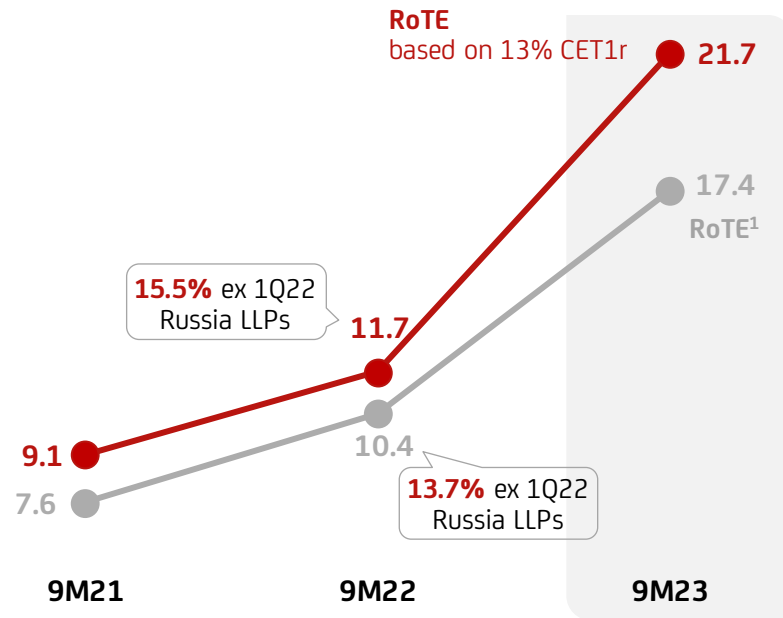


# We continue delivering outstanding shareholder value generation



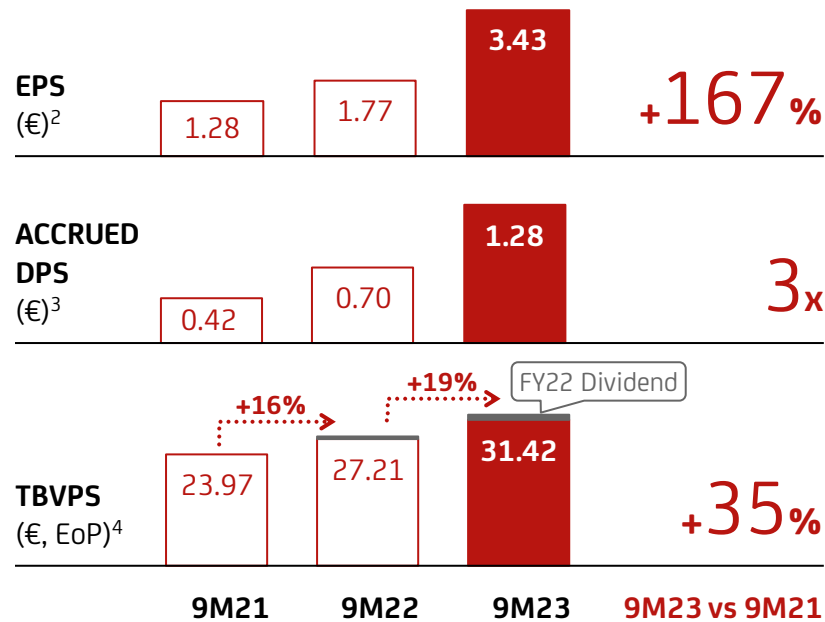
## CONTINUING TO IMPROVE OUR PROFITABILITY

Confirming strong rote trajectory and leapfrogging our peers



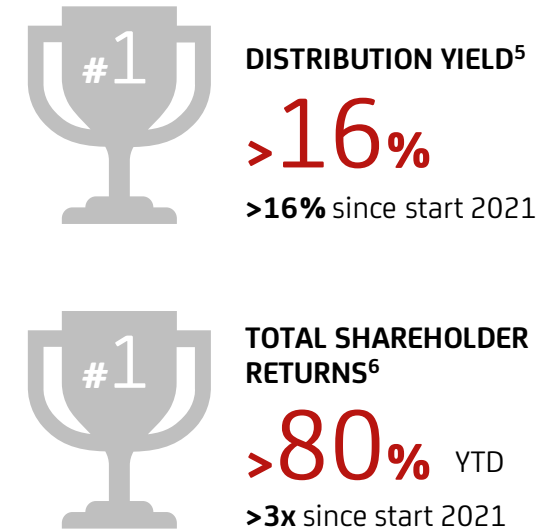
## IMPROVING ON A PER SHARE BASIS

Progressive cash dividends and share buybacks to increase per share values in the future



## DELIVERING ON OUR COMMITMENT

Attractive and consistent shareholder returns



All figures related to Group incl. Russia unless otherwise specified

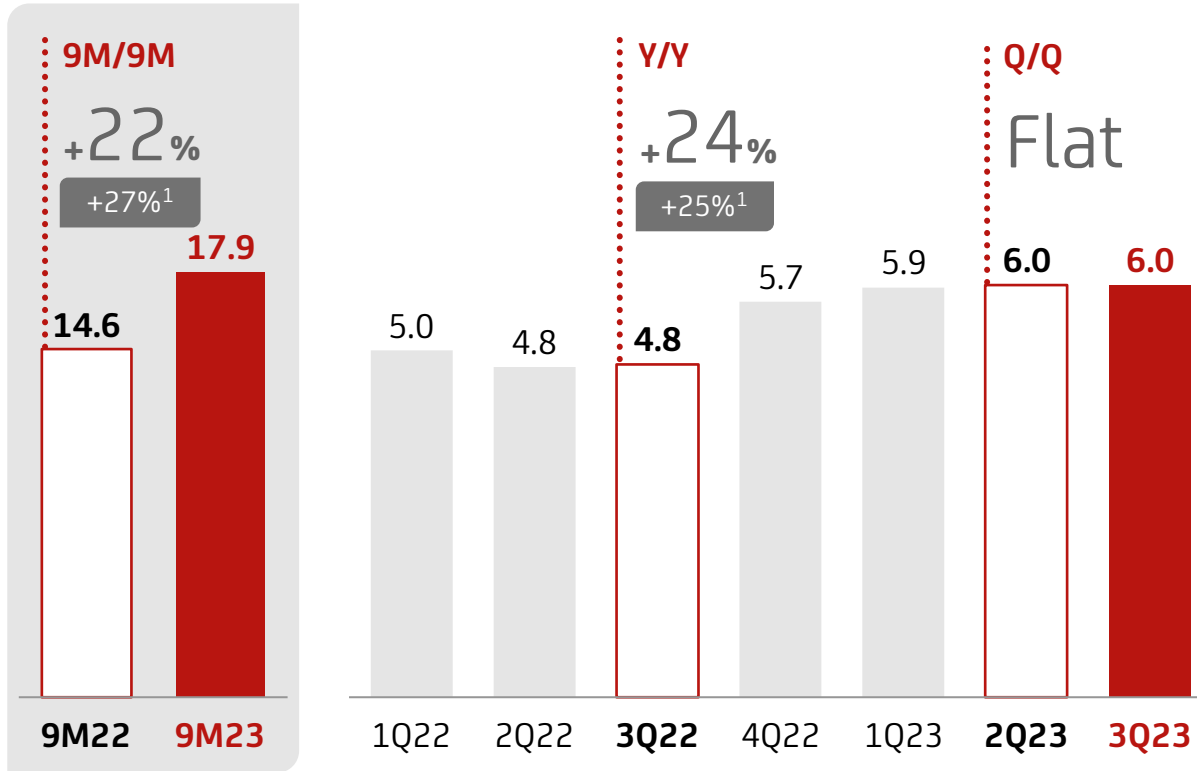
1. RoTE calculated with UniCredit Unlocked methodology (see end notes for details/definition) 2. Diluted EPS (see end notes for details/definition). 9M21 EPS calculated on underlying net profit after AT1 & Cashes coupons  
 3. Accrued DPS calculated on the basis of the cash dividend accrual policy of the reference period (9M21: 30% of Group Underlying Net profit; 9M22: 35% of Group excl. Russia Net profit after AT1&Cashes coupons; 9M23: 35% of Net profit after AT1&Cashes coupons; please see end notes for further details) 4. Growth rate include DPS paid in the period 5. Distribution yield 2023 computed as Total Distribution 2023 Guidance / Market cap as of 20/10/2023; Distribution yield since start 2021 computed as simple average of Total Distribution (Dividend + Share Buyback) / Market cap end-of-year for 2021 and 2022, and 2023 as per above 6. TSR from BBG as 17.10.2023



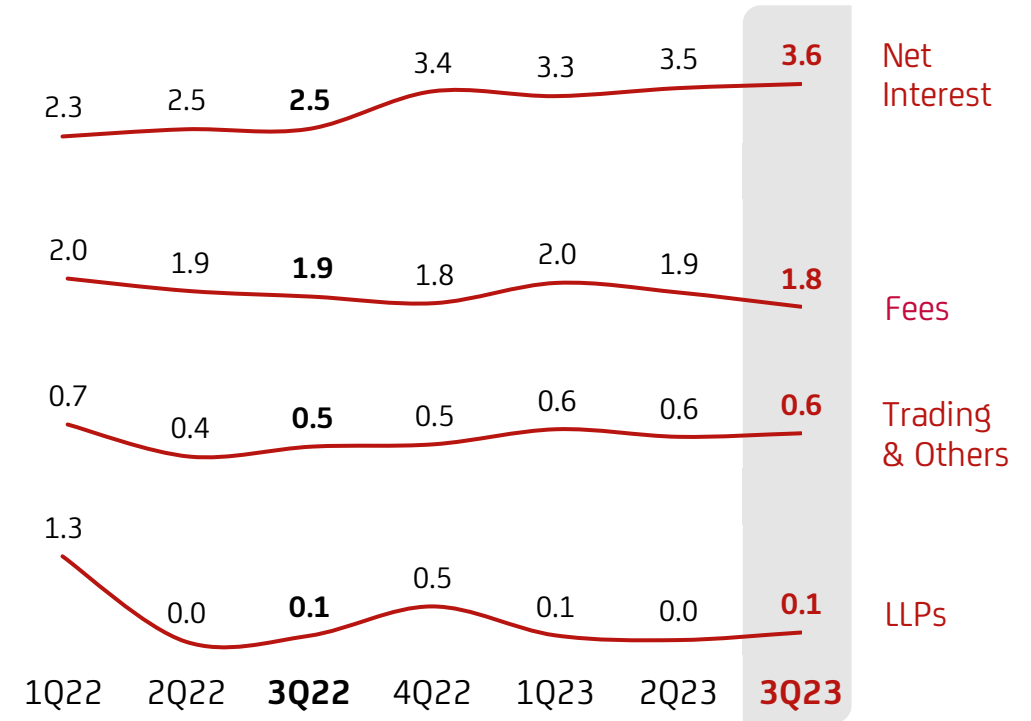
# Revenues up +24% Y/Y on robust net interest income and trading



REVENUE, bn



EVOLUTION BY ITEM, bn

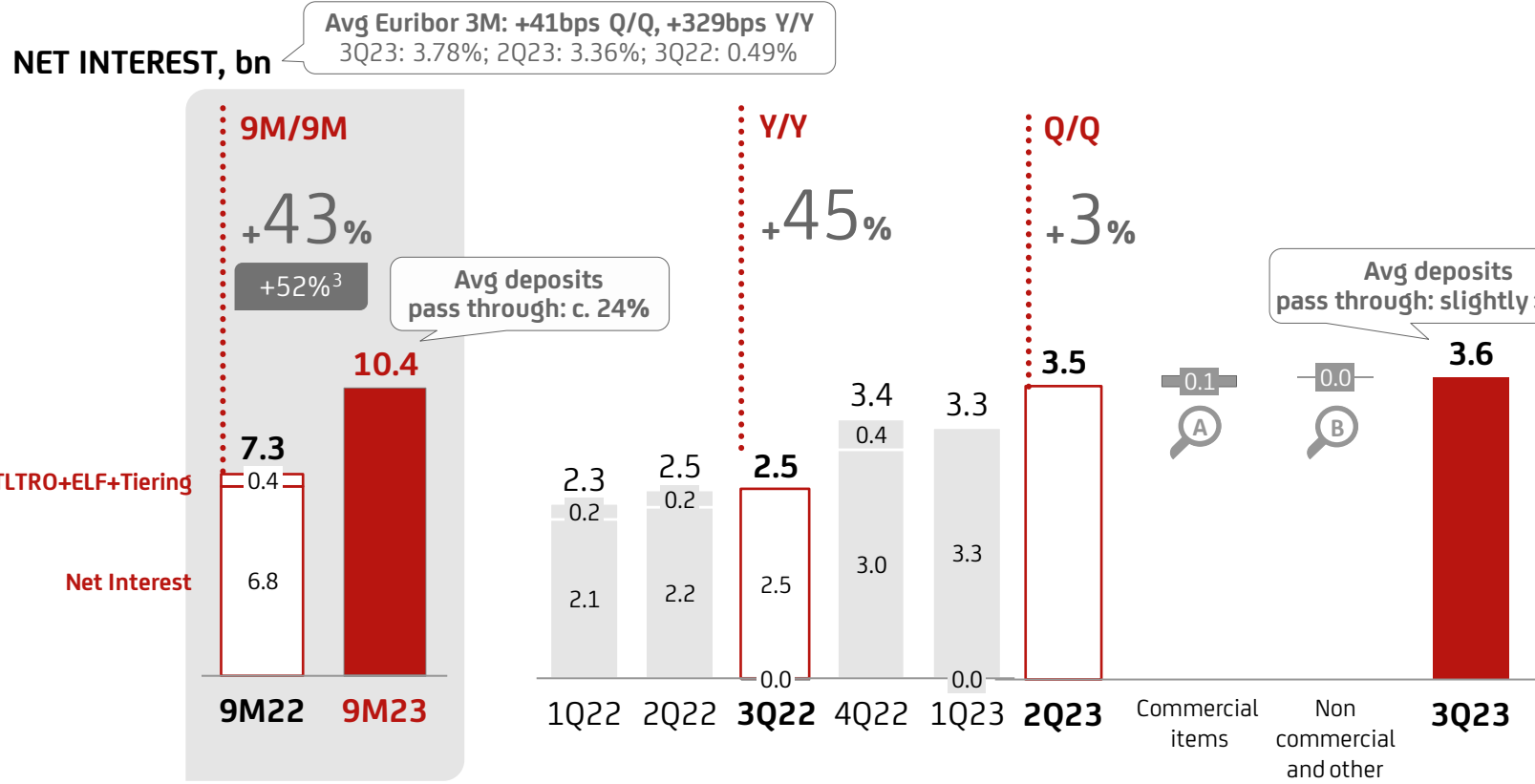


1. Excluding selected items booked in net interest income (TLTRO, Tiering, ELF) and in fees (Current Account Fee Reduction in Italy, securitisation costs)

3Q23 Net Revenue at **5.8** bn **+23% Y/Y**  
**+25% Y/Y<sup>1</sup>**



# Continued quality net interest income growth



**>13.7 bn**  
FY23 guidance update

**MAIN DRIVERS**

ASSUMPTIONS	SENSITIVITY
<b>DEPOSIT BETA:</b> FY23 exit run rate slightly <30% FY24 exit run rate slightly <40%	± 1 p.p. = c. 150m (annualized)
<b>INTEREST RATES:</b> FY23 DFR (EoP) at 4.00% FY24 DFR (avg) at 3.75%	± 25bps = c. 150m (annualized)
<b>VOLUMES AND CREDIT SPREAD</b> Marginal improvement on spread broadly offset by lower assumed volumes	

	9M22	9M23	1Q22	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23
<b>Gross commercial performing loan volumes average, bn</b>	412	404	408	412	416	412	408	404	399
<b>Net interest margin (NIM)<sup>2</sup></b>	1.3%	2.1%	1.2%	1.3%	1.3%	1.9%	2.0%	2.1%	2.1%

