



# Directors' Report

Ordinary Shareholders' Meeting  
March 31<sup>st</sup>, 2026

# 05. 2026 Group Remuneration Policy

Dear Shareholders,

We have called this Ordinary Meeting to request your approval of the 2026 Group Remuneration Policy, set out in the attached document which forms an integral part of the present Report, in compliance with the provisions set by the “Disposizioni di vigilanza per le Banche” issued by Bank of Italy which prescribe that the Shareholders’ Meeting approves, amongst other items, the remuneration policy for the Members of the Administrative and Auditing bodies and employees.

The approval of remuneration policy and incentive systems shall evidence their conformity with prudent risk management and the company’s long-term objectives, as well as ensuring an appropriate balance between the fixed and variable components as required by regulators, including in the case of the latter, risk-weighting systems and mechanisms designed to ensure that compensation is linked to effective and lasting results.

It is therefore proposed that this Shareholders' Meeting approves the annual revision of the 2026 Group Remuneration Policy which defines the principles and standards which UniCredit applies to and are reflected in the design, implementation and monitoring of remuneration policy and systems across the entire UniCredit organization. This proposal was drawn up considering the contribution of Group People & Culture, Group Compliance, Group Risk Management and Group Chief Financial Office functions on the topics under their scope.

The document is prepared to fulfil the obligation prescribed by art. 123-ter of Legislative Decree nr. 58/98 (TUF).

The general principles foreseen at Group level by the Remuneration Policy may be the object of calibration, consistently with the rules and regulatory provisions locally applicable.

## 2026 Group Remuneration Policy

The key principles of the Group Remuneration Policy, which are substantially confirmed with respect to those approved by the Ordinary Shareholders’ Meeting on March 27, 2025, are fully described in the 2026 Group Remuneration Policy - that fully encompasses the regulatory provisions by Circular n° 285 from Bank of Italy on “Policies and practices on remuneration and incentive” of December 17, 2013, 37<sup>th</sup> update of November 24, 2021 - that has been made available to shareholders and the market – in the ways and in accordance with law – and that is summarized here below:

(a) the UniCredit compensation approach is performance oriented, market aware and aligned with business strategy and stakeholder interests, ensuring remuneration competitiveness and effectiveness as well as internal and external equity and transparency, by driving sustainable behaviors and performance;

(b) within UniCredit’s governance structure, rules and processes for delegation of authority and for compliance have been defined with the aim of assuring adequate control, coherence and compliance of remuneration framework across the Group;

(c) the key pillars of the Group Remuneration Policy, in alignment with the group business and risk strategy, are:

- meritocracy and sustainable pay for sustainable performance;
- motivation, retention and fair treatment of all employees, with particular focus on talents and mission-critical resources;
- clear and transparent governance;
- compliance with regulatory requirements and principles of good business conduct;
- continuous monitoring of market trends and practices;

(d) on the basis of these principles, the Group Remuneration Policy establishes the framework for a consistent approach and a homogeneous implementation of sustainable remuneration in UniCredit, with particular reference to the Executives and Material Risk Taker population.

In compliance with applicable regulations, the adoption of a maximum ratio between variable and fixed remuneration of 2:1 was approved by the Shareholders’ Meeting held on May 13<sup>th</sup>, 2014 and on March 31<sup>st</sup>, 2023, to be applied for the overall population, with

the exception of the employees belonging to company control functions<sup>1</sup> and other functions for whom a more restrictive regulatory cap applies.

Especially for the staff of the Corporate Control Functions, for People & Culture and Manager in Charge of Drafting the Company's Financial Reports<sup>2</sup> a more stringent regulatory cap applies and it is expected that the fixed remuneration is predominant component of total remuneration and incentive mechanisms are consistent with the assigned tasks as well as being independent of results from areas under their control.

For these Functions, in particular, the maximum weight of the variable component will take into account the differences between national rules and regulations in application of Directive 2019/878/EU in the various countries in which the Group operates, in order to ensure equal operating conditions in the market and the ability to attract and retain individuals with professional skills and capabilities adapted to the needs of the Group.

Confirming of a ratio of 2:1 between variable and fixed compensation will not have implications on bank's capacity to continue to respect all prudential rules, in particular capital requirements.

It is specified that, in line with the provisions currently issued by the Bank of Italy and as set out in this remuneration policy submitted for approval by the Shareholders' Meeting, UniCredit will exercise the option not to apply the 2:1 limit between the variable and fixed components of remuneration, with respect to staff of the Group's investment firms and asset management companies (current and future), establishing a maximum ratio between the variable and fixed components of up to 5:1. This decision is based on the fact that such staff operate exclusively for the aforementioned entities.

The adoption of a limit of up to 5:1 is motivated by the need to maintain a competitive positioning, ensuring the ability to attract and retain key talent in both domestic and international markets.

This exemption applies to Group companies that currently set or will set a specific cap on the variable component, defined in accordance with the applicable local and sector regulations, ensuring that the remuneration policies adopted by these entities remain consistent with the Group's policy and with the guidelines provided pursuant to law, particularly with regard to gender neutrality, alignment with Group risks, compatibility with the Group's capital and liquidity levels, and the medium- to long-term orientation of the Group.

In addition, in compliance with the latest regulatory requirements, UniCredit performs on a continuous basis assessment of categories of staff whose professional activities have a material impact on an institution's risk profile. The self-assessment is performed at local and Group level, as requested by Bank of Italy, and the process and criteria are represented in the 2026 Group Remuneration Policy. For 2026 assessment process and outcomes, no material deviations compared to the 2nd cycle 2025 results are expected.

Furthermore, in line with the indications of national and international regulators, it is deemed appropriate within the annual review of policy and remuneration systems to make some updates including, in particular, the update of entry conditions, performance conditions, targets for short-term and long-term scorecard of CEO and Executives with strategic responsibilities, in line with the Strategic Plan.

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*Dear Shareholders,*

*If you agree with the above proposal, you are invited to adopt the following resolution:*

*"The Ordinary Shareholders' Meeting of UniCredit S.p.A., acknowledged the Directors' proposal,*

#### *RESOLVES*

*to approve the 2025 Group Remuneration Policy, also pursuant to art. 123-ter of TUF, as contained in the Section I of the 2025 Group Remuneration Policy and Report which forms an integral part of the present Report, in order to define the principles and standards which UniCredit shall apply and reflect in its design, implementation and monitoring of remuneration policy and practices across the entire organization."*

<sup>1</sup> For the Material Risk Takers of Corporate Control Functions (i.e. Internal Audit, Risk Management, Compliance) in Italy, the ratio between the variable and the fixed components of remuneration cannot exceed the limit of one third, as per BankIt provision (Circular 285 of December 17, 2013, 37th update of November 24, 2021). For Risk Management departments not classified as control function the 1:1 cap is confirmed.

<sup>2</sup> The same provision shall also apply to the Sustainability Reporting Manager, when appointed.



UniCredit S.p.A. Joint stock company - Registered Office and Head Office: Piazza Gae Aulenti, 3 Tower A, 20154 Milan, Italy - Registered in the Register of Banking Groups and Parent Company of the UniCredit Group, with code 02008.1; ABI code 02008.1 - Fiscal Code, VAT number and Registration number with the Company Register of Milan-Monza-Brianza-Lodi: 00348170101 - Member of the National Interbank Deposit Guarantee Fund and the National Compensation Fund - Stamp duty paid virtually, if due - Auth. Agenzia delle Entrate, Ufficio di Roma 1, no. 143106/07 of 21.12.2007.