

A year ago we set our Purpose of empowering communities to progress and set out our **UniCredit Unlocked strategic plan**. The goal of our strategy is to unlock the value inherent

in UniCredit via an industrial transformation combined with three financial levers of net revenue growth, operational efficiency and capital efficiency.



## Defining a clear vision and winning strategy

**DELIVERING FOR ALL OUR STAKEHOLDERS IS AT THE BASIS OF OUR VISION: TO BE THE BANK FOR EUROPE'S FUTURE**



**VISION**

The Bank for Europe's Future

**COMMUNITIES**  
Empowering Communities to Progress.



**PEOPLE**

Win.  
The Right Way.  
Together.

**INVESTORS**

Quality Growth.  
Operational and Capital Excellence.  
Best-in-class Sustainable Returns and Capital Generation.

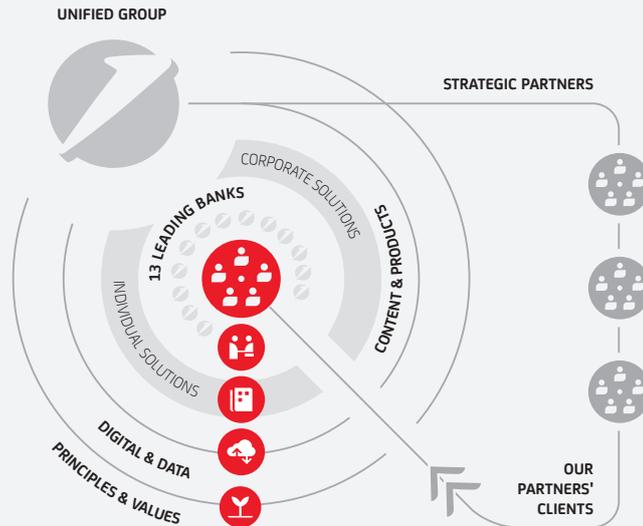
We are deeply embedded in our **Communities**, helping them to deliver their full potential by acting as an engine of individual and collective growth. Our **Clients**, spread across the communities of Europe, are at the heart of our strategy - we exist to serve them.

A reliable partner in life is what our **People** are asking of us. They want an institution they can trust, an environment in which they can flourish

as individuals and professionals and a business they feel proud to work for, providing them with the tools to deliver an exceptional service to clients.

We are delivering growing and sustainable returns for our **Investors** and achieving consistently excellent results against clear financial KPIs across our three levers - cost, net revenue and capital.

**UNWAVERING COMMITMENT TO UNICREDIT UNLOCKED, THE RIGHT STRATEGY FOR US AND OUR ANSWER TO THE FUTURE OF BANKING**



Our **strategy is based on our vision** and tailored to our strengths and **complemented** by an **ecosystem** built around five industrial levers.

**CLIENTS**

Our clients are our most important asset - 15 million of them, with 14 million retail and a distinctive strength in the value accretive affluent sector. Both for our clients and our best-in-class partners, we represent a gateway to Europe.

**Our ambition:** to increase the number of clients, and serve them cohesively, answering to their needs through best-in-class products and service.

**PEOPLE AND ORGANISATION**

Our Bank is built on the strong foundations of 13 local banks. The banks enjoy an unmatched heritage and untapped potential with a solid connection to clients and communities. We respect local banks and their unique identities while we unify them to release the power of this collective, turning UniCredit into something greater than the sum of its parts.

**Our ambition:** to have PROUD, MOTIVATED and EMPOWERED people that act as OWNERS, enabled to best serve our clients by the tools we provide.

1. Our ESG Strategy is fully described in a dedicated paragraph of the Integrated Report.

**CONTENT AND PRODUCTS**

Our Banks can leverage two best-in-class product factories: Corporate and Individual Solutions. Our winning and distinguishing factors are pan-European coverage, a unique cross-border positioning allowing us to attract the best talent and partners and achieve scale.

**Our ambition:** We are reconfiguring the critical, high-value elements of the value chain in each of our core product areas, adding more external partners to our ecosystem to deliver solutions tailored around client needs.

**DIGITAL AND DATA**

We are optimising our digital and data infrastructure which has the strong potential of allowing for economies of scale. We are progressively internalising our technology and skillset and continuously strengthening our cyber security and defences.

**Our ambition:** to build a fully digital and data-driven organisation, with digital transformation as a key enabler of clients and people.

**PRINCIPLES AND VALUES**

We are striving to change our Culture by shifting the mentality of the organisation based on three core Values of Integrity, Ownership and Caring. Within a clear risk and control framework, we are empowering our people to unite behind a unique, common Purpose and vision.

**Our ambition:** Purpose, Culture and ESG commitments to unite and guide our people towards shared objectives and empowering communities to progress<sup>1</sup>.