**A** Loans: Volumes -37m; Rates +336m;  
Deposits: Volumes +12m; Rates -193m

**B** Inv. Ptf / Term funding +38m;  
Days effect +21m;  
Treasury / Other items -74m



# Resilient fees year-to-date despite macro headwinds



AuM  
STOCK

194 **195**

FEE<sup>1</sup>,  
bn

9M/9M

-3%

Stable<sup>2</sup>

5.8

5.7

9M22

9M23

214 200 194 194 195 197 **195**

Y/Y

-5%

-1%<sup>3</sup>

Q/Q

-7%

2.0

1.9

1.9

1.8

2.0

1.9

1.8

1Q22

2Q22

3Q22

4Q22

1Q23

2Q23

3Q23

## CHANGE BY FEE CATEGORIES

	Q/Q	Y/Y
INVESTMENT	-5%	+4%
FINANCING	-10%	-5% -2% <sup>4</sup>
TRANSACTIONAL	-4%	-6% +4% <sup>5</sup>
CLIENT HEDGING	-18%	-27%

1. Including fees generated by the distribution agreements and JVs partnerships with partners like Amundi, Allianz 2. Excluding -163m Current Account Fee Reduction in Italy (CAFR) and securitisation costs 3. Excluding -73m CAFR and securitisation costs 4. Excluding -13m securitisation costs 5. Excluding -60m CAFR

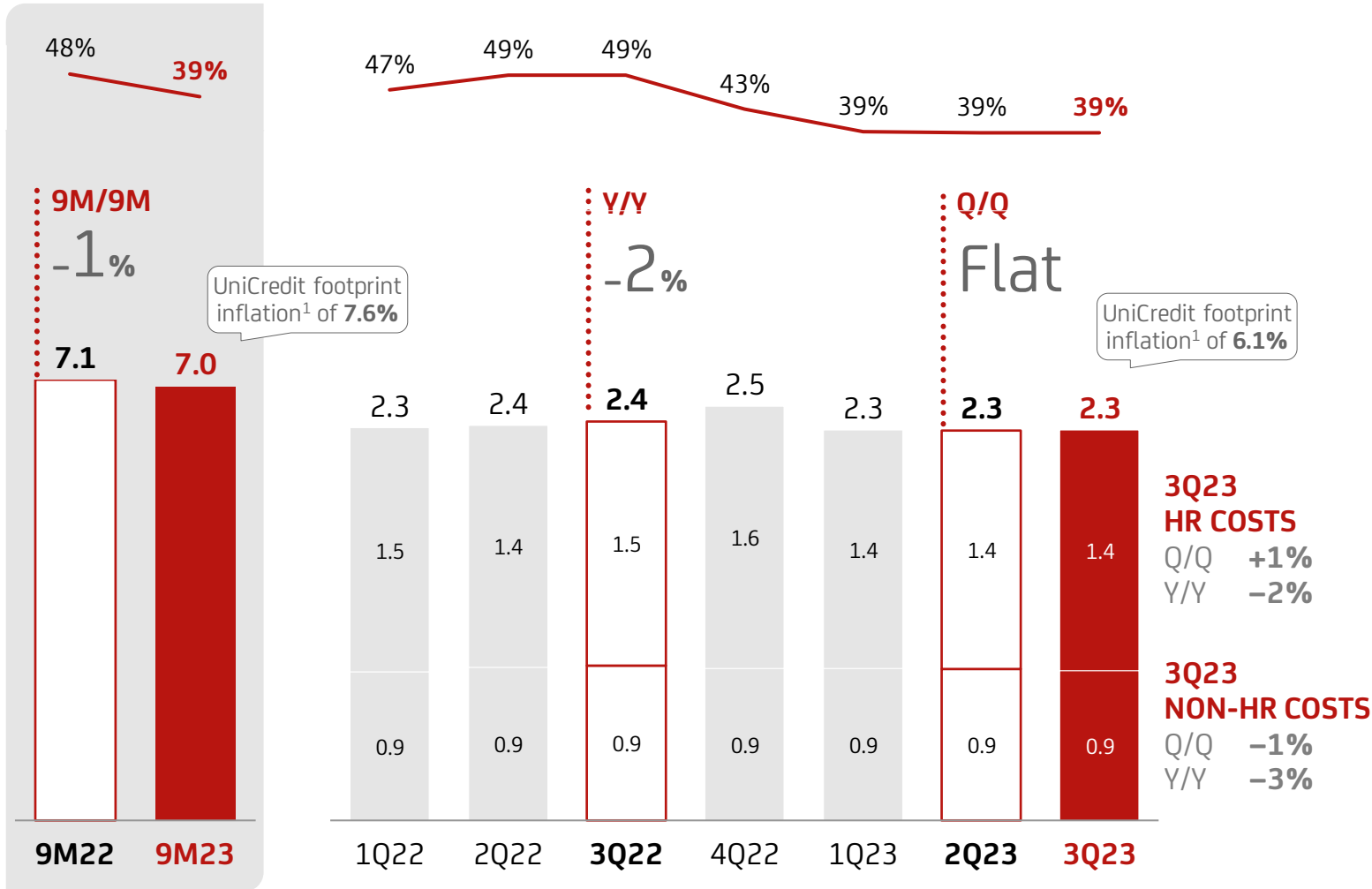


# Operational excellence absorbing investing and offsetting inflation

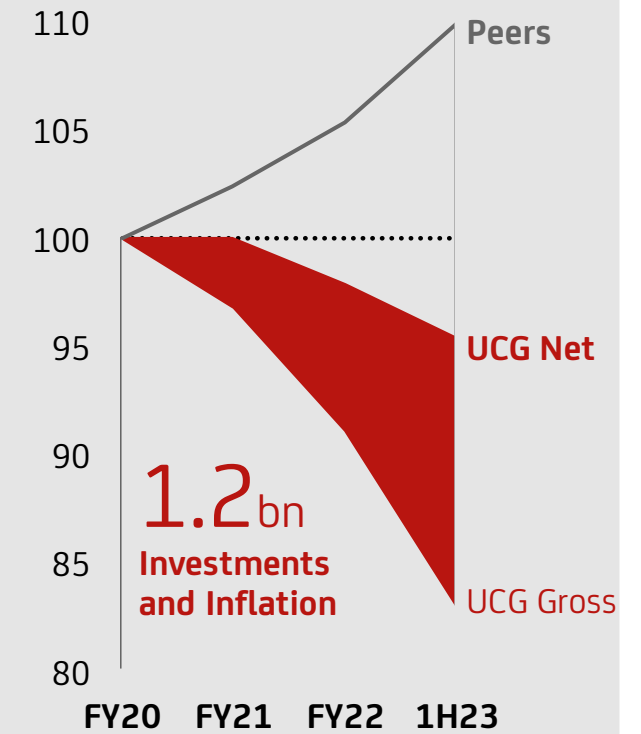


COST / INCOME RATIO

COSTS, bn



ACHIEVING COST EXCELLENCE VIA TARGETED COST REDUCTIONS WHILE RE-INVESTING FOR GROWTH



# Transformed and strong asset quality



**Expected loss** on stock slightly down at 38bps.  
Expected loss on new business at 26bps

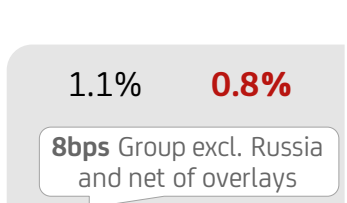
Future CoR further **protected by stable overlays at 1.75bn**,  
i.e. c.40bps and **48% NPE coverage**

Last 11 quarters prove a **structurally lower** and **less volatile CoR** than past and versus peers

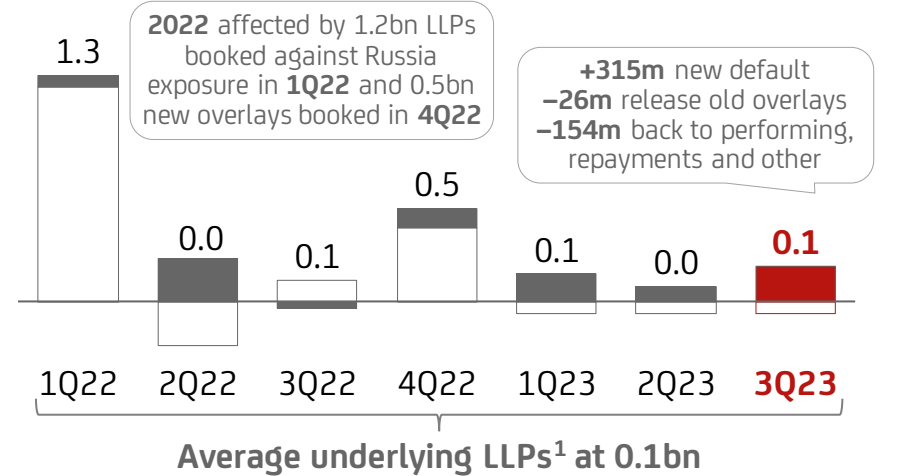
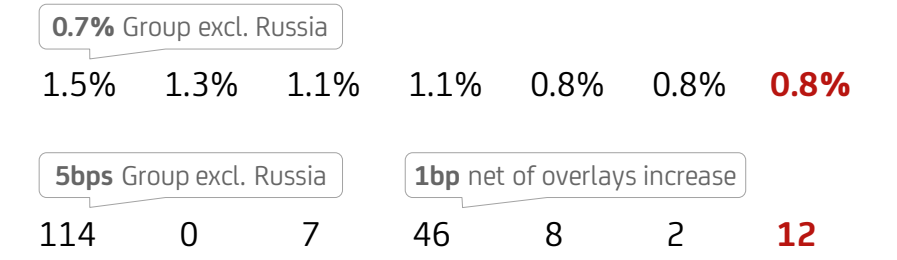
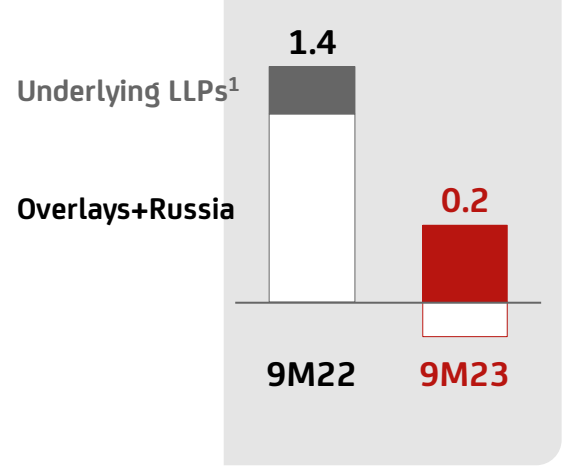
**DEFAULT RATE**  
YTD



**COST OF RISK**  
bps

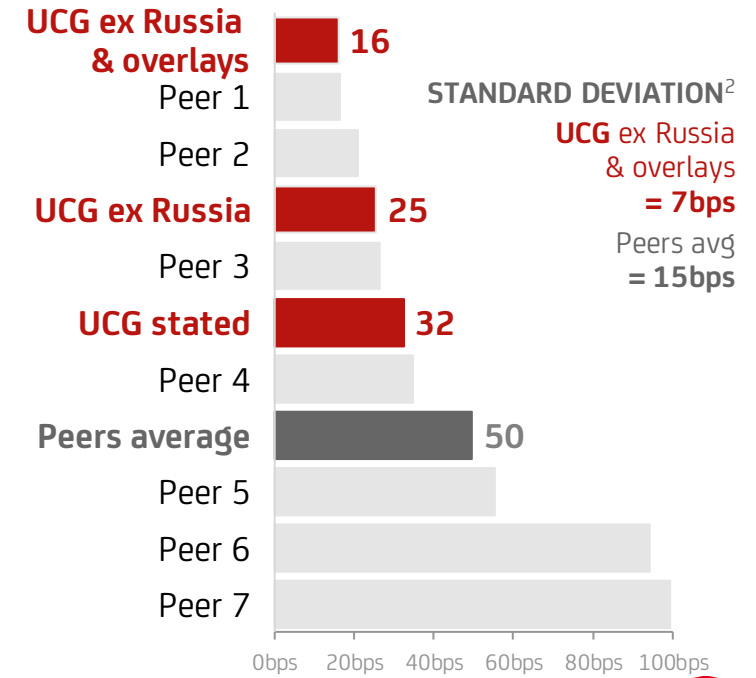


**LLPs**  
bn



Average underlying LLPs<sup>1</sup> at 0.1bn

**AVERAGE CoR**  
From 1Q21 to 2Q23



1. Underlying LLPs means LLPs for Group excluding Russia, net of overlays

2. 1Q21-2Q23 for peers, for UCG excluding 4Q21 (affected by stage2 reclassifications)



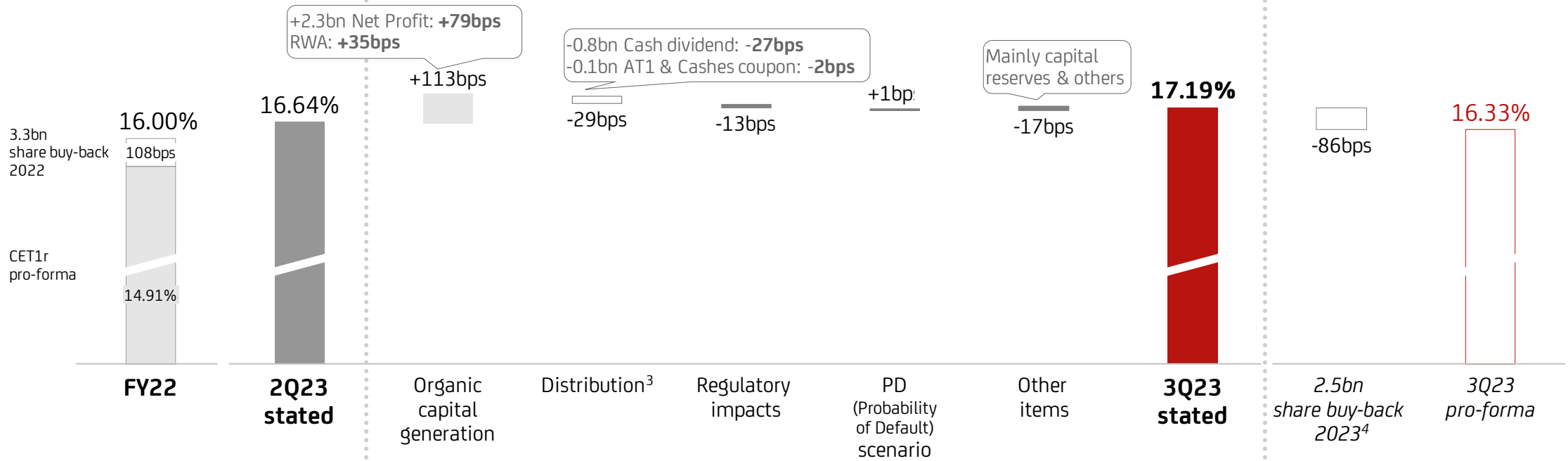
# Excellent capital generation continues



## MDA BUFFER

689bps<sup>1</sup>

746bps<sup>2</sup>



## RWA FULLY LOADED

295bn

290bn

As of 30 September 2023: +10bps parallel shift of BTP asset swap spreads has -2.7bps (-79m) pre and -2bps (-58m) post tax impact on the fully loaded CET1 ratio





**WE CONTINUE TO RE-INVEST ...**

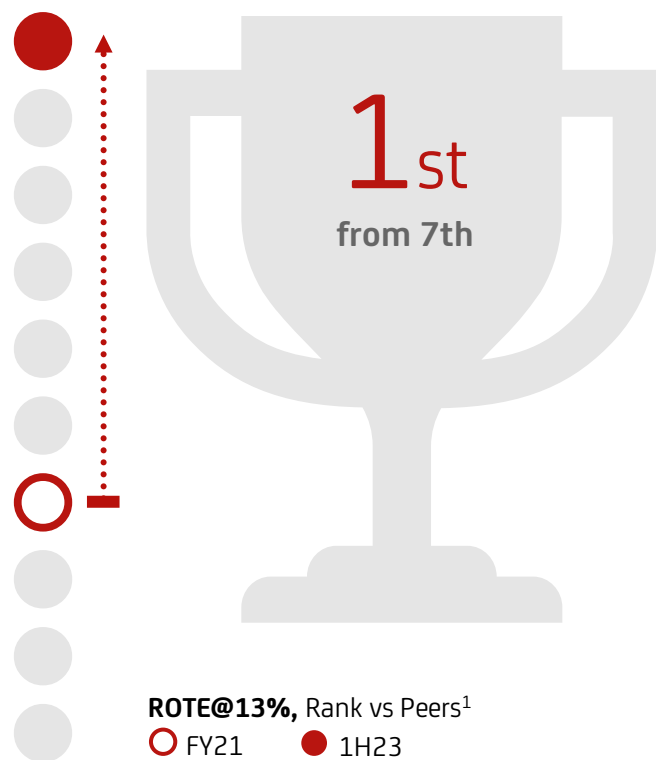
Propelled by investments  
to secure and boost  
profitability tomorrow



# Laid the foundations to sustain our leadership position



11 consecutive quarters of quality growth have positioned us as profitability leaders today ... achieved **in parallel with** significant investments to secure and propel profitability tomorrow



While **reinforcing lines of defence** to protect

### INTEGRATION COSTS

**>1.9bn** Since 2021, **>20% IRR<sup>4</sup>**, above any peer, to ensure future efficiencies while delivering exceptional performance  
c.650m p.a.

### COST OF RISK

**1.75bn** Overlays stock, with no peer above 1bn in 2Q23  
**c.1.1bn** Excess coverage<sup>2</sup> to peers in stage 1,2,3

### CAPITAL

**>26bn** **Capital efficiency program**  
RWA efficiencies since 4Q21  
• More accurate EVA positive capital allocation at client level  
• Improved data quality at client / product level  
• Introduction of risk mitigation actions

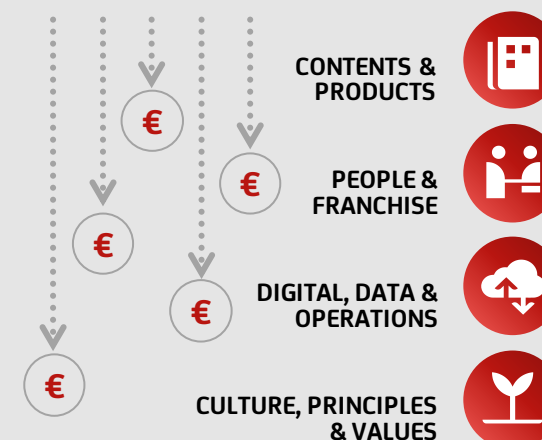
**+c.9bn** **Continuous capital generation net of distribution**  
CET1 growth since 4Q21<sup>3</sup>  
• Distributions always below organic capital generation, overall leading to CET1r increase of c.300bps to 17.2%

175bps p.a.

Propelled by investments in...

### INDUSTRIAL TRANSFORMATION

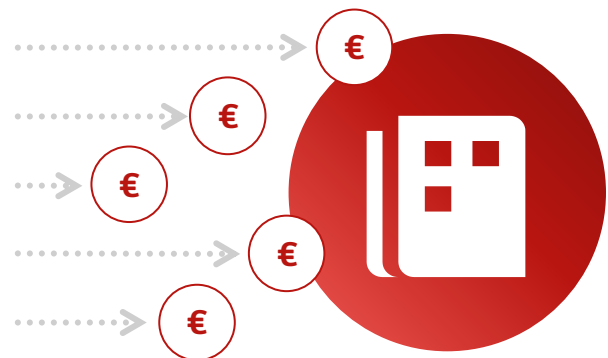
Responding to evolving client needs via **continuous industrial and cultural investments**, representing the foundation for long-term quality revenue growth



1. Ranking based on publicly available data collected of our peer group: BBVA, BNP Paribas, Commerzbank, Credit Agricole S.A, Deutsche bank, ING, Intesa Sanpaolo, Santander, Société Générale  
2. Data computed considering the same coverage as peers in Stage 1,2,3 as per Pillar 3 3. 4Q21 pro-forma for 2021 SBB at 14.13% 4. Weighted avg. IRR of FY21, FY22 and 9M22 Severance cost over a 10 year horizon



# Investment in products to further boost fees when rates normalise



## OUR AMBITION

Elevate our Fee base investing in a comprehensive, world-class offering meeting all clients' needs, leveraging on our inherent strengths and best-in-class partners

## OUR LEVERS

- **Organic:** in house solutions development
- **Inorganic:** strategic partnerships and M&A
- **Complementary:** technology and distribution investments



### ASSET MANAGEMENT

Growth supported by increased funds offering that retains higher share of value chain leveraging on products developed by in-house factories

ADDITIONAL YEARLY FEE  
BASE AT RUN-RATE

€0.4bn<sup>1</sup>



### INSURANCE

Internalise Life insurance and enhance Non-Life offering all supported by refocused and trained people and by technology

€0.3bn<sup>2,3</sup>

o/w 0.2bn Life, 0.1bn Non-Life



### PAYMENTS

Unlock great inherent strengths through external partnerships and technology

€0.2bn



### CORPORATE SOLUTIONS

Grow expertise and product reach through key hirings and enhanced technology

€0.3bn

Aiming to increase fee<sup>3</sup> base by c. 1.2bn<sup>4</sup>  
in future run-rate, mostly alpha driven

1. Individual Solutions - Funds and Portfolio Management

2. Referring to Individual Solutions

3. including revenue contribution from the Life JV internalisation from non fee lines

4. Not including potentially higher securitisation costs





# Asset Management: Group scale, local reach and partners



## AN INSPIRING **VISION**

Advising clients to achieve their investment objectives



### Our inherent strengths

**Foster** innovation at scale

**Extensive high-quality** product and service offering

**Deep rooted** local knowledge and expertise

### Sizeable capital-light business

**c. 134**bn<sup>1</sup>  
3Q23 AuM

**c. 1.2**bn<sup>1</sup>  
Fees 9M23

## A CLEAR **STRATEGY**

1

### **Comprehensive product coverage**

Re-building strong in-house Asset Management factories focused on our clients with strategic flexibility and better asset control, combined with best-in-class 3rd party partners

2

### **Global offering, Local reach**

Maximizing ability to attract Global partners to the benefit of all our clients in the regions

3

### **Unified platform**

Bridging internal factories with business partners

## DELIVERING ON THE **PLAN**

- ✓ Developed internal AM capabilities, created a brand at no costs
- ✓ 18 onemarkets Funds issued in 1y
- ✓ Improved value chain retention
- ✓ Azimut and Blackrock partnerships with more to come
- ✓ Internal investment platform rollout in CE&EE
- ✓ Aladdin live supporting Assets under Advisory

## PROPELLED BY OUR **AMBITION**



### Growth opportunity

**+c. 0.4**bn Fee growth at run rate<sup>1</sup>

### Value capture

**+c. 10**pp

Value chain retention<sup>2</sup> growth over next 5yrs (from c. 70%)





## AN INSPIRING **VISION**

Insurance as a core product seamlessly integrated in our offering



### Our inherent strengths

**Strong** market share in unit-linked and Non-Life

**Unique** client base for cross-selling

**Solid** Group-wide partnership

### Sizeable capital-light business

**c. 54bn<sup>1</sup>**  
3Q23 AUM  
(Life only)

**c. 0.7bn<sup>1,2</sup>**  
Fees and dividends  
9M23

## A CLEAR **STRATEGY**

1

### Simple model

**Life:** internalisation planned for 2025 focusing on unit-linked

**Non-Life:** continue to simplify partnership model with best-in-class partners

2

### Higher value-added and comprehensive product coverage

Leverage of in-house solutions in Life insurance to increase value chain retention and extend product catalogue to meet clients' needs and capture market trends

3

### Integrated digital platform

Developed a unique portable Group Non-Life insurance platform providing common infrastructure to deliver insurance products across our geographies

## DELIVERING ON THE **PLAN**

- ✓ Partners reduced from 9 to 5 across the Group, declining further
- ✓ Market share bancassurance ITA<sup>4</sup>: Life: c.14% (unit-linked c.38%), Non-Life: c.15%

- ✓ Inclusion of onemarkets funds in unit-linked across the Group

- ✓ Launched in October in ITA and GER

## PROPELLED BY OUR **AMBITION**



### Growth opportunity

**+c. 0.3bn** Fee growth at run rate<sup>3</sup>

**+c. 10%** **Non-motor** market growth in ITA expected in 2023<sup>5</sup>



# CONTINUING TO INVEST TO ENSURE FUTURE SUCCESS

# Payments: unlocking the full potential



## AN INSPIRING **VISION**

Every European client's first choice for payments



### Our inherent strengths

**Unique** pan-European footprint

**Strong** payments DNA

**Advanced** technology for data usage

### Sizeable capital-light business

> 2.0bn

> 87%

9M23 Total Net Rev. Annualised<sup>1</sup>

Fees on Net Revenue

1. Sight deposits in Country view

## A CLEAR **STRATEGY**

1

### Global product excellence

Develop end-to-end products and value-added services tailored to meet the diverse needs of all clients

2

### Unified cross-border platform

Cross segment solutions accessible through various channels connecting our clients and leveraging global data insights for enhanced decision-making

3

### Innovative collaborations

Engage with third-parties and global partners to ensure we deliver cutting edge technological solutions and innovation

## DELIVERING ON THE **PLAN**

- ✓ Extend geographically our advanced International payments offering
- ✓ Double in 2 years the number of corporates with access to our digital portal, designed to enhance cross selling and offer tailored solutions
- ✓ Innovative and multi-market partnership with Mastercard



## PROPELLED BY OUR **AMBITION**



### Growth opportunity

+ > 0.2bn Fee growth at run rate

> 3x Cross-border payments market share vs. Intra-country market share

A high-quality fee generation engine: striving for excellence





# Corporates: upgrading our solutions



## AN INSPIRING **VISION**

Empowering corporates to progress



### Our inherent strengths

**Extensive** corporate client base with unique SME penetration

**Cross-border** positioning, able to support clients in trade and growth ambitions

### Sizeable capital-light business

**5.0<sub>bn</sub>** 9M23 Total Rev. Annualised<sup>1</sup>  
**34%** Fees on Net Revenue

1. Sight deposits incomes not included in corporate solutions

## A CLEAR **STRATEGY**

- 1 Leverage local coverage and our Group-wide Scale and Scope advantage**  
Manufacturing centrally, optimized coverage to encounter local specificities offering full product suite to all clients from SMEs to Large Corporates
- 2 Grow expertise to develop Best-in-class solutions**  
Top-notch comprehensive solutions covering all corporates' value added needs developed in-house leveraging unique talents
- 3 Enhanced digital offering**  
Embed digital and data to complement our offering and to best serve our clients

## DELIVERING ON THE **PLAN**

- ✓ Sector teams, FX & Commodities products
- ✓ Attracting top-class talent, world-class advisory and financing
- ✓ Corporate Portal a single-entry point for clients to access digital product offering

## PROPELLED BY OUR **AMBITION**

<b>Growth opportunity</b>	<b>Profitability</b>
<b>+ 0.3<sub>bn</sub></b> Fee growth at run rate	All business units delivering <b>ROAC &gt; CoE</b>

Well positioned once macro environment stabilizes





# Alpha Bank and UniCredit: a long-term partnership



**Strategic long-term partnership** in Greece with Alpha Bank centered around UniCredit AM and unit-linked insurance factories – to be expanded to other factories over time – in an attractive growth market

**Binding offer to merge with Alpha Bank Romania S.A.** €300m<sup>1</sup> all cash with UniCredit holding 90.1% of the combined entity

Offer to acquire 9% minority stake from HFSF and commitment to achieve a non qualifying stake in **Alpha Services and Holdings<sup>2</sup>**



Fully in line with our **guiding M&A principles** and underscoring quality of our factories, boosting the ability to **grow quality revenue** through 3rd parties

## STRATEGIC CONSISTENCY

- ✓ Cementing UniCredit presence in a key EE market creating the third largest bank<sup>3</sup> in Romania with 12% share<sup>3</sup>
- ✓ Rebalancing our business mix in Romania by merging with a player with higher exposure to retail
- ✓ Accessing new complementary c.3.5m client base in Greece, to the benefit of our product factories

## ATTRACTIVE BUSINESS RATIONALE

- ✓ Value added platform for our Asset Management: distributing **onemarkets** products through Alpha channel
- ✓ Enhancing our insurance proposition: purchase of a majority stake of 51% in AlphaLife
- ✓ Opportunity for gradual expansion in corporate and payment solutions

## FINANCIAL HIGHLIGHTS

<b>ADDITIONAL NET PROFIT</b>	<b>&gt;100m p.a.</b> On a run-rate basis <sup>4</sup>	<b>LIMITED CAPITAL IMPACT</b>	<b>c.15bps</b> Romanian merger upon closing <sup>5</sup> expected in 2024	<b>negligible</b> CET1r impact for Alpha minority stake acquisition
------------------------------	--	-------------------------------	--	--

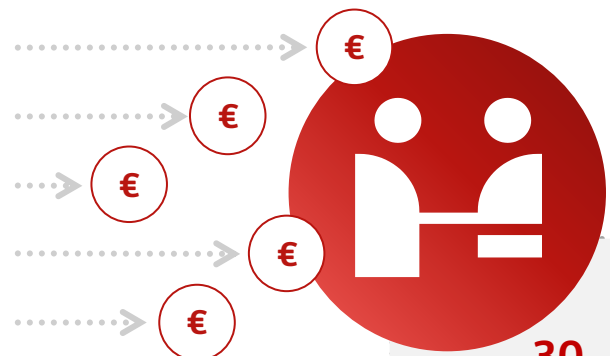
Please refer to UniCredit's press release dated 23 October 2023 for further details

1. Or less in the event of any post due diligence adjustments
2. If the process with the HFSF is not completed, UniCredit has committed to purchase on market an equity stake equal to the lower of 5% or a different percentage of shares which results from UniCredit investing an aggregate pre-agreed amount over a period of 24 months
3. By total assets, as at 2Q23
4. Excluding any dividend to be received from minority stake
5. Subject to customary steps and regulatory approvals





# Investing in our People to create value for our Clients



## Investing and empowering our people and franchise

**-30%** vs -24% in '22

Structures, **delaying** the organisation since beginning of UniCredit Unlocked

**-60%** since 2022

Number of **managerial committees** since 2022

**25%** in 2023

**Simplification of processes** based on E2E customer journeys

**-15%** in 2023

**Managerial roles** in Digital



> **1,000** since 2021 physical **branches refurbished**



c. **7,500** since 2021 **front-line hires** Group-wide



**93%** in 2023 of **Digital hires** are now in **tech** profiles

**74%** vs **62%** in 2022 **Tech vs. Non Tech** profiles in Digital



c. **15%** Digital workforce completed a **re-skilling** path, since 2022

c. **30** h of **trainings** provided per employee per annum since 2021

> **5** k of **up-skilling** courses provided by UniCredit Digital University since 2022

### SERVICE MODEL

# 1

Unified Segmentation

Enhancing our distribution model ...

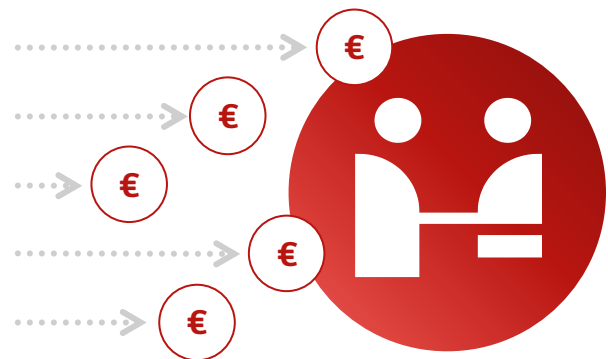
**BUDDY R-Evolution**



Selected highlights of our industrial transformation



# Buddybank R-Evolution: a complementary way to live UniCredit



## Buddy R-Evolution: unmatched flexibility across all channels

Live 1Q24

### Our approach

- » **CLIENTS AT THE CENTRE**  
Answering to their unmet needs, letting them choose the best way to interact with UniCredit
- » **LEVERAGING OUR PEOPLE**  
Providing tailored solutions, and defining the most suitable customer journeys
- » **INTEGRATING OUR CHANNELS**  
Physical and remote branches, call-centers, internet and mobile in ONE service model



#### INTEGRATED DISTRIBUTION MODEL

- Mobile Concierge via chat available 24/7
- Remote branch and personal advisors available during extended hours
- 750 financial agents, available by appointment at a place of your choice



#### COMPREHENSIVE OFFERING

- Flexible pricing across channels
- Traditional banking products
- Custom add-on features
- Non-banking services



#### POWERED BY UNICREDIT

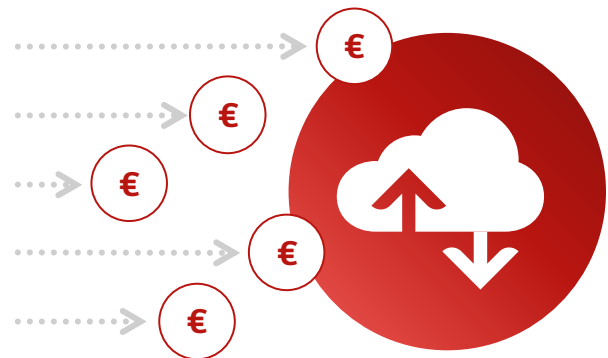
- One single app
- A simplified digital architecture, one platform
- Best-in-class partners
- Long-standing digital know-how and experience



The power of choice back where it belongs ... our clients



# Digital: embarking on the next level of our transformation plan



**PHASE II** 2023 and BEYOND



**PHASE I** 2021 to TODAY

**KEY ACHIEVEMENTS**

- ✓ **Took back control of core competencies** reinternalizing UCS and ICT
- ✓ Successfully reduced Digital **management layers** without compromising engineering capacity or safety and soundness of the Bank
- ✓ Developed the first iteration of our **data architecture** and the corresponding **platforms**
- ✓ Renegotiated all **supplier contracts** thereby reducing our **cost base**
- ✓ Decreased and plateaued our **service tickets**, increasing our **service availability** and visibility and control over **infrastructure** usage and **SLAs**

First pillar

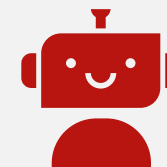


**INFRASTRUCTURE & ARCHITECTURE**

Transition to a **modern** and **flexible infrastructure** in partnership with strategic **Cloud service providers**

Converge towards an **harmonised, scalable** and **cost optimised architecture** for consistent usage across all our 13 Banks

Second pillar



**DATA & AI**

Implement a **data-driven** digital **eco-system** to support last-mile client engagement

**Build a best-in-class AI capability for the Group** as the go-to enabler for **every journey** across the entire banking value chain

Third pillar



**PEOPLE & TALENT**

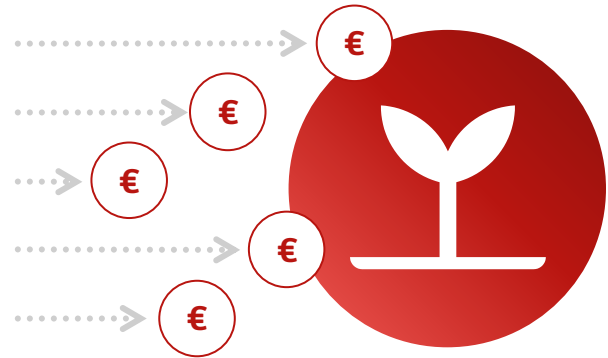
Flatten the **digital operating model** evolving a competency-based model that perpetuates a culture of excellence

**In-sourcing** key **technology expertise** simultaneously reducing our dependence on third-parties

Entering the second phase of our digital transformation, with a new management team and targeted investments



# Exceeding our ESG and related commitments



## Environment

### LEAD BY EXAMPLE

**First Italian bank in Finance for Biodiversity Pledge**

**Member of Ellen MacArthur Foundation**

**Achieved plastic free in all buildings in 2022**

**Only bank in CEO Alliance for Europe**

### CLIENTS

**Advancing to operationalise our Net Zero 2030 targets**

**ESG corporate advisory accelerated**

**€17.5bn green lending<sup>1,4</sup>**

**€21bn sustainable bonds<sup>2,4</sup>**

**49% ESG penetration on AuM Stock<sup>3</sup>**

**9 own green bonds issued since 2021 for total value of c. €4.9bn**

**Partnership with Open-es: supporting our corporates in a just and fair transition**

**Signed Sustainable Steel Principles**

## Social

### SOCIAL

**€7.8bn social financing<sup>1,4</sup> via micro-credit, impact financing and lending to disadvantaged areas**

**Set targets for Financial Health & Inclusion as part of our PRB commitment**

### COMMUNITIES

**UniCredit per l'Italia: sustaining the liquidity of Italian businesses with total commitment of €10bn**

**Emilia Romagna: assistance package for May 2023 flooding**

**275 Group-wide volunteering initiatives**

### EDUCATION

**UniCredit Foundation total investments of €20m into youth and education support in 2023**

**Partnership with JA Europe to invest €6.5m in education initiative**

**381,000 beneficiaries of financial education activities**

### INNOVATION

**>700 startups screened in Start Lab 2022 edition and focus on ESG for 2023 applications**

**Culture roadshows for employees across all 13 Banks**

### ACCOUNTABILITY

**ESG representation at Group Executive Committee**

**Sustainability KPIs in CEO and Top Management remuneration**

**Strong policy framework in controversial sectors**

**ESG product guidelines as part of greenwashing prevention framework**

**MSCI and Sustainalytics ratings improved respectively to AA and 16.1**

### DIVERSITY & INCLUSION

**Group Executive Committee: 46% female; 62% international**

**c.30m already invested in 2022 out of €100m committed to close gender gap on an equal pay for equal job base during 2022-24**

**Bloomberg Gender-Equality Index 2023 Member and Equileap Top 100 Globally for gender equality in 2023**

1. Including ESG-linked lending

2. LT credit, all regions including sustainability linked bonds

3. Based on Art. 8 and 9 SFDR regulation

4. Volumes as of FY22 + 9M23 actual



WE HAVE ONLY JUST STARTED ...

A run-rate that few  
can match



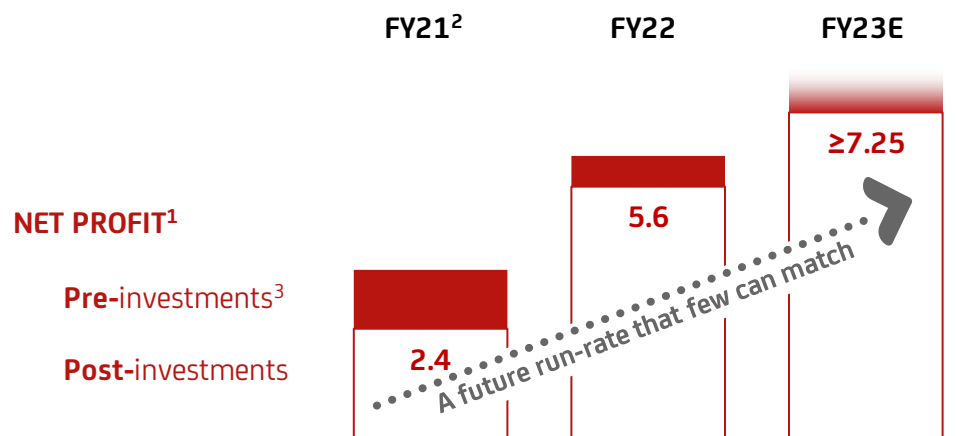
# Quality profitable growth and investments defining a sustainable run-rate

Quality profitable growth positioning us as leaders

- ✓ **RECORD 9M ACHIEVED**  
11 consecutive quarters of excellent results with
- ✓ **FROM LAGGARDS TO LEADERS IN ALL KEY METRICS** generating positive jaws balancing our three levers
- ✓ **INDUSTRIAL AND CULTURAL TRANSFORMATION**  
Unwavering execution, unlocking our full potential



Strong earnings and distribution progression, while investing more than our peers to secure future profitability

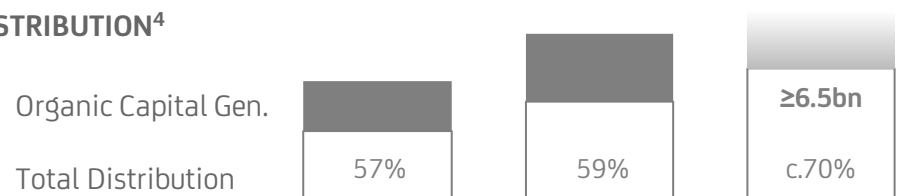


**NET PROFIT COMPARABLE TO PEERS**

Gross of investments

- Targeted industrial investments to **increasing level and quality of revenue**
- Integration costs to ensure lower cost base **while financing investments for the future**
- Risk discipline, conservative provisioning, staging and build-up of overlays ensure **structurally lower CoR of 20-25 bps within the cycle, substantially reducing volatility**

**DISTRIBUTION<sup>4</sup>**



**UNMATCHED SUSTAINABLE DISTRIBUTION CAPACITY**

- Leading distribution yield while **continuously building capital**
- Substantial and increasing excess capital above and beyond current distributions, **further securing future distribution ability**

All figures related to Group incl. Russia unless otherwise specified

1. "Net profit" means Stated net profit adjusted for impacts from DTAs tax loss carry forward resulting from sustainability test  
 2. Net profit adjusted for UniCredit Turkey impact 3. Integration Cost and Overlay build-up 4. Distribution subject to supervisory and shareholder approvals

Well positioned to deliver run rate that few can match



# Updated Guidance and Confident Outlook

## FY23 guidance

<b>Net Revenue</b>	<b>&gt;22.2bn</b>
o/w Net Interest	>13.7bn
o/w Cost of Risk	<25bps
<b>Total Costs</b>	<b>&lt;9.6bn</b>
<b>Net Profit<sup>1</sup></b>	<b>≥7.25bn</b>
<b>RWA (End of Period)</b>	<b>&lt;295bn</b>
<b>RoTE based on 13% CET1r<sup>2</sup></b>	<b>c.17%</b>
<b>Organic Capital Generation</b>	<b>&gt;320bps</b>
<b>Distribution<sup>3</sup></b>	<b>≥6.5bn</b>

Potential upside

## FY24 guidance

**Net Profit**  
**≥7.25bn**

**Distribution<sup>3</sup>**  
**≥6.5bn**

<b>NII</b>	↓	Potential reduction from increased pass through affecting NII for the whole sector, particularly Italy, and lower expected contribution from Russia  Replicating portfolio - significant positive impact
<b>Fees</b>	↑	Our investments in people, product factories and digital starting to deliver, market dependent
<b>Cost</b>	↓	Lower cost base leveraging integration costs and continuing streamlining, simplification and automation
<b>CoR</b>	→	Stable CoR backed by strong asset quality, continued high quality origination, and potential to release or deploy overlays
<b>Integration Costs</b>	↓	Reducing integration costs

**Unmatched sustainable distribution capacity leveraging sustained Net Profit, Organic Capital Generation and excess capital**

1. "Net profit" means Stated net profit adjusted for impacts from DTAs tax loss carry forward resulting from sustainability test, pre AT1 and cashes coupons which for FY23 are expected to be around 0.4bn after tax and post integration costs which for FY23 are expected to be above 0.5bn before tax  
 2. RoTE based on stated net profit adjusted for AT1 and CASHES coupons and impacts from DTA on Tax Loss Carried Forward resulting from sustainability test  
 3. Distribution subject to supervisory and shareholder approvals

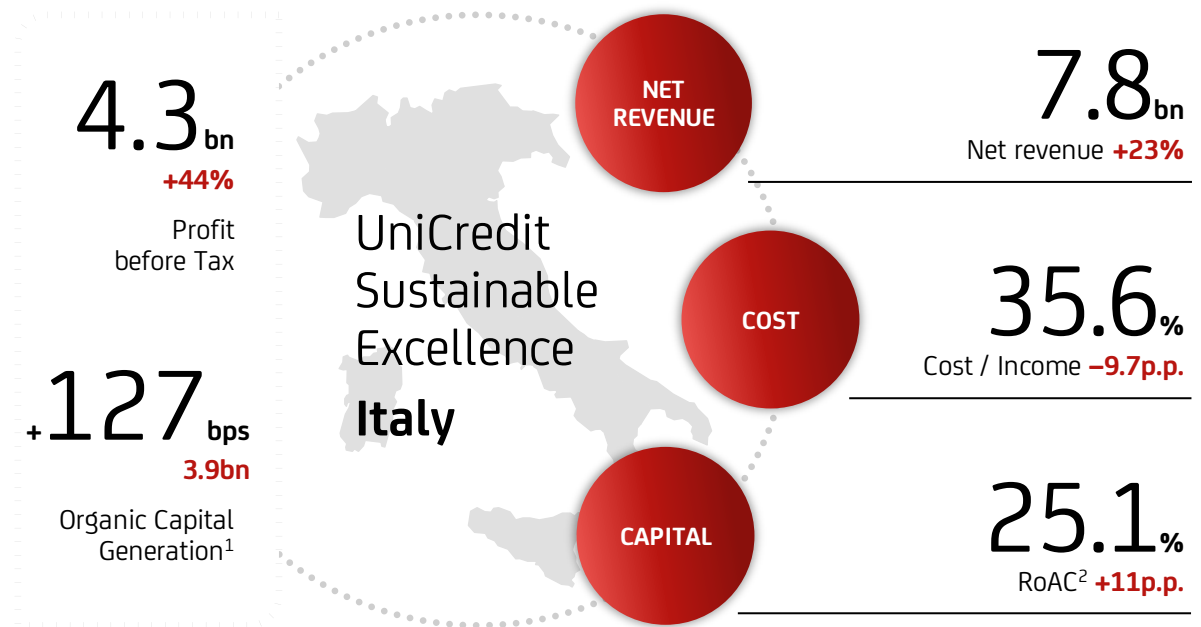


# Annex





# Italy 9M: quarter by quarter delivering a sustainable growth



- ✓ **Gross revenue: +25%**
- ✓ **NII: +67%** thanks to a favorable interest rate environment combined with pass through active management and Loans spread stabilizing notwithstanding market pressure
- ✓ **Fees: -6.2%** due to current account fee change and securitization costs (-2% excluding) and management fees partly offset by excellent results in AUC products, higher AUM placements, payments and protection
- ✓ **CoR: 23bps** thanks to solid NPE ratio at 2.6%, good trend of Default Rate at 1% in line with previous year and prudent stock overlays at c. 1,1bn protecting the future risk evolution
- ✓ **Absolute cost base: -1.9%**
- ✓ Continuing investments in front-line and additional **c.500 new hires** in the network, renewed **210 branches**, financed by efficiencies for digitisation and streamlining of processes
- ✓ **Net revenue / RWA: 9.2% (+269bps)**
- ✓ **RWA: -14bn (-11%)** progressive RWA efficiency boosted by client profitability improvement, capital efficiency and sustained active portfolio management with granular approach (reduction in sEVA negative exposure and securitizations)



## EMPOWERING COMMUNITIES TO PROGRESS

**Empowering communities to progress**  
Initiatives to support many aspects of our communities: ALL (scientific research project), Comunità di Sant'Egidio and Caritas (social project against poverty), "Orti a Scuola" by Slow Food (Young education project)

**Grow ESG Internal Competencies**  
Training courses on ESG for all business segments



## WIN, THE RIGHT WAY, TOGETHER

**Best Bank**  
The Banker crowns UniCredit as:  
- Western Europe's Best Bank for Innovation in Digital Banking  
- Best Bank for Payments globally

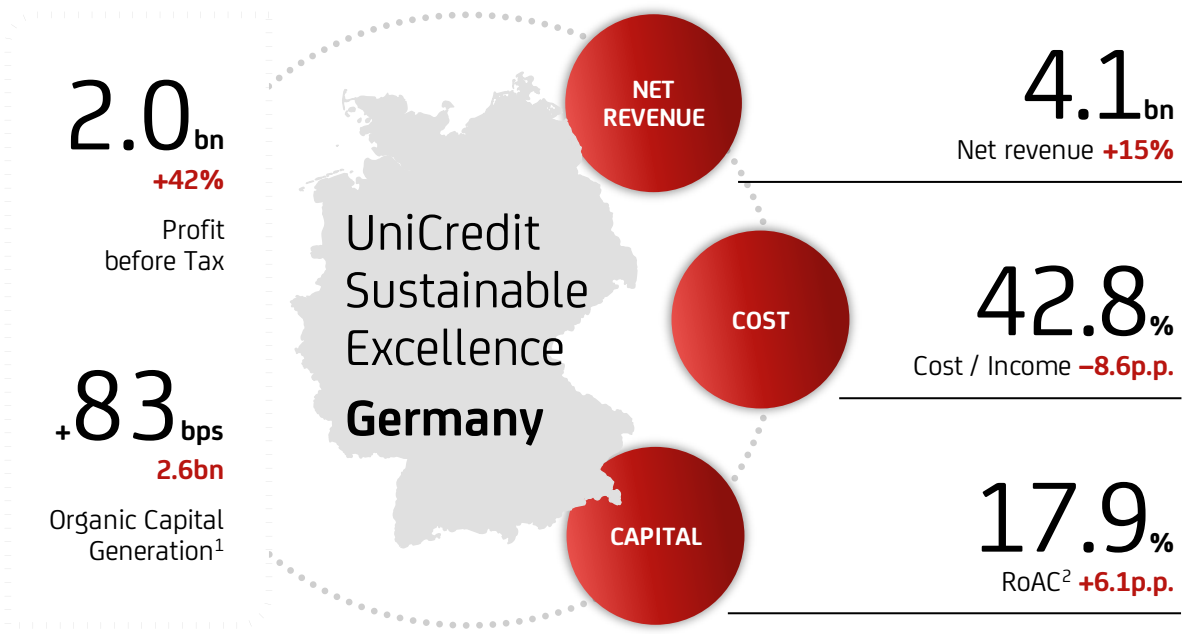
**ESG**  
MSCI upgrades UniCredit's ESG rating to 'AA'  
Exceeded 100 million Euro with the ESG Basket Bond to support the sustainable development of Italian companies

Data as of 30 September 2023, September YTD 2023 for P&L, all deltas 9M/9M unless otherwise specified

1. Calculated on Group RWA (see end notes for details/definition) 2. Annualized ratio between (i) Net profit after AT1/Cashes minus excess capital charge and (ii) allocated capital



# Germany: self-funded client-centric transformation



- ✓ **Gross revenue: +14%**
- ✓ **NII: +9%** Commercial NII +45% backed by limited pass-through, partly compensated by higher funding costs on markets positions, resulting in higher trading
- ✓ **Fees: +2%** due to successful delivery on capital light corporate financial advisory business
- ✓ **CoR: 14bps** Structurally low COR thanks to solid NPE ratio at 2.0%, prudent coverage at 35.1% coupled by stock overlays at c. 0.2bn protecting the future
  
- ✓ **Absolute cost base: -5.0%**
- ✓ Operational excellence resulting again in top tier Cost / Income of 42.8% (-9pp) driven by ongoing industrial transformation, which refines hirings of additional business FTE (~900 since 2021, 284 in 9M2023)
  
- ✓ **Net revenue / RWA: 7.2% (+135bps)**
- ✓ **RWA: -14.5bn (-17%)** Capital excellence with progressive RWA efficiency boosting capital adjusted returns with RoAC >2x Germany internal Cost of equity



## EMPOWERING COMMUNITIES TO PROGRESS

### Green Financing

Leading green bond transactions with 1.5bn EoN and 1.2bn Amprion

### Social Commitment

>25k volunteer hours by UCB employees in 9M23; 40th anniversary of the Hypo Cultural Foundation including Kunsthalle Munich with ~350k visitors p.a.



## WIN, THE RIGHT WAY, TOGETHER

### Retail Digital Banking

Go-live of the new omni-channel application route for Allianz Non-Life products; roll-out of upgraded mobile app enhancing customer experience

### Corporate Digital Enhancements

Go-live of working capital analysis embedded in client's SAP-ERP architecture

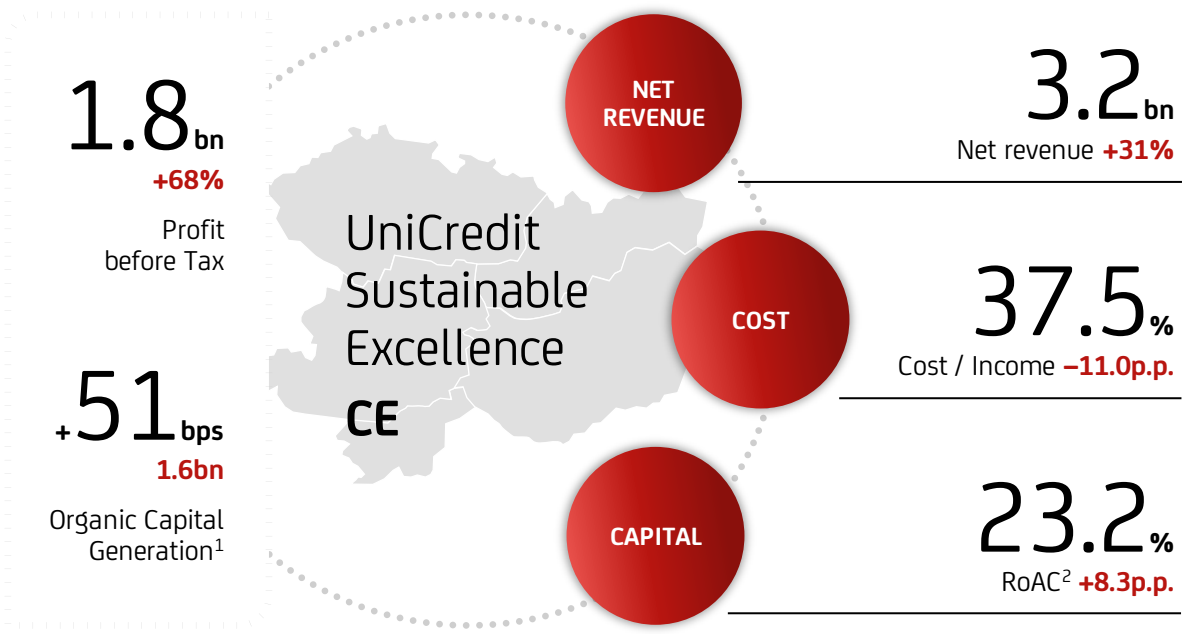
**Data-driven banking:** (i) enhanced data availability for use cases (85%), enabling the transformation of data into actionable information (ii) scaling local data and AI with extensive salesforce training, 50% of corporate RMs use automated data insights for better customer experience

Data as of 30 September 2023, September YTD 2023 for P&L, all deltas 9M/9M unless otherwise specified

1. Calculated on Group RWA (see end notes for details/definition) 2. Annualized ratio between (i) Net profit after AT1/Cashes minus excess capital charge and (ii) allocated capital



# CE: High Capital return boosted by Revenues and controlled costs



- ✓ **Gross revenue: +31%**
- ✓ **NII: +44%** positive dynamics reflecting the active management of pricing of assets and liabilities
- ✓ **Fees: -3%** as the positive trend of transactional and financing fees do not fully cover the suppressed investment and client hedging fees, due to market conditions and low volatility
- ✓ **CoR: -6bps** for 9M23 positive LLP evolution, given the good asset quality, low default rates and high recoveries
  
- ✓ **Absolute cost base: +1.1%**
- ✓ Controlled costs: as the yearly increase of HR costs factors the salary trend, NHR costs development much below inflation
- ✓ All cost items ( HR and NHR) actively managed through streamlining initiatives
  
- ✓ **Net revenue / RWA: 7.1% (+163bps)**
- ✓ RWA up Y/Y on regulatory Headwinds and business growth, partially offset by active portfolio management
- ✓ Austria with double digit RoAC +c.11p.p. Y/Y



## EMPOWERING COMMUNITIES TO PROGRESS

**Improving products and services:**  
onemarkets funds platform Live in CZSK  
E2E Digital Cash Loan in Austira  
Mobile APP for Small Business live in Hungary

**Inaugural Green EUR Mortgage Covered Bond in Czech Republic**  
with the funds of the deal allocated to eligible projects in line with the respective Sustainability Bond Framework of UniCredit



## WIN, THE RIGHT WAY, TOGETHER

**Relentless digitalization**  
c. 20m invested in improving customer experience

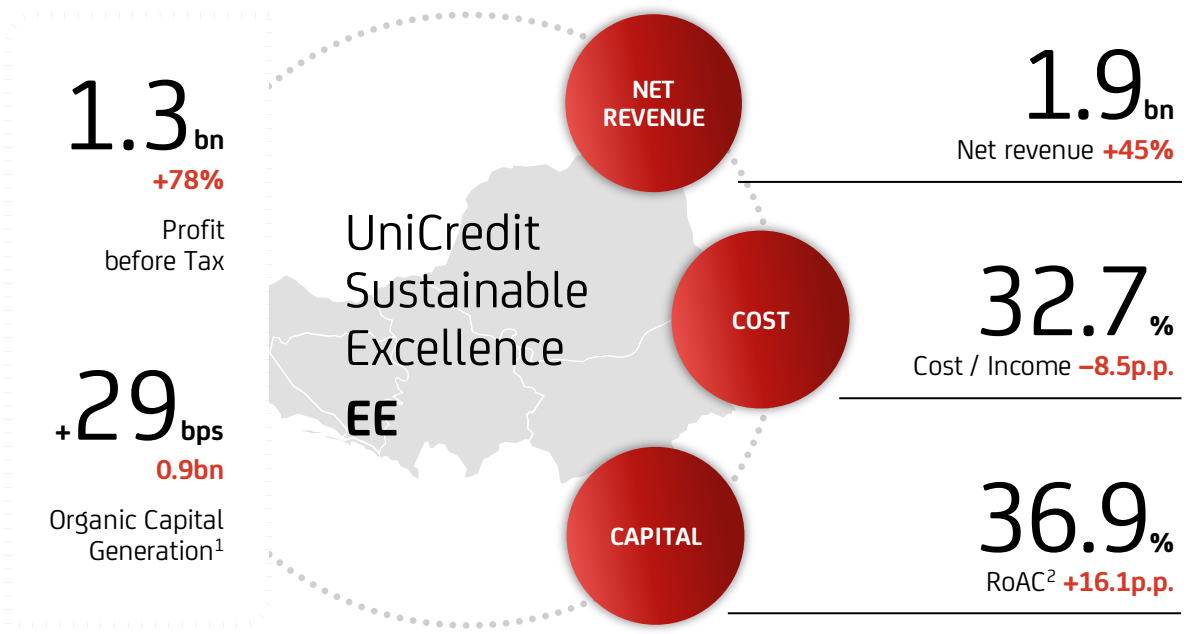
**Empowering our frontline** with knowledge to best serve our clients, assuring >115k hours invested in training our Client Facing colleagues and making >60k training topics fully accessible to every employee across CE through Group tools

Data as of 30 September 2023, September YTD 2023 for P&L, all deltas 9M/9M at constant FX unless otherwise specified

1. Calculated on Group RWA (see end notes for details/definition) 2. Annualized ratio between (i) Net profit after AT1/Cashes minus excess capital charge and (ii) allocated capital



# EE: Strong top line growth and record profitability, driven by all countries



- ✓ **Gross revenue: +33%**
- ✓ **NII: +50%** positive rate dynamics with solid commercial growth
- ✓ **Fees: +2%** driven by Transactional and Financing fees with franchise less exposed to investment fees volatility
- ✓ **CoR: -15bps** 9M23, Positive LLP dynamics, given strong recoveries and sound asset quality with low default rate.
  
- ✓ **Absolute cost base: +5.9%**
- ✓ Limited inflation driven drifts thanks to efficiency actions. Stable Q/Q
- ✓ Confirmed best in class C/I
  
- ✓ **Net revenue / RWA: 9.4% (+296bps)**
- ✓ Quality business growth fully driving RWA dynamic improving risk density Y/Y by c. 5p.p.
- ✓ Record quarterly RoAC at 41.6%



## EMPOWERING COMMUNITIES TO PROGRESS

**Improving products and services:**  
Mobile APP for Small Business live in Bosnia-Herzegovina

**Supporting sustainable lending**  
Acting as Joint Lead Manager in issuing EUR 305mn tranche of sustainability-linked bonds in Croatia (by Zagrebacki Holding)



## WIN, THE RIGHT WAY, TOGETHER

**Relentless digitalization:**  
c. 21m invested in improving customer experience

**Empowering our frontline** with knowledge to best serve our clients, assuring >250k hours invested in training our Client Facing colleagues and making >60k training topics fully accessible to every employee across EE through Group tools.

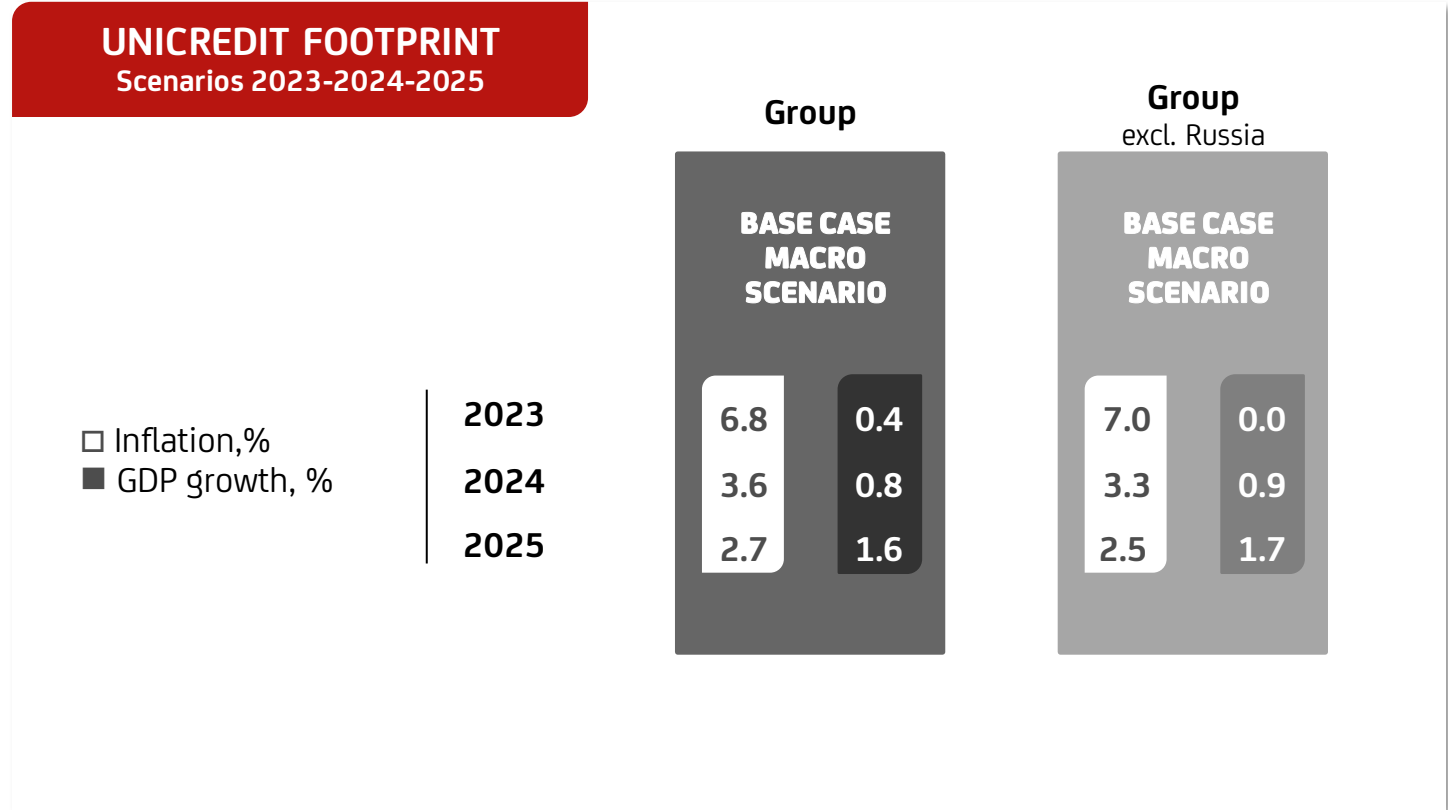
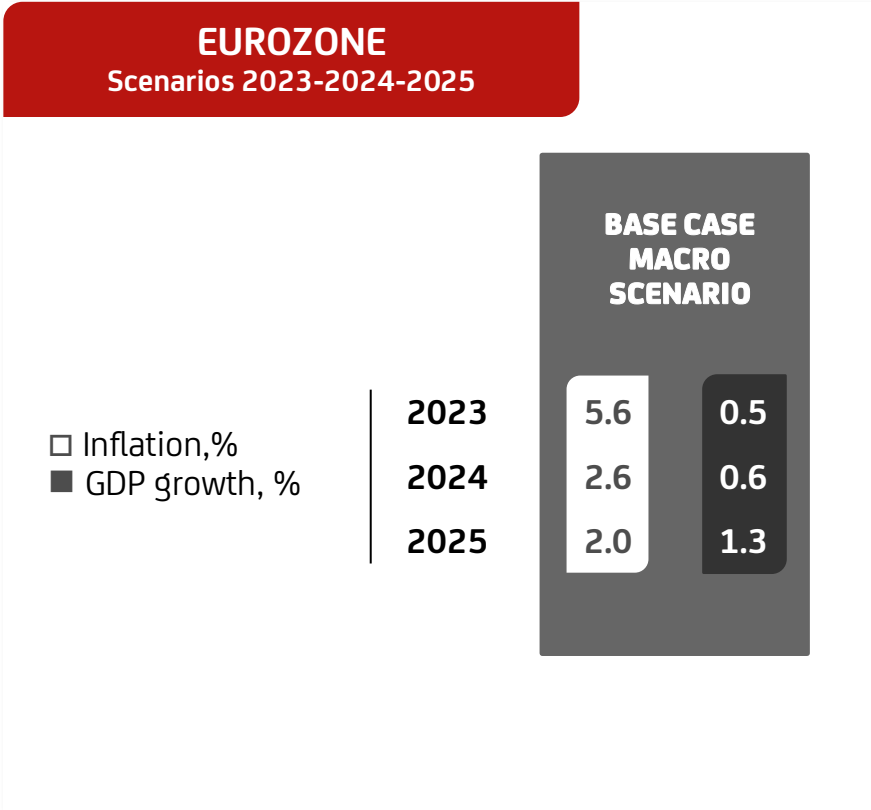
New Sales Leader Program kicked off for ~200 managers on Client Facing Roles in Romania

Data as of 30 September 2023, September YTD 2023 for P&L, all deltas 9M/9M at constant FX unless otherwise specified

1. Calculated on Group RWA (see end notes for details/definition) 2. Annualized ratio between (i) Net profit after AT1/Cashes minus excess capital charge and (ii) allocated capital



# Updated base case macro scenario



# Group P&L and selected metrics

All figures in bn <i>Unless otherwise stated</i>	1Q22	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23	9M22	9M23
Revenue	5.0	4.8	4.8	5.7	5.9	6.0	6.0	14.6	17.9
o/w Net interest income	2.3	2.5	2.5	3.4	3.3	3.5	3.6	7.3	10.4
o/w Fees	2.0	1.9	1.9	1.8	2.0	1.9	1.8	5.8	5.7
Costs	-2.3	-2.4	-2.4	-2.5	-2.3	-2.3	-2.3	-7.1	-7.0
<b>Gross Operating Profit</b>	<b>2.7</b>	<b>2.4</b>	<b>2.4</b>	<b>3.2</b>	<b>3.6</b>	<b>3.6</b>	<b>3.6</b>	<b>7.5</b>	<b>10.9</b>
LLPs	-1.3	0.0	-0.1	-0.5	-0.1	-0.0	-0.1	-1.4	-0.2
<b>Net Operating Profit</b>	<b>1.4</b>	<b>2.4</b>	<b>2.4</b>	<b>2.7</b>	<b>3.5</b>	<b>3.6</b>	<b>3.5</b>	<b>6.2</b>	<b>10.6</b>
Systemic Charges	-0.7	-0.1	-0.3	-0.0	-0.6	-0.0	-0.2	-1.0	-0.9
Integration Costs	-0.0	0.0	-0.0	-0.3	-0.0	-0.2	-0.0	-0.0	-0.3
<b>Stated Net Profit</b>	<b>0.3</b>	<b>2.0</b>	<b>1.7</b>	<b>2.5</b>	<b>2.1</b>	<b>2.3</b>	<b>2.3</b>	<b>4.0</b>	<b>6.7</b>
<b>Net Profit</b>	<b>0.3</b>	<b>2.0</b>	<b>1.7</b>	<b>1.6</b>	<b>2.1</b>	<b>2.3</b>	<b>2.3</b>	<b>4.0</b>	<b>6.7</b>
<b>Net Profit after AT1/CASHES</b>	<b>0.3</b>	<b>1.8</b>	<b>1.7</b>	<b>1.5</b>	<b>2.1</b>	<b>2.1</b>	<b>2.3</b>	<b>3.8</b>	<b>6.4</b>
Cost / Income ratio, %	47	49	49	43	39	39	39	48	39
Cost of Risk, bps	114	0	7	46	8	2	12	40	7
Tax rate, %	55%	19%	18%	n.m.	24%	28%	26%	23%	26%
CET1r (stated), %	14.00%	15.73%	15.41%	16.00%	16.05%	16.64%	17.19%	15.41%	17.19%
RWA	329.9	316.7	320.0	308.5	298.8	294.8	290.1	320.0	290.1
RoTE, %	2.3%	15.1%	13.7%	11.8%	16.8%	17.2%	18.3%	10.4%	17.4%
Diluted EPS, Eur	0.13	0.84	0.81	0.73	1.06	1.12	1.24	1.77	3.43
Tangible book value per share, Eur	24.2	25.9	27.2	28.4	28.5	30.2	31.4	27.2	31.4

Used for guidance

Used for cash dividend accrual/total distribution and RoTE/ RoAC calculation



# Russia exposure details

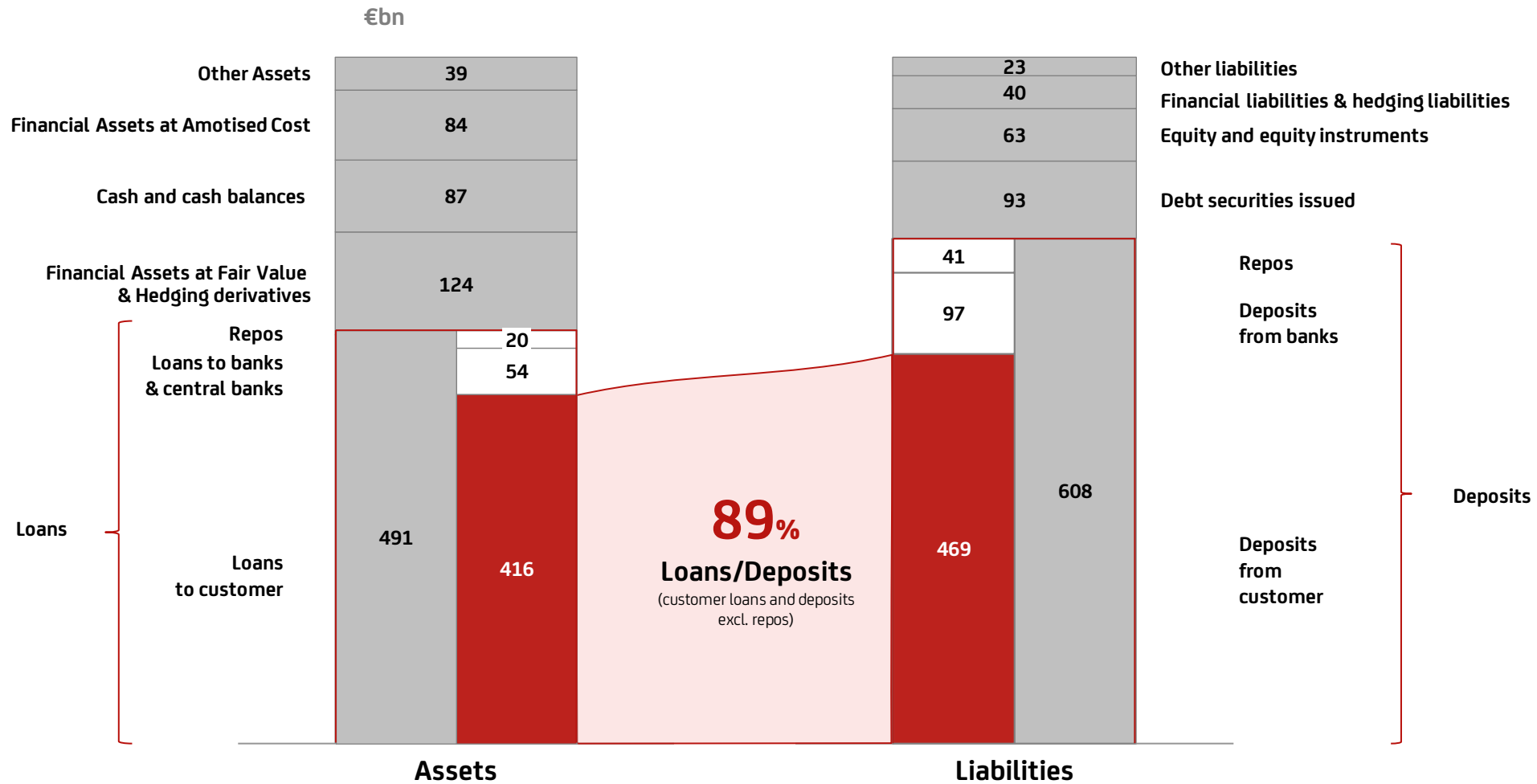
As of Sep-23		GROSS MAX EXPOSURE		GROSS EXTREME LOSS ASSESSMENT <sup>1</sup>		NET EXTREME LOSS ASSESSMENT <sup>1</sup>		RESIDUAL <sup>2</sup> IMPACT FROM EXTREME LOSS ASSESSMENT <sup>1</sup>	
		bn	bn	bps	bn	bn	bn	bps	
CET1r impact									
Participation		-2.5 <sup>3</sup>	-2.5 <sup>3</sup>	-14 <sup>4</sup>	-2.5 <sup>3</sup>	-2.5 <sup>3</sup>	-2.5 <sup>3</sup>	-14 <sup>4</sup>	Participation value lower Q/Q due to Ruble depreciation and higher RWA release in extreme loss assessment
NON LOCAL PARTICIPATION	Derivatives	-0.4	-0.1	-4	-0.1	-0.1	-0.1	-4	Intragroup only and fully collateralised
	Cross-border exposure <sup>5</sup>	-1.3	-0.7	-16 <sup>4</sup>	-0.2	-0.2	-0.2	-0 <sup>4</sup>	Exposure reduced due to maturities and prepayments at a better than provisioned value. End-of-period coverage of c.39%
	Additional intragroup exposure <sup>6</sup>	-0.1	-0.1	-3	-0.1	-0.1	-0.1	-3	
Total impact		-4.3	-3.4	-38	-2.9	-2.9	-2.9	-22	
		Down from -7.4bn as of 1Q22 market presentation			Down from -128bps as of 1Q22 market presentation				
								17.0%	CET1r pro-forma 16.1% pro-forma for 2.5bn SBB
									For hypothetical -22bps residual impact <sup>2</sup> from extreme loss assessment

c.-73% reduction equivalent to -4.5bn since March 2022<sup>7</sup>

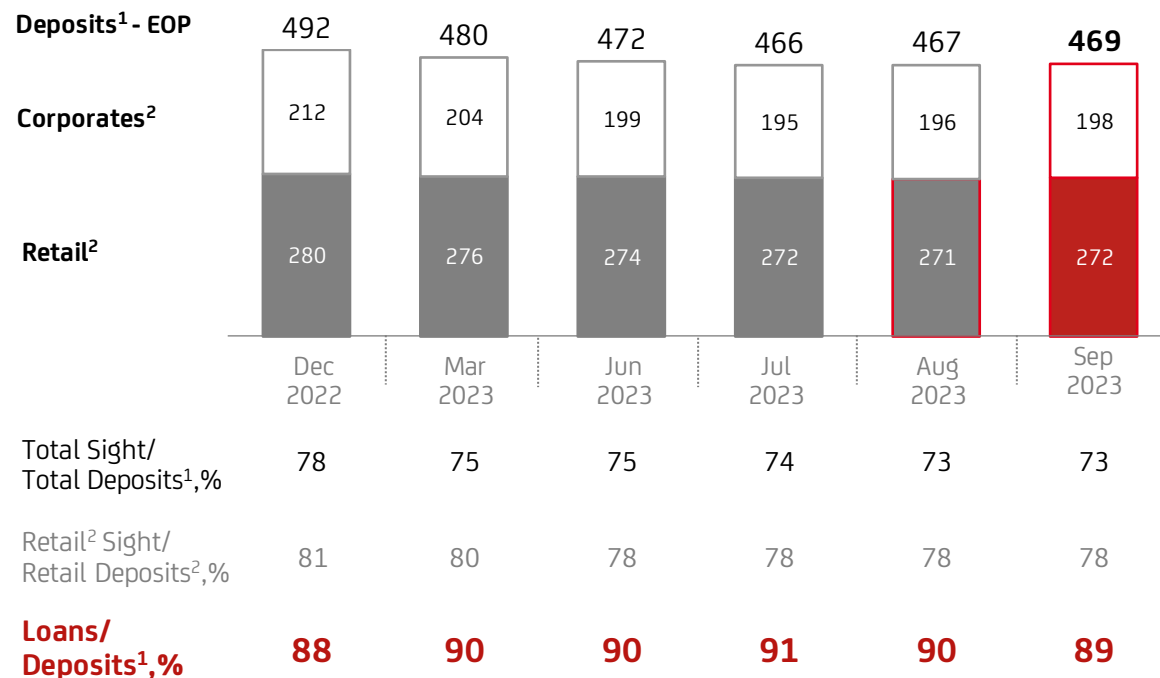
on non-local participation exposures, executed at minimum cost thanks to management proactive actions



## 3Q23 balance sheet: 826bn





LOANS / DEPOSITS<sup>1</sup> WELL BELOW 100%

## DEPOSIT MIX: &gt;80% IN RETAIL AND SME CLIENTS

- **Granular**, behaviourally sticky, **transactional** accounts
- >55% guaranteed<sup>3</sup> at Group level; average **retail balance<sup>4</sup> <20k/€** (c.70% guaranteed<sup>3</sup>)
- Retail deposits mostly **sight**: almost entirely in Italy as per market; term deposits in Germany at c. 35%

DEPOSIT TRENDS: RETAIL DEPOSITS BROADLY STABLE, CORPORATES DOWN REFLECTING MARKET TRENDS. **MARKET SHARES GENERALLY STABLE<sup>5</sup>**

- Retail 9M/9M evolution more than compensated by c. **+13bn net AUC sales in 9M23**
- Large corporates 9M/9M evolution reflects deployment of excess liquidity and our focus on pricing

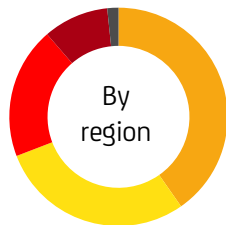
LCR **>140%** as of 3Q23NSFR **>130%** as of 3Q23<sup>6</sup>within managerial target range, notwithstanding 94bn or 88% TLTRO repayment since Dec-22<sup>7</sup>

# Deposit details

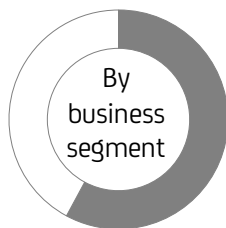
## Deposits from customers (Net of repos and IC - EoP)

**469bn**  
(-1% Q/Q)

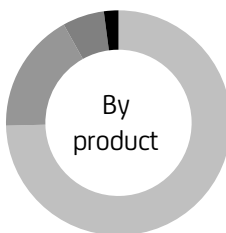
- Italy
- Germany
- Central Europe
- Eastern Europe
- Russia



- Retail<sup>1</sup> -1% Q/Q
- Corporates<sup>1</sup> stable Q/Q



- Sight Deposits -3% Q/Q
- Term Deposits +7% Q/Q
- Saving Deposits -3% Q/Q
- Other



## 3Q23 avg commercial deposits, bn

Italy	188
Germany	130
Central Europe	91
Eastern Europe	45
Russia	9
<b>Group</b>	<b>463</b>

## vs 2Q23

-2%
-2%
-1% <i>at constant FX</i>
+3% <i>at constant FX</i>
+5% <i>at constant FX</i>
<b>-2%</b>

## Customer deposits rates 3Q23 (vs 2Q23)

-0.45% <i>(-8bps)</i>
-1.40% <i>(-29bps)</i>
-1.84% <i>(-19bps at constant FX)</i>
-0.73% <i>(+1bps at constant FX)</i>
-1.49% <i>(-47bps at constant FX)</i>
<b>-1.03%</b> <i>(-16bps)</i>

1. "Retail" includes Individuals (mass market, affluent, Private and Wealth Management) and micro-business clients. "Corporates" includes Small, Medium, Large (the latter including also most of FIG - Financial Institutions Group) clients and central functions (relationships with counterparties, classified Accounting wise as "Customers", held by Treasury or by Corporate Centres for liquidity management purpose)

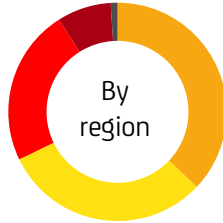


# Loan details

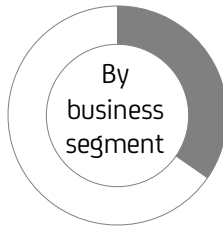
## Loans to customers (Net of repos and IC - EoP)

**416bn**  
(-2% Q/Q)

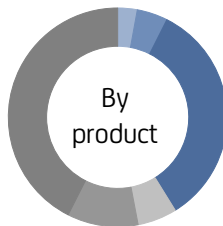
- Italy
- Germany
- Central Europe
- Eastern Europe
- Russia



- Retail<sup>1</sup> -1% Q/Q
- Corporates<sup>1</sup> -2% Q/Q



- Impaired Loans
- Consumer Finance
- RE Mortgages
- Overdraft Loans
- S/T Loans
- Other ML/T Loans



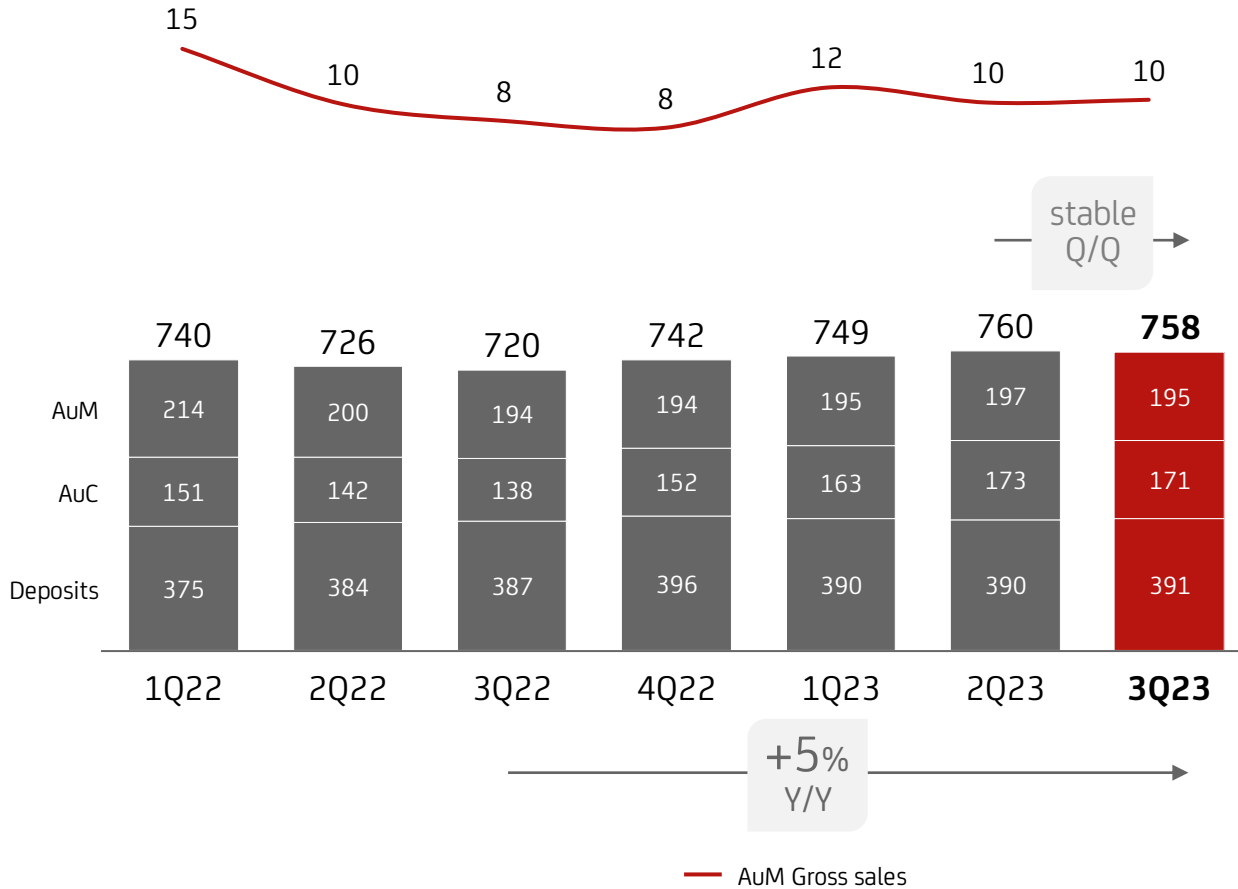
	3Q23 avg gross commercial performing loans, bn	vs 2Q23	Gross customer performing loan rates 3Q23 (vs 2Q23)
Italy	155	-3%	4.41% (+39bps)
Germany	112	-0%	3.71% (+27bps)
Central Europe	93	+1% <i>at constant FX</i>	4.35% (+36bps at constant FX)
Eastern Europe	34	+2% <i>at constant FX</i>	5.37% (+28bps at constant FX)
Russia	5	-5% <i>at constant FX</i>	7.98% (+22bps at constant FX)
<b>Group</b>	<b>399</b>	<b>-1%</b>	<b>4.32%</b> (+33bps)

1. "Retail" includes Individuals (mass market, affluent, Private and Wealth Management) and micro-business clients. "Corporates" includes Small, Medium, Large (the latter including also most of FIG - Financial Institutions Group) clients and central functions (relationships with counterparties, classified Accounting wise as "Customers", held by Treasury or by Corporate Centers for liquidity management purpose)



# Total Financial Assets

Quarterly evolution, bn



TFAs<sup>1</sup> quarterly split by item, bn

AuM	<b>195</b> bn 3Q23	<b>-1%</b> Q/Q	<b>+1%</b> Y/Y
AuC	<b>171</b> bn 3Q23	<b>-1%</b> Q/Q	<b>+24%</b> Y/Y
Deposits	<b>391</b> bn 3Q23	<b>stable</b> Q/Q	<b>+1%</b> Y/Y



# Asset quality details

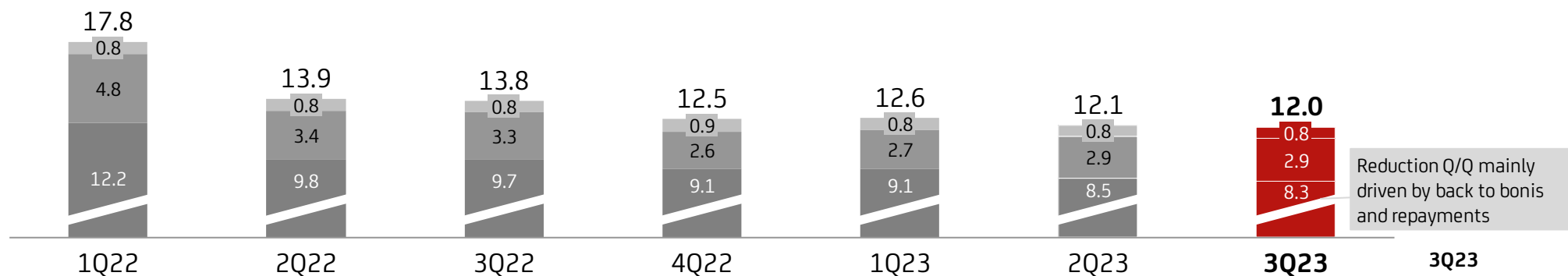
Gross NPE ratio	3.8%	2.9%	2.9%	2.7%	2.7%	2.6%	<b>2.7%</b>
Net NPE ratio	1.9%	1.5%	1.5%	1.4%	1.4%	1.4%	<b>1.4%</b>

**Total gross NPE**

Gross past due

Gross bad loans

Gross UTP



Reduction Q/Q mainly driven by back to bonis and repayments

**NPE coverage ratio stable at 48%** on book, mostly UTP and Past Due

Gross UTP + Past Due / Gross NPE	76%	<b>76%</b>	<b>40%</b>
----------------------------------	-----	------------	------------

**3Q23 net bad loans at 0.8bn** and net bad loan **ratio at 0.2%** (net bad loans/CET1 capital at 1.6%)

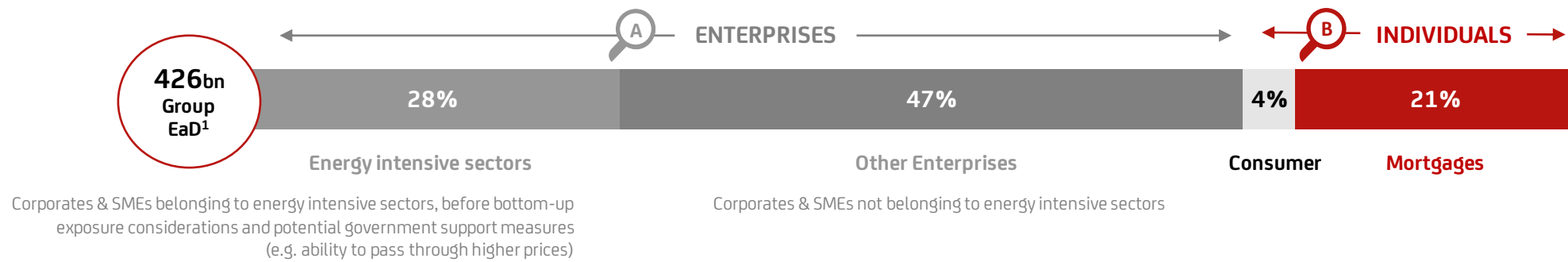
Gross bad loans / Gross NPE	24%	<b>24%</b>	<b>73%</b>
-----------------------------	-----	------------	------------

NPE coverage does not factor in provisions on performing loans (1.2% coverage including 1.75bn overlays)

NPE coverage ratio	48%	<b>48%</b>
--------------------	-----	------------



# Spill-over analysis confirming soundness of Group risk profile



## Spill-over analysis

1. **Macro scenarios stress (including recession)** to measure tail risks and impacts on asset quality and LLPs
2. **Additionally, name-by-name analysis** focused on:

### Name-by-name analysis on Enterprises

- **Energy intensive** sectors (e.g. Machinery and Metals, Utilities, Automotive, Chemicals, Building materials and others)
- **Supply chain constraints** and direct links on trade flows versus Russia/Ukraine

**High risk exposure at <1%** of total Group EaD<sup>1</sup> which equals **<2% of Enterprises**

- **No evidence of deterioration** currently recorded on Focus Enterprises portfolio

### Spotlight on small business

- **Small Business** at only **c.4%** of Group EaD<sup>1</sup>
- Exposure **highly secured** (>60%)

### Spotlight on individuals

- **Limited consumer** finance (**4% of EaD<sup>1</sup>**, o/w ITA 7%, GER 1%), **low mortgage LTV (c.55% on mortgage stock)**
- Early warning indicators **not showing significant signs of deterioration**
- Analysis of potential effects from stressed inflation and interest rates **confirms resilience of portfolio debt repayment capacity**

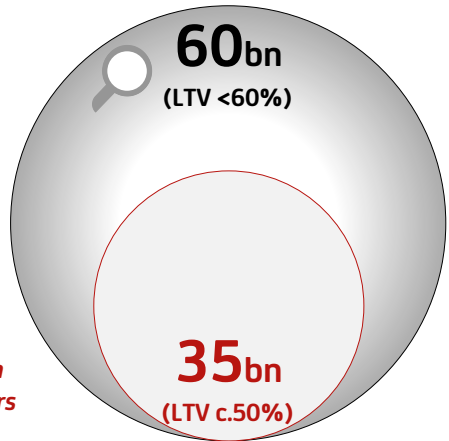


# Focus on Commercial Real Estate (CRE) portfolio

CRE vs total loans in line or below market<sup>1</sup> in Italy, Germany and Austria; volume stable over recent years with declining gross NPE at c.4%

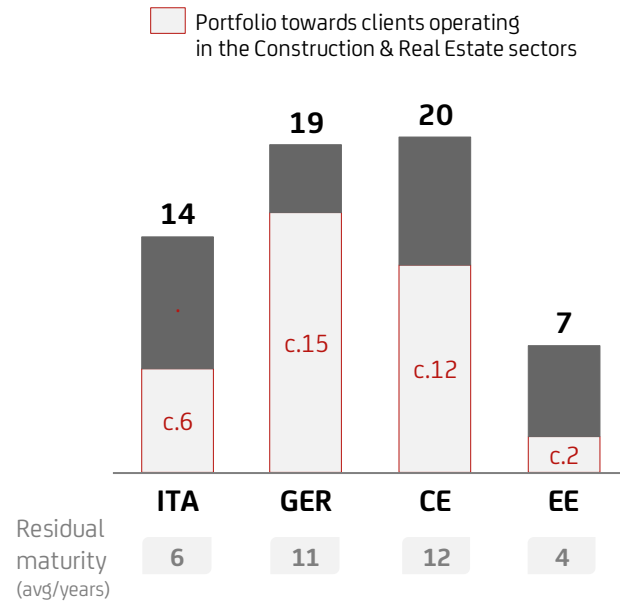
CRE portfolio as of 2Q23

Portfolio of CRE financing and/or corporate loans with CRE collateral regardless of the industry in which the counterpart operates in

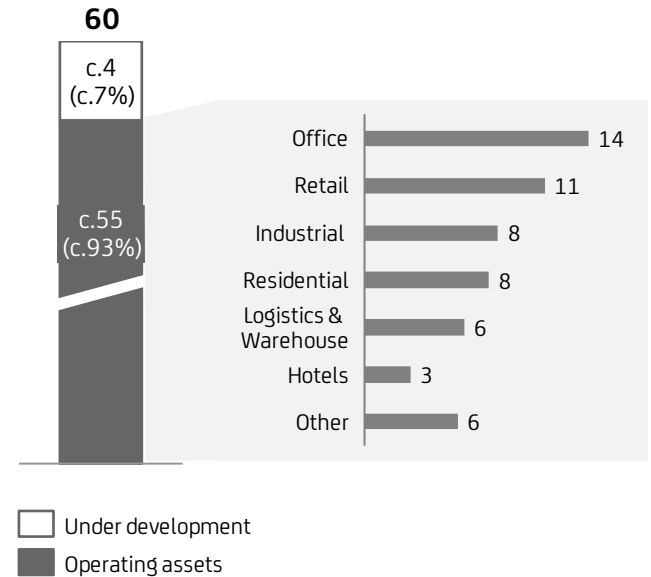


Portfolio towards clients operating in the Construction & Real Estate sectors

Split by Region, bn



Split by asset class, bn



High portion of fixed rate component and refinancing risk limited by residual maturity profile and amortizing repayment plans

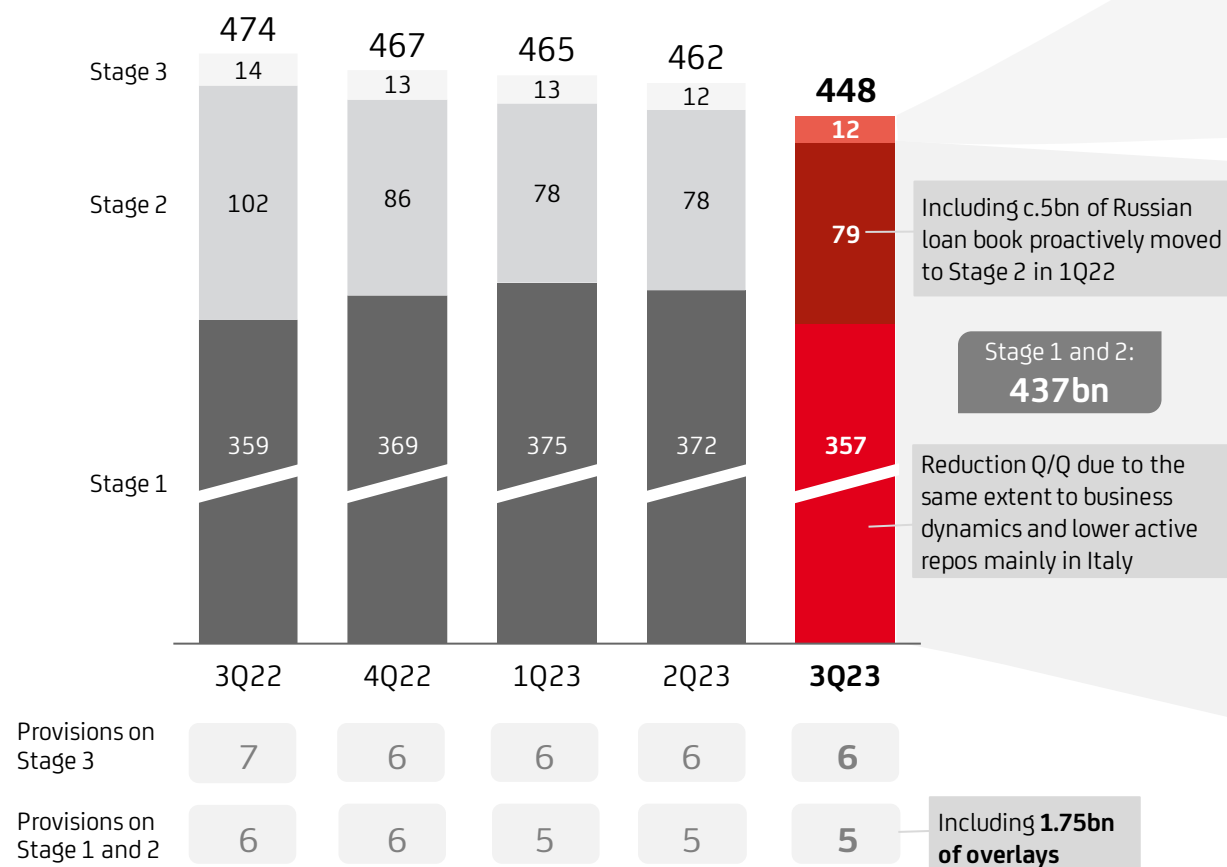
In some CE&EE countries greater tendency to get Real Estate collateral on short-term working capital lines and other products amounting to c.6bn, increasing CRE portfolio

Limited exposure to projects under development mostly in Germany and with strict controls enforced



# Group gross loans breakdown by stages

Group gross loans<sup>1</sup> and provisions EoP, bn



Category	3Q22	4Q22	1Q23	2Q23	3Q23
Stage 3 (% of gross loans)	2.9%	2.7%	2.7%	2.6%	2.7%
Coverage ratio	50.4%	48.2%	48.5%	47.9%	48.1%
Stage 2 (% of gross loans)	21.5%	18.3%	16.7%	16.9%	17.5%
Coverage ratio	4.6%	5.0%	5.3%	4.9%	4.9%
Stage 1	75.6%	79.0%	80.6%	80.5%	79.8%
Coverage ratio	0.3%	0.4%	0.4%	0.4%	0.4%

1. Total loans to customers end-of-period, at face value (i.e. before deduction of provisions), including active repos and (in divisional figures) intercompany, both performing and non performing (comprising bad loans, unlikely to pay, and past due); debt securities and non current assets held for disposal are excluded

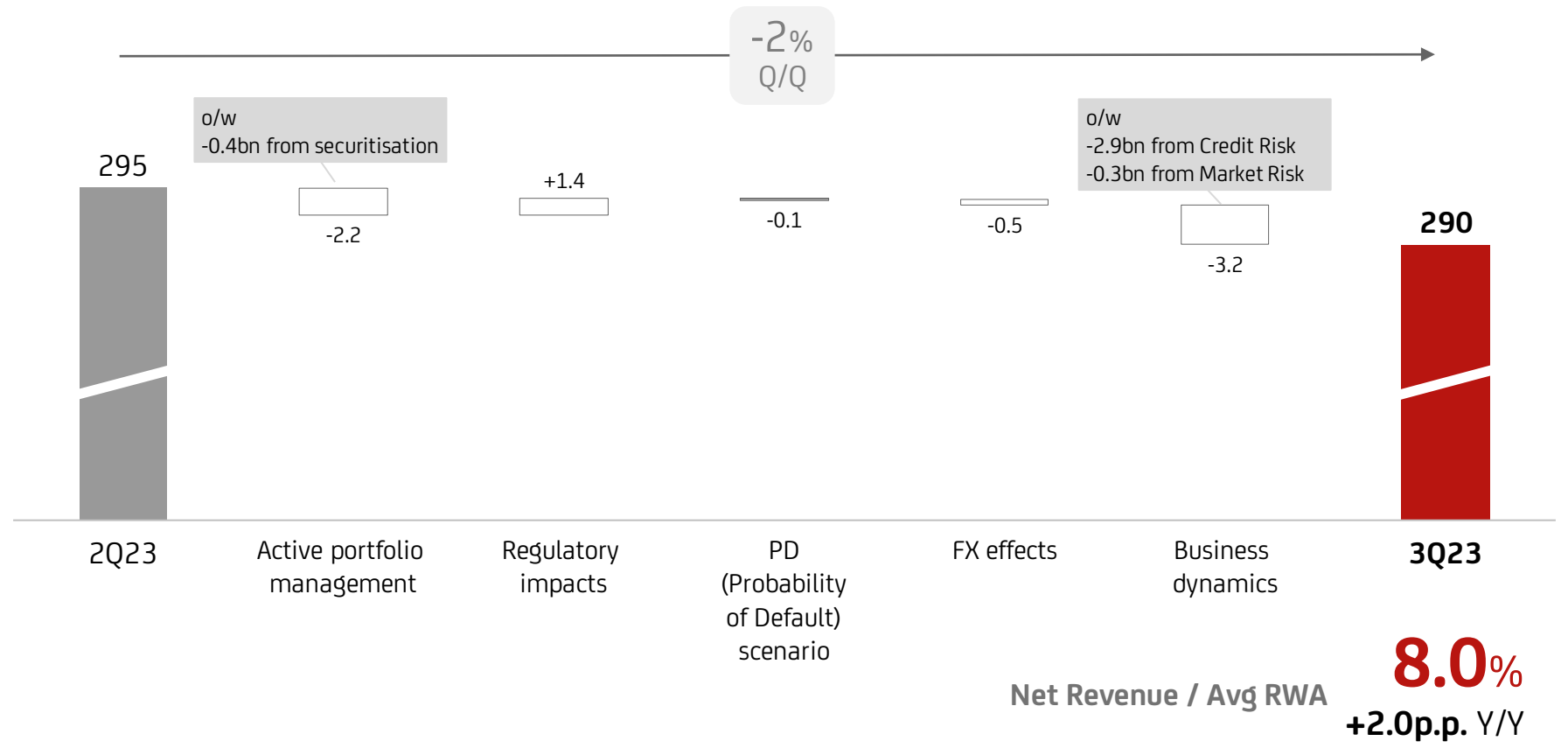
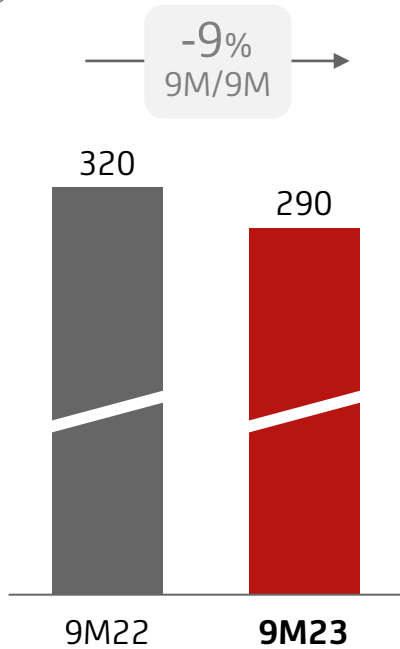




# RWA details

## RWA walk, bn

Group



# End notes



This presentation may contain “forward-looking statements” which includes all statements that do not relate solely to historical or current facts and which are therefore inherently uncertain. All forward-looking statements rely on a number of assumptions, expectations, projections and provisional data concerning future events and are subject to a number of uncertainties and other factors, many of which are outside the control of UniCredit S.p.A. (the “Company”). There are a variety of factors that may cause actual results and performance to be materially different from the explicit or implicit contents or expectations of any forward-looking statements and thus, such forward-looking statements are not a reliable indicator of future performance.

The Company undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as may be required by applicable law. The information and opinions contained in this Presentation are provided as at the date hereof and are subject to change without notice. Neither this presentation nor any part of it nor the fact of its distribution may form the basis of, or be relied on or in connection with, any contract or investment decision.

The information, statements and opinions contained in this presentation are for information purposes only and do not constitute a public offer under any applicable legislation or an offer to sell or solicitation of an offer to purchase or subscribe for securities or financial instruments or any advice or recommendation with respect to such securities or other financial instruments. Any recipient is therefore responsible for his own independent investigations and assessments regarding the risks, benefits, adequacy and suitability of any operation carried out after the date of this presentation. None of the securities referred to herein have been, or will be, registered under the U.S. Securities Act of 1933, as amended, or the securities laws of any state or other jurisdiction of the United States or in Australia,

Canada or Japan or any other jurisdiction where such an offer or solicitation would be unlawful (the “Other Countries”), and there will be no public offer of any such securities in the United States. This presentation does not constitute or form a part of any offer or solicitation to purchase or subscribe for securities in the United States or the Other Countries. Distribution of this document in other jurisdictions may be prohibited, and recipients into whose possession this document comes shall be solely responsible for informing themselves about and observing any such restrictions.

Pursuant the consolidated law on financial intermediation of 24 February 1998 (article 154-bis, paragraph 2) Bonifacio Di Francescantonio, 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.

For the aforementioned purposes, "presentation" means this document, and any oral presentation, any question-and-answer session and any written or oral material discussed following the distribution of this document. By participating to this presentation and accepting a copy of this presentation, you agree to be bound by the foregoing limitations regarding the information disclosed in this presentation.

Neither the Company nor any member of the UniCredit Group nor any of its or their respective representatives, directors or employees shall be liable at any time in connection with this presentation or any of its contents for any indirect or incidental damages including, but not limited to, loss of profits or loss of opportunity, or any other liability whatsoever which may arise in connection of any use and/or reliance placed on it.



# Information related to this presentation (1/4)

## General notes

### **End notes are an integral part of this presentation**

All data throughout the documents are in **Euros**

Numbers throughout the presentation may not add up precisely to the totals provided in tables and text due to **rounding**

**Russia** includes the local bank and legal entities, plus the cross border exposure booked in UniCredit SpA

**CET1 ratio** fully loaded throughout the document, unless otherwise stated

**Shareholder distribution** subject to supervisory and shareholder approvals

**Delta Q/Q** means: current quarter versus previous quarter (in this presentation **equal to 3Q23 versus 2Q23**)

**Delta Y/Y** means: current quarter of the current year versus the same quarter of the previous year (in this presentation **equal to 3Q23 versus 3Q22**)

**Delta 9M/9M** means: 9 months of the current year versus 9 months of the previous year (in this presentation **equal to 9M23 versus 9M22**)



# Information related to this presentation (2/4)

## Main definitions

<b>“Allocated capital”</b>	calculated as 13.0% of RWA plus deductions
<b>“Clients”</b>	means those clients that made at least one transaction in the last three months
<b>“Cost of risk”</b>	based on reclassified P&L and Balance sheet, calculated as (i) LLPs of the period (annualised in the interim periods) over (ii) average loans to customers (including active repos, excluding debt securities and IFRS5 reclassified assets)
<b>“Coverage ratio (on NPE)”</b>	Stock of LLPs on NPEs over Gross NPEs excluding IFRS5 reclassified assets
<b>“Customer Loan”</b>	Net performing and non-performing loans to customers excluding active repos, debt securities, IFRS5 reclassified assets and intercompany for divisions
<b>“Default rate”</b>	Percentage of gross loans migrating from performing to non performing over a given period (annualized) divided by the initial amount of gross performing loans
<b>“Diluted EPS”</b>	calculated as Net Profit after AT1/CASHES - as defined below - on avg. number of diluted shares excluding avg. treasury and CASHES usufruct shares
<b>“Expected Loss (EL)”</b>	based on performing portfolio with details for both stock and new business done since January current year. Calculated as expected loss over exposure at default
<b>“Gross Comm. Perf. Loan AVG”</b>	Average stock for the period of performing Loans to commercial clients (e.g. excluding markets counterparts and operations); managerial figures, key driver of the NII generated by the network activity
<b>“Gross NPEs”</b>	Loan to customers non performing exposures before deduction of provisions, comprising bad loans, unlikely to pay, and past due (including active repos, excluding debt securities and IFRS5 reclassified assets)
<b>“Gross NPE Ratio”</b>	Gross non performing exposures over gross loans to customers (including active repos, excluding debt securities and IFRS5 reclassified assets)



# Information related to this presentation (3/4)

## Main definitions

<b>“HQLA”</b>	High-Quality Liquid Assets - assets, which can be easily and immediately converted into cash at little or no loss of value even in periods of severe idiosyncratic and market stress. These assets are unencumbered, which means free of legal, regulatory, contractual, or other restrictions on the ability of the bank to liquidate, sell, transfer, or assign them
<b>“LCR”</b>	Liquidity Coverage Ratio - ratio between the high-quality liquid assets (HQLA) and the net cash outflows expected over the coming 30 days, under stress test conditions
<b>“Net NPEs”</b>	Loan to customers non performing exposures after deduction of provisions, comprising bad loans, unlikely to pay, and past due (including active repos, excluding debt securities and IFRS5 reclassified assets)
<b>“Net NPE Ratio”</b>	Net non performing exposures over net loans to customers (including active repos, excluding debt securities and IFRS5 reclassified assets)
<b>“Net profit”</b>	means Stated net profit adjusted for impacts from DTAs tax loss carry forward resulting from sustainability test
<b>“Net profit after AT1/Cashes”</b>	means Net profit as defined above adjusted for impacts from AT1 and Cashes coupons. The result is used for cash dividend accrual / total distribution, as well as RoTE and RoAC calculation
<b>“Net revenue”</b>	means (i) revenue, minus (ii) Loan Loss Provisions
<b>“NSFR”</b>	Net Stable Funding Ratio - ratio between the available amount of stable funding and the required amount of stable funding that are calculated applying defined weighting factors to on and off-balance sheet items. The relevant instructions for its calculation are included in the Regulation (EU) 876/2019 of the European Parliament
<b>“Organic capital generation”</b>	calculated as (Net Profit, as defined above, minus delta RWA excluding Regulatory impacts and PD scenario impacts x CET1r actual)/ RWA
<b>“PD scenario”</b>	Impacts deriving from probability of default scenario, including rating dynamics



# Information related to this presentation (4/4)

## Main definitions

<b>“RoAC”</b>	annualized ratio between (i) Net profit after AT1/Cashes minus excess capital charge (where applicable) and (ii) allocated capital, both as defined above
<b>“RoTE”</b>	means (i) Net profit after AT1/Cashes – as defined above, over (ii) average tangible equity – as defined below, minus CASHES and DTA from tax loss carry forward contribution
<b>“RoTE@13%CET1r”</b>	means RoTE as defined above, but with a tangible equity assuming to distribute the capital in excess of a 13% CET1r (FL), upper end of UniCredit CET1 management target, reducing immediately the TE by this amount of distribution
<b>“Stated net profit”</b>	means accounting net profit
<b>“Regulatory impacts”</b>	Regulatory impacts are mostly driven by regulatory changes and model maintenance, shortfall and calendar provisioning (impacting on capital)
<b>“SBB”</b>	Share buy back - repurchasing of shares by the company that issued them to reduce the number of shares available on the open market
<b>“UTP”</b>	means “unlikely to pay”: the classification in this category is the result of the judgment of the bank about the unlikeliness, without recourse to actions such as realizing collaterals, that the obligor will pay in full (principal and/or interest) its credit obligations
<b>“Tangible Book Value” or “Tangible Equity”</b>	for Group calculated as Shareholders’ equity (including Group stated profit of the period) less intangible assets (goodwill and other intangibles), less AT1 component
<b>“TBVpS”</b>	Tangible Book Value per Share - for Group calculated as End of Period tangible equity over End of Period number of shares excluding treasury shares

